

# PART I

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## Green Management

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# CHAPTER 1

## Raising Green by Being Green—Charity Fundraising

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### What Is “Green Fundraising,” and Why Do It?

Green fundraising is the concept that even the fundraising activities of the charitable sector should incorporate techniques, which reduce carbon footprint, are friendlier to the environment, and promote sustainability. But is this really needed? The fundraising efforts of an organization are typically lean and represent just a portion of its overall operations. Examining your organization’s fundraising efforts and transitioning them to include green techniques can contribute to increasing revenues and reducing expenses and serve as a communications tool to build awareness of your organization and present it as a sustainability leader in your community.

There are more than 1.5 million nonprofit organizations in the United States<sup>1</sup> alone and easily more than 2 million worldwide. Combined, the charitable sector is an economic powerhouse. In 2006, the U.S. nonprofit sector was large enough to rival the sixth largest economy in the world,<sup>2</sup> surpassing the economies of Brazil, Russia, Canada, Mexico, and South Korea. In the same study, total expenditures of all 501(c)(3) nonprofit organizations examined (U.S. designation), together numbering more than 835,000, was nearly \$945 billion.<sup>3</sup> For the entire U.S. nonprofit sector, the annual total expenditures are estimated to be approximately \$1.8 trillion.

It is estimated that a well-run charity will spend approximately 20 percent of its budget on fundraising. Using this measure, nonprofit spending, on average, totals more than \$360 billion annually. Fundraising activities specifically and charitable spending generally make significant impacts on the economy.

Environmentally conscious charities are encouraged to examine, understand, and make improvements to the way they fundraise, utilizing more environmentally sustainable methods. Given the total expenditures of this industry around the world, combined efforts will result in a more sustainable future for our planet.

The discussion to follow and the organizations used as examples for this chapter were chosen because they are making changes in a systematic and thoughtful manner. These organizations are formally and informally surveying their staff, donors, volunteers, and board members for their input and feedback. They are researching articles and discussing the greening of their fundraising programs with colleagues.

When they make changes, they are being thoughtful in their planning over a longer time horizon, not attempting to do it all at once or all overnight. A process that is thoughtful, deliberate, and has both staff and leadership support will most assuredly put your organization onto a smoother road toward success.

This chapter is organized into four sections that address the main techniques a nonprofit uses to raise funds:

1. Annual fund/direct mail
2. Grant writing
3. Fundraising Events
4. Major/planned gifts program

Appendix A presents lists of resources and tools that will help in the transition to a greener fundraising program

## Greening Your Annual Fund/Direct Mail Program

### Traditional Fundraising Method

A typical direct mail program consists of, at a minimum, these components: a compelling letter, a pledge form, and a return envelope mailed together in bulk to current and lapsed donors as well as prospects several times per year. Depending on the size of and resources available to the nonprofit organization sending these letters, the annual fund or direct mail program can be highly sophisticated and creative by using list segmentation, premiums or small tokens given with the letter or after a donation is made, irregularly shaped packages to draw attention or call to action, a promise or other compelling language used on the outer envelope to encourage the receiver to open it immediately. It is hoped that the organization, no matter its size, keeps statistics on response rates in order to more effectively analyze and test different packages, premiums, text, and other variables.

The history of direct mail is older than one might think—historians have dated its earliest examples back to the twelfth century in Japan. More recently, abolitionists in Great Britain used direct mail in the eighteenth and nineteenth centuries.<sup>4</sup> In the United States, however, the modern form of the direct mail program that we all know today began after World War II, when national nonprofit organizations, such as the National Easter Seal Society, were looking for new donation streams. Direct mail did not truly catch on until after the creation of the national zip code system in the 1960s. The popularity and success of direct mail continued to thrive as computers came on the scene in the 1970s. Before that, maintaining and utilizing lists was costly and time consuming.

The growth of the nonprofit sector, both in the number of organizations and in their individual sizes, over the next couple of decades continued to fuel the fire in the rapid development of the direct mail industry. Today direct mail fundraising makes up at least one-fifth of the more than \$250 billion contributed annually to the 1.5 million+ nonprofit organizations in the United States.<sup>5</sup>

According to a survey published by Target Analysis Group, a Boston-based consultancy firm, donations made to nonprofit organizations in 2007 did not even

keep pace with inflation, growing by an average of 1.4 percent.<sup>6</sup> The number of donors declined by a median 1.4 percent from the previous year, and organizations acquired a median 6.2 percent fewer new donors. The only silver lining was that the 72 organizations surveyed still raised more money with individual donations growing by a median 3.9 percent from the previous year. Target Analysis Group gave several reasons for the downward trend, including the fact that the number of people who grew up around the time of World War II is dwindling, as is the growth of direct mail fundraising in the United States.

### **Fundraising Challenge**

The challenge for direct mail fundraising is plain on one front: how to acquire and keep a large base of supporters who make annual gifts. On a second front, with the advent of social media and the increased use of technology such as BlackBerry And the iPhone, how do nonprofit organizations reach prospects who are not responding to direct mail efforts?

Greening your direct mail program offers some unique answers. Many organizations have already become greener without realizing it.

### **Transition to a New, Green Paradigm**

In the last few years, has your organization sent an e-mail solicitation as a cost-cutting method? Have you tried to sell tickets to an upcoming fundraising gala by posting to Facebook or LinkedIn? If so, you have started to transition toward becoming more green without realizing it (or maybe becoming green was one of many reasons you made the change) while reducing expenses at the same time.

If your organization is at a stage of considering using social media, the Internet, and e-mail to raise annual fund dollars, this section will help you. The key, once again, is transition. Implementing new techniques too quickly or changing your program too radically will not only be difficult for your organization to handle and potentially not sustainable but may confuse or even anger your donors. Slow and steady change was the race. Take time to talk internally to staff and volunteers and externally to donors and prospects about the changes your organization intends to make in its direct mail program. Get their input, and incorporate it into your plans.

In a phased transition to greening your direct mail program, your organization may start by streamlining its direct mail package before jumping right into e-mail or social media solicitations. This method may be particularly relevant to larger, national organizations that need time to make large changes or whose volunteers, staff, and donors are concerned about the success of such online campaigns.

When you are planning your next mailed annual fund appeal, take a look at each piece of the package. Are there parts or whole pieces that can be eliminated, made smaller, or otherwise streamlined? Are you using recycled papers and other materials? Is your printer or print shop using environmentally friendly inks, dyes, and other chemicals?

Before making changes, however, talk to your board members, volunteers, donors, and staff. What are their thoughts on changing the look of your direct mail packages by downsizing or eliminating pieces? Is it meaningful to them for your

**WHY EDUCATION, INCOME & HEALTH?**

United Way Creates Opportunities By Focusing On The Building Blocks For A Good Life.

