



## **Strategic Fundraising for Institutional Development**

AAAM Advanced Executive Training Program

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**Nahom Tekle**

Nahom Tekle is a dynamic leader with a background in government relations, finance, nonprofit management, and community engagement. Currently serving as the Regional Projects Manager for Montgomery County Government, Nahom advises senior leadership on legislative priorities in transportation, economic development, and public safety. In this role, Nahom supports the Office of Grants Management in reviewing applications for the \$1.25M Underserved Community Projects Grant program and monitors over \$300k in grants for the Place Based Management program

Prior to his current role, Nahom served as the Executive Director of the Abramson Scholarship Foundation, directing strategic initiatives to enhance program effectiveness and stakeholder engagement. He successfully cultivated partnerships with board members, donors, and alumni to raise over \$280k. Nahom's nonprofit experience began as the Executive Director for the BROTHERS Academy, growing the organization's sustainable funds from \$15k to \$125k through key high-net worth donor engagement and grants.

Prior to his nonprofit and government experience, Nahom was a Senior Finance Analyst at Capital One managing its Commercial Bank's \$31B deposit portfolio interest expense, covering over 43 business segments.

Nahom holds a Bachelor of Science in Finance from the University of Maryland. He is a Founding Board Member of The Business Academy, Inc., and has received honors for his contributions to the Montgomery County community.

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  - Fundraising Team
  - Stakeholder Mapping
  - Fundraising Goals
  - Fundraising Strategy & Tools
  - Grant Framework
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# Session Learning Outcomes



Learn strategies to support the creation of a fundraising plan.

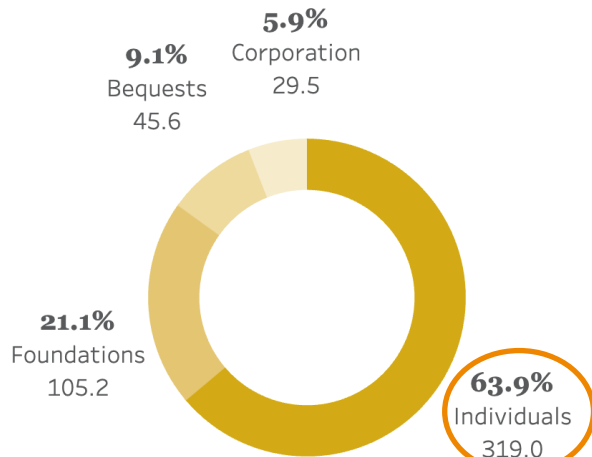
Define funding sources to support the fundraising plan.

Develop actionable items to execute on the fundraising plan.

# Giving Trends – 2022 Giving Sources

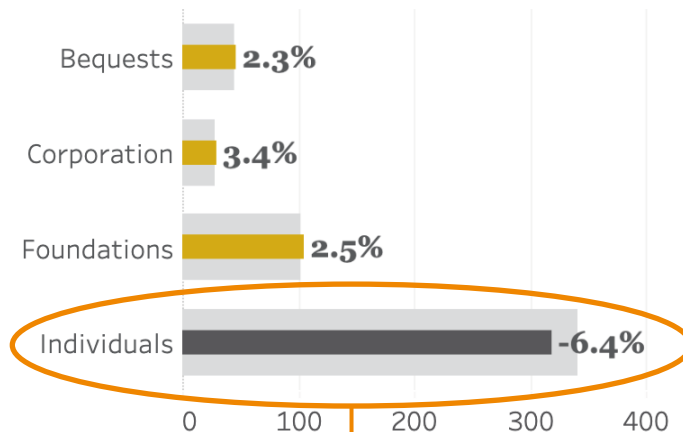


Contributions by source in billions of U.S. dollars.



A large individual giving base creates a strong and sustainable funding source.

Contributions by source in billions of dollars.

