

FUND DEVELOPMENT STRATEGY

Dr. Jennifer R. Madden

THE RESEARCH SUGGESTS



1. *Nonprofit Management Fundamentals (7/18)*

next steps on the
JOURNEY

3. *Grant Writing Fundamentals (8/8)*

4. *Management & Leadership Fundamentals (8/22)*

5. *Design Thinking/Human-Centered Design Fundamentals (9/19)*

6. *Design Thinking Techniques (10/17)*

7. *Strategic Planning FUNdamentals (10/24)*

*Fund
Development
Strategy
(TODAY!)*

next steps on the

**ELEVATE YOUTH
CAPACITY
BUILDING
JOURNEY...**



“To Go” Toolbox

- *Seven Fundraising Principles*
- *Fundraising Cycle*
- *Generational Strategies*
- *Digital Strategies*
- *Understanding Form 990*



Fund Development Strategies

- *Strategy of Fund Development*
- *From Budgets to Gift Tables*
- *Funding Sources*

AGENDA: FUND DEVELOPMENT STRATEGY

- A. Strategy of Fund Development
 - The Nonprofit Sector
 - Basic Board Member Duties
 - Types of Governing Boards
- B. The Role of the Executive Director
- C. Building A Better Board
 - Fundraising Starting Line: Building Your Budget
 - Budget Reframe: From Budgets to Fund Development Strategy
- D. “To-Go” Toolbox
 - Seven Fundraising Fundamentals
 - Fundraising Cycle
 - Generational Strategies
 - Digital Strategies
 - Understanding Form 990



toolbox

Core Concept &
Toolbox Icon

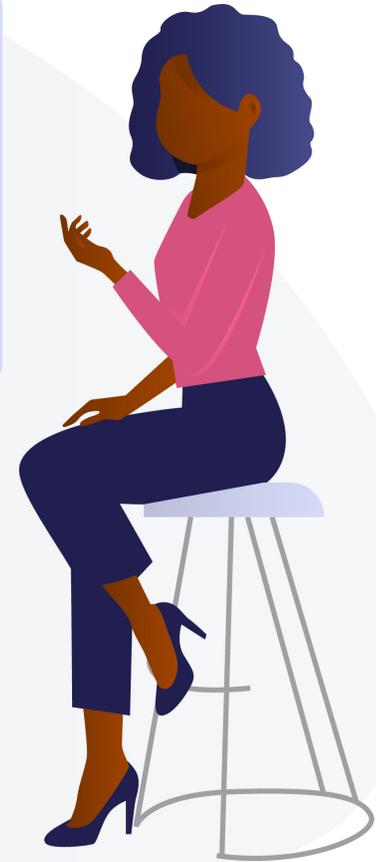


Chat Storm



A

Strategy of Fund Development





BIGGER THAN YOU THINK

- Size & Significance of the Nonprofit Sector
- Charitable Giving

SIZE OF THE NONPROFIT SECTOR

- 1.57 million tax-exempt organizations
- 1.73 trillion in revenues
- 14.4 million employees
- \$634 billion in wages and benefits
- \$3.22 trillion in total combined assets



SIGNIFICANT WORKFORCE

10%

of the workforce

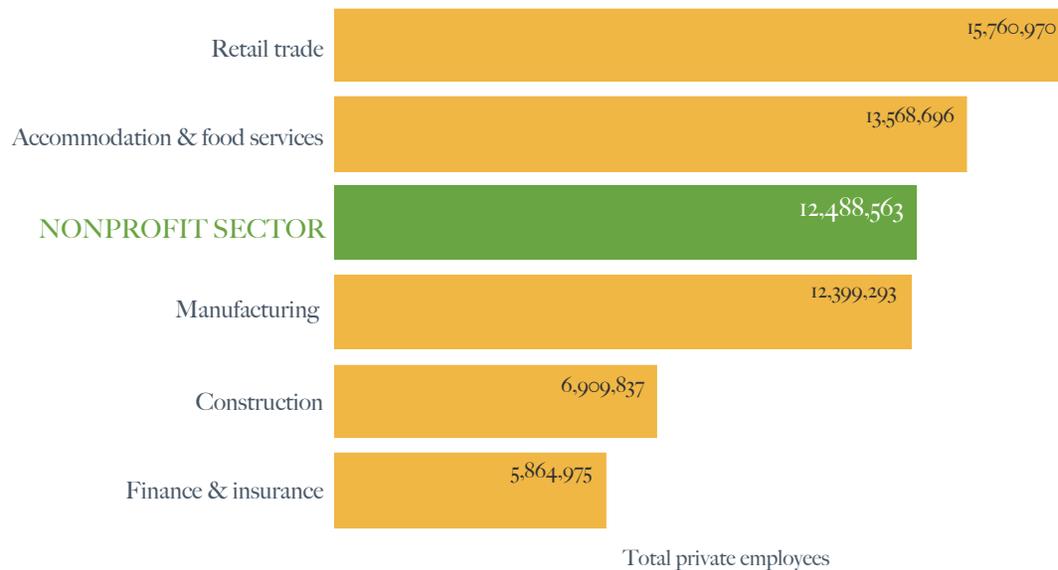
Behind only manufacturing and retail, the charitable sector is the third largest workforce in the U.S. It provides 11.4 million jobs and employs 10 percent of the nation's population.

1 America's Third Largest Workforce

Although the nonprofit sector is not itself an “industry,” but rather a distinctive set of institutions that operates in various different industries—such as health, education, and social services—it is nevertheless instructive to compare the scale of its workforce to that of the country’s five largest industries. When this is done, as shown in **FIGURE 1**, a surprising conclusion emerges: as of 2017, the most recent year on which data are available, **U.S. nonprofits employed the third largest workforce of any U.S. industry**, behind only retail trade and accommodation and food service, but well ahead of all branches of manufacturing. In particular, with **12.5 million paid workers**, nonprofits thus employed:

- **More than twice as many workers** as the nation’s **finance and insurance industry**.
- **81% more workers** than the nation’s **construction industry**.
- **Nearly 100,000 more workers** than the nation’s **manufacturing industry**.
- **Within 8% as many workers** as the **restaurant and hotel industry**.
- **And nearly 80% as many workers** as the U.S. **retail trade industry**.

FIGURE 1 • Employment in nonprofits vs. private employment in key industries, 2017



Source: 2020-Nonprofit-Employment-Report_FINAL_6.2020.pdf

THE VOLUNTEERS

63 Million Volunteers



Twenty-five percent of America's adults volunteer their time, talent, and energy to making a difference in their communities.



\$24.14 per hour

Each hour volunteered generated \$24.14 in value.

\$193 Billion

In 2016, Americans contributed approximately \$193 billion in value to their communities through volunteer hours.





CHARITABLE GIVING

What do you think?

GIVING USA

For the first time ever, charitable giving exceeded the \$400 billion mark in 2017, spurred by growth from all four sources of giving.

\$410.02 billion

Where did the generosity come from?*

Giving by Individuals
\$286.65 billion

increased 5.2 percent (3.0 percent when inflation-adjusted) over 2016

↑ 5.2% **70%**

Giving by Foundations
\$66.90 billion

increased 6.0 percent (3.8 percent when inflation-adjusted) over 2016

↑ 6.0% **16%**

Giving by Bequest
\$35.70 billion

increased 2.3 percent (0.2 percent when inflation-adjusted) over 2016

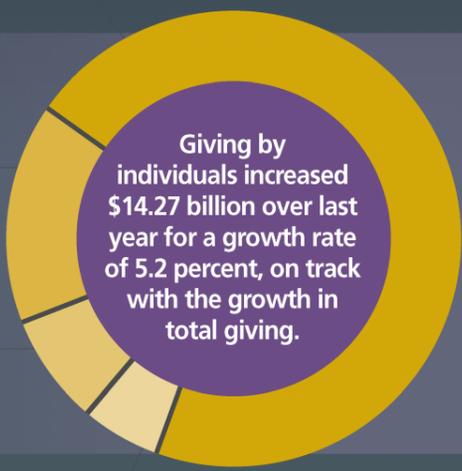
↑ 2.3% **9%**

Giving by Corporations
\$20.77 billion

increased 8.0 percent (5.7 percent when inflation-adjusted) over 2016

↑ 8.0% **5%**

Contributions by source
(by percentage of the total)



Giving by individuals increased \$14.27 billion over last year for a growth rate of 5.2 percent, on track with the growth in total giving.

Visit www.GivingUSA.org to learn more and to order your copy of *Giving USA 2018: The Annual Report on Philanthropy for the Year 2017*.



Giving to arts was the second-fastest growing subsector, with an 8.7 percent increase over the previous year to a total of \$19.51 billion in 2017.



Giving to foundations increased 15.5 percent in 2017, the largest gain of any subsector, far outpacing the growth in total giving.

Where are all of the charitable dollars going?

(as a percentage of the total)

The 6 largest subsectors all grew in 2017, but growth rates ranged widely from 2.9 percent all the way to 15.5 percent.

31% Religion \$127.37 billion

14% Education \$58.90 billion

12% Human Services \$50.06 billion

11% To Foundations \$45.89 billion

9% Health \$38.27 billion

7% Public-Society Benefit \$29.59 billion

5% Arts, Culture, and Humanities \$19.51 billion

6% International Affairs \$22.97 billion

3% Environment/Animals \$11.83 billion

2% To Individuals \$7.87 billion

Giving USA Foundation™, The Giving Institute, and the Indiana University Lilly Family School of Philanthropy are pleased to continue their partnership in providing the most comprehensive, longest-running, and most rigorously researched resource on U.S. charitable giving, *Giving USA: The Annual Report on Philanthropy*. It is a privilege to report on Americans' generosity and related historical trends on U.S. charitable giving.

June 2018

Source: GivingUSA 2018



How much did Americans give in 2018?

\$427.71 billion

Americans gave \$427.71 billion to charity in 2018 in a complex year for charitable giving.

Source: GivingUSA 2019

Giving to foundations decreased the most, after experiencing strong double-digit growth in the year prior.

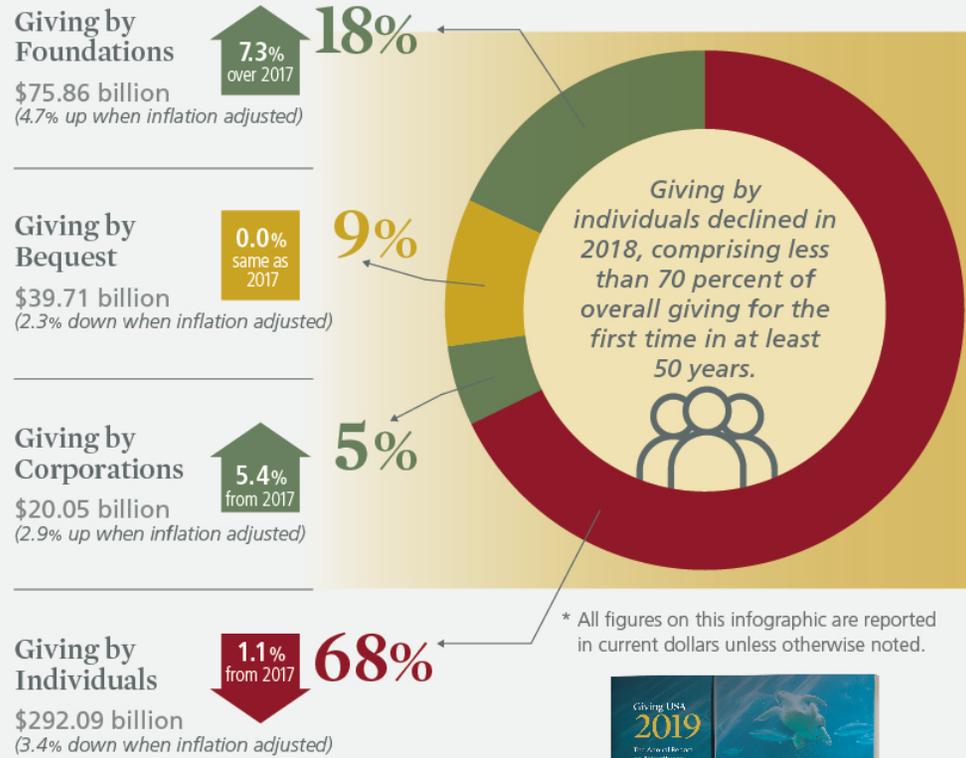


Giving to international affairs showed the largest growth in 2018 of any sector.



