

Fundraising Techniques of San Luis Obispo Nonprofit Organizations

**Fundraising Techniques of San Luis Obispo Nonprofit Organizations**

A Senior Project presented to  
the Faculty of the Graphic Communication Department  
California Polytechnic State University, San Luis Obispo

In Partial Fulfillment  
of the Requirements for the Degree  
Bachelor of Science

by

Samantha Suyemoto

December 2014

© 2014 Samantha Suyemoto

## Table of Contents

List of Figures.....	3
Abstract.....	4
Chapters	
I.    Introduction.....	5
Context of the Problem .....	5
Significance of this Research.....	6
Interest in the Problem.....	6
II.   Literature Review.....	7
The Climate of Nonprofit Fundraising.....	7
III.  Methodology.....	12
Procedure.....	12
Analysis Techniques.....	13
IV.  Findings and Analysis.....	14
Results.....	14
Data Analysis.....	20
Conclusions.....	24
Works Cited.....	25
Appendices	
A.  Survey Monkey- Pre-survey.....	26
B.  Case Study Questions.....	27

**List of Figures**

Figure 1. Important Communication Channels for Nonprofits..... 9

Figure 2. Types of Communication Used..... 16

Figure 3. Average Donor Age..... 16

### **Abstract**

The purpose of this study was to identify the strengths and weaknesses of using direct mail and electronic media in the fundraising techniques of local San Luis Obispo nonprofit organizations. The intended audience includes the nonprofits interviewed in each case study as well as the other organizations that fundraise within the San Luis Obispo area. Three case studies of nonprofit organizations within the area were conducted in conjunction with research on various types of funding. Results of this study are intended to benefit the nonprofits by providing more information on successful fundraising habits.

## **I. Introduction**

### **Context of the Problem**

Nonprofits face the daunting task of relying on donations to continue their organization's purpose. Thus, methods to establish long-lasting and profitable relationships with their donor bases are a top priority. However, the question remains as to the effectiveness of these strategies. Within the fundraising realm of nonprofit marketing, there is large variation to both the technology used and the implementation. In the current economic climate of the recovery from recession, there may be a significant difference in marketing techniques and results, but little to no current research exists on the state of San Luis Obispo nonprofit marketing techniques. The challenges faced within this area of nonprofit fundraising are unclear due to the lack of research. This research will explore nonprofits' methods in the San Luis Obispo Area for targeting donors in fundraising efforts, especially with direct mailing campaigns and multimedia avenues. Individual case studies of San Luis Obispo private nonprofits are the main source of my information and the bulk of my report. Using a standard free response questionnaire complements the data acquired. These efforts will collect comparable, relevant data regarding the direct mailing campaigns and integration of technology to increase donor funding.

My main aims include:

- To understand direct mail's positive or negative effect on donor revenue
- To gain a thorough understanding of the barriers (if any) to variable data technology or online interaction
- To create possible solutions for implementation as suggested by the research.

### **Significance of this Research**

The intended audience of this project is the participating group of nonprofits within the research. These people implement new fundraising efforts, and will use the research to expand their knowledge of potential barriers in the San Luis Obispo area. This research will be attractive to future nonprofit creators, serving as a reference for possible marketing options. My reasoning for choosing nonprofits is ultimately to provide a general rule of what works in fundraising, and to promote awareness amongst the organizations in order to collaborate certain techniques. However, if research shows many groups do not use variable data within direct mail or website donation elements, I would like to understand those barriers for change, as well as possibly create an implementation plan to change a specific organization. Current organizations could compare and contrast methods in order to better their own practices. Benefits include: bettering individual fundraising techniques, providing a base to compare future surveys to, and understanding the barriers to nonprofit fundraising.

### **A Spark Ignited**

My interest in this senior project topic derives from my work in a nonprofit organization that has, in my belief, severely outdated fundraising efforts. However, not fully grasping the entire situation, the case studies should glean useful and implemental data in order to improve or prove the dated tasks of the current nonprofit's work. Also, it is intriguing to fully understand the donor/organization relationship that so many individuals partake in within daily life.

