

Development and Sustainability Strategies  
for  
Hartford 2000, Inc.

Prepared by

**HARTLEY CONSULTING, INC.**

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## EXECUTIVE SUMMARY

### **DRAFT STATEMENT OF THE CASE FOR SUPPORT**

*Developed by Hartley Consulting with the input of the Hartford 2000 board of directors, members, and community stakeholders.*

Hartford 2000 is the only community-based organization in Hartford, and in Connecticut, that for over 14 years has succeeded in consistently bringing all of the city's diverse neighborhoods together in common cause, to empower and improve the neighborhoods and the City.

Hartford 2000 is a large coalition representing over 100,000 Hartford residents that is respected by community members, business owners and government officials for its work in combating blight, improving public safety, conducting civic leadership workshops, facilitating community planning, and providing a unified voice for 13 Neighborhood Revitalization Zones in shaping public policy in Hartford.

### **PRIMARY OBSERVATIONS**

Hartford 2000 does not have sufficient volunteer leadership, financial support, prospects, or the development infrastructure needed to implement an effective and sustainable fund-raising program.

When it comes to fundraising, it's all about leadership. H2K's board of directors is comprised of passionate, dedicated and hard-working volunteers with limited financial resources of their own and some access to other sources of support. Few board members have made financial contributions to H2K, and few have been asked to contribute or to help raise funds. The board has not yet accepted its primary role as a not-for-profit governing board: to both drive and support the organization's mission and strategic agenda.

Much of H2K's success can be attributed to the dedication and work of its volunteer founder and co-chair, Ms. Bernadine Silvers, who is highly respected, well connected, and is recognized as a strong voice in the in the Hartford community; co-chair Mr. Joseph Barber and Finance Chair Keisha Freckleton, who are responsible for much of the board's financial management and accountability; and staff

consultant, Ms. Linda Bayer. While Ms. Bayer, formerly Hartford's Assistant City Manager, is a part-time employee, she contributes far more in uncompensated time and civic expertise than could be expected of a typical, similarly-paid administrator.

Based on our observations and interviews with the Hartford community, reliance on Ms. Bayer is both a strength and a critical vulnerability in sustaining the current work of H2K. Given H2K's lack of resources for additional staff and Ms. Bayer's over-full plate of current responsibilities, it would be impossible to develop a base of annual support for operations and programs. As one interviewee commented, even if there were initial funds to hire a development professional, that person would then devote most of his or her time attempting to raise funds to pay for his or her salary. This would not make for a compelling case for support.

We agree with many whom we interviewed that once Ms. Bayer leaves, H2K would either shut down or slowly become ineffective and fade away. Hartford would lose a powerful voice, partner, and advocate in its efforts to revitalize and empower the city's neighborhoods and to build strong, healthy and prosperous communities.

## **PRIMARY RECOMMENDATIONS**

Rather than attempting to create a traditional start-up program for fund raising, or continue to raise funds in a reactive or random manner as opportunities arise, we recommend that H2K partner with the City, neighborhood businesses, local foundations and the NRZ governing boards to create an operating structure that will sustain H2K for the long term. Each of these groups has a stake in ensuring that H2K continues its vital work on behalf of the residents and city of Hartford.

All of the NRZ and H2K board members, City officials, and business owners we interviewed value H2K because it provides one place to communicate with all 13 neighborhoods on issues that affect their communities.

In fact H2K is playing a role that the City government once played in community development. Many years ago the City of Hartford's Planning Department had full-time neighborhood planners, each responsible for working with several Neighborhood Revitalization Zones. In addition and complementing the work of the planner, a senior City manager was a voting member of each NRZ board. Over the last ten years, the staff of Planning Division of Development Services has been cut dramatically. Most recently, the City has relied on H2K to help the NRZ's develop strategic plans in lieu of paid City planners. Ms. Bayer has also produced pro bono reports on NRZ's for the City.

The legislation that created Neighborhood Revitalization Zones was meant to bring together both residents and business owners. Please see Appendix A, Review of By-Laws, for recommendations on expanding the composition of the H2K board of directors to include business representatives for each NRZ.

The funding priority for H2K is to secure support for annual operations. While most progressive foundations provide support for new projects, not general operations, there are a few local foundations such as The Hartford Foundation for Public Giving that support programs as well as capacity building for community-based organizing and development. See Appendix G for a list of new potential prospects resulting from the most recent research (as directed by Hartley Consulting and conducted by Ms. Bayer).

### **HARTFORD 2000 PROGRAM PRIORITIES**

We observed early on that Hartford 2000 did not have specific areas of focus for its services and programs. This made it difficult to position H2K in terms of public perception and the case for support, beginning with the question, “Outside of operations, what do you want to raise the money for? From our point of view, H2K was attempting to be all things to the NRZ’s.

During the assessment process, we worked with Ms. Bayer and a small informal group of H2K board members to define the most important program areas for H2K to focus its energies in the years ahead. With the input of this informal group and a summary prepared by Ms. Bayer of the NRZ’s strategic plans, we developed three areas of focus:

**Neighborhood Character:** Creating neighborhoods that are safe, clean, green, and attractive places to live and work

**Community Economic Development:** Creating an educated and skilled workforce and a healthy city economy.

**Civic Leadership:** Creating an informed and active citizenry that can successfully collaborate and advocate on neighborhood and community issues.

These areas should be integrated into H2K’s mission statement, strategic plan, committee structure, case for support and funding proposals, as well as promoted in all public documents about the organization. They should also frame H2K’s annual budget and every Board meeting agenda.

### **BUDGET AND FUNDING PRIORITIES**

We worked with Ms. Bayer to develop a preliminary budget, totaling approximately \$200,000, to adequately support H2K’s program priorities going forward (see Appendix H, H2K Recommended Budget). The priorities include assisting the NRZs to accomplish their goals by providing administrative assistance, securing resources for capital projects, and updating strategic plans, as well as to:

- Upgrade H2K’s website and database

- Issue regular community newsletters
- Implement the Neighborhood Leadership Training Program
- Expand and enhance the civic communications program
- Offer at least 2 community policy briefings per year

Based on a summary of the NRZs' strategic plans, the overarching aim of H2K's programs and services is to assist the NRZs in three areas: Neighborhood Character, Community Economic Development, and Civic Leadership.

### **SUSTAINABILITY AND SUCCESSION STRATEGY**

We propose developing a public and private partnership to strengthen and sustain both H2K and the NRZ's for the long term:

#### **Step One: Secure Board and Neighborhood Support (6 months)**

- Ensure that each Board member will commit to an annual “give-get”, consisting of a minimum personal pledge of financial support and either a commitment to raise an additional amount or to actively participate in fund raising in a way that is mutually agreed upon.
- Increase the number of Board representatives from each NRZ from one individual to one resident and one business owner. This would double the number of people and voices at the table.
- In addition to the Board's commitment to a *100% annual participation in financial support*, each NRZ agrees to commit to an annual H2K membership fee (amount to be determined) to support H2K's operations and services to the NRZs. Additional services could be negotiated in this scenario, such as providing administrative support for each NRZ's monthly board meetings and assisting the individual NRZs in developing funding proposals.

Annual Total: \$10,000 (estimated contributions from H2K Board and NRZs)

#### **Step Two: Secure City and State Support (3-6 months)**

- With the above commitment of current Board members and the NRZs in place, the NRZ's and H2K agree to approach the City of Hartford for a long-term annual commitment of \$75,000-\$100,000 to support the operations of H2K. The funds could be a combination of a grant and contract for services, as well as the in-kind support H2K already receives for postage expenses.

- Another service that H2K could provide, as suggested by an H2K board member in June, is to act as a granting arm for some or all of the neighborhood grants provided by the City.

This approach is made compelling by:

- The commitment that the H2K Board and NRZs have already made in Step One.
- H2K has been and will continue to provide Hartford's neighborhoods with services that the City once paid staff to accomplish.
- H2K also provides city residents with a "preview and review" of City Council and Council Committee agendas, meetings and decision making, by participating in Council meetings and summarizing and distributing items of interest to the NRZs, free of charge. (See Appendix J for List of City-related activities). This work takes approximately two days per month (16 hours).
- H2K has proven its value to residents, businesses and the city as a whole but cannot sustain itself given its current structure and resources.
- Employing a full or part-time Executive Director will allow H2K to establish a fully functioning office that can sustain operations beyond the current founder and part-time staff consultant.
- H2K represents many voters in Hartford. Its constituents are civic-minded residents who are active in the Hartford community.

In addition to securing City support, H2K should develop a plan with the City to secure support from the state of Connecticut for NRZ-related programs.

Annual Total: \$75,000-100,000

### **Step Three: Secure Foundation Support (3 months)**

- The NRZs and the City support H2K's approach to the Hartford Foundation for Public Giving: \$30,000 per year for 3 years for partial funding of 2 programs: the Neighborhood Leadership Training and the Neighborhood Training Institute. The Hartford Foundation is a current supporter and may consider a grant to supplement support from the City and the NRZ's.

Annual Total: \$40,000 (renewable over 3 yrs?)