**EDUCATION:** All York County children and residents will be prepared to be life long learners & productive citizens

- » Improving access to quality, affordable child care and early learning opportunities
- » Partnering with schools and parents to improve graduation rates
- » Providing after school and mentoring programs for at risk youth

**INCOME:** All York County residents will meet their basic needs and be economically self reliant

- » Supporting basic needs while increasing financial education
- » Helping working people obtain maximum tax returns and access free tax preparation
- » Increasing affordable housing for seniors and families

**HEALTH:** All York County residents will be mentally and physically healthy

- » Increasing access to critical healthcare services
- » Reducing substance abuse, child abuse and domestic violence
- » Increasing access to free prescription drug costs

**GIVE. ADVOCATE. VOLUNTEER. LIVE UNITED.**

United Way of York County, SC

**HOW TO GIVE UNITED. INVEST IN THE BUILDING BLOCKS FOR A GOOD LIFE: EDUCATION, INCOME & HEALTH. GIVE. ADVOCATE. VOLUNTEER. LIVE UNITED.**

United Way of York County, SC

Be part of improving the health, education and income of people in York County. Because united we stand. United, we elevate. United, we can change what we see in our world. [www.unitedwayofyc.org](http://www.unitedwayofyc.org)

**GIVE.**

The workplace campaign is the easiest and most powerful way to invest in your community. You can direct your contribution to one of the action areas - Education, Income, Health and Safety - or choose all four. Either way, your investment will be making positive changes in your local community. If your company doesn't have an annual campaign, visit our website at [www.unitedwayofyc.org](http://www.unitedwayofyc.org) to learn how you can help.

**ADVOCATE.**

You can make change happen with your voice. Get informed. Tell your friends. Write a letter to the editor. United Way needs people who are passionate about education, income, health and safety to make some noise. Call United Way today to learn how you can be a part of our Community Impact Teams at 803.324.2735.

**VOLUNTEER.**

United Way of York County, SC and 2-1-1 works with volunteers and local non-profits to develop the best opportunities for youth, busy working adults and seniors. Visit [www.unitedwayofyc.org](http://www.unitedwayofyc.org) for a list of local volunteer opportunities. Get involved!

FIGURE 1.1 Table tent example from the United Way of York County, SC.

organization to use recycled paper and natural dyes? If so, you should let them know by printing the message “100 percent recycled paper” on the outer envelope or pledge form. Doing this may even serve as an example in your community and garner increased support by demonstrating that your organization is a thoughtful, environmentally-focused leader. Note that eliminating pieces or making them smaller may result in cost savings, but use of environmentally friendly inks and dyes and recycled paper may increase expenses slightly. However, over time as more and more of us move in this direction, these costs will come down.

**CASE STUDY: UNITED WAY OF YORK COUNTY, SOUTH CAROLINA** The United Way of York County, South Carolina has incorporated a number of greening techniques into its fundraising program, including its direct mail campaigns. The competitive advantage, however, has come from taking the time to talk to external constituents before it made a change.

You may be familiar with your local United Way, which represents other non-profit organizations in the community and solicits donations for them through workplace campaigns. Representatives from the United Way make brief presentations, generally 10 to 15 minutes in length, to a roomful of employees at a corporation and distribute pledge forms, brochures, and other materials with information about giving, the United Way mission, and the organizations it represents. Employees take the information and, with luck and motivation, return a pledge form or donation by mail or designate a recurring gift through payroll deduction.

The United Way of York County, South Carolina, “greened” this process by eliminating informational brochures that usually got left behind on chairs after the meeting. At the suggestion of a company employee, the organization created a table tent that could be displayed in a break room, lobby, or kitchen. It had specific information about the United Way campaign that could be read easily and quickly. The organization also reduced a three-page pledge form to a one-page, black-and-white, self-mailing return device (see Figures 1.1 and 1.2). This actually streamlined



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Mr.  Mrs.  Ms.  Dr.  
First Name \_\_\_\_\_ Initial \_\_\_\_\_ Last Name \_\_\_\_\_  
Home Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
Home Email \_\_\_\_\_ Phone \_\_\_\_\_  
Employer \_\_\_\_\_

**My gift to my community** - pledged amount will begin January 1, 2009

**Easy Payroll Deduction** - I want to contribute the following amount each pay period:

- \$5  \$10  \$25  \$50  Other (\_\_\_\_\_)   
My pay period is:  Weekly (2)  Bi-weekly (26)  Semi-Monthly (24)  Monthly (12)  Other (\_\_\_\_\_)

"LIVE UNITED" gift  
(\$5 week/\$260 year or more)  
Pledge \$200 or more and receive a discount card for local businesses

Palmetto Leadership Society gift  
(\$11.54 week/\$600 year or more)  
If your family's pledge is \$800 or more, you will be recognized in our annual registry and invited to our exclusive thank you event!

My Total Gift:  
\$ \_\_\_\_\_  
Thank you for supporting your local United Way!

**Other Payment Options**

- Cash (enclosed) \$ \_\_\_\_\_  
 Check (enclosed, payable to United Way of York County, SC) \$ \_\_\_\_\_  
 Bill Me \$50 minimum \$ \_\_\_\_\_  One time (give date: \_\_/\_\_/\_\_)  Quarterly  Monthly  
 Credit or Debit Card \$ \_\_\_\_\_  VISA  MasterCard  American Express

Name as it appears on card \_\_\_\_\_  
Credit Card Number \_\_\_\_\_ Exp. Date \_\_\_\_\_  
Bill my card  One time (give date: \_\_/\_\_/\_\_)  Quarterly  Monthly  
Please allow 30 days for processing. Please include home address on invoice.

**Signature to authorize your pledge:**

Sign: \_\_\_\_\_ Today's Date: \_\_\_\_\_  
I understand that nothing has been provided in return for this contribution and that my gift is fully tax-deductible, subject to IRS regulations.

**Gift Recognition** - United Way of York County, SC recognizes individuals and families giving at \$800 and above

Names as they should be published: \_\_\_\_\_ Please acknowledge my spouse with our joint leadership gift.  
Spouse's name: \_\_\_\_\_  
 I (we) wish to remain anonymous Spouse's place of work: \_\_\_\_\_

**Optional**

- AGE:  18 - 25 years old  26 - 35 years old  36 - 50 years old  
 50 - 65 years old  65 years old and up

Have you given to United Way for more than 25 years?  
 Yes, I am a Diamond Donor

Please send my gift to:

Optional Designations (\$50 minimum for each designation)

- Meeting basic needs & building self-reliance \$ \_\_\_\_\_  
 Promoting health & wellness \$ \_\_\_\_\_  
 Creating safe communities \$ \_\_\_\_\_  
 Promoting the big learning \$ \_\_\_\_\_

Other United Way or Specific Partner Agency (see back)  
\$ \_\_\_\_\_  
Agency or United Way name \_\_\_\_\_



United Way of York County, SC PO Box 926, Rock Hill, SC 29731 803.324.2735 or 803.684.9447 www.unitedwayofyc.org  
Please retain a copy of this pledge form for tax purposes. United Way of York County, SC did not provide any goods or services in exchange for this donation.

