

So You Want to Be a Consultant!



PROS AND CONS
SERVING YOUR CLIENTS
MANAGING YOUR
BUSINESS
MARKETING AND
BRANDING

THE ASSOCIATION OF FUNDRAISING PROFESSIONALS (AFP)

WHO WE ARE:

AFP, an association of professionals throughout the world, advances philanthropy by enabling people and organizations to practice ethical and effective fundraising.

The core activities through which AFP fulfills this mission include education, training, mentoring, research, credentialing and advocacy.

AFP members abide by the highest ethical standards in the fundraising profession and are required to sign annually the *Code of Ethical Principles and Standards of Professional Practice*.

OUR VISION STATEMENT:

AFP will be the recognized leader in the promotion of philanthropy by empowering fundraisers to serve humankind throughout the world.



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So You Want to Be a Consultant!

- ◆ **Pros and Cons**
- ◆ **Serving Your Clients**
- ◆ **Managing Your Business**
- ◆ **Marketing and Branding**

By Henry (Hank) Goldstein, CFRE

AFP's Ready Reference Series
Association of Fundraising Professionals

Disclaimer: The information contained in this booklet is believed to be accurate as of the time of publication, but is subject to change and should not be construed as legal advice. *For questions regarding legal, regulatory, accounting and similar matters a qualified professional advisor should be consulted.*

This booklet is the seventh in AFP's Ready Reference Series for professional fundraisers.

Text by Henry (Hank) Goldstein, CFRE.

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Is Consulting for You? _____

Have you ever thought about becoming an independent consultant? Do you dream of running your own business one day?

At some point in their careers, many nonprofit executives entertain the idea of venturing out on their own. Numerous scenarios might lead someone to starting a consulting business. Maybe one of the following situations sounds familiar:

- **You have been testing the waters, taking on a client or two in addition to your full-time employment.**
- **You have just left or lost your job, and you are wondering if this could be a decisive moment to start a new consulting career.**
- **You already work for a consulting company, but you want to run your own firm on your own terms.**
- **You are returning to the marketplace after an absence, such as pursuing further education or taking care of young children or elderly parents.**

WARNING! IS THERE A CONFLICT OF INTEREST?

An employer should always be made aware of a staff member's paid service to other nonprofits. Ask permission first.

Many consulting firms have non-compete policies with staff members, or agreements with clients that prohibit their hiring the firm's personnel. Know your firm's policies and get approval in advance before you take that moonlighting assignment.

SAMPLE NON-COMPETE AGREEMENT

----- agrees that for a period of ---- months following the termination of our relationship he [she] shall not accept as a client any organization that was at the time of termination a client of this firm without this firm's written permission.

Those contemplating a consultant business often mention their frustration with aspects of staff employment, such as bureaucracy and internal politics, unrealistic expectations or goals, forced specialization, limited job satisfaction, a difficult boss, or a loss of interest in the cause or organization. These common complaints can often be the inspiration for starting a new venture. However, leaving an unsatisfactory situation does not guarantee a new business will be a success. Is your new venture just a rebound romance? Or do you have the fire to make it last?

Whatever your circumstances and motivations for launching a consulting practice, your success will ultimately depend on accurately assessing your personal and professional resources and your strength in three key areas: managing clients, managing the business, and marketing the business.

KEYS TO CONSULTING SUCCESS

Managing client relationships

Managing the business

Marketing the business

Weighing the Pros and Cons

Before quitting that job and hanging out your own shingle, it is a good idea to do a thorough pros-and-cons assessment to determine whether independent consulting is for you. Running your own business offers many potential benefits, such as:

- **Setting your own goals and objectives, personally and professionally**
- **Enjoying more personal freedom and setting your own schedule**
- **Working with a wider range of clients**
- **Developing competency in all facets of the profession**
- **Gaining the tax and financial advantages of an incorporated business**
- **Determining your own compensation and benefits package**

The possibilities are attractive, but you will need to consider the challenges of going out on your own. Here are some issues you might expect to face:

- **Balancing the hunt for new business with serving your existing clients**
- **Managing dysfunctional clients**
- **Handling the inconsistent flow of work**
- **Hiring and firing staff**
- **Bearing the responsibility of regularly meeting a payroll and paying the bills**
- **Accepting that you may earn less than previously**

Most people leaving staff life start the new business alone or with one other person, such as a friend or relative. In a solo practice, the principal does everything. As a principal, you are responsible for all aspects of the business, bringing in and servicing clients and managing and marketing the practice. Your duties stretch from the executive to the mundane, handling tasks of the CEO and the file clerk, the receptionist and the chief financial officer.