### **Ongoing Fund Raising**

Right now H2K's fund raising is serendipitous and reactive to opportunities as they arise. Nevertheless H2K has raised, on average, \$43,000 per year since 2001, most of which has been from foundations and government. In addition to the new sources of funding from the Board, NRZs and City government, H2K would be able to organize its "random" fund-raising program into one that builds support over time from individuals as well as foundations and corporations.

In addition to the new funding from this scenario, it is likely that H2K would continue to raise \$30,000 to \$40,000 per year in the near term, largely from foundations, and up to approximately \$80,000 in the longer term with the addition of an annual individual membership program and business sponsorships of programs and events.

Annual Total: \$30,000

### **Scenario Total**

Funds from all aspects of the above scenario would create a working annual budget of approximately \$155,000-\$180,000 in the near term.

All potential supporters will be more likely to contribute if they see that the Board and the NRZs are doing their part to ensure H2K's continued success.

This scenario would create a platform from which to build on the strengths of H2K, by focusing first on meeting community needs through the services it already provides—and can potentially provide—to the NRZ residents and businesses, civic leaders, and the City government.

## **INTRODUCTION**

### Purpose of the Project

Hartley Consulting, Inc. was hired by Hartford 2000 through a grant by The Hartford Foundation for Public Giving to conduct a development assessment and produce a strategic fund-raising plan that would help guide Hartford 2000 toward its goal of financial health. At an initial conversation with Meher Shuman, Associate Director of the Nonprofit Support Program at the Hartford

Foundation for Public Giving, we learned the Foundation was concerned about the sustainability of Hartford 2000 as an organization, and that this project should focus more on the development assessment than on the production of a traditional fund-raising plan.

Given the limited resources available to Hartford 2000 for this project, Hartley Consulting agreed to conduct this study for a significantly reduced fee, with the understanding that the agreement and fee would be kept confidential.

To keep within a limited budget, Ms. Linda Bayer, Hartford 2000's staff consultant, agreed to provide not only administrative support but also to work as a deputy consultant on the project, to conduct prospect research, provide writing services and document analysis, and help develop the strategy and recommendations of this report.

#### Study Process

Linda C. Hartley, President of Hartley Consulting, Inc., interviewed 12 individuals who were strongly connected to H2K, held two small group meetings, and participated in three board meetings from June through September. In addition we scheduled weekly phone appointments with Ms. Bayer.

The interviews included H2K and NRZ board members, City officials and business owners, as well as a not-for-profit lawyer working with H2K and the Executive Director of the CT Council for Philanthropy. The meetings were either in person or by phone. Ms. Bayer provided us with the reports, previous studies, published materials, and other documents we requested related to H2K's mission, objectives, plans, and accomplishments. All were very cooperative and imparted valuable insights.

We appreciate the strategic thinking and candor that characterized all our interactions with members of the H2K board and supporters, as well as the time they devoted to assisting us in conducting this study.

In addition, we thank our colleagues at The Alford Group-Payne Forrester Division for their wise and generous development counsel over many years.

## **PRINCIPLE OBSERVATIONS AND RECOMMENDATIONS**

### **Volunteer Leadership**

The Board of Directors is a working board that is deeply committed to the mission of H2K. Primarily comprised of neighborhood organizers or volunteers, the Board consistently devotes time and care to building city-wide consensus and acting on policy issues that

affect Hartford's Neighborhood Revitalization Zones. Over the last two years, the H2K Board conducted a thoughtful 5-year strategic planning process, and helped each of the NRZ boards create their own strategic plans, resulting in improvements and clarity of purpose in each NRZ's programs and operations.

The Board faces several challenges related to the future success of Hartford 2000:

- Strategic planning efforts have not addressed the cost of implementing the plans, how programs translate into funding opportunities, or how the funds might be raised to support the programs.
- The Board does not have sufficient philanthropic capacity, through individual contributions or by influencing the giving of others, to support H2K's long-term goals.
- While the Board practices sound fiscal policy, it does not embrace fully the giving and getting of funds as one of its primary responsibilities.

None of the members of the Board have been elected to fill the development role and few can or will pursue such a role with the intensity of fund-raising commitment and level of giving *which might be expected of those who, in fact, hold the organization in trust*. Because none of the members of the board are unambiguously and continuously involved in and responsible for fund raising, a crucial piece of the cumulative financial stewardship is not yet in place.

Successful fund-raising efforts start with close involvement of its governing board. For virtually all organizations, most support comes from those who know the organization best. It is logical for these organizations to look first to their boards, the central locus of fiduciary responsibility, for significant financial support.

H2K must develop the context for a Board that has the capability not only to guide the development of its programs but also the capacity and willingness to provide leadership in giving financially and in seeking gifts from others.

### ***Recommendation***

The development of philanthropic leadership should be a primary objective of the Board, and supported by the H2K staff consultant and boards of the Neighborhood Revitalization Zones. H2K must create a Board that will not only drive but also support its strategic

agenda. The appendix contains a framework for accomplishing this objective (see Appendix B, Strengthening the Board's Composition and Role).

H2K has the right to expect each member of its present Board to contribute financially, commensurate with that individual's means. The contribution of time and expertise, which is also expected, does not exempt members from gift giving. No governing board can expect generous support from others unless—and until—100% of that board contributes themselves. Major gifts to nonprofits come from those who are most committed and involved at the leadership level. Without such support it is difficult, if not impossible, to persuade other benefactors of the importance of the organization's cause.

With fund raising as an important priority, additional individuals with strong fund giving and getting potential should be identified, cultivated, and recruited to Board membership. This process should proceed expeditiously, but carefully. Commitment should not be sacrificed for philanthropic capacity, to not only attract potential leaders but also to retain new Board members.

These observations are not made stridently. The work of H2K should not be distorted or distracted by the demands of fund raising but it should be understood that fund raising will not proceed effectively if it is felt by the Board or staff to be unimportant, irrelevant, or intrusive.

Off-Board committees are ideal vehicles for volunteers that deserve to be recognized and have the time and expertise to contribute, but who do not meet the philanthropic criteria for membership on the Board of Directors.

### **Development**

While H2K has begun to develop a larger vision for its future, there is little sense of urgency about or understanding of the funding needs. The fund-raising mandate is not perceived as an integral part of the H2K organization, nor is it sufficiently understood to play an urgent or essential role in achieving the mission.

Community members, business owners, and government officials regard H2K highly and speak about the exceptional quality of its service to the city and the unique importance of its mission. But the organization has not sufficiently tapped the giving potential of its primary constituents, i.e. Hartford residents active in community development, business owners, Board members, volunteers, or others with current or former affiliations with the organization.

Traditionally, start-up development programs focus on individual giving, research, and stewardship. In the case of H2K, we recommend developing a public and private partnership with the City of Hartford to establish a base of support for operations, coupled with continued pursuit of foundation support for leadership training programs, business sponsorships for community policy briefings, and increased support from the NRZ's.

In the United States 85% of the funds contributed every year is given by individuals. To further engage Hartford's citizens, H2K must first deliver regular programs and services *in a visible way* to the Hartford community, with a focus on residents who are active or want to become active in improving their neighborhood and city. We recommend that H2K work with the NRZs to improve and build its database, which currently consists of approximately 1200 names. H2K represents over 100,000 Hartford residents; it could potentially reach many more individuals in each of the NRZs.

In tandem with improving its database, H2K should improve its website to create an interactive and up-to-date resource for the city's civic volunteers.

H2K should improve its offerings to community volunteers through an improved database and website (including a way to donate easily), quarterly newsletters, and at least two annual events, such as two morning community policy briefings per year. Then H2K can begin build a base of support through an annual fund/membership program. Once community events such as the leadership trainings and policy briefings are offered on a consistent basis and are well attended, then businesses will be more likely to sponsor the events.

Giving in all three areas – online giving, mailed membership appeals, sponsorships – must be supported by a volunteer structure, and pursued in tandem with the strengthening of volunteer leadership. This will require more meaningful contacts with individual prospects, more cultivation events, and ultimately more face-to-face solicitations.

H2K must also fully develop a compelling case for support. The case should identify the newly-identified programmatic funding priorities and their costs over 3-5 years, within the context of a compelling rationale for support, in the form of a published statement. (See Appendix ,: Developing the Case for Support.)

### **Cost of Fundraising**

An assessment of any organization's development operation requires analysis of the funds spent to raise money. In today's competitive climate for fundraising, serious philanthropists, foundations and corporations often first look at the "cost of funds"

associated with any organization they might consider funding. With the rise of the Internet, more people have direct access to every non-profit's financial reports to the IRS. Watchdog organizations have even formed to provide "good housekeeping seals of approval" to non-profits, in part measured by each organization's cost of funds. H2K's average cost of fund raising from 2007 to 2009 was 14.6%, just below the standard range of 15-20% for non-profits nation-wide. See summary chart below.