FIGURE 1.2 Revised one-page pledge form; printed back and front from the United Way of York County, SC.

**Our mission:**  
*Our United Way will be the non-profit leader in identifying needs, facilitating collaboration and maximizing resources to positively impact our community.*



**United Way of York County, SC**

When we reach out a hand to one  
 we influence the condition of all.

That's what it means to  
**LIVE UNITED.**

2-1-1 is an easy to remember telephone number connecting callers to information about health and human service agencies.

**Call 2-1-1. It's easy, confidential and free!**

United Way of York County, SC  
**2-1-1**  
 Get Connected. Get Answers.  
**Help Starts Here.**

**Suggested Gift Guide**

Your Annual Income	Weekly 1% Gift
Up to \$19,999	Up to \$3
\$20,000 - \$29,999	\$3 - \$5
\$30,000 - \$39,999	\$5 - \$7
\$40,000 - \$69,999	\$7 - \$12
\$70,000 - \$79,999	\$12 - \$13
\$80,000 and up	\$13 and up
"LIVE UNITED" Level	\$5 a week/ \$260 a year
Palmetto Leadership Society Level	\$11.54 a week/ \$600 per year



**United Way of York County, SC Partner Agencies**

- |  |  |   |
|--|--|---|
| <ul style="list-style-type: none"> <li>Able Baker Society</li> <li>A Place for Hope</li> <li>American Red Cross of York County</li> <li>Boy Scouts - Palmetto Council</li> <li>Boys &amp; Girls Clubs of York County</li> <li>Calamba Care Coalition</li> <li>Children's Abandon Home School</li> <li>Clower Area Assistance Center</li> <li>Clower Rescue Squad</li> <li>Early Learning Partnership of York County</li> <li>Florida Children's Services, Inc.</li> <li>Fort Mill Care Center</li> </ul> | <ul style="list-style-type: none"> <li>Fort Mill Rescue Squad</li> <li>Girls Scouts - Hornets Nest Council</li> <li>The Home Men's Shelter</li> <li>Hickory Grove Lumbering Squad</li> <li>Hospice and Community Care</li> <li>International Center of York County</li> <li>Keystone Substance Abuse Services</li> <li>P.A.T.H. (People Attempting To Help) Pilgrims' Inn</li> <li>Rock Hill Rescue Squad</li> <li>Rock Hill School District Foundation</li> <li>Sage Passage</li> </ul> | <ul style="list-style-type: none"> <li>Salvation Army</li> <li>Serenity Club of York County</li> <li>Speech &amp; Hearing Center</li> <li>The Health Center</li> <li>Tega Cay Rescue Squad</li> <li>YMCA - Upper Palmetto</li> <li>York County Adult Day Care Center</li> <li>York County Board of Disabilities &amp; Special Needs</li> <li>York County Council on Aging</li> <li>York County First Steps</li> <li>York County Life Guard Association</li> <li>Youth Development Center of York County (4-H)</li> <li>York Rescue Squad</li> </ul> |
|--|--|---|

FIGURE 1.2 (Continued)

its internal office procedures just in the ease of handling one page instead of three. In addition, the organization began promoting the opportunity to make donations and fulfill pledges online at its Web site. These three small changes have added up to big savings in paper and printing costs.

The organization first made the change in 2008 after informally surveying volunteers and donors over the course of a few months. People reported that the forms were long and cumbersome and that the brochures did not provide any additional useful information beyond the presentation and the United Way's Web site address. In the last year, the United Way of York County, South Carolina, reports that the changes have been so well received that it will continue using the one-page form and information table tents and plan to be more aggressive about promoting the Web site for online donations and pledge fulfillment.

Organizations can eliminate mailed annual fund appeals and conduct them wholly online in any number of creative ways. Your organization can send an e-mail solicitation, also called an e-solicitation, using virtually the same text and techniques as a direct mail package. If your organization has never sent a mass e-mail to its constituents, you will need to consult your information technology department or a consultant. Technology issues that may arise from ensuring your message does not end up in a junk folder, formatting e-mail addresses, and using images, among others, will need to be considered. See Appendix A for a list of organizations that can help in this area, including Grassroots.org and the Taproot Foundation.

A great deal of attention is being paid to the subject of how to use social media networking sites, such as Facebook and LinkedIn. Creating a Facebook group or cause can build awareness about a fundraising campaign (and events) and drive prospective donors to your organization's Web site for more information and to make gifts online. An individual's Facebook friends can see the person's involvement with your organization, and he or she can receive updates to fundraising efforts through messages you can post to the group or cause page. Starting a discussion about your fundraising campaign on your organization's page(s) is similarly effective.

***CASE STUDY: SAN DIEGO CHAPTER OF THE YOUNG NONPROFIT PROFESSIONALS NETWORK***

The local San Diego Chapter of the Young Nonprofit Professionals Network (YNPN) has had the opportunity to start a green annual fund program from its inception. With a budget of about \$10,000 annually, YNPN San Diego is run by an all-volunteer group of nonprofit professionals just getting started in the nonprofit sector. The group quickly recruited 15 board members and organized themselves into eight committees. Board members and volunteers stay connected on e-mail and, increasingly, via social media sites like Facebook and LinkedIn. What the organization quickly discovered after its inception in April 2008 was that a network of emerging leaders in the nonprofit sector in and around San Diego was virtually nonexistent. To build awareness and to fundraise for YNPN San Diego, they turned to the tools they had been using themselves to communicate—namely social media sites. First, they created a Facebook group and in January 2009, after receiving their 501(c)(3) status, started a cause. The goal was to raise \$1,000 on Facebook within four months, by their first anniversary in April 2009—and people started to get creative. One of the volunteers pledged \$100 if 100 people joined the organization's cause. A few board members paid their board dues of \$100 per year through Facebook, either by paying it themselves or raising the funds through friends in order to raise awareness and publicize their support of YNPN San Diego to their Facebook friends. The first donation for the campaign came in on January 19, 2009, and YNPN

San Diego surpassed the \$1,000 goal on March 18, 2009, one month ahead of schedule. As of April 29, 2009, YNPN San Diego had 224 members in its group, and 105 people joined its cause with a fundraising total of \$1,204.