## II. Literature Review

### The Climate of Nonprofit Fundraising

The non-profit organization is a colossal force within the American economy. In a network of 1,409,430 tax-exempt organizations, according to the National Center for Charitable Statistics, it is vital to collaborate in order to reap the best rewards for all. To effectively compare local nonprofits' electronic and direct mail segments, background to the fundraising channels is required. It is important to understand non-profit funding through a variety of means including the use of grants, events, websites, email, and print requests.

Grants are the most inflexible of the nonprofit funding techniques. Nonprofits apply for an "authorized expenditure to a non-federal entity for a defined public or private purpose in which services are not rendered to the federal government," and receive a fixed amount of money as decided by the giving party (Pettijohn, 2013, p.1). Still, grants accounted for one-third of public charity funding in 2011, which is a large area of income for startups and established organizations alike (Pettijohn 14). The same basic principles of other types of fundraising: communication and connection can be applied to receiving grant funding, according to Joanne Fritz, author of *Nonprofit Charitable Organization Resources* (Fritz, n.d). A way to create that connection and credibility is through a clear mission statement and purpose which, when placed on a website, appears presentable and accessible. Because of its large influence in the nonprofit funding world, it is vital to understand the option of grants, but when asked of a professional, April Northstrom from the Savvy Communications blog states, an "organization should not be more than 25% dependent on any type of grant funding." Other experts agree that dependent funding

should be limited, thus other avenues of funding are required to maintain a secure nonprofit.

Nonprofit events serve as a small amount of revenue compared to other types of funding on a national level. For example, in 2011 when grouped with “dues, rental income, and gains or losses from goods sold” as reported on IRS Business master files of public charities, 6% of revenue came from special events (National Center for Charitable Statistics, 2013 p. 1). Though a small percentage when grouped across varying sizes, special events can prove to be a large source of revenue for small nonprofits. Author of GreenLight Fundraising, Rich Foss warns against placing too much emphasis on events, stating, “perhaps 10% of your funds should come from special events” due to a large amount of capital, volunteer time and energy necessary to make the event, and a few big donations could probably reach the “bottom line” of profit from an event more easily (n.d.). A mixture of physical marketing and electronic communication can be used to advertise details of events. Social media, websites, email, and direct mail are proven areas of revenue.

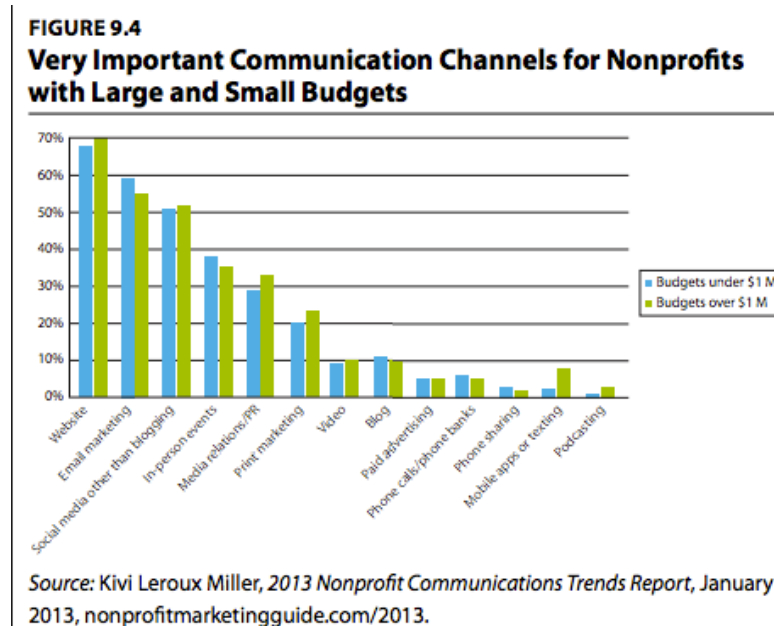
Out of the donation funding sent to nonprofits, 72% is from individual donors, making it the biggest market area to target (Giving USA Foundation, 2013). Electronic communication is part of the resources necessary to target the individual market. As seen in the following graph, websites were ranked of top importance for both small (under \$1 million budget) and large (over \$1 million budget) nonprofit organizations (Leroux p. 195). Within the realm of websites, a research study in 2011 of 60 nonprofit sites by Jakob Nielsen shows that there was room for improvement stating, “giving money on charity websites is 7% harder than spending money on e-commerce sites” (p. 19). Users also gave



a lower rating, a 5.3 out of 10, for finding information on the non-profit organization.