### Hartford 2000 Summary of Public and Private Contributions

Source	2002	2003	2004	2005	2006	2007	2008	2009 YTD	Total	%
Public	30,000	36,544	4,000	21,000	5,200	125	5,650	*	<b>102,519</b>	<b>29.7</b>
Corporations		20,000	30,000	12,500		7,653		5,000	<b>75,153</b>	<b>21.8</b>
Foundations		56,000	37,000		31,600			33,000	<b>157,600</b>	<b>45.7</b>
Individuals			1,655	25	370	3,207		250	<b>5,507</b>	<b>1.6</b>
Nonprofits			1,000	715	1,500	750			<b>3,965</b>	<b>1.2</b>
<b>Total</b>	<b>\$ 30,000</b>	<b>\$112,544</b>	<b>\$ 73,655</b>	<b>\$ 34,240</b>	<b>\$ 38,670</b>	<b>\$ 11,735</b>	<b>\$ 5,650</b>	<b>*\$ 38,250</b>	<b>\$344,744</b>	<b>100.0</b>
<b>COF **</b>						<b>\$1,584</b>	<b>\$1,464</b>	<b>\$2,448</b>		

\* **Note:** \$30,600 is owed to H2K by the City of Hartford for services rendered.

\*\* **Note:** Cost of Fundraising is calculated by multiplying the percentage of the staff consultant's time spent on fundraising to her annual contract amount of \$24,000. Calculation of time spent on various programs not available prior to 2007.

## STRENGTHENING THE FUNDAMENTALS

While each organization is different, its fund-raising success and, arguably, its overall success – invariably depends on a few basic organizational requirements. Our study for Hartford 2000 focused on the presence and adequacy of the elements encompassed in these requirements.

*Mission:* The organization and its mission must be viable, understandable, defensible, and notable.

H2K has a strong, clear, and compelling mission: To strengthen the individual and collective capabilities of the Neighborhood Revitalization Zones and to advocate for neighborhood issues.

*Management:* The organization must be perceived as well managed, accountable, and of unquestioned reputation. There must be confidence in H2K and its leadership; the Board and Staff must be willing and able to lead and work to accomplish the fund-raising objectives. Management must have a record of sound business practices that encourages donors to make charitable investments.

While H2K is highly regarded, there is little confidence that it can sustain itself given its current management structure, lack of a succession plan, and reliance on one part-time staff consultant. As more than one board member said, H2K “needs to develop a strong bench”.

*Staff:* The organization must ensure adequate staff, budget, and direction for its resource development program.

Please see our recommendations for a sustainability and succession strategy in the Executive Summary.

We worked with Ms. Bayer and H2K Finance Chair Ms. Keisha Freckleton to develop a chart on funds raised since 2002. This chart should be maintained every year to evaluate funds raised and to determine projections and goals each year (see Appendix K, Contributions Received 2002-09).

Salary increases must also be taken into account for the development operation, to reward and retain the staff. Because building a development program is a long-term process, organizations that show the best results are those with established, stable, reasonably staffed, and proportionately funded programs sustained over a long period of time.

In fund raising, the occasions are frequent where a penny not spent has meant a dollar not contributed. Thus, the resources dedicated to a well-conceived fund-raising enterprise for H2K should be considered an investment which cannot be returned immediately, but which will ultimately be repaid many times over.

Case: The organization must have a clear, compelling, and substantive case for support, including well-defined and demonstrable needs, which differentiates it from other organizations and inspires donors to make “charitable investments.” It must represent H2K's highest philanthropic priorities and have the unanimous and enthusiastic support of its leadership.

We have made progress in developing a draft statement for the case of support and brought clarity to H2K’s area of focus for programs and funding priorities:

*Hartford 2000 is the only community-based organization in Hartford, and in Connecticut, that for over 14 years has succeeded in consistently bringing all of the city’s diverse neighborhoods together in common cause, to empower and improve the neighborhoods and the city. Our areas of strategic focus are: Neighborhood Character, Community Economic Development, and Civic Leadership.*

*Hartford 2000 is a large coalition representing over 100,000 Hartford residents that is respected by community members, business owners and government officials for its work in combating blight, improving public safety, conducting civic leadership workshops, facilitating community planning, and providing a unified voice for 13 Neighborhood Revitalization Zones in shaping public policy in Hartford.*

See also Appendix F for additional information on fully developing the case for support.

Leadership: The organization must encompass influential and dedicated volunteers, the most active and able of whom should comprise an effective governing board. A sufficient number of these volunteers must be capable and ready to assume the financial and organizational leadership for fund raising.

Please see our observations and recommendations in the Executive Summary.

Prospects: The organization must have constituencies from which dollars to meet its financial needs are both available and attainable; within these constituencies, it must have the number of qualified prospects required to meet fund-raising objectives.

H2K has not maintained a list of funding prospects and prospect research has been sporadic over the years. We worked with Ms. Bayer to conduct preliminary research using new online tools and with the support of the Foundation Center. A preliminary list and tracking chart was created (see Appendix G), with some new suggestions added as a result of the interviews we conducted. The list should be shared with the Development Committee of the Board to prioritize approaches and determine the best contacts and strategies for each approach.

## **SOURCES OF SUPPORT**

### **Giving USA Foundation Annual Report on Philanthropy**

Individual giving, including bequests, has been responsible for 82-96% of all giving in the United States in the last thirty-five years. In 2008, individual gifts accounted for approximately 82% of all giving in the United States, totaling \$252 billion (including \$22.66 billion in bequests). Corporations accounted for approximately 5% or \$14.5 billion, and foundations accounted for the remaining 13%, totaling \$41.21 billion.

Corporate support is driven by strong self-interest and the relationship between the organization's board members and the chief executive officers and board members of corporations.

Most foundation grants provide short-term support for special projects or seed money for pilot or new programs. There is always a danger that the organization will twist its agenda or deflect its priorities to conform to the funding guidelines of the foundation. Even if the foundation supports general operations or endowment, such support is typically granted to nonprofits that have established strong programmatic funding ties to the foundation. Foundation support is best used for programs that, once developed, can be either absorbed or become self-supporting.

Over the long term the primary source of increased support for H2K, especially for unrestricted purposes, will be from individuals. A substantial effort to identify, qualify, cultivate and motivate prospective donors should focus on individuals for the annual fund and special gifts.

H2K should explore the following sources of potential donors as it develops its fund-raising program:

- ❑ Individuals on its existing mailing list

- ❑ Past and current donors, including individual board members of foundation donors
- ❑ Graduates of past and future trainings
- ❑ Past and current Board members
- ❑ All volunteers
- ❑ Companies in businesses that serve Hartford residents, businesses, and government officials
- ❑ Local publishers and media that focus on civic affairs and business
- ❑ Board members and supporters of public policy programs at local schools and universities
- ❑ Corporate leaders who already support H2K events, and/or who were once H2K volunteers
- ❑ Individuals and foundations interested in youth, civic leadership, and community development, especially for underrepresented groups
- ❑ The City of Hartford and Council Members
- ❑ The State of CT for NRZ-related funding

### **STRATEGIC FUNDING OBJECTIVES**

H2K should adopt specific targets for each of its fund-raising programs, strategically focused on achieving reasonable goals for donors and dollars each year. For H2K to achieve increased results over time, it must identify, cultivate and solicit new prospects each year as part of a systematic approach to improving its overall results. In addition to strategies that an expanded staff can adopt, the Board must play a role in this prospect identification process by providing new names and assisting in the initial contact of people, corporate contacts, and foundations. Over time, H2K should also put in place a systematic approach to upgrading current donors to higher giving levels.

The overall objectives for fund-raising must take into account the importance of monitoring the average cost of funds. This should not be assessed based only a single year's result, but rather as a rolling average over a three year period.

Sample Chart for Fund-raising Objectives

	<b>Actual</b>		<b>2010</b>		<b>2011</b>		<b>2012</b>		<b>2013</b>	
	<b>2009</b>									
<b>Annual Fund: [includes Board]</b>	<i># Donors</i>	<i>Amount</i>	<i># Donors</i>	<i>Amount</i>	<i># Donors</i>	<i>Amount</i>	<i># Donors</i>	<i>Amount</i>	<i># Donors</i>	<i>Amount</i>
<i>\$5,000+</i>										
<i>\$2,500-4,999</i>										
<i>\$1,000 – 2,499</i>										
<i>\$500- 999</i>										
<i>General Appeal</i>										
<i>Corporate Sponsorships - (\$1,000 -10,000)</i>										
<b>Subtotal Annual Giving</b>										
<b>Other:</b>										
<i>Special Gifts-Individuals</i>										
<i>Event Sponsorships</i>										
<i>Foundation Grants</i>										
<i>City /State Grants</i>										

## Program Types and Related Fundamentals

The next 2-3 years should be viewed as a time to build an operational infrastructure (as outlined in the Executive Summary) and to invest in strengthening the fund-raising fundamentals. Several types of fund-raising programs should be developed with the dual goals of increasing the number of donors and increasing the total dollars raised.

The types of programs recommended for H2K fund raising fall generally into four categories:

*Annual Fund:* Gifts that are annually and programmatically solicited, are for unrestricted or current purposes, and which, in the aggregate, are expected to repeat each year, providing a reliable, unrestricted income stream for financial planning purposes (under \$5,000).

*Special Gifts & Grants:* Funds solicited for expendable purposes, which many support operations or provide funding for special initiatives, projects or programs (\$5,000 -24,999).

*Major Gifts:* Funds solicited, usually for a specific, restricted purpose and which may not be reliable as repeatable gifts. For H2K, we suggest that a major gift be considered at the level of \$25,000.