Where did the generosity come from?

Contributions by source (by percentage of the total)



Where are all the charitable dollars going?

Contributions by source (by percentage of the total)

	% of total giving in 2018	\$	% change from 2017	inflation adjusted
29% to Religion	29%	\$124.52 billion	↓ -1.5%	-3.9%
14% to Education	14%	\$58.72 billion	↓ -1.3%	-3.7%
12% to Human Services	12%	\$51.54 billion	= -0.3%	-2.7%
12% to Foundations	12%	\$50.29 billion	↓ -6.9%	-9.1%
10% to Health	10%	\$40.78 billion	= 0.1%	-2.3%
7% to Public-Society Benefit	7%	\$31.21 billion	↓ -3.7%	-6.0%
5% to International Affairs	5%	\$22.88 billion	↑ 9.6%	7.0%
5% to Arts, Culture, and Humanities	5%	\$19.49 billion	= 0.3%	-2.1%
3% to Environment/Animals	3%	\$12.70 billion	↑ 3.6%	1.2%
2% to Individuals	2%	\$9.06 billion	-	-

■ indicates growth in current dollars with a decline after adjusted for inflation



June 2020 Report

Source: GivingUSA 2020

In 2019, Americans gave \$449.64 billion to charity

\$449.64 billion



Giving by foundations grew 2.5 percent in 2019, and has grown in nine of the last ten years.



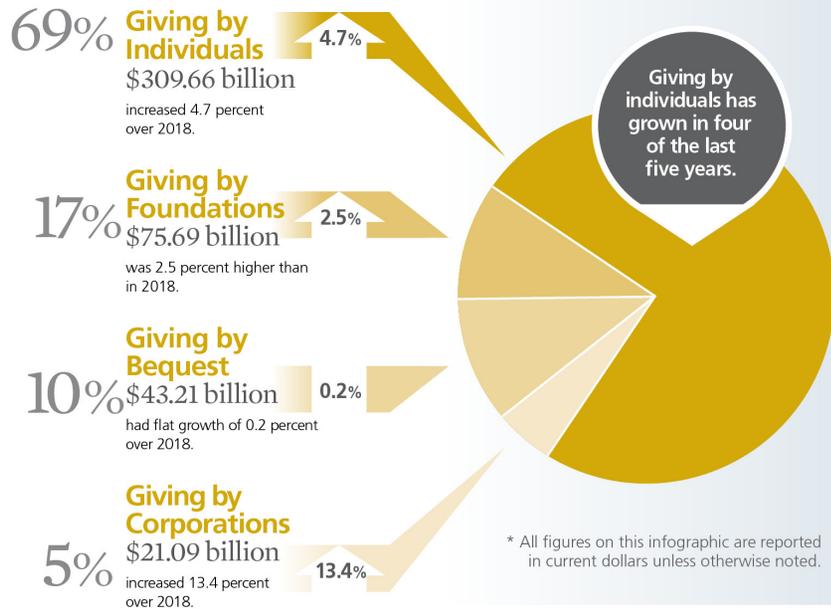
Education, public-society benefit, arts, culture, and humanities, and environment and animal organizations saw double-digit growth in 2019.



Giving to environment and animal organizations increased 11.3 percent in 2019, marking the sixth consecutive year of growth for this subsector.

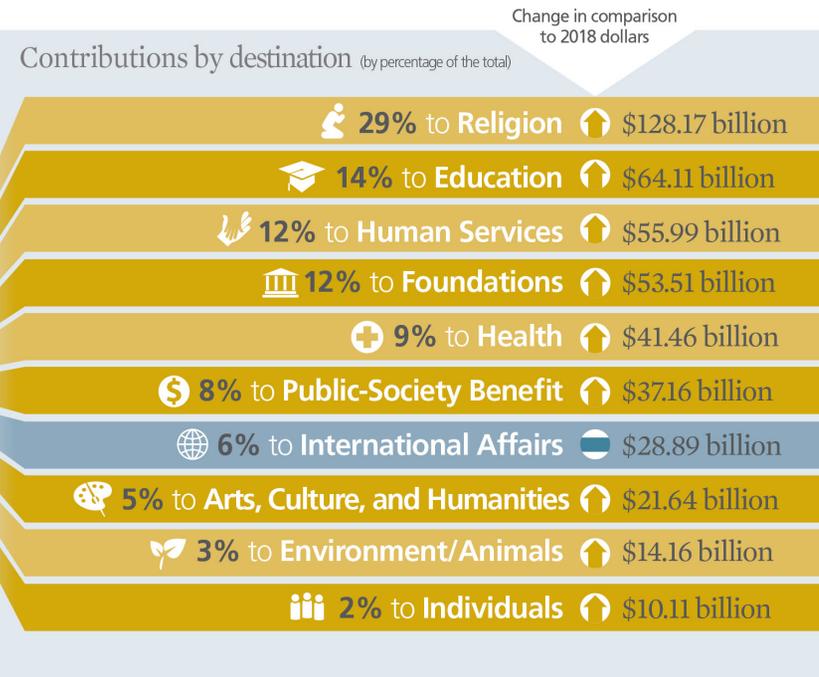
Where did the generosity come from?*

Contributions by source (by percentage of the total)



* All figures on this infographic are reported in current dollars unless otherwise noted.

Where did the charitable dollars go?



June 2021 Report

Source: GivingUSA 2021

\$471.44 billion

In 2020, Americans gave \$471.44 billion to charity, a 5.1% increase over 2019.

GIVING USA

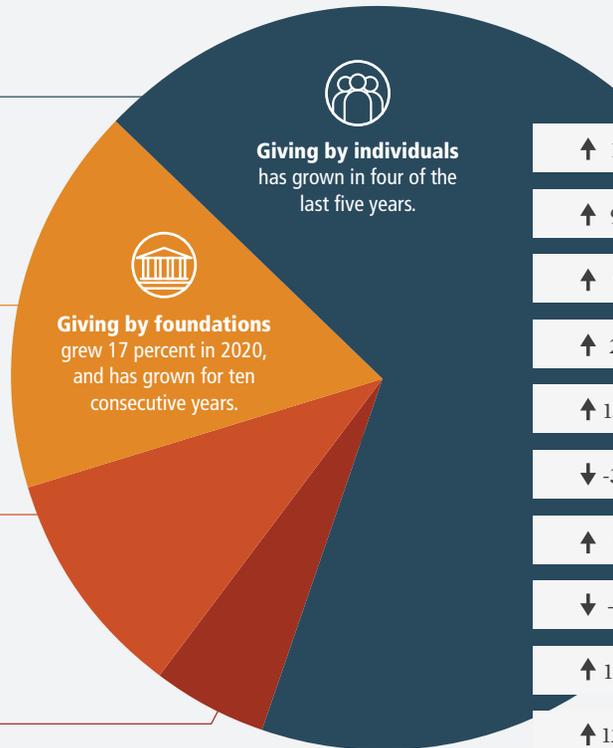
Americans responded generously to the unprecedented events and challenges of 2020, with all nine categories of charities receiving emergency giving for COVID-19 relief and racial justice giving.

Giving by Individuals
\$324.10 billion **69%** ↑ 2.2%
increased 2.2 percent over 2019.

Giving by Foundations
\$88.55 billion **19%** ↑ 17.0%
increased 17.0 percent over 2019.

Giving by Bequest
\$41.91 billion **9%** ↑ 10.3%
increased 10.3 percent over 2019.

Giving by Corporations
\$16.88 billion **4%** ↓ 6.1%
declined 6.1 percent from 2019.



		percentage of the total contributions	
↑ 1.0%	\$131.08 billion to Religion	28%	
↑ 9.0%	\$71.34 billion to Education	15%	
↑ 9.7%	\$65.14 billion to Human Services	14%	
↑ 2.0%	\$58.17 billion to Foundations	12%	
↑ 15.7%	\$48.00 billion to Public Society Benefit	10%	
↓ -3.0%	\$42.12 billion to Health	9%	
↑ 9.1%	\$25.89 billion to International Affairs	5%	
↓ -7.5%	\$19.47 billion to Arts, Culture, and Humanities	4%	
↑ 11.6%	\$16.14 billion to Environment/Animals	3%	
↑ 12.8%	\$16.22 billion to Individuals	3%	

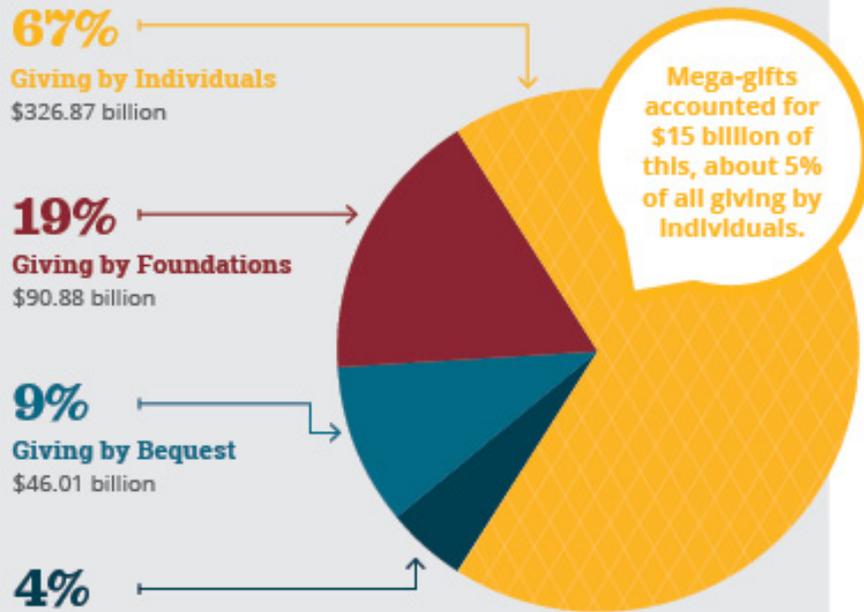
← change in comparison to total raised in 2019

In 2021, Americans gave **\$484.85 BILLION** to charity

NEW WAYS OF GIVING ARE INCREASINGLY POPULAR: DONOR ADVISED FUNDS AND OTHER PLANNED GIVING TOOLS ARE KEY.

Where did the generosity come from?*

CONTRIBUTIONS BY SOURCE (by percentage of the total)



Where did the charitable dollars go?

CONTRIBUTIONS BY DESTINATION (by percentage of the total)

- 27% to Religion**
\$135.78 billion (increase over 2020)
- 14% to Education**
\$70.79 billion (decrease from 2020)
- 13% to Human Services**
\$65.33 billion (increase over 2020)
- 13% to Grant-Making Foundations**
\$64.26 billion (increase over 2020)
- 11% to Public-Society Benefit**
\$55.85 billion (increase over 2020)
- 8% to Health**
\$40.58 billion (increase over 2020)
- 5% to International Affairs**
\$27.44 billion (flat to 2020)
- 5% to Arts, Culture & Humanities**
\$23.50 billion (increase over 2020)
- 3% to Environment/Animals**
\$16.32 billion (increase over 2020)

Gross domestic product increased 10.1%, positively impacting corporate giving.