YNPN San Diego completed its first fundraising plan in April 2009. It includes many references to conducting their fundraising program in a 100 percent green manner, including continuing to raise funds in creative ways through Facebook. An excerpt from the “About YNPN San Diego” section outlines the group’s commitment to green fundraising: “YNPN San Diego continues to use its listserv, Facebook, LinkedIn, and Twitter as its primary modes of communication focusing on being a ‘green’ organization.” An excerpt from the “Online Networking & Resources” section explains their goals in greater detail:

*YNPN San Diego uses the latest and greatest technology to help manage our internal communications and network with our members. This multi-faceted strategy is fun and green, as well as time and cost-efficient. YNPN San Diego continues to examine new communications technologies and at this time you can find YNPN San Diego using the following tools: listserv, blog, Facebook, LinkedIn, Twitter, Idealist and more. The use of social media has helped YNPN San Diego spread like wildfire and become a model organization for nonprofit social media use. Through its website, YNPN San Diego also provides pages on resources related to next gen nonprofit issues as well as career information. We believe that these resources provide support to our members by creating a small clearinghouse of information for our membership that helps to strengthen the San Diego nonprofit community.*

Whether your organization has the opportunity to start an annual fund program from the ground up in a green manner or needs to transition to a greener program, these examples demonstrate creativity and entrepreneurial spirit while securing buy-in from constituents. Appendix A can help you in your exploration of greening your annual fund program and provide more ideas and techniques.

## Greening Your Grant Writing

### Traditional Fundraising Method

The traditional process many of us are familiar with involves researching potential grant makers, finding potential matches between our organization’s programs and the grant makers’ giving interests, making contact with potential funders and communicating with them for a period of time, and then, it is hoped, being invited to submit a proposal or completing a grant form. The procedure continues with grant proposal review on the part of the foundation or corporation with possible site visits at any time and ending in success when a funder provides a grant of funds. Although this is a great oversimplification of the relationship between a nonprofit organization and a foundation or corporate grantor during grant making, it generally describes how the two interact with each other.

In conversations about the topics and content of this chapter, many nonprofit leaders expressed doubt at being able to do anything to green their grant-writing programs. They thought that they were beholden to the requests and requirements of the foundation or corporate funder and their chosen grant-making program. If a particular foundation's giving guidelines included submitting five copies of a proposal together with annual reports, brochures, and other printed materials, that was what the nonprofit had to do, even if most of the paper would, after a brief review period by the foundation, end up either in the trash or in a big file drawer, wasting space. If a corporate funder required printed copies of 990 Forms in triplicate be mailed to its 30 corporate foundation officers, then a nonprofit had no choice in the matter. Some enlightened foundations and corporations are beginning to make use of technology and allowing potential grantees to submit proposals online or by e-mail, but for the most part, corporations and foundations still require nonprofits to mail in grant proposals.

### **Fundraising Challenge**

If a nonprofit organization is truly at the mercy of a potential grant maker, can anything be done to green its foundation and corporate relations and grants program? Can a nonprofit effect change on these grant makers so that the process of submitting proposals and other communications is greener? And if so, how?

In continued discussions with nonprofit leaders and in research with foundation and corporate grant makers, I am convinced that a nonprofit *can and should* work with its funders and help *them* green their grant-making process. As more and more funders adopt a green grant-making process, your organization will in turn enjoy the benefits of a green grants program.

The key in greening this aspect of your fundraising program will be buy-in and persuading funders that it is advantageous for them to change their process. Starting with its most long-term grant-making partners, a nonprofit can leverage its relationship and community position to influence these funders' grant-making process. A nonprofit could approach a funder, perhaps in between funding cycles when the grant maker is less busy, about making its grant-making process be greener. Emphasis on costs savings, streamlined operations, and providing a leadership example in the community are all great points to make in the case for greening to foundation and corporate funders.

### **Transition to a New, Green Paradigm**

There are myriad options for greening the grant-making process that you can discuss with your foundation and corporate partners. Could the funder ask for proposals to be submitted by e-mail? That e-mail then could be forwarded to decision makers on the board instead of being printed. Could the funder access 990 Forms and annual reports online? Could the funder send award notification by e-mail—and even make award payments by direct deposit instead of a check by mail?

It is advisable that nonprofits begin to have these conversations with their closest funders—those with whom the organizations have had a long-term relationship and commitment. Those funders probably will be the most open to the conversation and

to changing their operations. In the end, not only may the funder's process become more environmentally friendly, but it is quite likely to save the funder a good deal of money in printing and mailing costs.

### ***Case Study: Community Foundation for Palm Beach and Martin Counties***

The example for this section is unique. It is not a story of a nonprofit that has succeeded in helping one of its foundation partners transition to a more green grant-making process. It is a foundation that did it itself—without prompting from one of its grantees. It is a foundation with a goal to be a national model for other foundations in being green—the Community Foundation for Palm Beach and Martin Counties. The Community Foundation has included an environment funding category as a part of its regular grant-making activities for many years. In 2008, the advisory committee making the funding decisions began to discuss asking the nonprofit organizations it funded in the environment category about the state of their operations and how green they were. The nonprofit grantee may be making a great, positive impact on Palm Beach and Martin counties' environment, but what about their fundraising, administration, and management activities? Was the nonprofit operating in a green, sustainable way, or just their environmental programming?

The committee thought about including a requirement for a certain level of a grantee's operations to be green and sustainable as criteria for grant making, but then they worried about it turning into more of a stick than a carrot. Would nonprofits stop applying for grants and have a harder time finding funding just because their administrators used too much paper or left their computers on at night? And more to the heart of the matter: What was the Community Foundation doing to be green? How could it regulate its grantees' behavior while not being green itself?

Instead of that approach, the Community Foundation searched for best practices in being a green nonprofit. It surveyed, by e-mail, its grantees, the community, and other constituents about what other nonprofit organizations were doing to green their operations. And out of the survey and subsequent discussions, the Community Foundation's "Nonprofits Going Green" program was created. The objective of the initiative was threefold: "(1) to raise awareness, capacity, motivation within the nonprofit community in Palm Beach and Martin Counties, (2) to improve the environmental sustainability of their operations, and (3) to raise public and corporate awareness and support for the nonprofit community."<sup>7</sup>

The main component of the Nonprofits Going Green program is a contest that provides donations of cash and in-kind gifts to nonprofit organizations in the community that are greening their operations and programs. The Community Foundation created a panel of judges with experience and expertise in both the nonprofit sector and environmental issues and created categories that were fun and approachable so nonprofit organizations of all sizes could participate. In 2008, the categories were "Most Green with the Least Green," "Most Sustainable," "Judges Green Harvest Award" (for the most dedication and commitment to going green two awards), "Most Creative Use of Recycled Materials," and a listing of runners-up. The Community Foundation received 25 nonprofit applications and distributed more than \$8,000 in cash and in-kind gifts to the winners (see Figure 1.3).



**Most Green with the Least Green:** Awarded to organizations with an annual budget of \$500,000 or less for greatest increase in energy savings accomplished through the most cost-efficient means.

- Grand Prize Winner (\$4,000): Quantum House for its holistic and cost effective approaches of involving board members, volunteers and families served in energy efficiency, waste reduction and water conservation efforts.
- First Runner Up (\$2,000): Ann Norton Sculpture Gardens for comprehensive efforts to restore native habitats, conserve water, and eliminate need for pesticides on their property.
- Honorable Mention (Starbucks Green Basket): Annie Appleseed for their minimal impact operations and outreach on healthy environmentally sustainable lifestyles.
- Honorable Mention (Starbucks Green Basket): Dress for Success for their dedication to putting one person's waste to work for those less fortunate.