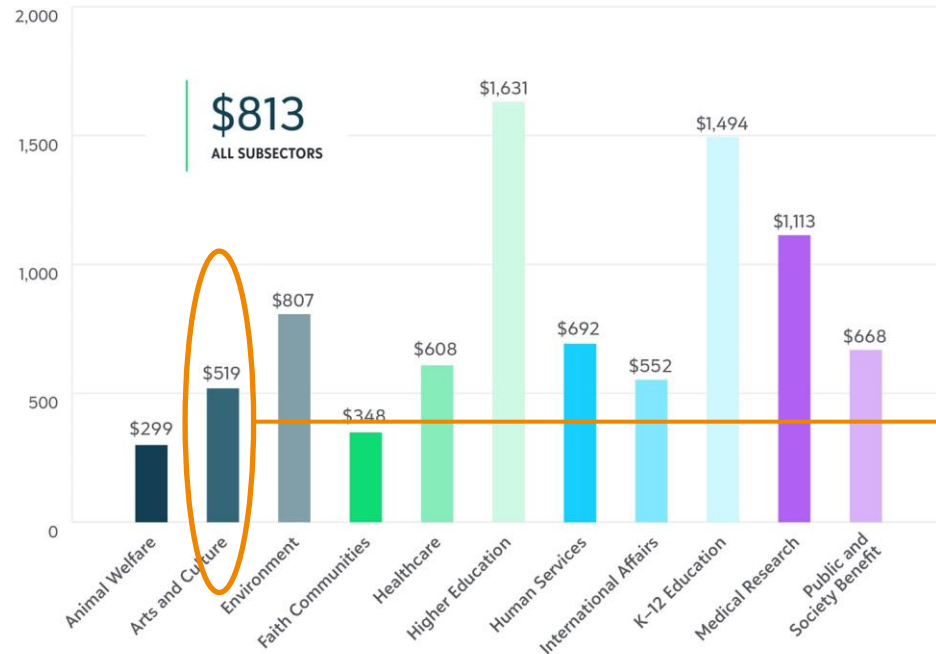


Understanding macroeconomic impacts to funding sources can help explain changes in donor behavior Year over Year.

# Giving Trends – 2021 Subsector Avg.



2021 Average Overall Donation Amount by Subsector



Across online and other methods of giving, Arts and Culture is the 3<sup>rd</sup> lowest in average donation amount out of the 11 subsectors.

Leverage giving data to inform and develop your appeal language.

# Fundraising Team



## Advisory Board

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**Board Advisor 1**  
*Business Background*



**Board Advisor 2**  
*Law Background*



**Board Advisor 3**  
*STEM Background*



**Board Advisor 4**  
*Nonprofit Background*



Identifying and recommending to the Executive Committee additional fundraising opportunities





## Executive Committee

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**President**  
(Ex-officio Committee Member)



**Secretary**  
(Governance & Nominations Committee Chair)



**Vice President**  
(Scholarship Committee Chair)



**Director of Community  
Development**  
(Mentorship & Alumni Committee Chair)



**Treasurer**  
(Finance & Audit Committee Chair)



**Director of Strategy &  
Partnerships**  
(Fundraising & Development Committee Chair)

# Stakeholder Mapping



## Maryland

### City/County Councilmember(s)

- Councilmember Kate Stewart

### State Representative(s)

- Delegate Jheanelle Wilkins

### U.S. Representative(s)

- Senator Chris Van Hollins

## National Endowment for the Arts

### Chair

- Dr. Maria Rosario Jackson - [chair@arts.gov](mailto:chair@arts.gov) - (202)-682-5400

### Arts Education Director

- Michelle Hoffmann - [hoffmannm@arts.gov](mailto:hoffmannm@arts.gov) - (202)-682-5560

### Presenting & Multidisciplinary Works and Artist Communities Director

- Brandon Gryde - [grydeb@arts.gov](mailto:grydeb@arts.gov) - (202)-682-5697

## Building Strategic Relationships

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# Activity

Identify 3 potential advisors who are aligned with your mission and able to enhance the visibility, network, or resources of your organization.

# Fundraising Goals



## Defining and refining your value proposition:

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### AAAM's Mission Statement

“

*Supporting African and African American focused museums nationally and internationally, as well as the professionals who protect, preserve and interpret African and African American art, history and culture.*

”

## Defining and refining your value proposition:

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What does Museum \_\_\_\_\_ deliver to the Community?

### Fill in the blank

“

We help \_\_\_\_\_ do \_\_\_\_\_ by doing \_\_\_\_\_.

”



Clearly define “why” you’re fundraising.

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## Activity

What is your **operating cost**?