Arts, Culture & Humanities grew 27.5%, bolstered in part by the return to in-person

\$499.33 billion

64% \$319.04 billion

Giving by Individuals

↓ declined by 6.4% over 2021

21% \$105.21 billion

Giving by Foundations

↑ increased 2.5% over 2021

9% \$45.60 billion

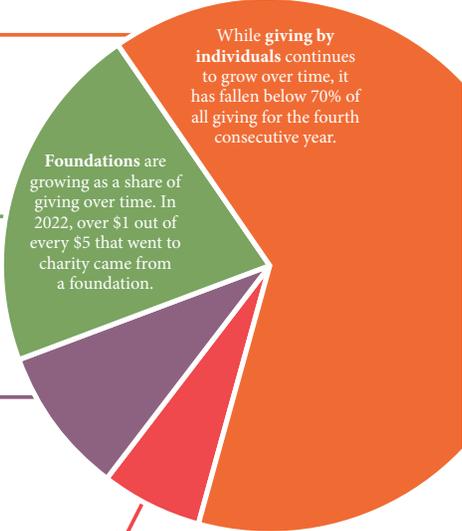
Giving by Bequest

↑ increased 2.3% over 2021

6% \$21.08 billion

Giving by Corporations

↑ increased 3.4% over 2021

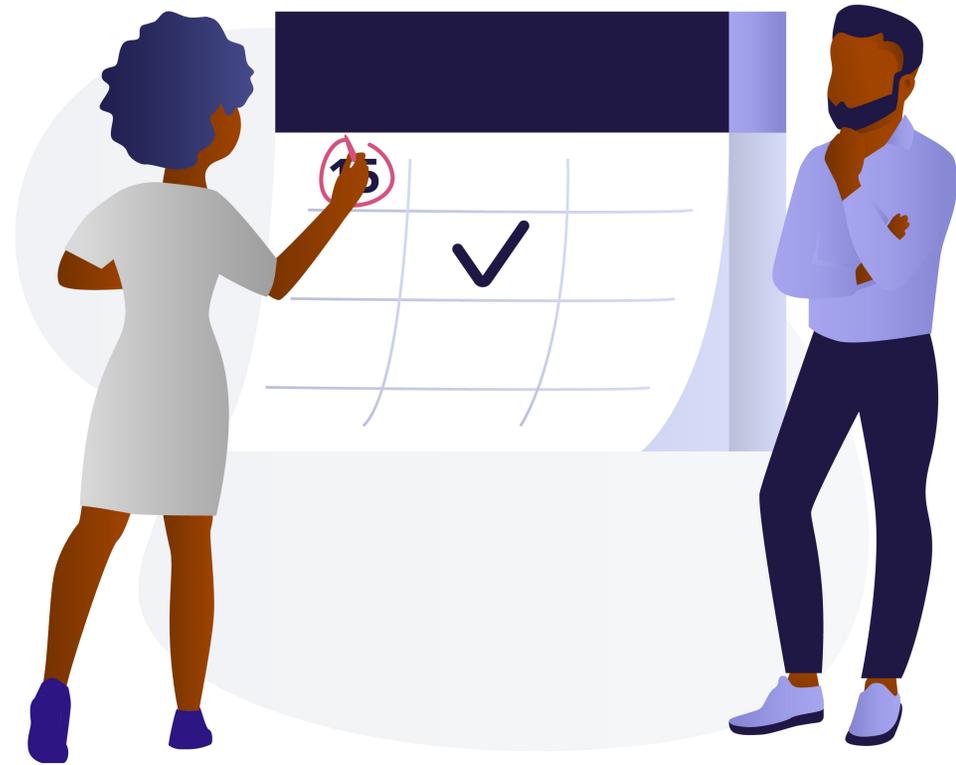


*All figures on this infographic are reported in current dollars unless otherwise noted. Inflation was especially high in 2022, at 8.0%, and results may differ when adjusted for inflation. Learn more in the chapters.

		percentage of the total contributions*	
↑ 5.2%	👤	\$143.57 billion to Religion	27%
↓ 0.6%	🙏	\$71.98 billion to Human Services	14%
↓ 3.6%	🎓	\$70.07 billion to Education	13%
↑ 10.1%	🏛️	\$56.84 billion to Foundations	11%
↑ 5.1%	⚕️	\$51.08 billion to Health	10%
↓ 8.4%	💰	\$46.86 billion to Public-Society Benefit	9%
↑ 10.9%	🌐	\$33.71 billion to International Affairs	6%
↑ 2.9%	🎨	\$24.67 billion to Arts, Culture, and Humanities	5%
↓ 1.6%	🌱	\$16.10 billion to Environment/Animals	3%
↑ 0.6%	👥	\$12.98 billion to Individuals	2%

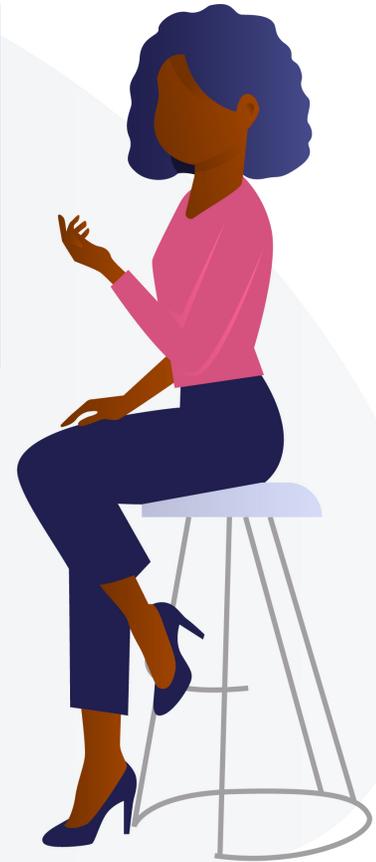
↑ change in comparison to total raised in 2021

QUESTIONS??



B

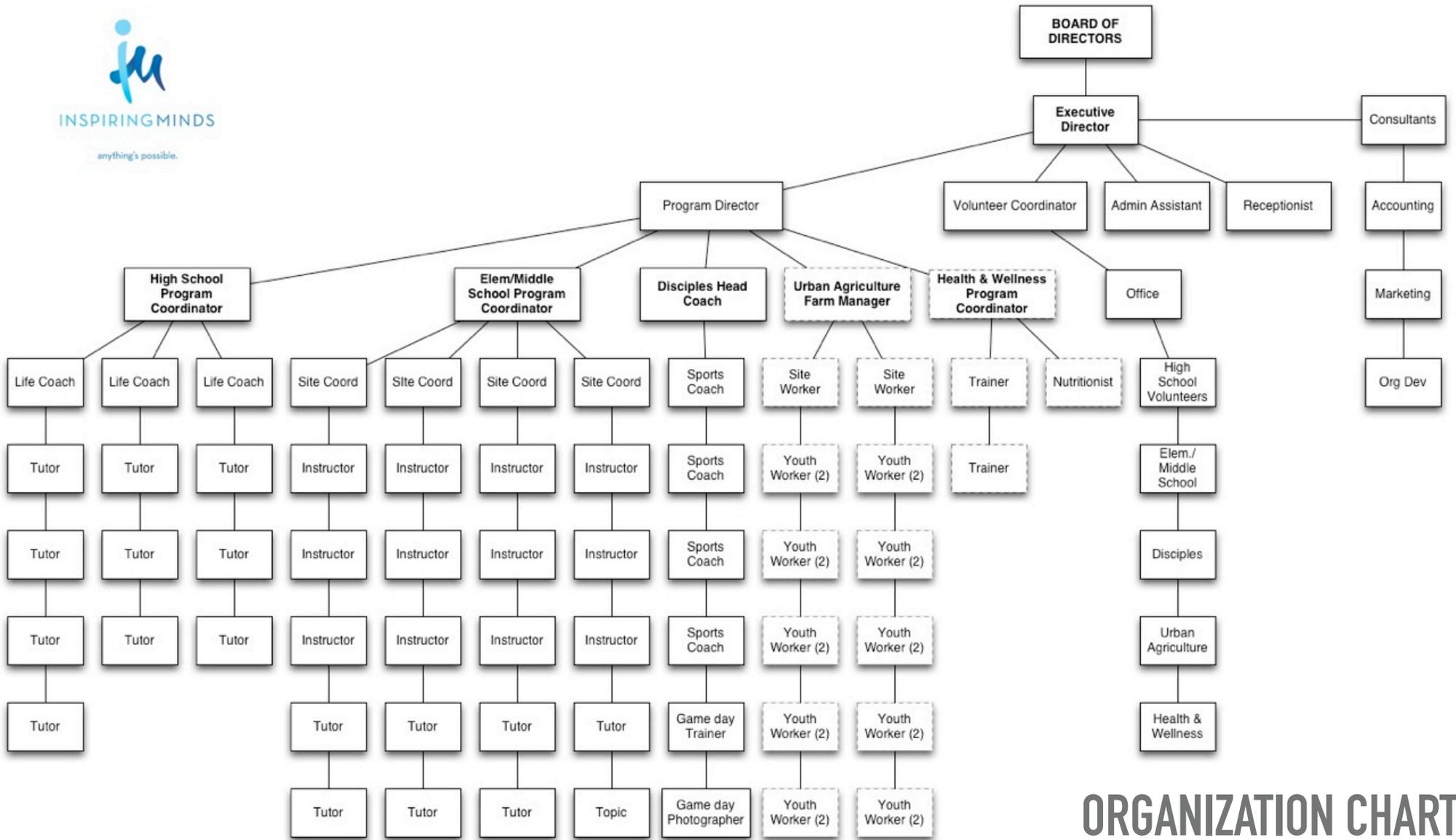
From Budgets to
Gift Tables





FUND DEVELOPMENT

- Organization Chart
- Budget
- Gift Tables



ORGANIZATION CHART

BUDGET

Inspiring Minds

Item	Qty	Cost Per Unit	Total	In Kind
Salaried Positions				
Executive Director	1	\$85,000.00	\$85,000.00	\$5,000.00
Program Director	1	\$45,000.00	\$45,000.00	\$0.00
Administrative Assistant	1	\$20,000.00	\$20,000.00	\$0.00
Receptionist	1	\$18,000.00	\$18,000.00	\$0.00
Subtotal	4		\$168,000.00	\$5,000.00
Fringe	18%		\$30,240.00	
Subtotal		\$193,240.00	\$198,240.00	\$5,000.00
Hourly Positions				
Volunteer Coordinator	50%	\$40,000.00	\$20,000.00	\$0.00
Janitorial	1	\$8.00	\$832.00	\$0.00
Subtotal		\$20,832.00	\$20,832.00	\$0.00
Contractual Services (monthly)				
Accounting	12	\$500.00	\$6,000.00	\$0.00
Marketing	12	\$500.00	\$6,000.00	\$0.00
Organizational Development	5	\$1,000.00	\$5,000.00	\$0.00
Subtotal		\$17,000.00	\$17,000.00	\$0.00
Facilities				
Rent	12	\$1,000.00	\$12,000.00	\$0.00
Utilities	12	\$300.00	\$3,600.00	\$0.00
Insurance	12	\$175.00	\$2,100.00	\$0.00
Subtotal		\$17,700.00	\$17,700.00	\$0.00
Supplies				
Maintenance	12	\$175.00	\$2,100.00	\$0.00
Paper	12	\$100.00	\$1,200.00	\$0.00
Office	12	\$100.00	\$1,200.00	\$0.00
Ink	12	\$175.00	\$2,100.00	\$0.00
Software	12	\$100.00	\$1,200.00	\$0.00
Postage/Mailings	12	\$250.00	\$3,000.00	\$0.00
Subtotal		\$10,800.00	\$10,800.00	\$0.00
Program Staff				
Program Coordinators	4	\$14.00	\$116,480.00	\$0.00
Site Workers	2	\$10.00	\$41,600.00	\$0.00
Subtotal			\$158,080.00	\$0.00
Fringe	18%		\$28,454.40	\$0.00
Subtotal			\$186,534.40	
Head Coach	1	\$1,500.00	\$1,500.00	\$0.00
Life Coach	3	\$12.00	\$9,792.00	\$0.00
Site Coordinators	4	\$12.00	\$13,056.00	\$0.00
Instructors	12	\$10.00	\$32,640.00	\$0.00
Tutors	18	\$10.00	\$25,200.00	\$0.00
Sports Coaches	4	\$1,000.00	\$4,000.00	\$0.00
Youth Worker	20	\$8.00	\$33,280.00	\$0.00
Trainer	2	\$30.00	\$12,480.00	\$0.00
Nutritionist	1	\$30.00	\$6,240.00	\$0.00
Trainer	1	\$50.00	\$600.00	\$0.00
Photographer	1	\$50.00	\$600.00	\$0.00
Volunteers	48	\$12.00	\$29,952.00	\$29,952.00
Subtotal		\$325,922.40	\$355,874.40	\$29,952.00
Disciples Program				
Field Rental	7	\$800.00	\$5,600.00	\$0.00
Practice Field Rental	10	\$200.00	\$2,000.00	\$0.00

