



The CENTER for VICTIMS of TORTURE

with



Harvard Program in Refugee Trauma

Measured Impact Webinar

Fundraising for Torture Treatment

February 26, 2020

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Objectives

- Describe basic concepts related to fundraising at SOT organizations:
 - operating funding and project funding
 - restricted revenue vs. unrestricted revenue
 - available fundraising tools
 - components of a grant proposal
- Connect fundraising concepts to their own organization's needs:
 - appropriate kinds of revenue generation
 - appropriate staff and stakeholders to involve in fundraising efforts
 - how to start writing a fundraising plan
 - how to look at projects through different lenses to identify new funding
- Outline key considerations related to fundraising within embedded programs:
 - the concept of an "embedded program"
 - advantages and disadvantages
 - key fundraising strategies

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Fundraising for Torture Treatment



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Center for Victims of Torture



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Center for Victims of Torture



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Bellevue Program for Survivors of Torture (PSOT)

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FUNDRAISING TOOLS

- **INDIVIDUALS**
 - Major Donors
 - Face to face meetings
 - Mail
 - Phones
 - Events
 - Events
 - Individuals
 - Corporate Sponsorships
 - “engagement events” - Donors want to see inside the workings of the organization or feel that they have special knowledge or insight that the general public does not know.
 - Direct Response
 - Mail
 - Digital: Email, Social Media, Web, Third party social media
 - Give to the Max Day, Giving Tuesday, Atlanta Gives
 - Telemarketing

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FUNDRAISING TOOLS

- **INSTITUTIONS**
 - Corporations
 - Earned Income
 - Foundations, Private, Public, Family
 - Proposals, Site visits
 - Contracts
 - Government (federal, state, local), Other governments

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**Restricted vs. Unrestricted Revenue
operating vs. project**

- **Restricted Funding** - Restricted funds provide reassurance to donors that their contributions will be used in a manner they have chosen
 - Government Contracts
 - Foundations
 - Corporations
 - Some Individuals

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Restricted vs. Unrestricted Revenue operating vs. project

- **Unrestricted Funding** - Unrestricted funds can be used for any purpose the organization sees fit
 - Individuals – Majors and Direct Response
 - Some Foundations
- **Restricted:** Larger amounts of funding, a good way to launch initiatives; Downside: money can and does dry up, must be used for specific program(s), spending often must be tracked.
- **Unrestricted:** No restriction on how funding is used, very little tracking, funding can and does continue over years; Downside: Much smaller grants (example: \$5,000 versus \$50,000 restricted grant)

Benefits/drawbacks:

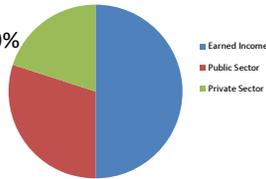


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Where does the money come from?

All Non-profits

- Earned income (trainings, intellectual property, unrestricted) 50%
- Government grants/Public sector (restricted) 30%
- Private sector (both)20%
 - Foundations
 - Corporations
 - Individuals



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Sources of Private Sector Contributions – Giving-USA 2017

FROM	DOLLARS IN BILLIONS	PERCENT OF TOTAL
Individuals	\$281.86	72%
Bequests	\$30.36	8%
Foundations	\$59.28	15%
Corporations	\$18.55	5%
TOTALS	\$390.05	100%



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Who Gives?

- 69% of the US populations gives
- 64% of donors are women
- 4.45% average number of orgs supported

Generation	Percentage
Baby Boomers	44%
Matures	26%
Gen X	20%
Millennials	10%

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Relationships + Tools

- People stories
 - How do you want people to feel? Tell your stories so that they feel it: Tell me about your clients, your staff, and tell me about me as a donor
 - Teach me something I don't know
 - Inspire me, tell me something that my gift does. Example: "Do you know any good news coming out of Syria? Let us tell you some that your support has made possible"
- Donor Centric fundraising
 - connect your work with the life/interests of the donor
 - what interests/excites you and your staff about the programmatic work will quite likely interest and excite a donor
- Money story
 - Share the message of what it will take to do your work (Not what you think people can give)
 - What does it really cost to do your work? Use real numbers.
 - What is the GAP between what we've raised and what's left to raise
 - What will \$X amount do? What will \$X amount a week do?

The whole organization is part of fundraising

- Everyone at the org can be a fundraiser, one of your best is your ED/President/CEO
- Good Fundraising is Relationships – your team helps make introductions
- Program staff join us at Foundation meetings, tours, and events to tell the story
- Communications help us tell all of our stories and raise our profile
- Your Public Policy and advocacy efforts are important to many donors
- Data and outcomes matter

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Fundraising Plan

Fundraising Pyramid

Fundraising pyramids are used as a visual tool for a fundraising effort. You can use a fundraising pyramid for events, campaigns, or your annual fundraising goals. Pyramids are usually reserved for major donors and donors. By breaking down your annual goal into smaller targets, it may be more manageable. Here is an example and a fundraising pyramid. These amounts are arbitrary but in general this target for gift the base of most you plan.

Gift Count	Gift Value
10	\$1,000
5	\$2,000
4	\$5,000
2	\$10,000
1	\$50,000

- Expenses
- Revenue
- Sources of revenue
- Tools
- Who/Assignments
- Calendar

Hot and Cold

Broader Non-Profit Community
People & Organizations who know you
Former Colleagues
Board Members & Staff
Staff & Donors
Clients & Customers
Board of Directors
Executive Staff
Major Donors

- The outer circle is strangers, then there's people who've heard of you, then there's people who think well of you, then there are volunteers, colleagues and other supporters, then small donors, then regular/recurring donors, then board/staff/major donors. And the goal of Development/Communications is to move people toward the center of the circle. Which boils down to sharing your work and growing relationships.