**Sustainability Leader:** Awarded to organizations with an annual budget of more than \$500,000 for greatest increase in energy savings accomplished through the most cost-efficient means.

- Grand Prize Winner (\$4,000): Palm Beach Zoo for taking a comprehensive strategic planning and implementation approach and particular innovation in waste reduction throughout operations, sustainability in retail items
- First Runner-Up (\$1,500): Norton Museum of Art for also a comprehensive and consistent approach including with a high priority on employee incentives, waste reduction, water conservation and ensuring a healthy indoor environment.
- Honorable Mention (Starbucks Green Basket): Planned Parenthood of South Florida and the Treasure Coast for involving all staff in their "greening" initiatives.
- Honorable Mention (Starbucks Green Basket): St. Peters Catholic Church for a truly astounding comprehensive effort led by two high school youth members of the church

**Least Wasteful:** Awarded to an organization that has demonstrated most comprehensive efforts for reducing, reusing and recycling waste.

- Grand Prize Winner (\$2,000): Habitat for Humanity of South Palm Beach County for reducing the disposal of construction related debris
- First Runner Up (\$750): Lighthouse Center for the Arts for their creative re-use of materials as well as comprehensive recycling and reduction initiatives.
- Honorable Mention (Starbucks Green Basket): Aid to Victims of Domestic Abuse for their comprehensive paper reduction initiatives that resulted in a reduction of over \$2,200 in office expenses over a 7 month period.
- Honorable Mention (Starbucks Green Basket): Summit Christian School for involving the whole school – headmaster, operations, teachers, parents and students in waste reduction and recycling efforts that has resulted in a 1/3 reduction of waste generation.

**Energy Saver:** Awarded to organizations for greatest increase in energy savings accomplished through the most cost-efficient means.

- Grand Prize Winner (\$1,500): St. Peters Catholic Church for the comprehensive approach to energy conservation and efficiency led by two high school student members
- First Runner Up (\$500): Legal Aid Society of Palm Beach County for their combination of low-cost efficiency retrofits and consistency and creativity in reminding staff to turn off lights and office equipment.
- Honorable Mention (Starbucks Green Basket): Take Stock in Children for a focus on saving money through no cost behavior changes
- Honorable Mention (Starbucks Green Basket): Summit Christian School for its combination of low cost retrofits and "Hit the Switch" poster contest

**Greenraiser:** Awarded to organizations for most successful efforts to market their organization and/or raise money while promoting environmental sustainability (e.g., green events or auctions).

- Grand Prize Winner (\$1,500): American Heart Association for a focus on green events from choosing green venues and caterers to invites to awards and recycling logistics.
- First Runner-Up (\$250): Council on Aging of Martin County for engaging more donors in a capital campaign by making it a LEED certified facility.
- Honorable Mention (Starbucks Green Basket): Peer Support Network for launching its seed card fundraiser.
- Honorable Mention (Starbucks Green Basket): Big Brothers Big Sisters of Palm Beach County for its "Think Big, Go Green" awareness-raising through green activities and education month.

**Judges' Harvest:** Awarded to organizations that the Judges' feel deserve recognition for their dedication and commitment to going green.

- Grand Prize Winner (\$500): Boys & Girls Club of Martin County for the launching of its "Green Certified Club" at each of its locations

FIGURE 1.3 Categories and winners from the Community Foundation for Palm Beach and Martin Counties' 2009 Going Green Contest.

Momentum grew. In 2009, the Community Foundation received 57 applications for the contest and announced its winners during a luncheon at their offices. In total, the Community Foundation secured \$18,500 in cash and in-kind gifts from continuing and new corporate and foundation partners in the community. It also secured a media sponsorship from a local television station. Three new categories were added to the contest: "Least Wasteful," "Energy Saver," and "Green-raising" (for an organization that greened its fundraising event or program).

Through the Nonprofits Going Green program and the contest, the Community Foundation hopes to get nonprofit organizations to understand the process of becoming greener, to learn and examine themselves, and then to be motivated to make changes. It seems to be working. In the contest applications, the Community Foundation is seeing organizations use their greening initiatives to attract new donors and reengage past donors. Nonprofits are also greening their fundraising events, including offering green products and services in auctions, providing a green fashion show, or moving away from big events in general and looking more to neighborhood and Internet-based fundraising efforts. The Community Foundation also sees nonprofit organizations capitalize on the multiple benefits of greening by, for example, reducing printing and mailing budgets while simultaneously greening their marketing and fundraising efforts.

As a companion to the contest, the Community Foundation also has offered an introductory workshop for nonprofits on going green and offered its grant-seeking training using webinars. The foundation has seen record participation in the webinars; many nonprofits are using them in their own organizations. Their grant-making process is also green. All grant seekers must submit a letter of inquiry, which is downloadable from its Web site and can be submitted by e-mail. The letter of inquiry must be printed double-sided on recycled paper, and proposals are only by invitation. The Community Foundation Web site ([www.cfpbmc.org](http://www.cfpbmc.org)) also provides a detailed list of tips, tools, and resources for nonprofits going green.

When the Community Foundation created the Nonprofits Going Green program, it set out to be a national model for other community foundations that want to support nonprofit organizations in their greening efforts. The contest, the foundation's Web site, its own grant-making process, and the training the foundation provides are examples of its leadership efforts. However, the Community Foundation is also leading by examining itself and its greening efforts. The organization is well aware of GreenNonprofits, inc., a nonprofit organization created to support the global movement that both educates and assists nonprofits in becoming green and to make its green certification process available to nonprofits. By April 2009, the Community Foundation had completed over 75 percent of the steps needed to be certified. Its board of directors also adopted the GreenNonprofits pledge at its spring meeting. Once the organization is certified, it plans to offer financial and technical support to nonprofits interested in going through the process as well. In a survey at the beginning of 2009, more than 92 percent of nonprofits indicated that they would like to be certified green by GreenNonprofits, Inc. More information about GreenNonprofits, Inc. and its green certification process is included in Appendix A.

## Greening Your Fundraising Events

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### Traditional Fundraising Method

We have all been to them and most of us have organized them—fundraising events. There are dinners, galas, luncheons, auctions, cocktail parties, golf tournaments, and the list goes on. The fundraising event, in whatever form, is usually labor intensive

and time consuming and sometimes is executed with very little reward (i.e., dollars raised). But we nonprofit leaders soldier on organizing events year after year.