*Sponsorships:* Funds solicited, usually from businesses, in return for specific value to the company, e.g. publicity, recognition, etc.

## Specific Types of Giving Programs

**ANNUAL GIVING:** [typically, forms of individual support, unrestricted]

- ❑ Leadership Giving
- ❑ Mailed Appeals
- ❑ Internet
- ❑ Training Program Graduates

**SPECIAL GIFTS AND GRANTS:** [typically, forms of institutional support]

- ❑ Foundations – usually restricted program support
- ❑ Corporations – usually restricted program support
- ❑ Organizations – restricted or unrestricted support
- ❑ Gifts-in Kind – important largely when solicited for budgeted items
- ❑ Benefit events
- ❑ Proceeds from other organizations’ benefits

**SPONSORSHIPS:** [typically, corporate funding with a quid pro quo]

- ❑ Event underwriting
- ❑ Special purpose, e.g. “Adopt a Neighborhood”

## **Annual Giving**

Annual giving must be driven by specific goals for growing specific annual giving programs, which must be put in place to achieve real growth in numbers of donors and in dollars raised from year to year. Volunteer participation should be employed to assist in identifying prospects, planning and assisting with communication, cultivation and recognition for donors, and assisting in solicitation. A special brochure could be developed for annual solicitations of leadership-level gifts (\$1,000-\$4,999). Cultivation events should become a staple of the annual giving program. Annual giving must go beyond letter appeals, but must remain systematic and schedule-driven. Donor acquisition efforts should focus on cultivating leadership training graduates and retaining the interest of those who attend special events, briefings, and trainings.

Once an annual giving program is in place, H2K should evaluate the opportunity to establish a city-wide volunteer effort for a special leadership annual giving club as a way to secure a new source of annual support, and to identify major gifts (\$25K+) prospects.

## Special Gifts/Major Gifts

The current development focus is on the search for general unrestricted funds to support the annual budget or for project items already included in the budget. A longer, broader view of development is needed to encourage donors to make an investment in a major project planned for next year or the year after; one that encourages a donor to invest in a project or program of a personal interest. The process of securing major gifts of \$10,000 or more is a long-term endeavor, often requiring 1-2 years to bring to fruition. The current development program, focused on one or two-year budget requirements, virtually excludes effective major gift fund raising.

Major gift works entails prospect identification, cultivation, and tracking, with an expanded staff and the Board devoting significant attention to leadership-level prospects. Overall, this means increasing the number of meaningful contacts with major donors and prospects, and developing a group of volunteers to participate in face-to face solicitations.

Developing major gifts is a process. It is not enough to ask another for a contribution. In order for the donor to give a thoughtful gift—one that will have an impact on H2K—rather than one given as a token response to a solicitation by a friend—H2K must engage his/her interest in its mission.

The five “I’s” best describe the process that must be pursued to have each donor give a substantial gift that serves both his/her and H2K’s needs.

### *Identify*

Who are those most likely to respond to H2K? The place to start is with people who have given to the organization in the past or who have had some association with H2K as a board member, volunteer, or member. Volunteer NRZ leaders should be more involved in this process.

### *Inform*

Once prospects are identified, H2K must communicate with them about the organization. It needs to tell them about its strengths, describe its programs, and show them how their increased financial support will make a significant difference to H2K and its ability to serve as a source of civic and policy leadership in Hartford.

***Interest***

The process of informing prospects about H2K will spark their interest in how H2K can help them, their children, and their community. Whether it be individuals interested in helping young people, becoming more active or recognized in their community, or a corporation looking for more visibility, letting prospective donors know that H2K has programs for their benefit is a vital step in engaging interest.

***Involve***

H2K engenders a strong sense of belonging, much like belonging to a large extended family. There are plenty of ways to become involved, from the Board to organizing events or trainings or offering the use of a corporate conference rooms for policy briefings, to ensuring that the website is up to date. A clear organizational identity and close coordination between fund raising and public affairs activity is critical to the success of the process of involvement.

***Invest/Solicit***

Once H2K has the hearts and minds of its targeted constituency, it will be in a stronger position to ask those individuals to make leadership annual gifts and/or a major investment in its programs. Investment may mean financial support, volunteer participation, or opening the door to the future involvement of others. In each case, H2K will benefit.

**Volunteer Structure Needed to Strengthen Fund-Raising Programs**

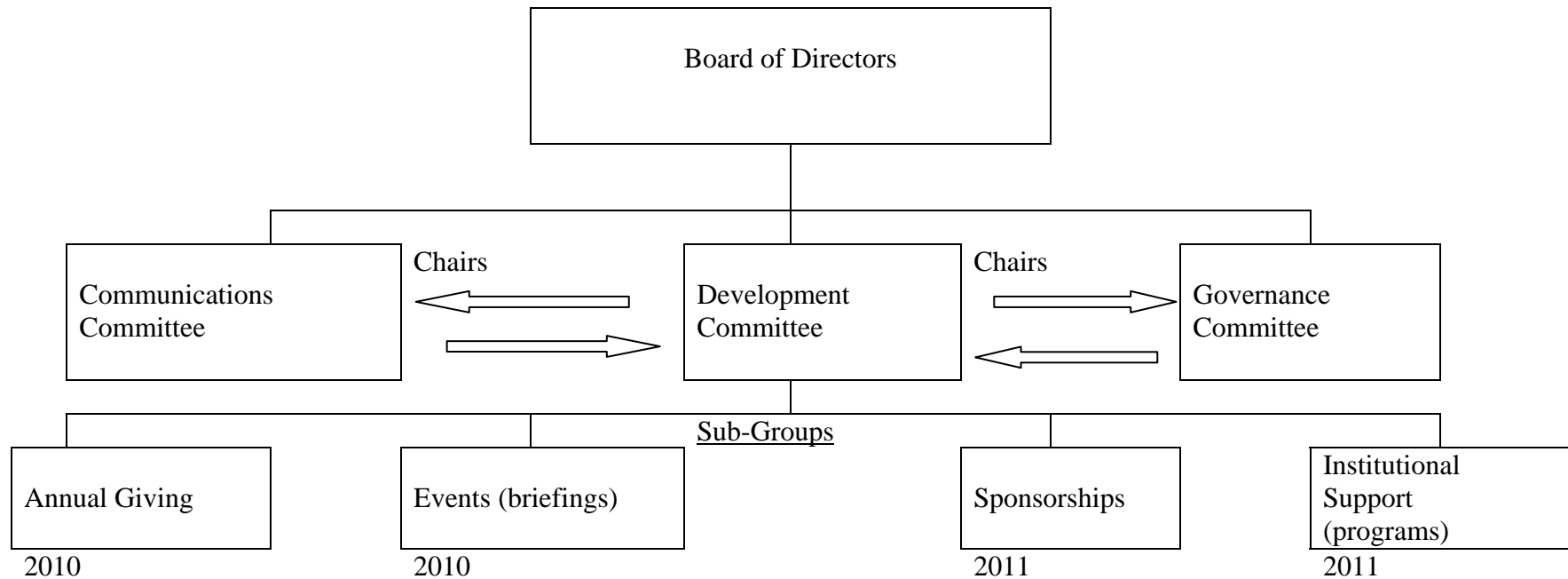
The volunteer structure needed to support H2K fund raising will emanate from an expanded Development Committee of the Board of Directors, supported by an Executive Director and staff consultant.

The Development Committee would be responsible for the overall strategic direction of development program and for insuring that all development and communications efforts are coordinated. It would focus on building a base of annual support from individuals, events and sponsorships, public and private grants, and on fully developing a case for support and funding priorities. To facilitate the strengthening of the overall philanthropic capacity of H2K's volunteer leadership, the Chairs of the Development and Governance Committees should participate on both of these committees.

Once the sustainability strategy plan is successfully implemented, the development committee should divide its volunteer efforts into four areas:

- ❑ Annual Giving
- ❑ Sponsorships
- ❑ Programs
- ❑ Events

H a r t f o r d 2 0 0 0  
Volunteer Structure for Development



## **Hartford 2000 Development Plan and Timetable 2009-12**

### Years 2009-10

#### **Leadership (Board, Development and Governance Committees)**

- ❑ Review HCI report and recommendations, commit to implementation of Steps 1-3
- ❑ Identify and research potential new Board members based on the its current strengths/gaps in experience and capacity
- ❑ Approve criteria, including financial participation, for Board membership (sample attached in Appendix C)
- ❑ Research and review Board affiliations with other nonprofits for potential H2K Board members
- ❑ Develop job descriptions for individual Board members and for each officer (sample in Appendix D)
- ❑ Identify a potential Vice Chair/Chair-elect, who has both the commitment and the philanthropic capacity to advance the mission and goals of H2K
- ❑ Update by-laws, establish term limits for officers and board members
- ❑ Recruit candidates ready to be approached; recruit new members for the Development and Governance Committees
- ❑ Produce an introductory letter using HCI's draft case text for recruiting potential Board members or those who might suggest them
- ❑ Organize with Staff a Board manual and orientation
- ❑ Recruit an Executive Director

#### **Case (Board, Development, Communications and Finance Committees)**

- ❑ Determine programmatic funding priorities (done) and costs
- ❑ Integrate multi-year financial projections with fund-raising goals
- ❑ Create a case statement of support for programs and operations based on the draft statement, financial projections, and existing funding proposals