Because of the overall attitude shift toward electronic communication, it is essential for nonprofits to improve upon their presence in electronic channels. Leroux, author of *Content Marketing for Nonprofits*, found that fundraising communicators are “likely to say that the budget for direct expenses, lack of clear strategy, and lack of knowledge or training needed to produce content were big challenges. They were [also] likely to send direct mail more often and to take a more conservative approach to social media” (58).

Figure 1: Important Communication Channels for Nonprofits



Overall, nonprofit fundraising techniques are fueled by their final goal: to retain and maintain donations. As stated in the sentiments of many fundraising communicators, direct mail also plays a role in reaching the donor audience.

Direct mail is commonly misperceived as a dwindling medium for the masses. There is a rightful debate to the physical properties of direct mail that bridge into both the environmental and cost benefit of its uses. However, smart direct mailing is proven to be an effective fundraising tool. According to Marc Pitman, founder of fundraisingCoach.com,

“for really serious fundraisers, direct mail is still a must... [Attendees] kept saying, ‘[h]ow do we get gifts online?’ [Pitman] said, ‘Well, you send them a letter’” (Gardiner 2014). In the same article, a question of NGOs cutting direct mail because of costs prompted an explanation from Kristan McCurry, principal of MindSet Direct: of her seven years of experience in a large organization, over 90% of current planned gifts first gave from a direct mail source. Direct mail establishes donors that retain their donations, and continually make a pledge to help.

Direct mailing realities are not all positive, “the average response rate for direct mail, the most popular direct marketing channel, is down almost one full percentage point from 10 years ago,” according to the Direct Marketing Association’s (DMA) Response Rate 2012 Report (NonProfit Times, 2012). It is important to remember that the traditional practice still requires fine-tuning to continue to profit within the competitive landscape of nonprofits. In comparison to online fundraising, “[o]nline fundraising is growing rapidly, but 79 percent of all donations are still made by paper check. Even though the ability to target potential donors online is getting better, direct mail still produces stronger results” (Vanderkelen, 2013). The creation of silos—placing direct mail in its own area, separate from electronic, separate from events is not an effective way to fundraise. Thus, an integration of both direct mail concreteness and instant feedback of electronic mediums will prove to work more profitably, and efficiently when used cooperatively.

The current state of the fundraising climate offers the same end goal when it was first founded: create meaningful connections with donors. Because of this end goal, there is an immense amount of variety and flexibility to achieve what is needed. The necessary marketing channels and tools that end up being used are those that coincide with the target

donor market. Direct mail tends to appeal more to an older age group, as both boomers and most of Gen X prefer it (Leroux, 2013 p. 52). Allowing the younger generation to access the nonprofit requires an online presence.

It is vital to integrate the separate areas of fundraising to create a well-rounded funding base. On understanding the weaknesses and strengths of the direct mail channel and the electronic channels of fundraising efforts, there is a solid framework for understanding the possible conditions nonprofits within the research boundary are capable of. In the end, as Pitman (2013) states, “truth of the matter is if you believe 100% in what you're doing, no matter the size of your nonprofit, you push through until you find the right message for your case for engagement, whether it's online, major gifts or direct mail” (as stated in Gardiner, 2014 p. 2).

### **III. Methodology**

The purpose of this study was to understand how direct mail and electronic methods of small, medium, and large nonprofit organizations, respectively, affected nonprofit fundraising within the San Luis Obispo area. Case studies were conducted to provide deeper insight into the influences of fundraising decision-making in nonprofits.

The main objectives included

- A completed study of direct mail's positive or negative effect on donor revenue.
- A fully assessed report on the barriers (if any) to variable data technology within direct mail and online interaction.