What is your **programming cost**?

How much do you want to raise?

What is the **impact** of raising target amount?

Conveying “why” you’re fundraising to individual donors.

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## Breakdown the Numbers

### Fill in the blank

“

Every \$50 donation helps Museum \_\_\_\_\_ to \_\_\_\_\_.

Every \$100 donation helps Museum \_\_\_\_\_ to \_\_\_\_\_.

Every \$250 donation helps Museum \_\_\_\_\_ to \_\_\_\_\_.

Every \$500 donation helps Museum \_\_\_\_\_ to \_\_\_\_\_.

”

# Fundraising Goals – Contribution Type



**In-Kind Contributions  
(Resources & Services)**

**Financial Contributions**

**What non-financial resources do you need?**

**Who are your major donors?**

**How do you secure these services?**

**What strategies have been developed to cultivate relationship with your major donors?**

# Fundraising Strategy & Tools



## Individual - Board Member

*Annual pledge fulfillment of current board members. Can be strategically used for marketing fundraising campaigns (ex. match campaign).*

## Individual - Non-Board Member

*Critical for sustainable funding source and evidence of successful community development and mission alignment.*

## Grants

*Program and/or project funding to leverage synergistic opportunities.*

## Corporate Sponsorships

*Brand and marketing benefits in exchange for funding support.*

## Earned Income

*Business or unrelated business income to supplement traditional fundraising methods.*

## Annual Appeal Letter

- Letterhead
- Measurable Success Metrics
- Specific Goal and Asks
- Personalized Message / Mission Moment

## Sponsorship(s)

## Small Fundraiser Event

## Signature Friendraiser Event

- Community Development
- Celebratory
- Live Testimonials
- Performances
- NO FINANCIAL ASK

Identify opportunities to include new people into your org's community.

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## Activity

What is an existing or new event that would appeal to your target audience to attend?

# Fundraising Calendar



**October**



*Signature Friendraiser Event (In-Person)*

**November**



*Giving Tuesday Campaign (Social Media & Email)*

**December**



*Year-End Giving / Tax Benefit (Mail & Email)*

**January**



*New Donor Outreach (Mail & Email)*

**February**



*Vision Campaign / Annual Goal (In-Person)*

**March**



*Scholarship Campaign Letter (Mail & Email)*

**June**



*Annual Appeal Letter (Mail & Email)*



## Donor Management Platform

### Relationship Management

- Personal thank you letters within 48 hours
- Recognition of milestones

### Analysis

- Donation patterns
- Donor tiers
- Campaign Performance

## Payment Methods

### FinTech

- Zelle, Cash App, Venmo, PayPal
- Square Reader

### Automation

- QR Codes
- Monthly Contributions



Check donors are more likely to respond to **mail campaigns with remittance envelopes**

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Online donors are more likely to respond to **digital campaigns & fintech solutions**

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Check donations on average **can be fewer** but on average much greater than online donations

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# Grant Framework



## Application Materials

- Program Summary: General proposal & contact info
- Program Budget: Details of the implementation costs of the proposed program and budget narrative/justification
- Program Work Plan/Timeline: The proposed program implementation schedule
- Performance Plan: Outline of metrics to be collected, targets for each metric, and the data collection method for each metric as well as any qualitative evaluation methods

## Fundamental Documents

- Most recent IRS 990 Form
- Current Board list with name, affiliation, and contact information
- IRS tax-exempt determination letter for nonprofit organizations
- Proof of Maryland (Your State) SDAT Registration and Good Standing

# Grant Proposal Evaluation Part 1



*Soundness of the Proposal (20 points) – How strong is the proposed strategy?*

*Program Goals, Objectives and Services (20 points) – How well does the proposal achieve the grant programs' goals?*

*Program Evaluation (10 points) – Is the proposal's evaluation plan inline with the programs' goals and realistic to implement?*

# Grant Proposal Evaluation Part 2



*Organizational Capability and Relevant Experience (20 points) – Does the organization demonstrate the ability to implement the submitted proposal and its stated goals?*

*Sound Fiscal Management and Budget (10 points) – Is the proposed budget realistic and can the organization manage it?*

*Community Outreach (20 points) – How well can the organization reach the proposal's targeted community?*

**Q&A**