Fundraising events are also quite heavy with regard to consumption and resources needs compared to other types of fundraising. Consider a gala event. A nonprofit must contract with a venue, typically a hotel or other event space. Then there is food and beverages, linens, china, lights, sound, a save-the-date mailing, invitations, gift processing, phone calling, a printed program, menu cards, awards, tables, chairs, podium, a script for the presenters, often videotaping—and the list can go on. These events often cost tens of thousands of dollars to put on. All of these requirements do not sound very green, do they?

Chapter 5 addresses all types of nonprofit-run events, including trade events, conferences, and festivals, in much greater detail. This section addresses the events nonprofit organizations run for the specific purpose of raising funds to support their mission.

### **Fundraising Challenge**

The challenge is quite clear: More often than not, fundraising events are wasteful and resource intensive in just about every way. Think about all the leftover food when people do not attend; the elaborate, multi-insert save-the-date cards and invitations that end up in the trash; the printed programs left on the chairs; the energy used in lighting, sound, washing dishes, and cleaning linens; the staff time executing all the contracts, gift processing, details, and follow-up needed; the travel costs of everyone getting to and from the venue. It sounds like an overwhelming list. How would you even start greening a fundraising event?

Besides the obvious use of energy and production of waste, another challenge may arise from your board of directors, staff, donors, clients, volunteers, or other constituents who may resist the event's change. If the event is successful every year, what is the incentive to make any changes? There can be a great deal of risk in altering a profitable recipe.

A final challenge may come from the vendors and venues themselves. Their operations may not incorporate a green approach. The caterer, sound and lighting company, and/or events space management might not see the value in offering organic, local foods, using energy-saving lighting, or washing linens and dishes in water-saving machines.

### **Transition to a New, Green Paradigm**

Alas, do not become overwhelmed and either give up or not try. The key again is transition. How can your organization transition its current fundraising events program into a *greener one*—not necessarily a green one? In theory, and it probably should be in practice as well, this transition could take place over years with each year incorporating more green techniques.

Transition over a period of years will also help with buy-in from staff, clients, donors, and volunteers who have been involved with your event in the past. Greening your event often will save on expenses that can be used as a marketing message to attract more attention—and possibly ticket sales and advertising revenue. Your

organization can be seen as a leader in your community for incorporating green techniques into your fundraising event—for “being green while raising green.”

With regard to your vendors, if they are longtime partners, talk to them. Similar to the approach in raising the issue with foundation and corporate grant-making funders, find out what your vendors have the interest and capability to do. Certainly they do not want to lose your business so it is in their interest to try to work with you. And unfortunately for them, if they are not willing to make the transition with you, there are many other fish—or vendors and event space—in the fundraising events sea.

**CASE STUDY: THE ABINGTON-ROCKLEDGE DEMOCRATIC COMMITTEE** One nonprofit organization in Pennsylvania is successfully making this transition, taking it one step at a time. The Abington-Rockledge Democratic Committee (ARDC) in Abington, outside of Philadelphia, has organized a spring banquet for the past 18 years. In 2009, it wanted to start moving to a greener format. With an all-volunteer base, the ARDC knew it could not do it all at once—it was too overwhelming to make all the changes necessary to run a truly green event in just one year.

The spring banquet is a typical fundraising event held at a local country club. It is traditionally the ARDC’s largest fundraising event of the year. During the formal dinner program, which typically draws about 200 people, the organization distributes a series of awards to local people in the community.

Besides its ticket sales, the spring banquet also raises money by selling advertisements in a printed program. This piece is a traditional booklet program printed in color, bound in the center, and put on every chair at the event. The program has a typical layout of information about ARDC and the honorees with advertisements from businesses and individuals on the back pages.

In 2009, the ARDC went green by eliminating the printed program altogether. It was noted in years past that, as is the case with many fundraising events, a majority of these programs were left behind, wasting paper, printing costs, staff time, and money. So the ARDC decided to take a small step with a virtual advertising program that would be projected on a white wall of the room during the event. The computer presentation used the same logos and messages that would have been printed in the program but each advertisement had its own slide or page that was displayed on the wall. The looping presentation started at the cocktail hour and continued throughout the event. It also gave the ARDC the opportunity to create pages for the award winners.

The presentation was created and organized by a volunteer, and the projector used to display it was donated in exchange for an advertisement. Following the event, the ARDC plans to send a quarterly e-mail newsletter that includes a link to the presentation. The link will be included for the next four newsletters (over the next year), so that advertisers gain exposure not only among event attendees but the wider ARDC database of supporters and constituents.

Altogether the ARDC spent zero dollars putting the presentation together, saving \$1,150 from the 2008 spring banquet’s printing and setup costs. The organization also raised slightly more money—bringing in \$4,310 in advertising revenue in 2009 over \$3,465 in 2008. Besides the obvious increase in revenue, the cost savings from not printing a program also boosted ARDC’s bottom line.

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ROCKLEDGE  
DEMOCRATIC  
COMMITTEE

on their

## GREEN PROGRAM



SUNDAY, APRIL 19, 2009

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A slide from the Spring Banquet presentation: Donors congratulated the ARDC or the Virtual Green Program.



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### DONORS, SPONSORS, AND MATCHING SPONSORS

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#### **DONORS**

**Democratic Citizen:** State Senator LeAnna Washington  
John L. Spiegelman

**Benefactors:** Steamfitters Local Union #420 • Marilyn and Martin Yarmark

**Supporters:** Michael Baurer • Joan Bachman • Alex and Belinda Glijansky • Leroy Lowenstern • Caren Moscovitz • Peter Stern and Joan Johnston-Stern

**Contributors:** Bettie and Robert Beall • Philip Chapalas, M.D. • Michael Kernicky • Lois Koff • John Oldynski • Joy Pollock • Elizabeth Smith

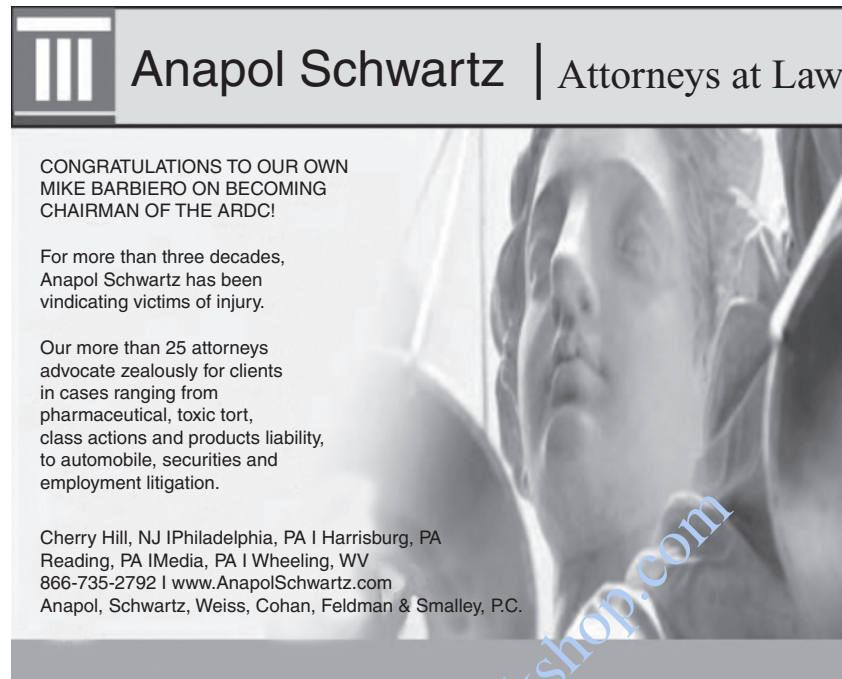
#### **SPONSORS**

Joan Bachman • Anne Baumann • David Floyd • Susan and Tony LaDuca • Jeannette Maitin • Marge Sexton

#### **MATCHING SPONSORS**

Burns, White, and Hickton  
Barry Stupine

A slide from the Spring Banquet presentation: The ARDC thanked its donors and sponsors.