#### **Annual Fund (Board, Development Committee)**

- ❑ Recruit Board members who will focus on Annual Giving
- ❑ Begin donor acquisition efforts through an improved database, website, and H2K trainings/briefings
- ❑ Set goals for each gift level for the number of donors and dollar amount (see sample chart)
- ❑ Set overall Board participation goals for personal giving and getting

### **Research (Staff)**

- ❑ Establish a Contact Network: on a regular basis, send queries to members of the H2K Board to identify contacts with Board members and foundation/government /corporate leaders
- ❑ Create a Contact Network tracking system
- ❑ Support the work of the Governance Committee through biographical and financial research on potential Board members
- ❑ Identify corporate leaders for potential sponsorships and as potential volunteers
- ❑ Provide background information for major gift and corporate prospect meetings
- ❑ Track the number of new prospects identified and contacted on an annual basis

### **Development Operations (Staff)**

- ❑ Improve and expand the database, create a more interactive website; add a “donate” option
- ❑ Prepare a Final Report and Operating Plan for Development and Communications
- ❑ With a newly-hired Executive Director and Staff Consultant, facilitate Board related fund-raising efforts
- ❑ Recruit an administrative assistant

### Years 2011 – 2012

#### **Special Gifts (Development Committee)**

- ❑ Recruit on and off-Board members for the Development Committee. Set bi-monthly meetings a year in advance.
- ❑ Develop individual strategies for further engaging current major prospects (individuals, government, corporations, foundations)
- ❑ Increase the number of meaningful Board contacts with major gift donors and prospects
- ❑ Increase the number of volunteers involved in cultivation meetings and face-to-face solicitations
- ❑ Pursue top prospects, track by size of gift rating and readiness
- ❑ Produce a special report on the H2K activities to all donors
- ❑ Explore ways to enhance donor recognition and stewardship

#### **Case (Board, Development and Communications Committees, Staff)**

- ❑ Test working paper on the case statement with leading volunteers, donors, and prospects
- ❑ Refine case, determine form of publication and produce it

### **Sponsorships (Development Committee)**

- ❑ Recruit Board members to focus on sponsorships
- ❑ Develop action plan for sponsorships
- ❑ Pursue corporate contacts identified through the Contact Network for sponsorships and potential Board members
- ❑ Include newly identified prospects for the annual fund, Board membership, and corporate sponsorships in selected mailings and events

### **APPENDICES**

- A. Review Of By-Laws
- B. Strengthening The Composition And Role Of The Board
- C. Criteria For Potential Board Members (Sample)
- D. Volunteer Leadership: Roles And Responsibilities (Sample)
- E. Committee Job Descriptions (2 Samples)
- F. Developing the Case For Support
- G. Prospect Research and Tracking List
- H. Proposed Preliminary Budget
- I. Proposed Program-Staff Priorities
- J. City-Related Activities
- K. Contributions Received 2002-09
- L. List of Interviews and Meetings
- M. “Fundraising In Turbulent Times”
- N. H2K Five-Year Plan

## APPENDIX A

### REVIEW OF BY-LAWS FOR HARTFORD 2000, INC.

SEPTEMBER, 2009

#### Classes

Right now there are two classes of board members, Voting (NRZ and City representatives) and Associate (individuals and or organization representatives). This not only diminishes the value and impact of current associate board members, but also impedes any efforts to fully engage experienced potential board candidates who could act as “bridges to other constituencies in the social, civic, business and celebrity worlds”. See Appendix B for report on Board Composition.

We recommend giving all board members the right to vote, while ensuring the NRZ representatives continue to have a “super majority” on the Board to protect the interests of the NRZ coalition.

#### Board Qualifications

Right now each NRZ board selects the H2K board representative, with no input from H2K. H2K rarely receives as much as a resume on the selected representative. As part of H2K’s fiduciary responsibility to ensure the appropriate resources to advance its mission, the Board should practice due diligence in checking the backgrounds of its board members.

While we understand the importance of respecting each NRZ’s autonomy, we recommend that H2K develop a set of criteria for board membership, which, in consultation with the NRZ boards, should be approved by the H2K Board. (See Appendix C for sample board criteria.)

#### Board Succession Planning

As stated earlier, fundraising is all about leadership. To help ensure a smooth and effective succession of board leaders, we recommend:

- creating job descriptions for each officer (in addition to establishing criteria for new board members, and outlining clearly the role and responsibilities for each current board member)
- board terms (currently one year for members and 2 years for co-chairs) should include at a specific point one year off the board
- establishing the position of Vice Chair who is also the Chair-elect

Succession planning should be viewed as strategic leadership development. The Vice Chair/Chair-elect should have 18 months to 2 years to become oriented and meet regularly with the current chairs and senior staff before he or she takes over as Chair. This person should also be involved in recruiting and orienting future senior staff members, such as an Executive Director, since the Chair-elect and Executive Director will become partners in the transition process.

The Vice Chair should also begin to meet individually with NRZ boards and H2K supporters.

Once elected, the Vice Chair/Chair-elect should be responsible for identifying the next Vice Chair, in consultation with the Governance Committee. (The Governance Committee would then present the full slate to the Board for approval.)

### **Committees**

Right now H2K's Administration and Finance Committee is responsible for, but does not act on, nominating board members. The A&F Committee includes the chair of the development committee, which is largely inactive. We understand that an Executive Committee is being created. Standing committees should include a Development Committee and a Governance Committee, which not only nominates new board members but aims to develop a strong and effective board over the long term. Please see Appendix E for sample committee descriptions.

### **Board Policies**

H2K has a conflict of interest policy in place. In addition, H2K should have a document retention policy and a whistle blower policy, both of which are required by law of both for profit and nonprofit entities. Please see [www.independentsector.org](http://www.independentsector.org) for an excellent checklist on board policies.

### **Board Orientation**

The H2K board should have regular board orientations for new board members, which would include a review of a board manual with important documents about H2K. This can be in the form of a compact disk rather than a notebook. Contents should include:

- Organizational Overview
- Board Responsibilities and Backgrounds
- Management Information
- Policies and Procedures
- Annual Financial, Program, and Development Reports
- Planning Documents
- Contact Information

## **Ground Rules**

These are excellent and a model for other organizations. We suggest turning some of the rules into positive statements. For example, from “We don’t shout.” to “We speak in a civil tone and manner.” This would also make for a more positive introduction for new board members.

## **APPENDIX B**

### **STRENGTHENING THE COMPOSITION AND ROLE OF THE BOARD**

We propose that Hartford 2000 form a Governance Committee with the aim of matching the composition of the Board of Directors to the needs of the organization. The Committee should focus on bridges to constituencies that have both the commitment and capacity to drive and support the organization’s strategic agenda. The Committee must also continue to fill the gaps in other areas of expertise that are needed to guide the organizations in its areas of focus, such as: Community Development, Clean and Safe Neighborhoods, and Civic Engagement and Advocacy.

The focus of the Governance Committee should be on the combination of commitment and philanthropic capacity overall, while continuing to fill the gaps in other areas of expertise needed to guide a national organization. Criteria for board membership should be clearly articulated and approved by the Board. Research should be conducted on potential nominees' backgrounds - including those who are nominated by the NRZs - and should include indications of wealth and philanthropy.

In addition, the Governance Committee should work with the Development Committee in developing ways to retain the engagement of valued former Board members who have demonstrated a commitment to H2K and who may continue to open doors to potential support.

The H2K Governance Committee must ensure:

- Planning for, and the presence of, an optimal complement of individuals for the Board and its committees,
- Expedient identification and recruitment of new directors, as directors cycle off the Board,
- New member orientation and training,
- Subsequent individual effectiveness, and
- Overall effectiveness of the Board and committee operations.

Each Board member should be evaluated upon completing a first term of service, and should either be formally invited to serve a second term or thanked for serving a single term.

There should be overlapping membership of the Governance and Development Committees. The Vice Chair/Chair-elect, should be on the Governance Committee because that person has the largest stake in the composition of the future Board.

The Governance Committee should measure the range and capacity of the current Board against emerging organizational needs in all aspects of the organization's life, from ensuring the quality of programs to increasing funds raised. Areas where the current Board's experience could be complemented should help determine the search for future Board members. For example, to reinforce H2K's position as a city-wide organization, seek out individuals who have volunteer or professional experience in running major city or state-wide organizations or companies, and have a wide network of contacts. To reinforce H2K's position in the business community, influential members of the local corporate community should be pursued, for either their own participation or suggestions for appropriate potential nominees.

Several H2K Board members are on boards of other nonprofit organizations. Affiliated boards can be a good source of individuals who might be qualified and interested in joining the Board of H2K.

Five broad areas should be covered (*gaps are italicized*):

### **1) General Operational Strength**

*Finance, investment/commercial banking, law, management, real estate, architecture, fund raising, marketing and communications, public relations and publications.*

6 current members/volunteers: Ambrose, Barber, Freckleton, Mathews, McKinney, Williams

### **2) Competence related to the Mission and Work of H2K**

The Board draws on the expertise of individuals in community organizing and economic development, city planning, *public safety, education, children and family services, youth development, health sciences*, historic preservation, public policy and advocacy. In this category, it is particularly important to include those who represent the neighborhoods that H2K serves. Such individuals can bring a fresh point of view and a series of new contacts to Board deliberations on programming and planning.