Inspiring Minds

Item	Qty	Cost Per Unit	Total	In Kind
Insurance	1	\$300.00	\$300.00	\$0.00
League Fee	1	\$250.00	\$250.00	\$0.00
Referees	7	\$300.00	\$2,100.00	\$0.00
Security	7	\$150.00	\$1,050.00	\$0.00
Transportation	2	\$1,000.00	\$2,000.00	\$0.00
Food	6	\$5.00	\$1,500.00	\$0.00
Mileage Reimbursement	6	\$100.00	\$600.00	\$0.00
Equipment Maintenance	50	\$10.00	\$500.00	\$0.00
Uniform Maintenance	50	\$2.00	\$1,200.00	\$0.00
Subtotal		\$17,100.00	\$17,100.00	\$0.00
Summer Art & Swim Program				
Training	50	\$30.00	\$1,500.00	
Swimming Lessons	3	\$20.00	\$1,200.00	\$1,200.00
Lifeguards	2	\$20.00	\$800.00	\$800.00
Art Instruction	1	\$25.00	\$16,000.00	\$16,000.00
Transportation	2	\$35.00	\$11,200.00	\$11,200.00
Facility Rentals	3200	\$30.00	\$96,000.00	\$96,000.00
Subtotal		\$1,500.00	\$126,700.00	\$125,200.00
Additional Program Costs				
Transportation	3	\$35.00	\$18,900.00	\$18,900.00
Student Admissions	12	\$400.00	\$4,800.00	\$0.00
College Prep	12	\$850.00	\$10,200.00	\$0.00
Student Scholarships	10	\$1,000.00	\$10,000.00	\$0.00
Student Uniforms	12	\$450.00	\$5,400.00	\$0.00
Student Activities	12	\$300.00	\$3,600.00	\$0.00
Student Incentives	12	\$850.00	\$10,200.00	\$0.00
T-Shirts	820	\$7.00	\$5,740.00	\$0.00
Backpacks	270	\$7.00	\$1,890.00	\$0.00
Sweatshirts	60	\$16.00	\$960.00	\$0.00
Subtotal		\$52,790.00	\$71,690.00	\$18,900.00
Food				
After School	220	\$2.50	\$19,800.00	\$19,800.00
Summer	200	\$4.00	\$12,800.00	\$12,800.00
Health & Wellness	52	\$200.00	\$10,400.00	\$0.00
Subtotal		\$10,400.00	\$43,000.00	\$32,600.00
Exposure Trips				
College Visits	12	\$500.00	\$6,000.00	\$0.00
Industry Site Visits	12	\$400.00	\$4,800.00	\$0.00
Semi-Annual	2	\$15,000.00	\$30,000.00	\$0.00
Subtotal		\$40,800.00	\$40,800.00	\$0.00
Special Events				
Fundraisers	2	\$5,000.00	\$10,000.00	\$0.00
Christmas Gift Giveaway	1	\$10,000.00	\$10,000.00	\$0.00
Talent Showcase	1	\$6,000.00	\$6,000.00	\$0.00
Subtotal		\$26,000.00	\$26,000.00	\$0.00
Volunteers				
Training & Background Checks	12	\$300.00	\$3,600.00	\$0.00
Gifts	12	\$100.00	\$1,200.00	\$0.00
Subtotal		\$4,800.00	\$4,800.00	\$0.00
TOTAL		\$738,884.40	\$950,536.40	\$211,652.00



Inspiring Minds

Item	Qty	Cost Per Unit	Total	In Kind
Salaried Positions				
Executive Director	1	\$85,000.00	\$85,000.00	\$5,000.00
Program Director	1	\$45,000.00	\$45,000.00	\$0.00
Administrative Assistant	1	\$20,000.00	\$20,000.00	\$0.00
Receptionist	1	\$18,000.00	\$18,000.00	\$0.00
Subtotal	4		\$168,000.00	\$5,000.00
Fringe	18%		\$30,240.00	
Subtotal		\$193,240.00	\$198,240.00	\$5,000.00
Hourly Positions				
Volunteer Coordinator	50%	\$40,000.00	\$20,000.00	\$0.00
Janitorial	1	\$8.00	\$832.00	\$0.00
Subtotal		\$20,832.00	\$20,832.00	\$0.00
Contractual Services (monthly)				
Accounting	12	\$500.00	\$6,000.00	\$0.00
Marketing	12	\$500.00	\$6,000.00	\$0.00
Organizational Development	5	\$1,000.00	\$5,000.00	\$0.00
Subtotal		\$17,000.00	\$17,000.00	\$0.00
Facilities				

Item	Qty	Cost Per Unit	Total	In Kind
Insurance	1	\$300.00	\$300.00	\$0.00
League Fee	1	\$250.00	\$250.00	\$0.00
Referees	7	\$300.00	\$2,100.00	\$0.00
Security	7	\$150.00	\$1,050.00	\$0.00
Transportation	2	\$1,000.00	\$2,000.00	\$0.00
Food	6	\$5.00	\$1,500.00	\$0.00
Mileage Reimbursement	6	\$100.00	\$600.00	\$0.00
Equipment Maintenance	50	\$10.00	\$500.00	\$0.00
Uniform Maintenance	50	\$2.00	\$1,200.00	\$0.00
Subtotal		\$17,100.00	\$17,100.00	\$0.00
Summer Art & Swim Program				
Training	50	\$30.00	\$1,500.00	
Swimming Lessons	3	\$20.00	\$1,200.00	\$1,200.00
Lifeguards	2	\$20.00	\$800.00	\$800.00
Art Instruction	1	\$25.00	\$16,000.00	\$16,000.00
Transportation	2	\$35.00	\$11,200.00	\$11,200.00
Facility Rentals	3200	\$30.00	\$96,000.00	\$96,000.00
Subtotal		\$1,500.00	\$126,700.00	\$125,200.00
Additional Program Costs				
Transportation	3	\$35.00	\$18,900.00	\$18,900.00
Student Admissions	12	\$400.00	\$4,800.00	\$0.00
College Prep	12	\$850.00	\$10,200.00	\$0.00

Item	Qty	Cost Per Unit	Total	In Kind
Salaried Positions				
Executive Director	1	\$85,000.00	\$85,000.00	\$5,000.00
Program Director	1	\$45,000.00	\$45,000.00	\$0.00
Administrative Assistant	1	\$20,000.00	\$20,000.00	\$0.00
Receptionist	1	\$18,000.00	\$18,000.00	\$0.00
Subtotal	4		\$168,000.00	\$5,000.00
Fringe	18%		\$30,240.00	
Subtotal		\$193,240.00	\$198,240.00	\$5,000.00
Hourly Positions				
Volunteer Coordinator	50%	\$40,000.00	\$20,000.00	\$0.00
Janitorial	1	\$8.00	\$832.00	\$0.00
Subtotal		\$20,832.00	\$20,832.00	\$0.00
Contractual Services (monthly)				
Accounting	12	\$500.00	\$6,000.00	\$0.00
Marketing	12	\$500.00	\$6,000.00	\$0.00
Organizational Development	5	\$1,000.00	\$5,000.00	\$0.00
Subtotal		\$17,000.00	\$17,000.00	\$0.00
Facilities				
Rent	12	\$1,000.00	\$12,000.00	\$0.00
Utilities	12	\$300.00	\$3,600.00	\$0.00
Insurance	12	\$175.00	\$2,100.00	\$0.00
Subtotal		\$17,700.00	\$17,700.00	\$0.00
Supplies				
Maintenance	10	\$175.00	\$1,750.00	\$0.00

Inspiring Minds

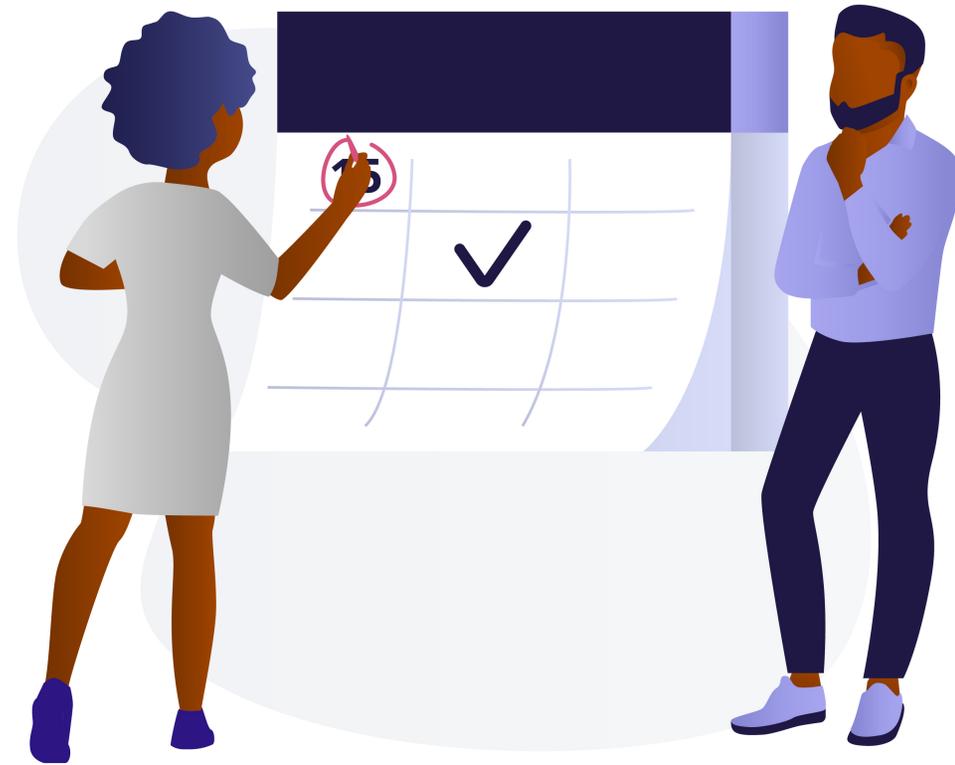
Item	Qty	Cost Per Unit	Total	In Kind
Insurance	1	\$300.00	\$300.00	\$0.00
League Fee	1	\$250.00	\$250.00	\$0.00
Referees	7	\$300.00	\$2,100.00	\$0.00
Security	7	\$150.00	\$1,050.00	\$0.00
Transportation	2	\$1,000.00	\$2,000.00	\$0.00
Food	6	\$5.00	\$1,500.00	\$0.00
Mileage Reimbursement	6	\$100.00	\$600.00	\$0.00
Equipment Maintenance	50	\$10.00	\$500.00	\$0.00
Uniform Maintenance	50	\$2.00	\$1,200.00	\$0.00
Subtotal		\$17,100.00	\$17,100.00	\$0.00
Summer Art & Swim Program				
Training	50	\$30.00	\$1,500.00	
Swimming Lessons	3	\$20.00	\$1,200.00	\$1,200.00
Lifeguards	2	\$20.00	\$800.00	\$800.00
Art Instruction	1	\$25.00	\$16,000.00	\$16,000.00
Transportation	2	\$35.00	\$11,200.00	\$11,200.00
Facility Rentals	3200	\$30.00	\$96,000.00	\$96,000.00
Subtotal		\$1,500.00	\$126,700.00	\$125,200.00
Additional Program Costs				
Transportation	3	\$35.00	\$18,900.00	\$18,900.00
Student Admissions	12	\$400.00	\$4,800.00	\$0.00
College Prep	12	\$850.00	\$10,200.00	\$0.00
Student Scholarships	10	\$1,000.00	\$10,000.00	\$0.00
Student Uniforms	12	\$450.00	\$5,400.00	\$0.00
Student Activities	12	\$300.00	\$3,600.00	\$0.00
Student Incentives	12	\$850.00	\$10,200.00	\$0.00
T-Shirts	820	\$7.00	\$5,740.00	\$0.00
Backpacks	270	\$7.00	\$1,890.00	\$0.00
Sweatshirts	60	\$16.00	\$960.00	\$0.00
Subtotal		\$52,790.00	\$71,690.00	\$18,900.00
Food				
After School	220	\$2.50	\$19,800.00	\$19,800.00
Summer	200	\$4.00	\$12,800.00	\$12,800.00
Health & Wellness	52	\$200.00	\$10,400.00	\$0.00
Subtotal		\$10,400.00	\$43,000.00	\$32,600.00
Exposure Trips				
College Visits	12	\$500.00	\$6,000.00	\$0.00
Industry Site Visits	12	\$400.00	\$4,800.00	\$0.00
Semi-Annual	2	\$15,000.00	\$30,000.00	\$0.00
Subtotal		\$40,800.00	\$40,800.00	\$0.00
Special Events				
Fundraisers	2	\$5,000.00	\$10,000.00	\$0.00
Christmas Gift Giveaway	1	\$10,000.00	\$10,000.00	\$0.00
Talent Showcase	1	\$6,000.00	\$6,000.00	\$0.00
Subtotal		\$26,000.00	\$26,000.00	\$0.00
Volunteers				
Training & Background Checks	12	\$300.00	\$3,600.00	\$0.00
Gifts	12	\$100.00	\$1,200.00	\$0.00
Subtotal		\$4,800.00	\$4,800.00	\$0.00
TOTAL		\$738,884.40	\$950,536.40	\$211,652.00