### **Procedure**

The main source of information was derived from three case studies of fundraising coordinators within the San Luis Obispo area. Expert representatives of one small and two medium organizations (up to \$500,000, and \$500,000-\$10 million) provided in-depth perspectives on their organizations' fundraising efforts. The questions placed their nonprofit on a scale of technology advancement relative to their organization's needs. The expert was asked to highlight their most effective fundraising program, as determined by donor response and revenue, and whether technology was important within that program. The responder was then prompted for an elaboration of what automation or technology was used, and whether the organization's follow-up response was digital. Questions also asked them to outline demographic specifics, including general donor age, and the length of time their organization was established. Then specifics about fundraising techniques detailed the direct mail habits, and website practices of their nonprofits.

**Analysis Techniques**

After compiling the results of the case studies, the organization results were compared to current trends within the entire US nonprofit industry. Because similar demographic and technology questions were asked on the survey of the industry and the survey of San Luis Obispo, it was simple to match up the information. The case studies provided a qualitative understanding of the types of barriers to nonprofit fundraising within their specific environment. The final notes on case study information were analyzed. This information provided a thorough analysis of the scope of nonprofit fundraising problems specific to the industry, and the San Luis Obispo area.

## **IV: Findings and Analysis**

### **Results**

In order to better represent the nonprofit sizes within the San Luis Obispo area, one small nonprofit (making less than \$500,000 per year) and two medium sized nonprofits (\$500,000-\$1 million) were surveyed. To find these representative organizations, an online self-reported email survey was sent out to around twenty nonprofit organizations within the area that were recommended both by community members and found online. Because of the self-reporting nature of this survey, there is a slight bias toward the more technologically advanced organizations. However, this study will focus on the depth of these organizations and may serve as a testament to the progress of other nonprofits in the future. The initial survey questions (found in Appendix A) were asked to gauge where each organization chose to focus their resources. This was distributed through Survey Monkey. The information provided a basis for elaboration in the case study interview on the choice of fundraising avenues and what value was added to donor retention or fundraising. The interviews were conducted either over the phone or in person. A list of base questions was asked to maintain consistency (found in Appendix B), but elaboration questions were unique for each representative when appropriate. For uniformity and unbiased focus on the results, organizations are referred to as “Non Profit Organization A” through “Non Profit Organization C.”

A brief description on each case study follows to provide insight and reference for the analysis throughout the rest of the paper.

**Non Profit Organization A:**

Non Profit Organization (NPO) A is a small nonprofit founded in 2003 that classifies itself as a public health and research centered organization. It has three full time employees and is based completely online. Though there are specific advantages to that, as an unknown organization to the local San Luis Obispo area, they have reported an inherent issue with local community presence. NPO A reports that 80% of their funding is from individuals through a membership program and general donations, while 20% of funding comes from sponsorships.

**Non Profit Organization B:**

The first of the medium sized nonprofit organizations, Non Profit Organization (NPO) B was founded in 1977. It began in Southern California, but has since expanded to have headquarters in San Luis Obispo. Described as a humanitarian organization, they have the broadest offerings in terms of social and online media. Their exposure of media can be found in Figure 2.

**Non Profit Organization C:**

The second medium sized nonprofit, NPO C began in 1887, but the branch within the San Luis County began in 1958. Their reason for existence is to facilitate services, while the general donor audience is reported to be a bit older than both of the other nonprofits with a general range of 51-70 years of age.

Each organization self-reported the types of communication avenues they use. To compare quickly, the data has been compiled in Figure 2:

Figure 2: Types of Communication Used

Media Type	NPO A (small)	NPO B (med)	NPO C (med)
Website	✓	✓	✓
Twitter	✓	✓	✓
Facebook	✓	✓	✓
YouTube		✓	✓
Instagram		✓	
Direct Mail	✓	✓	✓
Vimeo		✓	
Texting		✓	
Telephone		✓	✓
Newspaper			✓
Radio			✓
Email newsletter	✓	✓	✓

As seen, the most popular avenues that are shared by all three organizations include: a website, Twitter, Facebook, and the use of direct mail as well as an email newsletter. A graphical representation of the average donor age follows:

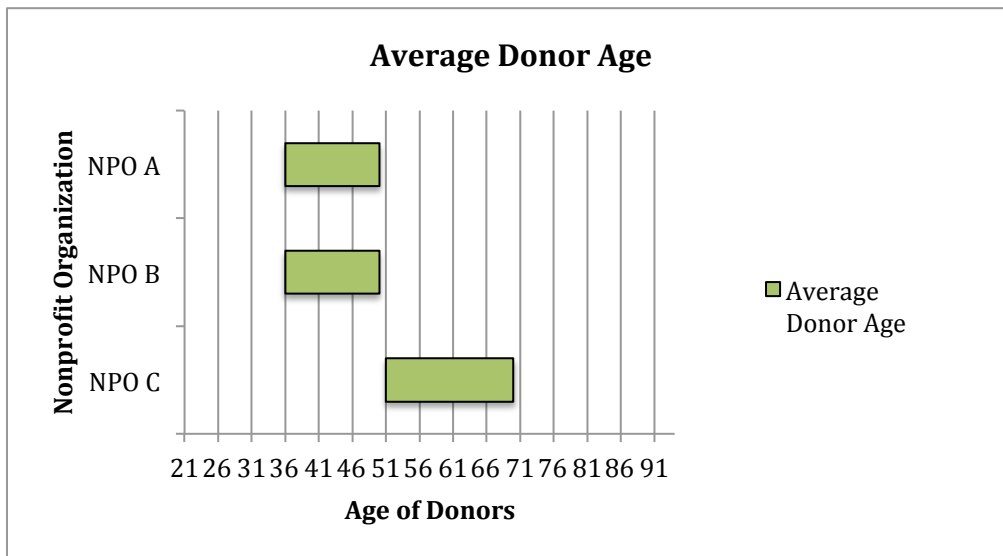


Figure 3: Average Donor Age



NPO C has a higher average donor age than both NPO A and B. This is a contributing factor to their reported avenues of donor contact, as they list newspapers, radio, and phone calls. It is more standard to see Facebook and direct mail listed as a form of contact within both age groups as Facebook still reaches the 36-50 and into the 51+ ranges of its users. Based on previous research of national nonprofits, generally these age groups are better able to give to organizations, and in San Luis Obispo's case they are generally more monetarily committed to the improvement of their community.

All three of the organizations' representatives had the core message to stay focused on human interaction: make the donor feel important and create connections from organization to individual. As NPO C's representative states, "people need to know that you are using their donation for what you said the intended purpose was." The three nonprofits will help to illustrate the main point of this case study: that technology and customized direct mail can create both long lasting and profitable donor relationships. Examples from the various nonprofits are used to illustrate the points of creating value through these avenues.

### **Creating long lasting relationships:**

#### *Events and the use of direct mail and electronic communication:*

Within the literature review portion of this report, experts agreed that an important fundraising area for small and medium nonprofits was events. All three of the nonprofits surveyed agreed that events are very important to gain community support and exposure for their organizations.

NPO C, for example holds a wine themed event. For many years, the event was geared toward the college student demographic. This caused inherent tension in terms of long-term donor relationships because students are generally interested in savings, not spending. Because of the fundraising aspect of the event, the festivities were reworked to focus on a different clientele, and it is now a successful yearly event to remind the community of the nonprofit presence. This event uses a “thank you” email, and a handwritten letter to all in-kind donors (donors of goods and services rather than direct monetary donations). Because of the personalization of the handwritten mail, it creates a strong relationship with in-kind donors, and there are many vendors that repeatedly offer their services for the event’s success.

The draw to create personal contact through events is a strong force. NPO A has struggled with their lack of exposure within the San Luis Obispo community due to its sole online presence. The organization is unsure how the community will react to an unknown group attempting to establish a presence through an event, and how to relay the event to the community to get a response. Currently, they host an entirely online based kickstarter-esque fundraiser which gains exposure by marketing through direct mail avenues, as well as consistent posts on social media, mostly on Facebook. Widespread media coverage allows for more chances at attaining long-lasting relationships. NPO A is also steadily funded through membership fees. Members receive access to updates of exclusive content on the organization’s website and subscribe to a weekly newsletter. Becoming a member with the group is a great way for donors to show continued support, while fulfilling part of NPO A’s mission of informing individuals about their topic.

**Profiting from these relationships:**

More on the business side of the fundraising equation is an organization's ability to translate that long lasting connection with a donor to a profitable relationship.