3 current members/volunteers: Darby, Frieder, Silvers

### **3) Entrepreneurs**

The Board should include successful businessmen or businesswomen who are results oriented risk-takers with backgrounds in production, capital markets, or commercial ventures. These individuals will, when the same facts are discussed for the second or third time, push for action. *Included in this category are local business representatives for each NRZ.*

2 current members/volunteers: Bowen, Langlais

### **4) Bridges to Constituencies**

The financial well-being of H2K will be increasingly dependent on its ability to generate interest and support of individuals who will lend wealth, power, and influence to advancing the organization's mission.

These individuals can be found in:

*The Business World of Power and Leadership:* Successful leaders who have attained high prestige positions and have command over their own time, and are willing to use their experience and their influence on behalf of H2K.

Current members/volunteers: None

*Social Leadership and Power:* Outstanding social leaders from Harford who are interested in the work of H2K and have the prestige and contacts to lend assistance, especially with special gift needs.

Current members/volunteers: None

*Government:* Individuals who can serve as bridges to the Harford civic community, and to government officials who appreciate H2K's contribution to the socio-economic health and growth of the city, and who share an interest in community economic development.

1 current member/volunteer: Panagore

## 5) Overall Factors

Overall, the board should reflect:

*Commitment:* board members must share a strong interest in the revitalization of Hartford's residential and local business communities represented by the NRZs, and in the development of Hartford as a whole, to advance the mission of H2K.

*Diversity:* the board should be sufficiently representative of the African-American, Latino and other communities that H2K serves.

*Compatibility:* prospective candidates should be willing and able to work well with current Directors.

*Reasonable gender and age proportions:* the ideal board consists of men and women whose average age is in the mid-fifties with a spread of age levels to provide a reasonable progression of development.

*Geographical alignment:* to represent both the NRZ's and H2K's city-wide constituency.

*Availability:* the Board must contain members who are qualified and able to serve on major committees. Specific committee memberships should be in mind for each nominee during the recruitment process.

Ideally, once a connection is made, a letter to such individuals would present H2K's case for support, make clear the commitment to strengthening volunteer leadership, present the challenges that such leadership would help tackle, and request a meeting to obtain the benefit of his or her advice. This process will not only reveal potential board members, it will make new friends and supporters of H2K.

## APPENDIX C

### CRITERIA FOR POTENTIAL MEMBERS OF THE BOARD OF DIRECTORS (SAMPLE)

- 1 **Personal stake:** interest in and advocacy of H2K and its mission, involvement in community and leadership development.

2. **Significant financial impact:** personal wealth and inclination to contribute, at the minimum, six figure gifts over time or ability to directly influence such financial support.
3. **Reputation and outreach in circles of influence:** respected in at least one of the following categories: philanthropy, finance, children and family services, education, health, media, real estate, government, the corporate and foundation funding communities.
4. **Vision and Leadership** are crucial attributes as we begin our strategic planning process and prepare for the future.
5. **Compatibility:** prospective candidates should be willing and able to work well with current Directors.
6. **Diversity is important overall.** Candidates will be considered based on the degree to which they represent relevant groups (race, gender, age, regional representation, etc.)
7. **Professional expertise:** special talents and skills important to the appropriate mix for the board in general (law, media/communications, finance, social service, health sciences), as are backgrounds in business management, governance, policy making.
8. **Community involvement** is important as part of the effort to engage neighborhoods and communities in the organization, and to advocate support of the organization in Hartford and Connecticut.
9. **Familiarity with the work of organization:** purpose, goals, programs, functioning, and reputation.
10. **Commitment** of time, work and counsel as appropriate.

## APPENDIX D

### WORKING PAPER ON VOLUNTEER LEADERSHIP: ROLES AND RESPONSIBILITIES (SAMPLE)

#### Role of the Board of Directors

The Board of Directors defines and advances the mission of H2K; guides deliberations on policy, long-range planning, finance and development, ensures that policies, plans and programs align with the mission, and secures the resources to advance the mission and implement programs.

The Board should be comprised of individuals who have both the commitment and capacity to drive and support H2K's strategic agenda.

### Expectations

As H2K's governing body, the Board fulfills the following expectations. They:

- Embody H2K by knowing its programs, strengths, and goals;
- Bear ultimate legal and fiduciary responsibility and ensure ethical use of its funds;
- Appoint, motivate, and assess management;
- Inspire and ratify overall plans, initiate or endorse major related policies, approve related budgets, and monitor conformance;
- Evaluate Board performance;
- Advocate, support, contribute and raise funds.

### RESPONSIBILITIES: PARTICIPATION, ADVOCACY AND SUPPORT

#### Participation

- Contribute a minimum of four to six hours per month on H2K activity. Board members are encouraged to spend the equivalent of one day per year performing "hands-on" volunteer work such as hosting special events such as fund raisers and donor cultivation events, soliciting gifts from potential donors, representing H2K at designated public functions, and the like.
- Regularly attend Board meetings (75%), which currently convene monthly, and contribute to Board deliberations.
- Actively serve on at least one Board committee, by serving as a chair or vice chair and attending 75% of committee meetings.
- Attend annual events that are either organized for the Board or require a strong presence from H2K's volunteer leadership, including: opening and closing events, cultivation events, education programs, and the annual Benefit.
- Share one's particular area of expertise with the Board and staff.

### Advocacy

- Articulate an appreciation and understanding of the mission of H2K to the larger community, and bring from the community vital information to the Center.
- Provide access to political and community resources as appropriate.
- Stay informed of State and Federal legislation; participate in shaping relevant public policy.
- Maintain working relationships with government officials; honor their work on behalf of H2K, NRZs, and neighborhoods.

### Support

- Contribute financially in a way that is personally meaningful, in proportion to one's means, for both annual operations and at times for a special purpose. At minimum, each board member contributes or raises \$ (TBD) per year. H2K should be among each board member's top three philanthropic priorities.
- Introduce at least one significant donor to H2K annually.
- Identify at least one new potential volunteer or board member annually.
- Attend fund-raising events and invite prospective donors and volunteers.
- Supply names for the annual appeals, write notes to those contacts on prepared letters, and thank them if they contribute.
- Attend meetings with institutional funders.
- Complete other development tasks at the request of the development staff/counsel, such as identifying and approaching foundation/corporate contacts for support and hosting small private events.

### **Role of the Development Committee:**

The Development Committee acts to focus and support the efforts of the Board of Directors to cultivate and solicit prospects and acknowledge supporters. The Committee meets quarterly. The role of the Development Committee is to:

- Oversee all aspects of development planning and programs,
- Coordinate special campaign and annual fund-raising efforts with the board and staff,
- Maintain focus on annual fundraising goals, appeals, events, and communications,
- Cultivate and solicit prospects for both unrestricted and restricted major gifts, and
- Encourage 100% board participation in contributing and securing funds.

### Strategic Objectives 2010

The Development Committee will:

#### 2010

- Ensure that the case for support is compelling and clearly articulated, and that the funding priorities within the case align with the mission of H2K.
- Work with counsel and management on building leadership and community support for the new annual giving program.
- Work with the Governance Committee chair to recruit 4 new Board members with influence and affluence who fill specific gaps in the Board's composition.
- Prepare and approve an annual development plan and timetable.
- Attain a funding composition as follows: \_\_\_% Board support, \_\_\_% Private Fundraising support and \_\_\_% Public support. **(TBD)**

2011: Attain a funding composition as follows: \_\_\_% Board support, \_\_\_% private fundraising support and \_\_\_% public support. **(TBD)**

## **APPENDIX E**

### **COMMITTEE JOB DESCRIPTIONS (SAMPLES)**

From [www.BoardSource.org](http://www.BoardSource.org)

#### **1) Development Committee**

The development committee works with the board chair, the chief executive, the chief development officer, and other development staff to provide valuable input for developing the fundraising plan and engaging the entire board in fundraising. The committee's responsibilities include the following:

- Ensuring that the case for support is strong, current, and based on the organization's mission and goals; and distinguishes the organization from others in the field

- Helping to develop policies for board and staff action related to gift solicitation and recognition
- Developing expectations for financial contributions from the board, and providing leadership by making their own gifts (both outright and planned gifts)
- Helping to educate the board about environmental factors affecting fundraising among the organization's constituencies (e.g., current events, other organizations' activities, economic factors)
- Involving and motivating other board members and volunteers in cultivation and solicitation of gifts
- Helping to develop strategies for involvement and cultivation of major gift prospects (i.e., individual, foundation, and corporate)
- Helping to evaluate potential prospects for increased contributions
- Soliciting gifts at levels required for annual, special, and planned giving programs
- Participating actively in special events and providing leadership for capital campaigns
- Developing and signing solicitation and acknowledgment letters
- Providing access for staff to new major gift prospects

## 2) **Governance Committee**

The governance committee is responsible for ongoing review and recommendations to enhance the quality and future viability of the board. The focus of the committee revolves around the following five major areas:

### Board Role and Responsibilities

- Leads the board in regularly reviewing and updating the board's statement of its role and areas of responsibility, and the expectations of individual board members
- Assists the board in periodically updating and clarifying the primary areas of focus for the board — the board's agenda for the next year or two, based on the strategic plan

### Board Composition

- Leads in assessing current and anticipated needs for board composition, determining the board's knowledge, attributes, skills, abilities, influence, and access the board will need to consider in order to accomplish future work of the board
- Develops a profile of the board as it should evolve over time
- Identifies and presents potential board member candidates and explores with each candidate his or her interest and availability in board service

- Nominates individuals to be elected as directors of the board
- In cooperation with the board chair, meets annually with each board member to assess his or her continuing interest in board membership and term of service. Works with each board member to identify the appropriate role he or she might assume on behalf of the organization.