BUDGET SUMMARY



CATEGORY	TOTAL	IN-KIND	OTHER
Salaried Positions	\$198,240	\$5,000	\$193,240
Hourly Positions	\$20,832	\$0	\$20,832
Contractual	\$17,000	\$0	\$17,000
Facilities	\$17,700	\$0	\$17,700
Supplies	\$10,800	\$0	\$10,800
Program Staff	\$355,874	\$29,952	\$325,922
Disciples	\$17,100	\$0	\$17,100
Summer Art & Swim	\$126,700	\$125,200	\$1,500
Additional Program Costs	\$71,690	\$18,900	\$52,790
Food	\$43,000	\$32,600	\$10,400
Exposure Trips	\$40,800	\$0	\$40,800
Special Events	\$26,000	\$0	\$26,000
Volunteers	\$4,800	\$0	\$4,800
TOTAL	\$950,536	\$211,652	\$738,884

QUESTIONS??



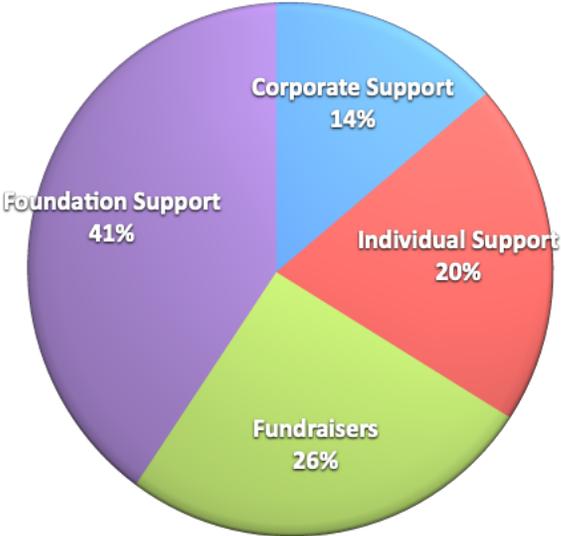
SOURCES & USES



CATEGORY	Total	Individuals	Corporations	Fundraisers	Foundation
Salaried Positions	\$193,240	\$150,000	\$10,000		\$33,240
Hourly Positions	\$20,832				\$20,832
Contractual	\$17,000				\$17,000
Facilities	\$17,700				\$17,700
Supplies	\$10,800		\$10,000	\$800	
Program Staff	\$325,922		\$50,000	\$77,000	\$198,922
Disciples	\$17,100			\$17,100	
Summer Art & Swim	\$1,500				\$1,500
Add'l Program Costs	\$52,790			\$52,790	
Food	\$10,400				\$10,400
Exposure Trips	\$40,800			\$40,800	
Special Events	\$26,000		\$26,000		
Volunteers	\$4,800		\$4,000	\$394	\$406
TOTAL	\$738,884	\$150,000	\$100,000	\$188,884	\$300,000

FUNDRAISING GOALS

SOURCE	Amount	Percent of Total
Individual Support	\$150,000	20%
Corporate Support	\$100,000	14%
Fundraisers	\$188,884	26%
Foundation Support	\$300,000	41%
TOTAL	\$738,884	100%



FOUNDATION GOAL: \$300,000



Gift Range	# of Gifts	Cumulative # of Gifts	# of Prospects (5:1)	Cumulative # of Prospects	Amount per Range	Cumulative Total
\$100,000	1	1	5	5	\$100,000	\$100,000
\$50,000	3	4	15	20	\$150,000	\$250,000
\$25,000	2	6	10	30	\$50,000	\$300,000
TOTAL	6		30		\$300,000	

INDIVIDUAL GOAL: \$150,000

Gift Range	# of Gifts	Cumulative # of Gifts	# of Prospects (3:1)	Cumulative # of Prospects	Amount per Range	Cumulative Total
\$25,000	1	1	3	3	\$25,000	\$25,000
\$10,000	4	5	12	15	\$40,000	\$65,000
\$5,000	2	7	6	21	\$10,000	\$75,000
\$2,500	4	11	12	33	\$10,000	\$85,000
\$1,000	10	21	30	63	\$10,000	\$95,000
\$500	5	26	15	78	\$2,500	\$97,500
\$250	100	126	300	378	\$25,000	\$122,500
\$100	100	226	300	678	\$10,000	\$132,500
\$50	250	476	750	1428	\$12,500	\$145,000
\$25	200	676	600	2028	\$5,000	\$150,000
TOTAL	676		2028		\$150,000	

CORPORATION GOAL: \$100,000

Gift Range	# of Gifts	Cumulative # of Gifts	# of Prospects (4:1)	Cumulative # of Prospects	Amount per Range	Cumulative Total
\$25,000	1	1	4	4	\$25,000	\$25,000
\$10,000	3	4	12	16	\$30,000	\$55,000
\$5,000	7	11	28	44	\$35,000	\$90,000
\$1,000	5	16	20	64	\$5,000	\$95,000
\$500	10	26	40	104	\$5,000	\$100,000
TOTAL	26		104		\$100,000	

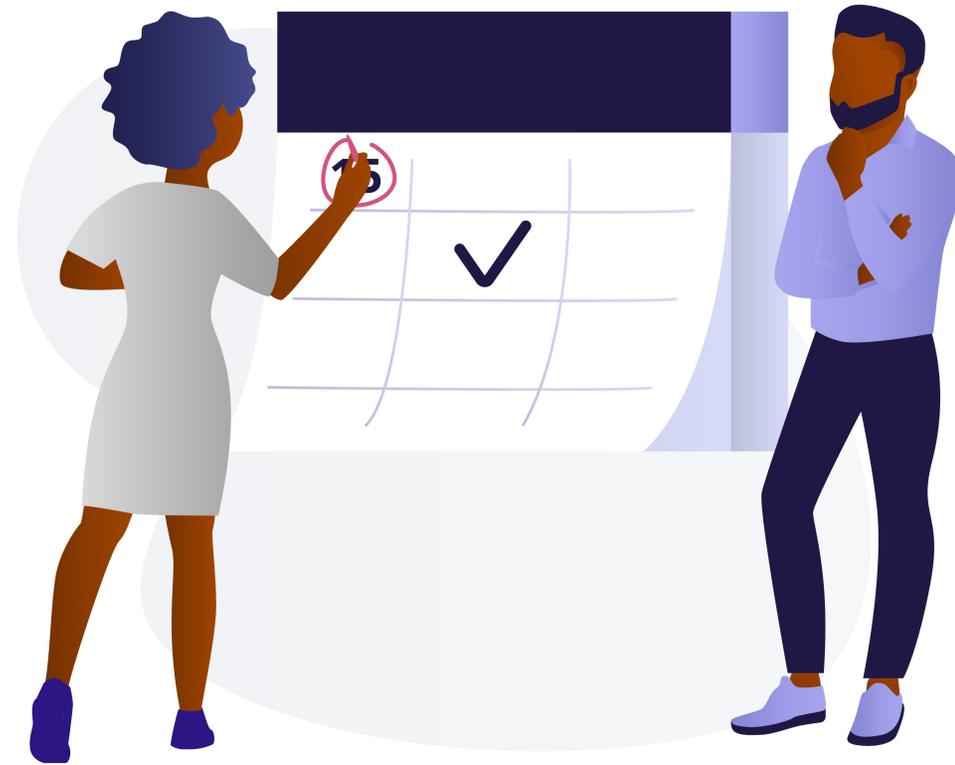
FUNDRAISERS / SPECIAL EVENTS: \$190,000

Event	Target	Date	Event Chair
Direct Mail	\$25,000		
Event 1	\$50,000		
Event 2	\$50,000		
Event 3	\$40,000		
Event 4	\$25,000		
TOTAL	\$190,000		



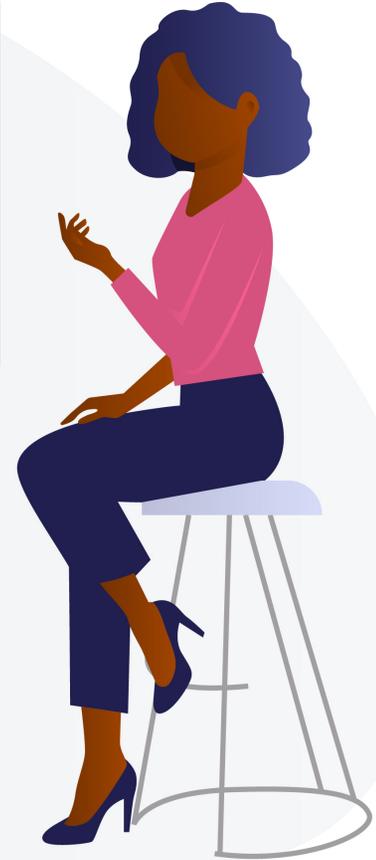
**HTTPS://DOCS.GOOGLE.COM/
SPREADSHEETS/D/
1C8PDORARY7H9RNR8LNHMABMMMVOVL
8NPB83D_GOSEBQ/EDIT?USP=SHARING**

QUESTIONS??