*Customized direct mail as a tool to increase profitability in relationships:*

Overall, all nonprofits surveyed agreed that there was a large amount of value within the customization of direct mail campaigns. This is aligned with the research conducted on a larger scale in programs found nationally. Direct mail was found to be more effective when

- A.) It was specific, and relevant.
- B.) It made an impact and required a direct call to action.

To illustrate these two areas, the specific applications of each organization follow. NPO A had success in the targeting of mid-level donors with tangible goal amounts and incentives to try to appeal to more than one reason for donating. As mentioned earlier, the small organization hosts a kickstarter campaign online that places a time period and a goal amount to the online fundraising effort. This year, a direct mail piece was sent to the mid-level donors in an attempt to increase their giving amounts. The piece offered a physical reward of a t-shirt for a donation above a certain amount. From this targeted piece there was a much higher return rate in small checks, and the amount specified on the mail piece was a more common donation amount. Thus, the direct mailing created a specific and relevant reward as well as an impactful call to action.

NPO C sends out twice yearly campaigns due to post office regulations for reduced rates, but also asserts, "if they weren't effective, we would not continue to send them." C's

organization attributes direct mail's success with the familiarity that resonates with its donors. It is a twice-yearly reminder to contribute to their cause, while making a direct impact on long time donors. NPO B agrees that a certain age bracket responds to the tangibility and immediacy of a printed mailing. The more they can pinpoint their donor's wants in terms of interaction and recognition, the easier it would be to fulfill those needs.

NPO B uses personalized direct mail as an opportunity to update and remind its donors of the good they are contributing to the world. Because of tailored direct mail campaigns sent out to previous donors, the group sees an increase in involvement. The donor is connected intrinsically to their gift through the retelling of a person's story, representing the power of the printed piece. With this follow-up and personalization to the tailored piece, personal bonds are found with donors and the cause.

*Using many electronic avenues as a catch-all, and donation hub:*

Electronic avenues have helped nonprofits expand beyond physical space and into the lives of virtually anyone with the Internet. NPO A spoke on donations received from the US, Great Britain, Australia, Canada, and India to name a few. Without a website or the presence on social media sites, their cause could not be shared with all of the people affected by their issue. As apart of the pre-screen survey, all three organizations are able to accept donations through their website. This step alone allows for more flexibility and immediacy for donors.

## **Data Analysis**

### **Issues**

No organization or business is perfect, but there are a few key areas that have come to light after discussing the possible barriers to successful marketing and fundraising, they

include: a lack of understanding around what the donor's preference of contact is, and the fear of changing fundraising plans.

Both NPO B and NPO C mentioned the struggles of gaining necessary donor information. A lot of NPO C's individual funding is through workplace giving, and because of the self-elected amount of information the individual can fill out, NPO C has little to no way to track or respond and thank the donor for their gift. In a related issue, a lot of NPO B's donors give online, but there is no way to understand what motivated them to give. Because only basic information is given to process the check/credit card, it leaves a lot of guess work in deciding what areas they were interested in, or how much follow-up contact they would like in return for their gift.

Within NPO A, as described earlier, the pure online presence does not sustainably promote the organization within the San Luis Obispo community. Though the Internet is great at widening the potential audience, it also dilutes support across a large area (the globe). The NPO has reservations of the community's response to their holding an event. In the electronic space, there is less contact between organization and donor, which diminishes the emotional attachment to the cause.

## **Recommendations**

San Luis Obispo has a lot to offer its community, and the community has a lot to offer San Luis Obispo. Based on the research, the interviews and my personal viewpoints I would recommend the following:

- ***Maintain strong alignment within your organization:*** The organizations interviewed had a strong purpose of what they wanted accomplished. This is always necessary for any successful campaign. In order for donors to rally around

your cause, you and the organization first need to stand behind it with passion. Know your mission and distill down the goals you want accomplished. Then prioritize in order to find what should be the focus of your fundraising campaign. The more specific your image of the future is, the easier it is to paint it for a donor.