#### Board Knowledge

- Designs and oversees a process of board orientation, including information prior to election as a board member and information needed during the first cycle of board activity for new board members
- Designs and implements an ongoing program of board information and education for all board members
- Board Effectiveness
- Leads the periodic assessment of the board's performance; proposes, as appropriate, changes in board structure, roles, and responsibilities
- Provides ongoing counsel to the board chair and other board leaders on steps they might take to enhance board effectiveness
- Regularly reviews the board's practices regarding member participation, conflict of interest, confidentiality, etc., and suggests improvements as needed
- Periodically reviews and updates the board's policy guidelines and practices

#### Board Leadership

- Takes the lead in succession planning, taking steps to recruit and prepare for future board leadership
- Nominates board members for election as board officers

## **APPENDIX F**

### **DEVELOPING THE CASE FOR SUPPORT**

The case for support should state what Hartford 2000 is and will be, and what it does and will do in a way that is striking and compelling. The statement should encompass soundness, focus, clarity, and practicality.

An effective case statement will:

- Present the mission, objectives, and related programs of H2K;

- Outline the past achievements, current status, and future promise of H2K;
- Explain the arguments for support, including the benefits being derived directly and indirectly by those expected to provide such help;
- Explain the particular programs or activities that need support;
- Delineate the associated financial needs and objectives;
- Describe a plan for raising the funds required;
- Indicate how gifts may be made and suggest purposes for which they may be designated;
- Identify the people who endorse the program and will provide its leadership.

Elements of the case should be identified and convincingly rationalized by those close to H2K. Keep in mind that donors respond best to innovation, merit, and future prospects, not past problems. People give most to organizations they see as improving and/or of the highest quality, not to those they perceive to be in decline. H2K need not start at the beginning in preparing the case statement. It has a mission statement, strategic plan, correspondence, proposals, and brochures from which some language can be obtained.

The final statement of the case should be prepared by an able writer and not by committee. The writer should be able to make the themes of the case understandable and captivating through the use of stories and examples of H2K's successes.

*Production of final statement can take several forms:*

- A working paper to be shared with immediate members of the H2K community;
- An artfully designed and printed "casebook" that can be used in face-to-face solicitations for major gifts;
- An element of a specific proposal to a funding source such as a corporate sponsor or a private foundation;
- A summary brochure for use with general audiences;
- A basis for material in other organizational publications such as annual reports and newsletters

## APPENDIX G

### PROSPECT RESEARCH AND TRACKING LIST – prepared by Linda Bayer

8.31.09

Foundation/Corporation	Staff, Board, Contacts	Notes	Rating
Haymarket Foundation 42 Seaverns Avenue Boston, MA 02130-2884 www.haymarket.org		To grassroots groups for peace, equality and economic justice  Assets: \$5.3 million; Annual giving: \$570,00  Emergency grants for political crisis or opportunity  Sustaining Grants: equitable redistribution of wealth, power. Strong leadership involving previously unorganized people.  Deadline in CT: Feb. 1, 2010	Good
Peace Development Fund Amherst, MA www.peacedevelopmentfund.org		Supporting peaceful, just, equitable relationships among people and nations  \$5 – 10,000	Long-shot
Zaleski Family Foundation 300 Central Park West, Ste. 29D NY, NY 10024-1595	Michael Zaleski, President	Size of grants: \$100 - \$90,000  Letter with detailed description of project and amount requested	Fair

Foundation/Corporation	Staff, Board, Contacts	Notes	Rating
<p>The Auerbach Schiro Foundation 25 Brookside Blvd. West Hartford, CT 06107-1108 232-5854</p>	<p>Elizabeth A. Schiro Trustee: Stephen L. Bayer</p>	<p>Small grants. \$500 Operating support, program development, annual campaigns, seed money Jewish agencies, community services, kids &amp; youth</p>	<p>Fair</p>
<p>The Allstate Foundation 2775 Sanders Road, Ste. F4 Northbrook, IL 60062-6127 847-402-5502 <a href="mailto:allfound@allstate.com">allfound@allstate.com</a> <a href="http://www.allstate.com/citizenship">www.allstate.com/citizenship</a></p>	<p>Jan Epstein, Executive Director Board meetings in March, June, September, December</p>	<p>Neighborhood development, safe and vital communities. Example of grant size \$20,000</p>	<p>Good</p>
<p>Aetna Foundation 151 Farmington Avenue, RC31 Hartford 06156-3180 <a href="http://www.aetna.com/foundation">www.aetna.com/foundation</a></p>	<p>Lynn B. Ferdman, Program Consultant</p>	<p>Supporting neighborhoods in Hartford and Middletown \$2,500 - \$15,000</p>	<p>Good</p>
<p>J. Walter Bissell Foundation, Inc. P.O. Box 37007 West Hartford, CT 06137-0067</p>	<p>J. Danford Anthony, Jr. CEO and President Trustee: Hyacinth Douglas-Bailey</p>	<p>Emphasis: Greater Hartford General operating support and program development. "Some support for community affairs"</p>	<p>Good</p>

Foundation/Corporation	Staff, Board, Contacts	Notes	Rating
586-8201		projects" +/- \$10,000  Submit 4 months in advance of when \$ is needed.	
Needmor Fund  Toledo, Ohio	Ken Rolling, David Beckwith, Susan Chinn, Louis Delgado, James Dickson, Ana Guerrero, Henry Richardson, and Abby, Daniel, Ann, Mary, Patti, and Sarah Stranaham,	Mission: Bring about social justice  Grantmaking focused on providing support to multi-issue, democratically controlled, membership-based community organizations  Field of interest: community development; citizen coalitions	Good
Patricelli Family Foundation  Simsbury		Robert Patricelli  Worth \$50 million  Small grants	Fair
Three family foundations:  Cheryl Chase daughter & Stuart Bear  Rhoda & David Chase  Sandra & Arnold Chase	Rhoda and David Chase, John Redding, Theresa Kasugo	Mostly in Hartford area. Some concentration on arts, health & Jewish orgs.  Worth: \$375 M	Poor
Barnes Group Foundation  Bristol	Thomas Barnes, Gregory F. Milzcik, William C. Denninger, John R. Arrington, Signe S. Gates	Civic affairs  Wallace Barnes  Retired, Philanthropist. (manufacturing,) Thomas	Fair

Foundation/Corporation	Staff, Board, Contacts	Notes	Rating
		(son?) Wallace: \$30 M Thomas: \$25 M	

## APPENDIX H

### PROPOSED PRELIMINARY H2K RECOMMENDED BUDGET (DRAFT) prepared by Linda Bayer

#### Personnel

Salaries		\$76,500
Executive Director	\$50,000	
Administrative Assistant	25,000	
Bookkeeper	1,500	
Fringe Benefits		20,000

#### Consultants

Staff Consultant	\$35,000	
Web site designer	5,000	
Auditor	4,000	

#### Administration

Rent	3,600	
Office supplies	1,000	
Filing fees	75	
Meeting costs	300	
Postage	500	
Printing	500	
Miscellaneous	500	

Neighborhood Leadership Training		45,000
Neighborhood Training Initiative		23,400
Printing	10,000	
Honoraria	1,000	
Refreshments	2,400	
Postage	10,000	
Policy Briefings (2)		5,000
<b>Total</b>		<b>\$220,375</b>

9-9-09

## APPENDIX I

### PROGRAM AND STAFF PRIORITIES FOR HARTFORD 2000, INC.

- prepared by Linda Bayer

#### A. Proposed Program Priorities

- Assist the NRZs to accomplish their goals by providing administrative assistance, securing resources for capital projects, and updating strategic plans.
- Upgrade the H2K web site, e.g. make it interactive
- Issue regular newsletters
- Implement the Neighborhood Leadership Training Program
- Expand and enhance the information distribution program

#### B. Proposed Internal Priorities

- Implement sustainability (development) plan
- Strengthen the board by adding new members and recruiting volunteers for committees
- Upgrade and expand the membership data base

## **C. Proposed H2K Staff and Consultant Job Descriptions**

### Executive Director

- Staff and support the Board of Directors
- Implement policies and work plans set by the Board of Directors
- Develop and implement programs and initiatives
- Develop and maintain relationships with government, community groups and nonprofit organizations
- Implement and manage an ongoing development program
- Oversee finances
- Recruit volunteers
- Hire and manage staff and consultants