C

Funding Sources





INSIGHT ON GRANT SOURCES

- Foundations
- Corporations
- Government
- Resources

FOUNDATIONS

- Best known, least understood
- Established to support charitable efforts
- May adjust priorities
- Important part of funding mix

FOUNDATIONS: ADVANTAGES

- Mission is to give away money – required to do so
- Larger gifts
- Information is available
- Can serve as leverage

FOUNDATIONS: DISADVANTAGES

- Competitive
- Takes Time to apply and receive
- Can be a limited investment
- Mission drift
- Limited use of funds
- Reporting requirements

FOUNDATIONS

- Types

- Family
- Community
- Corporate
- Public charities

- Funding Areas

- Operating
- Program
- Capital
- Challenge
- Program Related Investments (PRIs)

FOUNDATIONS

- Annie E. Casey Foundation — <http://www.aecf.org/>
- Rockefeller Foundation — <http://www.rockefellerfoundation.org/>
- Robert Wood Johnson — <http://rwjf.org>
- Kauffman Foundation — <http://www.kauffman.org>
- Burton D. Morgan Foundation — <https://www.bdmorganfdn.org/>
- Silicone Valley Community Foundation — www.siliconvalleycf.org
- California Endowment — www.calendow.org
- Awesome Foundation — <https://www.awesomefoundation.org/en/chapters>
- Community Foundation Locator — <https://www.cof.org/community-foundation-locator>

PRO TIPS:



- ▶ Learn about a funder before submitting a grant proposal
- ▶ Ensure:
 - ▶ Your organization's work is a good fit with the funder's interests
 - ▶ Your organization is an eligible applicant under the funder's guidelines
 - ▶ The amount of money you plan to request is in keeping with the funder's history of giving
- ▶ Review the funder's website and 990 tax return

FORM 990

<https://projects.propublica.org/nonprofits/>

CORPORATIONS

- Attractors
 - Create PR Opportunities
 - Create Volunteer Opportunities



CORPORATIONS (EXAMPLES)

- ▶ **Alcoa** – The Alcoa Foundation issues grants to nonprofit groups focusing on education and the environment. There is an emphasis on STEM training and resource sustainability. www.alcoa.com/global/en/who-we-are/community/default.asp
- ▶ **AT&T** - AT&T's Online Learning Site Strives to Help Slow the Summer Slide. about.att.com/csr/home.html
- ▶ **Bank of America** – In 2023, the Bank of America Charitable Foundation will issue two requests for proposals (RFPs): Economic Mobility focused on needs of individuals and families and Economic Mobility focused on needs of community. <https://about.bankofamerica.com/en/making-an-impact/charitable-foundation-funding>
- ▶ **Bristol-Myers Squibb** – Their foundation provides grants to nonprofits focusing on disease prevention and assisting individuals with specific medical needs. www.bms.com/foundation/Pages/home.aspx
- ▶ **Caterpillar** – The Caterpillar Foundation accepts grant requests by invitation only. They work primarily with large national and international non-profit organizations. www.caterpillar.com/en/company/caterpillar-foundation.html
- ▶ **CitiGroup** – CitiGroup gives corporate grants to 14 large nonprofits through its Partners In Progress program and previously launched a \$20 million Community Progress Makers Fund. www.citifoundation.com/citi/foundation/

GOVERNMENT

- Types
 - Grants
 - Fees for service
 - Contracts
- Sources
 - City
 - State
 - Federal



GOVERNMENT (FEDERAL, STATE & LOCAL)

- <http://grants.gov/>
- <http://grantfinder.com>
- <http://www.cfda.gov>
- <https://www.fedconnect.net/FedConnect/>
- <http://www.acf.hhs.gov/hhsgrantsforecast/index.cfm>
- <http://www.acf.hhs.gov/programs/ocs/>
- <https://www.grantwatch.com/cat/50/municipalities-grants.html>
- <http://www.statelocalgov.net/>

OTHER RESOURCES



➤ Grant Database Resources

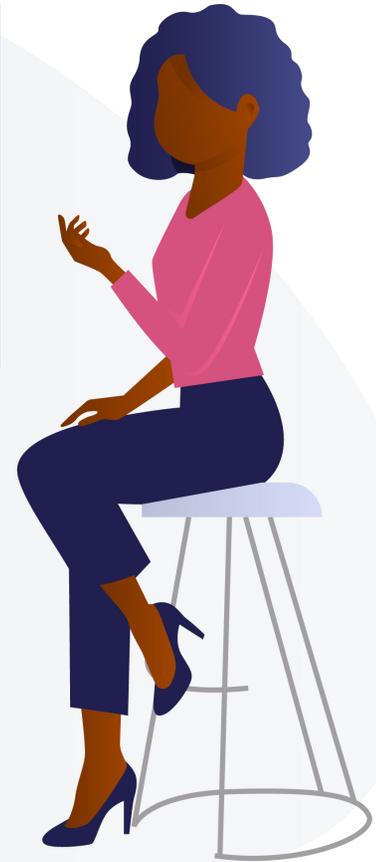
- Council on Foundations — <https://www.cof.org/>
- Candid — <https://candid.org/>
- Candid / Guidestar — <http://guidestar.org>
- The Grantsmanship Center — <https://www.tgci.com/>

➤ Other Resources

- <https://nff.org/learn/fundamentals-nonprofits>
- Student Scholarships — <https://www.grantforward.com/search>

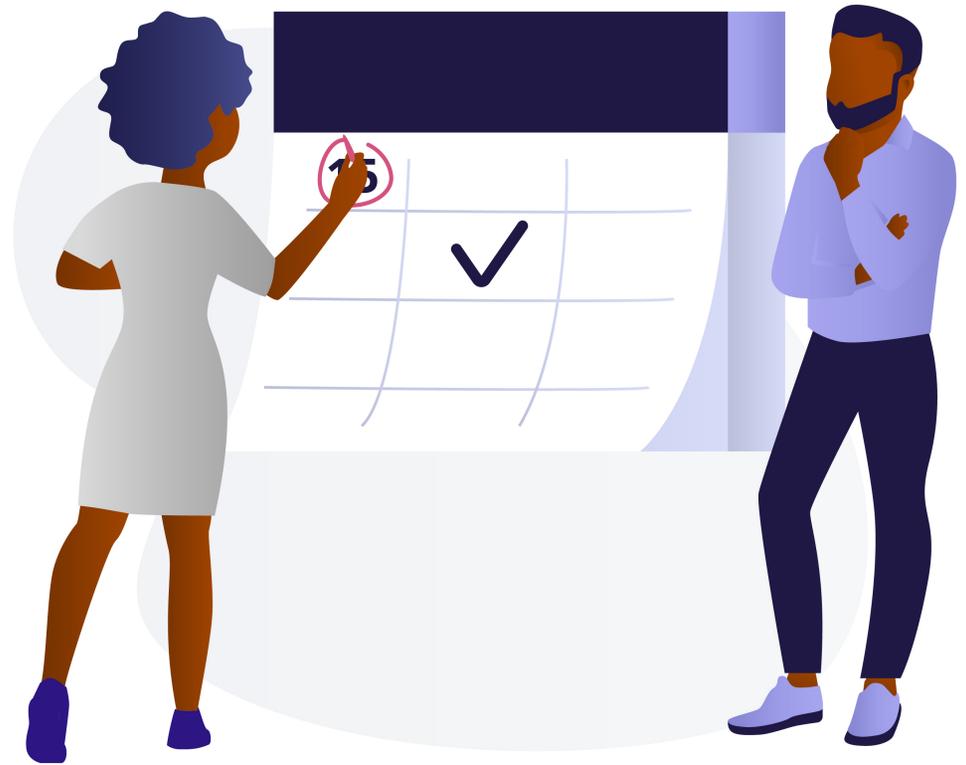
D

toolbox



SEVEN FUNDRAISING FUNDAMENTALS

toolbox



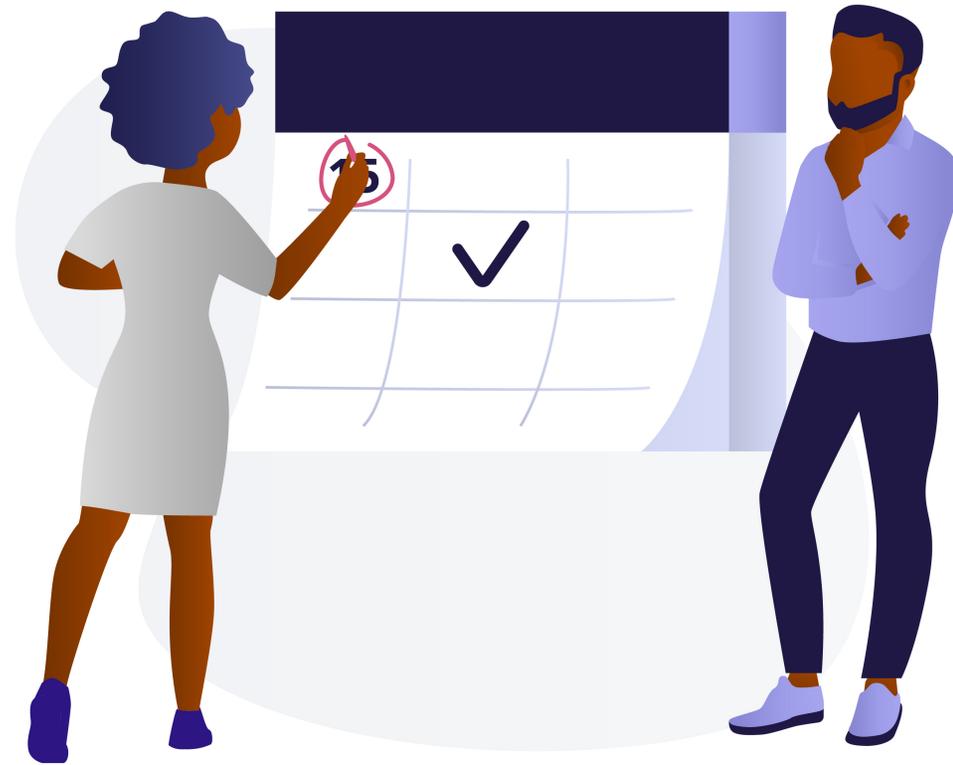
FUNDRAISING FUNDAMENTALS



- #1 — People give to People
- #2 — Much comes from few (Pareto Principle)
- #3 — Wealth is not always interested in your cause
- #4 — Relationship building
- #5 — Not a stand alone activity
- #6 — Fundraising exists to enable philanthropy (defined as the “love of humankind” — time/talent/treasure or work/wealth/wisdom
- **MOST IMPORTANT #7 — Be Fearless:** the easiest part of this work is writing the check

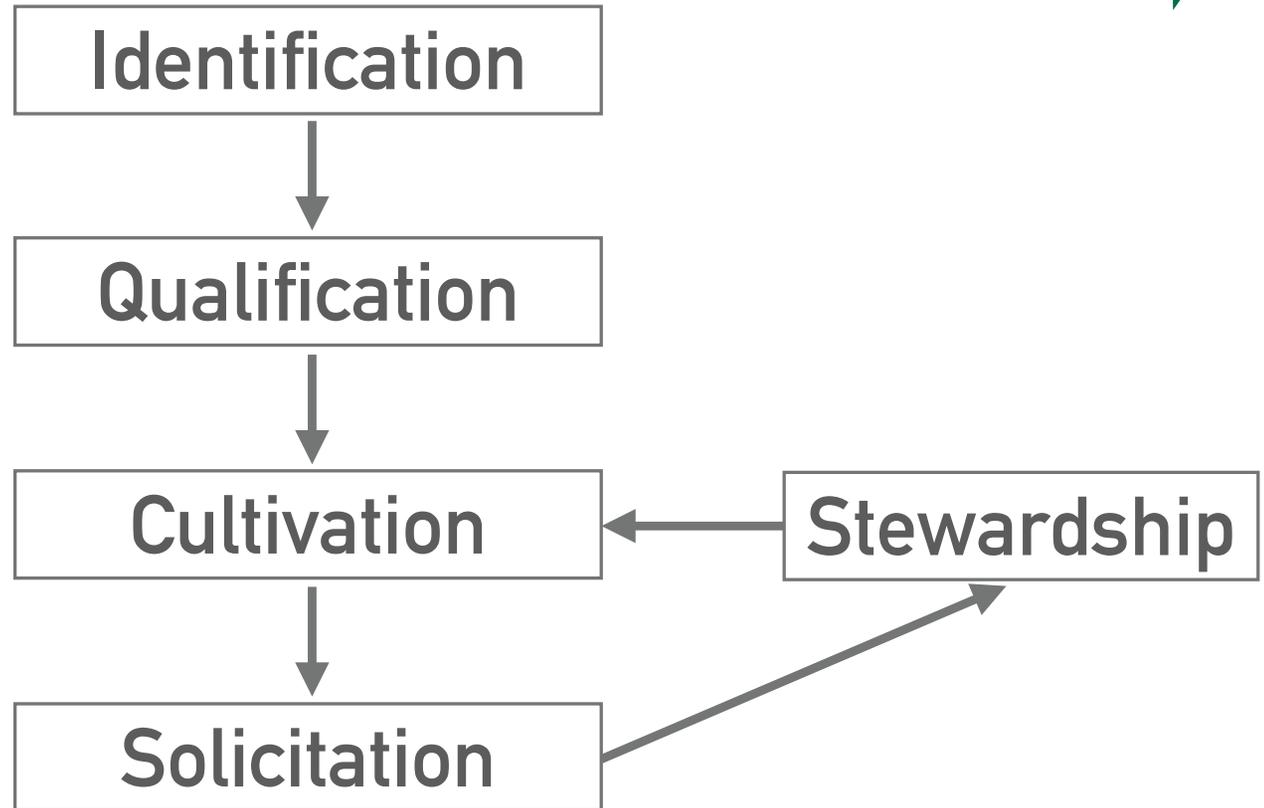
FUNDRAISING CYCLE

toolbox



FUNDRAISING CYCLE

- Identification
- Qualification / Discovery
- Cultivation
- Solicitation
- Stewardship



STEP 1



IDENTIFICATION

- Identify prospects and current Donors with potential
- Assemble a list much larger than the amount of donors you need
- Look into your current and prior donor lists.