The advertisement slide features a grey header with the Anapol Schwartz logo (three vertical bars) and the text "Anapol Schwartz | Attorneys at Law". Below the header is a background image of a woman's face looking upwards. The text on the slide reads: "CONGRATULATIONS TO OUR OWN MIKE BARBIERO ON BECOMING CHAIRMAN OF THE ARDC! For more than three decades, Anapol Schwartz has been vindicating victims of injury. Our more than 25 attorneys advocate zealously for clients in cases ranging from pharmaceutical, toxic tort, class actions and products liability, to automobile, securities and employment litigation. Cherry Hill, NJ | Philadelphia, PA | Harrisburg, PA | Reading, PA | Media, PA | Wheeling, WV | 866-735-2792 | www.AnapolSchwartz.com | Anapol, Schwartz, Weiss, Cohan, Feldman & Smalley, P.C."

A slide from the Spring Banquet presentation: A sample paid advertisement.

The ARDC raised more money in 2009 than it had in the event's 18-year history, and it is thrilled with the results. There was no paper waste, no printing and layout costs—and the organization received no complaints about the change in program formats. In fact, people seemed to like the change. For 2010, the ARDC hopes to take the next step. It plans to make another virtual presentation for the program and a switch to organic food for the banquet.

The ARDC represents just one successful example of a transitioned approach to green fundraising events. The change was simple to make, and it saved the organization money while increasing its income. The ARDC created a plan that was easy and that its constituents approved of. The one step the organization took in 2009 helped it secure buy-in and support for the greening effort and will allow it to take further steps in the future.

## Greening Your Major/Planned Gifts Program

### Traditional Fundraising Method

Historically a major and planned gifts program is focused on developing long-term relationships with individuals who have both capacity and willingness to financially support a nonprofit organization in a significant way. What dollar amount constitutes a major gift varies from organization to organization, but typically a major or planned gift differs from an annual gift in that the gift is made through multiyear payments or by a vehicle that involves the donor's estate.

Popular methods have defined and organized the process of building and maintaining these long-term relationships in many ways, including the Five *Is* of Donor Cultivation,<sup>8</sup> the Donor Cultivation System,<sup>9</sup> and the Donor Commitment Continuum,<sup>10</sup> among many other techniques to cultivate individual donors for gift solicitation. Whether you are asking for a donation that provides funds now through a major gift or via a deferred plan (in the case of a planned gift), the techniques teach you and your organization to engage individuals and move them through a process whereby they become emotionally invested in your mission and want to financially invest. The stewardship or thanking process usually starts the cultivation process for future gifts.

### **Fundraising Challenge**

The focus of the major and planned gifts program is, however, always on building relationships through face-to-face visits. Cultivation can be supplemented with phone calls, e-mails, letters, notes, event attendance, and social media, but the most meaningful relationship development with a gift prospect occurs through in-person meetings. A development officer may bring a faculty member, an executive director, a dean, a board member, a client of the nonprofit, a colleague, or other individual(s) who can best make the case for support and/or influence a prospect at various times during the process. A conference call or even video chat online simply cannot replace the interactions of meeting face to face, nor will it in the foreseeable future.

### **Transition to a New, Green Paradigm**

Until we can be beamed around the world in real time, the continued strength and focus of a successful major and planned giving program is in-person meetings. How do we “green” those? How can the process of identifying potential major or planned gift donors, cultivating them, soliciting them, and stewarding them become more environmentally friendly? This section focuses on the latter three stages of this method: cultivation, solicitation and stewardship of major and planned gift donors.

The face-to-face meeting and communications leading up to and after it are the crux of the discussion in greening a major and planned gifts program. Certainly these days we have naturally moved to a greener process simply because of the technology available to e-mail, text, instant message, and otherwise just about eliminate the need for mailing letters, annual reports, and invitations and even phone calls. Use of these technologies has become standard practice and has significantly reduced costs and had a positive effect on becoming greener.

The second step then is to consider transportation. If we are committed to the in-person meeting as the most effective way to build a relationship, getting to and from these visits is the heart of the matter. Transportation is discussed in greater depth in Chapter 9; the section below describes and provides a commonsense way to reduce the carbon footprint and organizational expenses in your major and planned giving program using a personal example of streamlining transportation.

**CASE STUDY: UC DAVIS** Greening your major and planned giving program through car transportation can be articulated through the personal experience of my current

position at the University of California, Davis (UC Davis). My colleagues and I are fortunate enough to have significant advantage in the area of transportation because the university has invested in a fleet of cars, which include many hybrid vehicles. Fleet Services, a department of the Offices of Administration, has the mission to: “Provide high-quality, efficient and cost effective services by offering safe, reliable, economical and environmentally-sound transportation and related support services that are responsive to the needs of the campus community.”<sup>11</sup>

As a staff member of the Graduate School of Management, the Master of Business Administration program on campus, I can call, or more recently go online, and reserve a car for use when conducting official UC Davis business, such as visiting major and planned gift prospects and donors. The fleet includes both hybrid and plug-in vehicles along with traditional sedans, trucks, and vans. In fact, it so useful, convenient, and cost effective that I do not own a personal car. It costs my school less money for me to use a campus car than it does for it to pay me a per-mile rate if I used a personal vehicle.

During fiscal year 2007–2008, I used a Fleet Services car for 20 trips, for a total of 2,231 miles driven. The reimbursement rate UC Davis pays its employees for driving their personal cars for official business purposes is 58.5 cents per mile, which includes gas and maintenance. Those 20 trips then would cost \$1,305.14 if I were driving my own car. By using Fleet Services, the Graduate School of Management paid just \$1,198.26 in car rental and gas fees—that is a savings of nearly 9 percent. Over years of travel among many staff and faculty the savings are significant.