### Administrative Assistant

- Prepare informational mailings
- Maintain organizational files
- Organize and manage volunteer work
- Pay bills and post financial transactions to QuickBooks
- Purchase supplies and maintain office equipment
- Take meeting notes and prepare minutes
- Produce the newsletter

### Program Consultant

- Plan and implement workshops and presentations
- Prepare Council Preview/Review
- Prepare information and material for newsletter and web site
- Write grant applications
- Assist NRZs to update plans and secure resources

### Bookkeeper

- Review accounts monthly
- Produce monthly and year-end financial reports
- Provide information to the auditor

#### Auditor

- Prepare annual audit
- Prepare tax return (IRS 990)

#### Web Site Designer

- Recommend and design enhancements to H2K web site (e.g. interactivity)
- Work with Hartford Public Library to implement enhancements

## **APPENDIX J**

### **Hartford 2000 City-Related Activities – *prepared by Linda Bayer***

- **Council Preview & Review:** H2K has been preparing the Council Preview and Review since July of 2006, when we took over the project from the Citizens Research Education Network (CREN). At that time, six to ten items were selected from the Council agenda and described in lay person’s language. In September of 2008, we added the Citizens Agenda component, in which every agenda item is “translated” into layperson’s language. The Preview and Review are emailed to approximately 150 individuals and the Citizens Agenda is distributed at the Council meeting. *Compensation: None. Annual Out-of-pocket Cost: \$150 for agenda package*
- **Elerts:** H2K sends out approximately 20 electronic alerts per month notifying citizens of meetings, activities and events. Of these, 50% are notices of City of Hartford meetings, including Council Committees, public hearings, and boards and commissions. H2K also forwards notices sent by the City Government about topics such as street closures, waste collections, leaf pick-up, and emergency notices. *Compensation: None*

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- **NRSA Reports:** Since the year 2000, the City's Office of Grants Management has asked Hartford 2000 to prepare an annual report of accomplishments and activities for four NRZs: Northeast, CSS/CON, North Frog Hollow, and Frog Hollow South. The City designated these areas as Neighborhood Revitalization Strategy Areas (NRSAs) and is required to submit the annual report to the US Department of Housing & Urban Development. H2K contacts the NRZs, obtains the necessary information, and prepares the written report. *Compensation: None for 2000 through 2008. For 2009, City agreed to pay \$850.*
  - **NRZ Strategic Plans:** H2K has, for the past two years, regularly provided staff assistance to the Neighborhood Revitalization Zones in updating their strategic plans, including education on the requirements of State law, facilitation of visioning sessions, and writing sections of the plans. *Compensation: \$5,650 to date. Bill pending for \$29,750*
  - **Consolidated Plan:** In 2004-2005, H2K, in partnership with the Citizens Research Education Network, contracted with the City to implement the outreach and public involvement strategy as part of the City's preparation of its five-year Consolidated Community Development Plan. *Compensation = \$25,000*

## APPENDIX K

### Contributions Received by Hartford 2000 - prepared by Linda Bayer

Date	Source	Type of Source	Amount	Purpose
<b>2002</b>				
March 1, 2002	CT Department of Economic & Community Development (DECD)	Public	\$ 30,000	Capacity building
<b>Total 2002</b>			<b>30,000</b>	
<b>2003</b>				
May 6, 2003	United Way	Foundation	11,000	Neighborhood Leadership Training
June 9, 2003	Hartford Economic Development Corp.	Public	388	Neighborhood Training Institute (NTI)
June 12, 2003	Travelers	Corporation	20,000	Neighborhood Leadership Training
July 3, 2003	Annie E. Casey Foundation	Foundation	25,000	Capacity building
July 14, 2003	DECD	Public	30,000	Capacity building
Sept. 17, 2003	Hartford Foundation for Public Giving (HFPG)	Foundation	20,000	Neighborhood Leadership Training
Oct. 13, 2003	Hartford Economic Development Corp.	Public	6,156	NTI

<b>Total 2003</b>			<b>112,544</b>	
<b>2004</b>				
Feb. 5, 2004	Aetna Foundation	Foundation	5,000	General operating expenses
Jan – Feb. 2004	Individual donations – solicitation letter	Individuals	610	General operating expenses
April 21, 2004	Travelers Foundation	Corporation	25,000	Neighborhood Leadership Training
April 21, 2004	HFPG Catalyst Fund	Foundation	20,000	Neighborhood Leadership Training
June 1, 2004	Hartford Proud & Beautiful	Nonprofit	1,000	NTI
July 23, 2004	Knox Foundation	Foundation	1,000	NTI
Aug. 30, 2004	Community Economic Development Fund (CEDF)	Foundation	2,000	Assistance to NRZs
Aug. 30, 2004	United Way	Foundation	11,000	Neighborhood Leadership Training
Oct. 13, 2004	CEDF	Foundation	1,000	Assistance to NRZs
Dec. 20, 2004	Individual donations & sponsorships at event	Individuals	1,045	General operating expenses
Dec. 22, 2004	City of Hartford	Public	4,000	CDBG Plan – Fee for service
Dec. 30, 2004	CEDF	Foundation	2,000	Assistance to NRZs

<b>Total 2004</b>			<b>73,655</b>	
<b>2005</b>				
Feb. 1, 2005	Homes for America	Corporation	2,500	Sponsorship of December event
Feb. 1, 2005	City of Hartford	Public	8,000	CDBG Plan – Fee for service
Aug. 11, 2005	City of Hartford	Public	13,000	CDBG Plan – Fee for service
Sept. 8, 2005	Individual donation	Individuals	25	General operating expenses
Oct. 13, 2005	CCEDA/CT Science Center	Nonprofit	215	Fee for running focus groups
Nov. 10, 2005	Hartford Preservation Alliance (HPA)	Nonprofit	500	Donation for helping with workshops
Dec. 8, 2005	Aetna Foundation	Corporation	10,000	Diversity
<b>Total 2005</b>			<b>34,240</b>	

**Note:** Contributions are shown in the year in which they were received.

<b>Date</b>	<b>Source</b>	<b>Type of Source</b>	<b>Amount</b>	<b>Purpose</b>
<b>2006</b>				
May 18, 2006	Greater Hartford Arts Council	Foundation	500	Earth Day activities
May 18, 2006	Individual donations from Parkville NRZ	Individuals	70	General operating expenses
May 18, 2006	Hartford Public Library	Public	2,000	HartLine focus groups

June 1, 2006	Citizens Research Education Network (CREN)	Nonprofit	500	Fee for running focus groups
June 23, 2006	Hartford Public Library	Public	100	Reimbursement for NTI expenses
June 21, 2006	Metropolitan District Commission (MDC)	Nonprofit	500	Earth Day activities
May 26, 2006	CT Dept. of Culture and Tourism	Public	3,000	NRZ brochures
Aug. 15, 2006	HFPG	Foundation	31,100	General operating expenses
Oct. 31, 2006	Senior Academy	Individuals	300	Donation for making presentation
Nov. 21, 2006	Hartford Public Library	Public	100	Reimbursement for NTI expenses
Nov. 24, 2006	HPA	Nonprofit	400	Donation for helping with walking tours
Dec. 19, 2006	Rebuilding Together Hartford	Nonprofit	100	General operating expenses
<b>Total 2006</b>			<b>38,670</b>	
<b>2007</b>				
April 4, 2007	Leadership Greater Hartford	Nonprofit	250	Donation in name of L.Bayer
June 2007	Donations for B.Silvers Gala (net)	Corporations	7,153	General operating expenses
		Individuals	3,207	

Dec. 31, 2007	St. Paul Travelers Insurance Co.	Corporation	500	Donation in name of K. Freckleton
December 31, 2007	MDC	Nonprofit	500	Earth Day activities
Dec. 31, 2007	Hartford City Council Office	Public	25	Earth Day activities
Dec. 31, 2007	HPL	Public	100	Reimbursement for NTI expenses
<b>Total 2007</b>			<b>11,735</b>	
<b>2008</b>				
Sept. 2008	City of Hartford	Public	5,650	Fee for assisting NRZs with their Strategic Plan updates
<b>Total 2008</b>			<b>5,650</b>	
<b>2009</b>				
April 13, 2009	Bank of America	Corporation	5,000	General operating expenses
July 22, 2009	HFPG	Foundation	30,000	General operating expenses
July 22, 2009	HFPG	Foundation	3,000	Preparation of development plan
Nov. 1, 2009	Individual contribution	Individuals	250	Council Preview/Review
<b>Total 2009</b>			<b>38,250</b>	

<b>Grand Total</b>			<b>\$344,744</b>	
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**Note:** Contributions are shown in the year in which they were received.

## APPENDIX L

### LIST OF INTERVIEWS AND MEETINGS 2009

June-September

Weekly phone appointments with Linda Bayer

June 18

Group mtg

Board mtg

July 13

Bernadine Silvers

July 14

Richard Frieder

Joe Barber

Keisha Freckleton

July 31

Mike Zaleski

July 16

I Charles Mathews

Group mtg with Linda Bayer, I Charles Mathews, Keisha

Freckleton, others

July 16

Board mtg

July 17

Oz Griebel

July 21

Nancy Roberts

Barbara McGrath

July 22

Robert Painter

August 4

Ted Carroll

David Panagore

September 17

Board mtg