STEP 2



QUALIFICATION / DISCOVERY

- Determine the qualification of a prospect
- Find out if the prospect might be willing and able to give after a period of cultivation.
- Conduct prospect research to learn about your prospects.

STEP 3



CULTIVATION

- This period of time is from six to 12 months.
- Find out your donors passion, motivation and goals for philanthropy.
- Offer the donor a variety of engagement opportunities.

STEP 4



SOLICITATION

- Ask the prospect for a donation.
- Personalize your ask to your prospects.

STEP 5

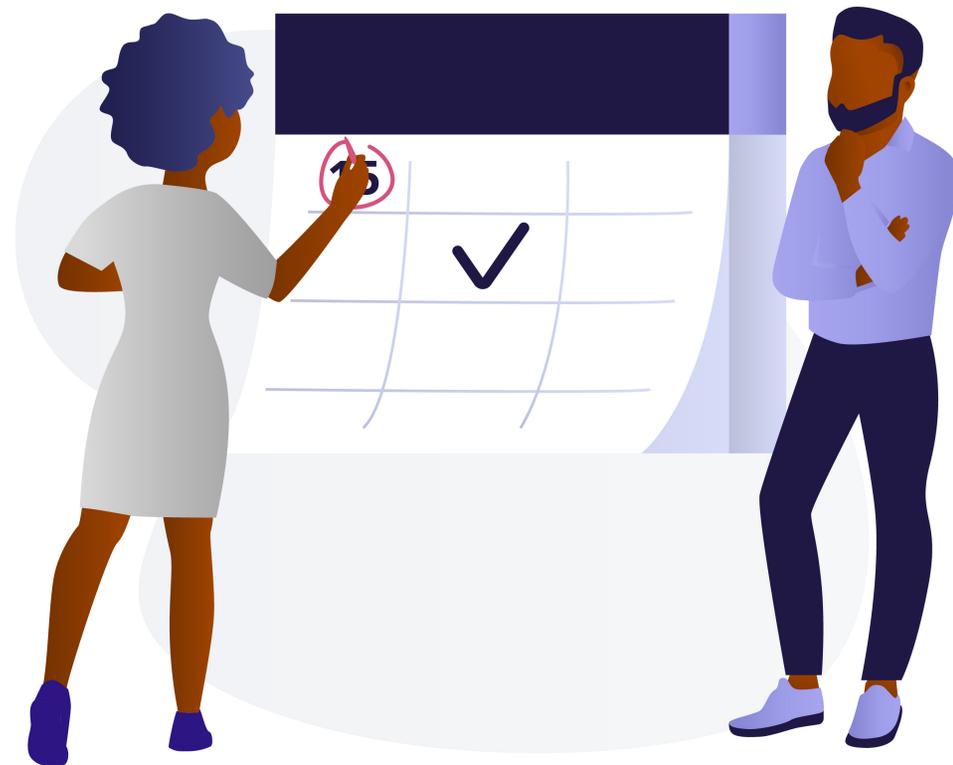


STEWARDSHIP

- Maintain a strong connection through recognition and personal engagement.
- Balance recognition between public recognition and private recognition.

GENERATIONAL STRATEGIES

toolbox



GEN Z (9-24 YEARS OLD) + MILLENNIALS (25-40 YEARS OLD)

- 39% of young donors (18-29) donated more during the COVID-19 pandemic
- 1 in 4 donors between 18-29 prefers social media communication from nonprofits
- 16% want texts from nonprofits
- Younger donors prefer recurring donations — almost half (48%) of 18-29 year old donors and more than one third of 30-44 year old donors give monthly (more than Gen X and donors age 60+)
- The top reason millennials and Gen Z may not donate is due to a poor social media presence.
- Gen Z prefers to donate via Facebook, social media, texting, or mobile apps.
- Gen Z and millennials want to receive updates from nonprofits at least monthly.

<https://www.dataaxlenonprofit.com/blog/6-digital-strategies-for-engaging-young-donors/>

GEN X (41-57 YEARS OLD) “THE LOST GENERATION”

- The top vertical Gen X donates to is Environment Conservation + Wildlife
- The #1 reason Gen X might not donate to an organization is an outdated website
- Gen X prefers to donate via Facebook or social media, and text messages or apps
- For Gen X, tax-deductibility is a major factor in the decision to donate
- 20% of all of all philanthropic dollars

<https://www.qgiv.com/blog/generational-giving-generation-x-fundraising-trends-preferences-and-patterns/>

BOOMERS (58–75 YEARS OLD)

- Boomers are the most likely to donate to religious organizations.
- Boomers far prefer to donate by mail than other channels.
- Boomers (+ Gen Xers) want to hear from nonprofits quarterly or yearly rather than monthly or weekly.
- Boomers want to know where their money is being used — more than 40% of Boomers stopped donating to a nonprofit because they didn't feel their money was being used strategically.

<https://go.qgiv.com/ebook-generational-giving-report>

DIGITAL STRATEGIES

toolbox



NONPROFIT MARKETING MUST-HAVES (2022)

- User-Generated Content
- Segmentation + Personalized Campaigns
- Social Media Challenges
- Nonprofit Partnerships
- Virtual + Hybrid Events
- Community Building

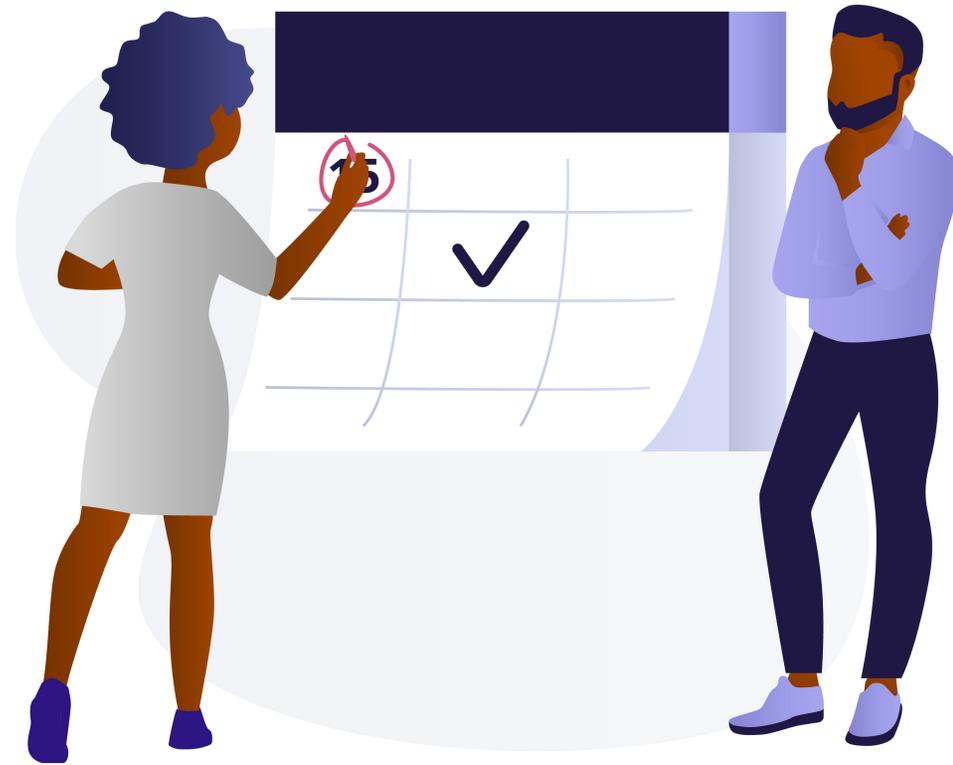
<https://blog.hubspot.com/marketing/nonprofit-marketing-statistics>

THE MOST SUCCESSFUL NONPROFIT CAMPAIGNS IN 2022 WERE ENGAGING

- Nonprofit organizations shared their stories using creative social media campaigns, visual storytelling, and videos.
- In 2022, the key themes for nonprofits were building momentum, building community, and building excitement — requires reliance on data, technology, personalization, and a deep understanding of audiences.
- Use the features that social media platforms have created to support nonprofits and your posts will be amplified.

UNDERSTANDING FORM 990

toolbox



FORM 990

<https://candid.org/research-and-verify-nonprofits/990-finder>

<https://projects.propublica.org/nonprofits/>

EXAMPLE: EDWINS RESTAURANT

- <https://edwinsrestaurant.org/>
- EDWINS Leadership & Restaurant Institute is a 501(c)(3) organization.
- We give formerly incarcerated adults a foundation in the culinary and hospitality industry while providing a support network necessary their long-term success.
- Our mission three-fold: is to teach a skilled and in-demand trade in the culinary arts, empower willing minds through passion for hospitality management, and prepare students for a successful transition home.

990 Finder

Learn more about the information displayed in Forms 990 and 990-PF, as well as processing errors announced by the IRS.

Search results for: Organization Name: edwins , State: OH , Zip: , EIN: , Fiscal Year:

Total results: 7. [Search Again.](#)
(Click on the column headers to sort.)