- ***Create rewards for donors:*** Yes, nonprofits are almost always lacking in funds, and yes, the whole reason for fundraising is to raise money. However, like NPO A mentioned in their use of t-shirts as an incentive, people respond immediate and tangible returns. This is not a suggestion to give out t-shirts for every fundraising campaign, but the same general concept is what is important. If a nonprofit cannot afford extrinsic items, brainstorm other solutions in response to a donor's gift. Creating tiers of giving amounts with different intrinsic rewards can also prove to be effective. If \$8.31 will buy a new toy for a child in need, incentive is given to a specific donation amount and it is more likely to invoke a response than a general "give money to the children" campaign. Also, if giving opportunities are available online and a credit card is used, utilize a check box that is automatically checked for receiving a mailed "thank you" letter. Once a donor has inputted their address, there are more opportunities to inform them of future campaigns.
- ***Thank donors, and then thank them again:*** Perhaps the most applicable advice given from the nonprofit representatives was to maintain contact and relationships by thanking donors. Not only is a repeat donation more likely the more personalized a direct mail piece is (handwritten letters being the most personal), but the stronger the relationship an organization creates with individual donors,

the more the individual is willing to advocate its cause with service, or an increased donation amount.

- ***Donor Categorization:*** In multiple interviews, representatives mentioned a lack of individual involvement in giving information to the nonprofit they donated to. NPO B is interested in further targeting donors within properly specified campaign areas after they have shown interest in the organization. NPO C wants a way to thank donors for their support because their current system includes a lot of untraceable workplace gifts. A “donor personality survey” would be helpful to tell the nonprofit organization where a donor’s contact preference and interest is. The questions would identify whether the individual preferred to not receive recognition for their donation, or if an email or letter is preferred. A frequency of “asking,” the amount of times a year someone wants to be reminded to give, is also a possibility. In this way, both the organization and the donor are on the same page of what to expect.
- ***Look to other nonprofits for support:*** In NPO A’s case, the best resource they may come to find is the network of other nonprofits within the area. There is much to learn from the two nonprofits mentioned and others alike on how to make a successful fundraiser. It may be possible for NPO A to join up with a known nonprofit in order to gain exposure in an event without having to attempt it completely on their own, or reverse, inviting another better known organization to share in the profits of a fundraiser for a combined event. This way, even though the profits are split between two groups, the smaller organization gains initial contact with the community. From the information compiled, these were small contributions that

were added. The suggestions reflect merely ideas to improve upon already strong organizations.

**Conclusions:**

Ultimately, the San Luis Obispo area holds a lot of the same concerns as wider national data reports. In comparison, from research and quantitative data, nonprofits should focus on the fostering of donor relationships, creating that important human connection and “intrinsic” reward.

The purpose of this study was to find the weaknesses for nonprofits within San Luis Obispo that would pinpoint the reasons for not fully using digital media and customized direct mail. Though there may still be organizations that struggle with digital and customized direct mail, the case studies show there are successful organizations within these areas. Every group will still face specific issues based on the individuals they need to target, what they are expecting of their donors, and the connection that each donor wants.

Direct mail and electronic avenues proved to be large contributing factors to the success of the three surveyed nonprofits’ fundraising techniques in San Luis Obispo. These avenues were merely pieces of the puzzle, so to speak, and are challenging organizations to find the right balance of each piece. There is a lot of success within these three nonprofits in trying to manage each avenue. It was a major goal of this study to provide information that convinces other local nonprofits to use different forms of digital media and customized direct mail.

Relateably, these case studies are real people facing struggles in fundraising with a variety of different approaches, areas, and reasoning. From advocacy of proper sun exposure to maintaining bikes in open areas, San Luis Obispo County faces a growing group



of 1,200 nonprofit organizations all needing funding and support. In the end, San Luis citizens are very willing to help and give back to the community in which they live, but they need to know the organization is putting their donation to a positive purpose. There is a fit for each of these groups amongst the citizens, if one is only willing to make the connections.