In addition to saving money simply by using a campus car, my greening methods for prospect and donor visits also include requesting hybrids each time I use a car, using public transportation (Amtrak and the Bay Area Regional Transit) as much as is possible, and also “stacking” my time. This is how this method works. Davis is about 72 miles to Oakland at the north of the Bay Area, about 106 miles to San Jose at the south, and just about 105 miles to Silicon Valley farthest west. Once or twice each month, I plan one-to-two day trips into the Bay Area and “stack” my day, meaning I schedule appointments from about 10:00 A.M. through dinner. Instead of scheduling one or two appointments on many days across the month and making many trips, I schedule the meetings as closely together as possible over a short amount of time. Juggling things logistically does take some time and effort, but online map services come in handy. Traffic is always a factor to consider as well, but generally the technique is successful.

Sometimes these trips happen organically, where either I or a prospect or donor requests a meeting on a particular day and then I designate that a Bay Area day. Then I can fill up the rest of the day with other appointments or set aside multiple days and work to fill them with appointments. Being organized and knowing the area are the keys to the success of this method. Also, over time you will learn about your constituents, their likelihood of responding to your meeting request, and scheduling. For example, historically the school’s alumni located in one area are not as responsive to introductory meetings; in other areas, I receive a very high response rate from alumni interested in meeting with a school representative. This information is extremely helpful when I try to “stack” a day with appointments so as not to over-schedule or disappoint potential donors (see the example in Figure 1.4).

Stacking is not a difficult technique to implement or master and may seem like common sense. However, it is a tremendously efficient and effective method to green your major and planned giving program.

<b>Thursday, March 5</b>	
8:30am	Pick up car Fleet Services, UC Davis Campus Davis, CA
10:00am	Meeting: School alumnus Starbuck's Lafayette, CA
11:00am	Meeting: School alumna Peet's Coffee Walnut Creek, CA
1:00pm	Meeting: School alumnus Suisse Italia San Francisco, CA
4:00pm	School Event: Peer-to-Pier The Waterfront Restaurant San Francisco, CA
8:00pm	Overnight Stay Club Quarters San Francisco, CA
<b>Friday, March 6</b>	
10:00am	Meeting: School alumnus His Office San Jose, CA
12:00pm	Lunch, Tour and Meeting: School alumnus with Faculty Blackhawk Grille Danville, CA
2:30pm	Return to UC Davis Campus Davis, CA

FIGURE 1.4 Example of a schedule from "stacked" two-day trip to the Bay Area.

Alas, many organizations are not large enough to support a fleet of cars, or your prospects may not live in concentrated geographic locations. Nevertheless, using your own vehicle and stacking your days for travel to locations, say, farther than 30 miles each way, can make a significant impact. The key here is, in essence, doing the best you can to be efficient in scheduling and travel. The Green Car Institute (listed in Appendix A) provides green driving tips to further assist your environmentally friendly transportation efforts.

This section would be remiss without discussing air travel. Many fundraisers working in international organizations or with prospects and donors across the globe may find it very difficult to green their major and planned giving program efforts. One could spend much time and effort greening annual fund programs, events, and even the traveling by car portion of major gift programs, and turn around and use up all the energy and pollution saved in one international flight.

Check the Carbon Fund ([www.carbonfund.org](http://www.carbonfund.org)) to determine your personal impact on the environment. Even if you do not fly enough to have a significantly negative impact on the environment, you can always work to reduce pollution.

The solution to air travel is a bit complicated. You cannot do a tremendous amount to green your air travel at this time. However, a few commonsense techniques can help you reduce your impact. For example, make sure to stack air travel so that a trip to Asia includes two or three stops rather than taking two or three separate trips. If you are traveling across the country for vacation or to speak at

a conference, set aside time to visit with prospects and donors even for just a stewardship call.

Another effort, and maybe the most significant, is to ask whether the trip is needed in the first place. Because there are no fuel-efficient or hybrid planes, we should think twice before hopping on a plane. Many of my colleagues and donors who practice energy- and pollution-saving techniques at home tend not to have a second thought about air travel. Is it that the air travel is really necessary, or could one or two of the trips be done by e-mail, webinars, or conference calls?

I know questioning the face-to-face meeting is counter to my earlier discussion, but my point is to think before using the energy and money to fly. If you pause and decide that the trip is indeed necessary, do not feel guilty. However, if the flights can be stacked, replaced, or otherwise greened, please make that choice. Contributing to the greening of the nonprofit sector is valuable in and of itself. Transition, effort, and change are the keys.

## Conclusion

The main message of this chapter about greening your organization's fundraising efforts has been about transition. It is hoped that you and your organization will be inspired to take a step, not a leap, toward greening. As you prepare your next annual development plan, take a deeper look at one aspect of your fundraising portfolio—whether it is the annual fund, grant writing, events, or major and planned gifts. Next, think about how you and your organization can make changes toward being greener. If you do not feel confident that your organization's board of directors will embrace changes in a successful fundraising event, try looking at the annual fund program.

Could you organize an e-solicitation instead of a paper, mailed one? Could you use social media sites to motivate donors? If you are working to deepen relationships between your foundation and corporate funders but do not feel that you could broach the subject of their changing their grant process, try examining your next scheduled fundraising event. Could your organization create a virtual program or an e-invitation?

The idea is to take small steps continuously over a long period. This approach will help ensure success by creating buy-in from your constituents, allowing for changes to the course if things are not working out, and will make everyone feel in control of the process. It will also allow you and your organization time and room to communicate changes with donors, volunteers, staff, and others, to seek their input and feedback and make them feel connected to your organization. The resources in Appendix A will help you get started toward greening your fundraising program.

### About the Author

**Adrienne D. Capps** is currently the senior director of development for the Graduate School of Management at UC Davis in California. Over the past 11 years, Adrienne has raised nearly \$20 million for a variety of causes, including at-risk youth, mental health, and higher education in Virginia, New York, and

California. Prior to her move to California in 2007, she served as the head of fundraising for Dyson College of Arts & Sciences at Pace University in New York City. A certified fund raising executive since 2004, Adrienne has published several articles in *Advancing Philanthropy*, the most recent of which is "Gastronomy and Giving," which discusses the unique intersection of her two passions: fundraising and food. She recently launched a company, Vintners Charitable Cooperative, where people can drink charitably by joining a wine club that gives 50% of profits to their nonprofit partners [www.charityvintner.org](http://www.charityvintner.org). Adrienne also maintains a food blog, [www.vegetarianized.com](http://www.vegetarianized.com), and teaches cooking classes. She has been an active participant in the fundraising community, frequently speaking on the topic of green fundraising and as a member of CASE as well as the Association of Fundraising Professionals, having served on the board of directors of the Greater New York Chapter. Adrienne also serves on the board of directors and as treasurer of SWiSH, a New York City-based gay-straight alliance. She holds a B.S. in Business Administration, with honors, and B.A. in Leadership Studies from the University of Richmond, a Certificate in Fundraising Administration from New York University and an M.B.A. in Financial Management, with honors, from Pace University in New York City.

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