Mark Rouse

Things successful fundraisers do

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Ask for money.

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Say thank you.

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And then say thank
you again.

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And again.

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Things Successful Fundraisers Do

- Ask for money.
- Say thank you. And then say thank you again. And again.
- Talk about the donor in your letters, emails and conversations. Ask the donor questions, know what interests them. It's called donor centric fundraising. And it works!
- Tell stories that make people laugh, cry and love your cause.
- Have a case for support that clearly and passionately articulates your cause.
- You need to spend money to make money; invest in staffing, invest in consultants and tools.
- Be strategic -- know your key performance indicators or benchmarks and use that information.
- Have a plan with a budget and clear goals and objectives.
- Evaluate your fundraising programs and activities to identify ROI in the short and long term.
- Have a system that is documented for everything from gift processing to strategic planning. Database!

From The Naked Fundraiser blog via Future Fundraising Now blog

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The
CENTER for
VICTIMS of
TORTURE

with



Harvard
Program
in Refugee
Trauma

Fundraising and Embedded Programs



PSOT
PROGRAM FOR SURVIVORS OF TORTURE

February 26th, 2020

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Overview

- PSOT background
- Embedded within NYU School of Medicine
- Embedded within Bellevue Health and Hospitals (H+H)
- The importance of an independent 501c3
- Takeaways
- Q+A / Discussion

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Bellevue Program for Survivors of Torture (PSOT)

- History of partnership with Bellevue and NYU
- Services: Medical, Social, Legal, Psych
- 750 Clients active, 5,000 historical

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My Role at PSOT

Director of Operations

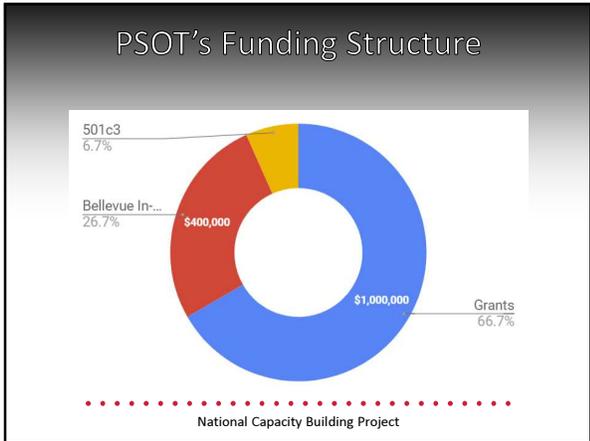
External

- Development
- Communication and outreach to funders
- Liaison between PSOT and stakeholders at Bellevue and NYU

Internal

- Program and grant monitoring and evaluation
- Supervise and coordinate staff
- Develop and monitor global and grant budgets

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- ### PSOT Embedded within NYU
- Private Non-Profit
 - Research and education oriented institution
 - Primarily serves patients who have insurance / means to pay for their care
 - Budget \$3.27 billion
 - Departments of Medicine and Emergency Medicine
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- ### NYU SoM Advantages
- Few organizational restrictions
 - Efficient grant stewardship
 - Abundant financial resources
 - Supports research activities
 - Timely and organized hiring process
 - State of the art infrastructure
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NYU SoM Disadvantages

- NYU embedded within Bellevue
- More profit focused than client focused
- Lack of boundaries and structure



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PSOT Embedded within Bellevue

- NYC's Health + Hospital Corporation
 - Public Benefit Corporation
 - Largest municipal healthcare system in US
 - \$7 billion budget
- 80% of patients come from medically underserved populations
- Care provided regardless of ability to pay
- Department of Psychiatry



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Fundraising at Bellevue

- Set clear staffing goals with department
- Pitch idea to:
 - Department admins
 - Grants/Budget Department
- If idea is approved:
 - Draft LOI and Budget for revision
- If idea is not approved
 - Back to the drawing board



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Advantages of Bellevue H+H

- Mission alignment
- Client stewardship
- Clinical resources
- Financial support clinical staff
- Structural support



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Disadvantages of Bellevue H+H

- Bureaucratic
- Micromanagement
- Grant office deficiencies
- Not motivated by research



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Survivor Fund

- PSOT's Independent 501(c)3
- What does it fund?
- How is it funded?
- Oversight



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Survivor Fund Fundraising Initiatives

- Monthly emails to supporters
- Individual donor cultivation
- Annual Benefit
- End of Year Giving / #GivingTuesday



Survivor Fund Advantages

- Political and financial leverage
- Increased autonomy
- Efficient way to fund non-salary expenses



Survivor Fund Disadvantages

- Not a fix-all solution to barriers within parent organizations
- Subject to oversight
- Branding – distinguishing the Survivor Fund with PSOT at large



Takeaways

- Aligning program goals with goals of organization
- Identify and utilize allies
- Educating key stakeholders
- Establish autonomy
- Pick your battles



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Q+A / Discussion

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Please complete the post-test and feedback survey sent to you by Onstream, or by using this link:
<https://www.surveymonkey.com/s3/5379819/GATEWAY-NCB-WEBINAR-Fundraising-for-Torture-Treatment>

Thank you for attending this webinar by

Fawn Bernhardt-Norvell
 Stanton Wood
 Caroline Albanese
 on
 February 26, 2020

The National Capacity Building Project is a project of the Center for Victims of Torture
www.cvt.org

More resources are available at www.healtorture.org

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