### Works Cited

- Foss, Rich. n.d. 9 Common fundraising mistakes small nonprofits make. Retrieved from <http://greenlightfundraising.org/wp-content/uploads/9-Common-Fundraising-Mistakes-Small-Nonprofits-Make.pdf>
- Fritz, Joanne. n.d. 8 grant writing myths busted. Retrieved from <http://nonprofit.about.com/od/foundationfundinggrants/a/8-Grant-Writing-Myths-Busted.htm>
- Fritz, Joanne. n.d. Should your small nonprofit go after grants? Retrieved from <http://nonprofit.about.com/od/foundationfundinggrants/a/How-Much-Should-Small-Nonprofits-Depend-On-Grants.htm>
- Giving USA Foundation. (2013). [Pie chart illustration of the source of charitable contributions in 2012]. *Giving USA 2013: The Annual Report on Philanthropy for the Year 2012*. Retrieved from: <http://nccs.urban.org/nccs/statistics/Charitable-Giving-in-America-Some-Facts-and-Figures.cfm>
- Leroux Miller, Kivi (2013). Content Marketing for Nonprofits : A Communications Map for Engaging Your Community, Becoming a Favorite Cause, and Raising More Money. Retrieved from <http://www.ebilib.com>
- National Center for Charitable Statistics (NCCS). (2013). *Quick facts about nonprofits*. Retrieved from <http://www.nccs.urban.org/statistics/quickfacts.cfm>
- Nonprofit institutions - quarterly update 1/6/2014*. (2014). Austin: Hoover's Inc. Retrieved from <http://ezproxy.lib.calpoly.edu/login?url=http://search.proquest.com/docview/1474886971?accountid=10362>
- NonProfit Times. (2014, Jan 21). *There are risks to know about the process*. Retrieved from <http://www.thenonproffitimes.com/management-tips/there-are-risks-to-know-about-the-process/>
- NonProfit Times. (2012, Jun 26). Nonprofits outspent for-profits on prospecting. Retrieved from <http://www.thenonproffitimes.com/news-articles/nonprofits-outspent-for-profits-on-prospecting/>
- Pettijohn, Sarah L. (2013 May). Federal government contracts and grants for nonprofits. *Urban Institute Government-Nonprofit Contracting Relationships, Brief 1*. Retrieved from <http://www.urban.org/UploadedPDF/412832-federal-government-contracts.pdf>
- Vanderkelen, Barry. (2013, Feb 13). Nonprofits shouldn't abandon direct mail for fundraising retrieved from: <http://www.sanluisobispo.com/2013/02/13/2392516/direct-mail-fundraising-for-nonprofits.html>

## Appendix A

### Survey Monkey- Pre-survey:

1. What is the name of your organization (Used only for record keeping purposes, the organization will be kept anonymous in the final report)?
2. What is the size of your organization based on how much revenue/donations it takes in per year, (if you are a satellite office, please use the total amount your organization collects)?
  - a.) Less than \$500,000 annually
  - b.) \$500,000-\$10 million
  - c.) \$10 million or more
3. What would you consider as the size of your organization?
  - a.) small
  - a.) medium
  - b.) large
4. What area of advocacy does your nonprofit support?
  - a.) Environmental Cause
  - b.) Social Cause
  - c.) Sole government support
  - d.) Other:
  - e.) Please specify
5. What is the average age of your donors?
  - a.) 20-35
  - b.) 36-50
  - c.) 51-70
  - d.) 70+
6. Please choose all types of media your organization uses:
  - a.) Website
  - b.) Facebook
  - c.) YouTube
  - d.) Instagram
  - e.) Direct Mail
  - f.) Other (Please Specify)
7. Can you accept donations through your website?  
Yes/ No
8. Did your organization use direct mail last year? If so, for what purpose?

9. Would you be willing to be interviewed with the following questions in order for me to gain a deeper understanding and picture of nonprofit fundraising?

Name

How should I contact you?

## **Appendix B**

### **Case Study Questions:**

Would you like me to use a representative name in order maintain anonymity (for example "organization a")?

How long has your organization been established?

From the different media you listed, (Twitter, Facebook, etc.) what is your main form of communication with donors?

Why do you choose this form of communication over others?

What percentage of funding for your organization comes from fundraising?

If it is not the main source of income what is?

What is the fundraising effort that creates the most return?

How many donors do you think participated?

What are the challenges your organization faces with fundraising?

Are there areas in which you want to improve?

Do you use any personalization (name, change of message, change of picture within your direct mail for your annual fundraiser? In other areas of support?

What are some of the reasons for using/not using this?

Do you use cross media campaigns, when dealing with donors? (IE "like our facebook", "see our postcard" "Go online to donate!")?