Organization Name	State	Year	Form	Pages	Total assets	EIN
EDWINS FOUNDATION	OH	2017	990	42	\$158,305.00	81-2196126
Edwins Leadership & Restaurant Institute	OH	2017	990	44	\$412,951.00	26-0656263
Edwins Leadership & Restaurant Institute	OH	2016	990	44	\$485,817.00	26-0656263
EDWINS Leadership and Restaurant Institute	OH	2015	990	26	\$1,448,281.00	26-0656263
Edwins Second Chance Life Skills Center	OH	2017	990	43	\$1,176,097.00	47-3602516
EDWINS SECOND CHANCE LIFE SKILLS CENTER	OH	2016	990	42	\$1,142,102.00	47-3602516
EDWINS SECOND CHANCE LIFE SKILLS CENTER	OH	2015	990EZ	16	\$151,411.00	47-3602516

FIRST PAGE

Form 990



Department of the Treasury Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

- Do not enter social security numbers on this form as it may be made public
Information about Form 990 and its instructions is at www.irs.gov/form990

OMB No 1545-0047

2016

Open to Public Inspection

A For the 2016 calendar year, or tax year beginning 08-01-2016, and ending 07-31-2017

- B Check if applicable
Address change
Name change
Initial return
Final
Return/terminated
Amended return
Application pending

C Name of organization EDWINS LEADERSHIP & RESTAURANT INSTITUTE
% BRANDON CHROSTOWSKI
Doing business as
Number and street (or P O box if mail is not delivered to street address) Room/suite
13101 SHAKER SQUARE
City or town, state or province, country, and ZIP or foreign postal code
CLEVELAND, OH 44120

D Employer identification number 26-0656263
E Telephone number (216) 921-3333
G Gross receipts \$ 2,934,997

F Name and address of principal officer
BRANDON CHROSTOWSKI
13101 SHAKER SQUARE
CLEVELAND, OH 44120

H(a) Is this a group return for subordinates? Yes No
H(b) Are all subordinates included? Yes No
If "No," attach a list (see instructions)
H(c) Group exemption number

I Tax-exempt status 501(c)(3) 501(c) () (Insert no) 4947(a)(1) or 527

J Website: EDWINSRESTAURANT.ORG

K Form of organization Corporation Trust Association Other

L Year of formation 2007 M State of legal domicile OH

Part I Summary

Table with 2 columns: Description and Amount. Row 1: 1 Briefly describe the organization's mission or most significant activities. Row 2: 2 Check this box if the organization discontinued its operations or disposed of more than 25% of its net assets. Row 3: 3 Number of voting members of the governing body (Part VI, line 1a) 3 15

FIRST PAGE

Part I Summary			
Activities & Governance	1 Briefly describe the organization's mission or most significant activities PROVIDE CULINARY SKILLS TRAINING TO FORMERLY-INCARCERATED ADULTS		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets		
	3 Number of voting members of the governing body (Part VI, line 1a)	3	15
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	15
	5 Total number of individuals employed in calendar year 2016 (Part V, line 2a)	5	104
	6 Total number of volunteers (estimate if necessary)	6	86
	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
	b Net unrelated business taxable income from Form 990-T, line 34	7b	
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9 Program service revenue (Part VIII, line 2g)	932,279	1,072,909
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	18,585	17,136
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	-10,594	-1,835
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	870,689	813,261
		1,810,959	1,901,471
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)	1,181,909	185,000
	14 Benefits paid to or for members (Part IX, column (A), line 4)	0	0
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	1,003,732	1,121,132
	16a Professional fundraising fees (Part IX, column (A), line 11e)	0	0
	b Total fundraising expenses (Part IX, column (D), line 25) ▶ 189,898		
	17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	625,203	641,706
	18 Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)	2,810,844	1,947,838
	19 Revenue less expenses Subtract line 18 from line 12	-999,885	-46,367
Net Assets or Fund Balances		Beginning of Current Year	End of Year
	20 Total assets (Part X, line 16)	485,817	412,951
	21 Total liabilities (Part X, line 26)	124,265	97,766
	22 Net assets or fund balances Subtract line 21 from line 20	361,552	315,185

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
 - List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
 - List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
 - List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
 - List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.
- List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(1) MATT FIELDMAN IMMEDIATE PAST CHAIR	1 0 0 0	X						0	0	0
(2) STEPHANIE JANSKY CHAIR	2 0 0 0	X		X				0	0	0
(3) COURTENAY MOORE MD TREASURER	2 0 0 0	X		X				0	0	0
(4) ERIKA ANTHONY DIRECTOR until 03/2017	1 0 0 0	X						0	0	0
(5) CHRISTOPHER S COLE Vice Chair	2 0 0 5	X		X				0	0	0

PART VII

PART VII

IMMEDIATE PAST CHAIR	0 0	X							0	0	0
(2) STEPHANIE JANSKY CHAIR	2 0 0 0	X		X					0	0	0
(3) COURTENAY MOORE MD TREASURER	2 0 0 0	X		X					0	0	0
(4) ERIKA ANTHONY DIRECTOR until 03/2017	1 0 0 0	X							0	0	0
(5) CHRISTOPHER S COLE Vice Chair	2 0 0 5	X		X					0	0	0
(6) MELANIE GIAMARIA DIRECTOR until 02/2017	1 0 0 0	X							0	0	0
(7) JEREMY LANGHAM DIRECTOR	1 0 0 0	X							0	0	0
(8) JEREMY SHORR DIRECTOR	1 0 0 0	X							0	0	0
(9) STACEY L VASELANEY secretary	2 0 0 0	X		X					0	0	0
(10) SAHITHYA WINTRICH DIRECTOR	1 0 0 0	X							0	0	0
(11) JON E JEF FOWLER DIRECTOR	1 0 0 0	X							0	0	0
(12) JAMES HAILEY DIRECTOR	1 0 0 0	X							0	0	0
(13) LETA OBERTACZ DIRECTOR	1 0 0 0	X							0	0	0
(14) JD POLICARD DIRECTOR	1 0 0 0	X							0	0	0
(15) STEPHANIE SCALISE director	1 0 0 0	X							0	0	0
(16) BRANDON E CHROSTOWSKI PRESIDENT/FOUNDER/CEO	50 0 45 0			X					63,750	6,539	0

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

PART VIII

		(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants and Other Similar Amounts	1a Federated campaigns	1a				
	b Membership dues	1b				
	c Fundraising events	1c	78,517			
	d Related organizations	1d				
	e Government grants (contributions)	1e				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	994,392			
	g Noncash contributions included in lines 1a-1f \$ _____					
	h Total. Add lines 1a-1f ▶		1,072,909			
	Program Service Revenue	2a PROGRAM REVENUE	Business Code			
		900099	17,136	17,136		
b _____						
c _____						
d _____						
e _____						
f All other program service revenue						
g Total. Add lines 2a-2f ▶		17,136				
	3 Investment income (including dividends, interest, and other similar amounts) ▶		23,133		23,133	
	4 Income from investment of tax-exempt bond proceeds ▶		0			
	5 Royalties ▶		0			
	6a Gross rents	(i) Real				
		(ii) Personal				
b Less rental expenses						

PART VIII

		(i) Securities	(ii) Other				
Other Revenue	7a Gross amount from sales of assets other than inventory	559,475					
	b Less cost or other basis and sales expenses	584,443					
	c Gain or (loss)	-24,968					
	d Net gain or (loss)			-24,968		-24,968	
	8a Gross income from fundraising events (not including \$ 78,517 of contributions reported on line 1c) See Part IV, line 18	a	41,561				
	b Less direct expenses	b	48,192				
	c Net income or (loss) from fundraising events			-6,631		-6,631	
	9a Gross income from gaming activities See Part IV, line 19	a	11,975				
	b Less direct expenses	b	0				
	c Net income or (loss) from gaming activities			11,975		11,975	
	10a Gross sales of inventory, less returns and allowances	a	1,208,808				
	b Less cost of goods sold	b	400,891				
	c Net income or (loss) from sales of inventory			807,917	807,917		
	11a Miscellaneous Revenue		Business Code				
	b						
c							
d All other revenue							
e Total. Add lines 11a-11d				0			
12 Total revenue. See Instructions				1,901,471	825,053	3,509	

PART IX

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A)

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	185,000	185,000		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	0			
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, line 15 and 16	0			
4 Benefits paid to or for members	0			
5 Compensation of current officers, directors, trustees, and key employees	77,081	77,081		
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	0			
7 Other salaries and wages	964,817	763,589	40,246	160,982
8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions)	0			
9 Other employee benefits	2,025	1,519	101	405
10 Payroll taxes	77,209	57,907	3,860	15,442
11 Fees for services (non-employees)				
a Management	0			
b Legal	23,470		23,470	
c Accounting	45,547		45,547	
d Lobbying	0			
e Professional fundraising services. See Part IV, line 17	0			
f Investment management fees	0			
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	90,747	85,391	4,491	865
12 Advertising and promotion	0			
13 Office expenses	88,529	87,690	839	0
14 Information technology	0			

PART IX

d Lobbying	0			
e Professional fundraising services See Part IV, line 17	0			
f Investment management fees	0			
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	90,747	85,391	4,491	865
12 Advertising and promotion	0			
13 Office expenses	88,529	87,690	839	0
14 Information technology	0			
15 Royalties	0			
16 Occupancy	96,737	89,223	3,115	4,399
17 Travel	35,502	31,512	518	3,472
18 Payments of travel or entertainment expenses for any federal, state, or local public officials	0			
19 Conferences, conventions, and meetings	0			
20 Interest	0			
21 Payments to affiliates	0			
22 Depreciation, depletion, and amortization	30,755	30,755		
23 Insurance	18,629	2,374	16,255	
24 Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24e If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O)				
a DONATIONS & GIFTS	6,989	6,989		
b SUPPLIES	81,470	78,274	1,598	1,598
c OTHER FACILITY COSTS	39,034	36,256	1,389	1,389
d EQUIPMENT RENTAL & MAINTENANCE	33,284	31,782	967	535
e All other expenses	51,013	50,202		811
25 Total functional expenses. Add lines 1 through 24e	1,947,838	1,615,544	142,396	189,898
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

PART X

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part IX

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	129,766	1	200,471
	2 Savings and temporary cash investments	501	2	0
	3 Pledges and grants receivable, net	40,000	3	0
	4 Accounts receivable, net	6,770	4	10,000
	5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L	0	5	0
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) Complete Part II of Schedule L	0	6	0
	7 Notes and loans receivable, net	7,031	7	3,554
	8 Inventories for sale or use	71,005	8	74,335
	9 Prepaid expenses and deferred charges	0	9	4,835
	10a Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10a 189,695		
	b Less accumulated depreciation	10b 102,610	114,109	10c 87,085
	11 Investments—publicly traded securities	83,964	11	0
	12 Investments—other securities See Part IV, line 11	0	12	0
	13 Investments—program-related See Part IV, line 11	0	13	0
	14 Intangible assets	0	14	0
	15 Other assets See Part IV, line 11	32,671	15	32,671
16 Total assets. Add lines 1 through 15 (must equal line 34)	485,817	16	412,951	
Liabilities	17 Accounts payable and accrued expenses	103,890	17	83,534
	18 Grants payable	0	18	0
	19 Deferred revenue	0	19	0
	20 Tax-exempt bond liabilities	0	20	0
	21 Escrow or custodial account liability Complete Part IV of Schedule D	0	21	0

PART X

	11	Investments—publicly traded securities	83,964	11	0
	12	Investments—other securities See Part IV, line 11	0	12	0
	13	Investments—program-related See Part IV, line 11	0	13	0
	14	Intangible assets	0	14	0
	15	Other assets See Part IV, line 11	32,671	15	32,671
	16	Total assets. Add lines 1 through 15 (must equal line 34)	485,817	16	412,951
Liabilities	17	Accounts payable and accrued expenses	103,890	17	83,534
	18	Grants payable	0	18	0
	19	Deferred revenue	0	19	0
	20	Tax-exempt bond liabilities	0	20	0
	21	Escrow or custodial account liability Complete Part IV of Schedule D	0	21	0
	22	Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L	0	22	0
	23	Secured mortgages and notes payable to unrelated third parties	0	23	0
	24	Unsecured notes and loans payable to unrelated third parties	0	24	0
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24) Complete Part X of Schedule D	20,375	25	14,232
	26	Total liabilities. Add lines 17 through 25	124,265	26	97,766
Net Assets or Fund Balances		Organizations that follow SFAS 117 (ASC 958), check here ► <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27	Unrestricted net assets	351,552	27	315,185
	28	Temporarily restricted net assets	10,000	28	0
	29	Permanently restricted net assets	0	29	0
		Organizations that do not follow SFAS 117 (ASC 958), check here ► <input type="checkbox"/> and complete lines 30 through 34.			
	30	Capital stock or trust principal, or current funds		30	
	31	Paid-in or capital surplus, or land, building or equipment fund		31	
	32	Retained earnings, endowment, accumulated income, or other funds		32	
33	Total net assets or fund balances	361,552	33	315,185	
34	Total liabilities and net assets/fund balances	485,817	34	412,951	



Next in the Capacity Building Training Series

Tuesdays 10:00 AM to Noon

**August 8th — Grant Writing Fundamentals*

August 22nd — Management & Leadership Fundamentals

September 19th — Design Thinking/Human-Centered Design Fundamentals

October 17th — Design Thinking Techniques

October 24th — Strategic Planning FUNdamentals

*(*1:00 pm to 3:00 pm)*



Thank You!
Dr. Jennifer R. Madden