In a small firm or as a business expands, spe-

cific roles may be developed and assigned, or activities may be highly informal. However responsibilities are divided within the office, a principal should expect to interact with clients at some level—clients always want to meet with the “person in charge.”

DO YOU HAVE THE RIGHT TEMPERAMENT?

What are the qualities of a successful consultant? What makes a great institutional staff member does not necessarily translate into being a winning consultant—although you will still need those staff skills too! When you are thinking about starting out on your own, consider your disposition as well as your strengths and weaknesses.

The Consulting Personality

Multi-tasker

Self starter

Risk-taker

Self-regulator and disciplined

Entrepreneurial

Needs less structure

Bored by the same work day in and day out

Wants to be his or her own boss

The Staff Personality

One situation at a time

Prefers structure

Works well with other staff members

Tolerates bureaucracy and internal politicking

Accepts administrative responsibility

Loyal to the institution

Can accept responsibility without authority

Be Ready for a Challenging Start

When starting up a consultancy, there are two rules to keep in mind. First, it is easy to start a business. Second, it is much harder to survive in business.

Early on, you should meet with a number of advisors to glean helpful advice. You should meet with an accountant or a financial counselor to look over your business and marketing plan. Preparing detailed business plans is essential to

survival, let alone success. Talk to other independent consultants who have already made this transition, and see if you can find a mentor. Someone who has taken this road before can be a great source of ongoing—and free—advice.

From the outset, be prepared for the possibility of earning less personal income than in your staff employment. You will need to consider what your minimum monthly requirements are for cash and set goals accordingly. How long one can go without an assured pay check and health and retirement benefits obviously varies from one person to another—for example, some people are fortunate enough to be supported by a working spouse or partner during the startup phase. It is a good idea to plan for the worst: Expect that for at least a year you will earn no personal income from the business.

Three years is a good benchmark for long-term survival because the risk of failure is highest in the early years. Often, if you can make it to the third year, the odds for success will begin to improve going forward. Every budding enterprise passes through a startup phase—establishing the business, attracting and retaining the first clients, hiring employees, financing the firm, then drawing the next set of new clients, and sustaining a cash flow.

A consultancy floats on a minimum number of paying clients, below which viability cannot be sustained without additional infusions of cash. The critical moment comes for the business when the firm has gone through its first set of clients. Their contracts may or may not expire at the same time, but you need to be strategizing for drawing new business early in the life of the firm.

THE FIRST CLIENTS

Previous employer

Contacts made through work

Friends and family

Other consultants

Professional colleagues

Word-of-mouth referrals

ASK YOURSELF. . .

“How long can I go without a regular income?”

“Will I still be in business in three years?”

The Marks of a Successful Consultant

The consultants who succeed are entrepreneurial and have solid business experience and staying power. They are professionally competent, aware of pertinent laws and are committed to the highest professional and ethical standards. More often than not, they are already well known in the nonprofit community. The No. 1 cause of failure is a lack of experience in running a business. Someone who is a top-notch staff person may lack the risk-taking nature and business savvy of the best independent consultant.

Financially, successful consultants have access to the required capital and can “float” the business with personal investment or through loans or credit. Often, underestimating the amount of working or startup capital needed leads to failure. A business has to have cash to function; low overhead does not mean no overhead. Furthermore, any money you borrow, either through a credit card, credit line, or a loan, will have to be paid off whether your business makes it or not.

BUYING AN EXISTING BUSINESS

One opportunity that may pave the way to success is to buy an existing consulting firm. In some cases, such as when the owner is preparing for retirement, the purchaser has the chance to learn the business before taking on full financial responsibility. Usually the transaction will involve a payout to the owner over time, earned out of fee income and the owner's services are contracted for a number of years.

Striking the right price for an existing business depends on the firm's net worth, subtracting the owner's salary and expenses. In private companies, salaries are often modest, but expenses are high because everything is run through the company. In service businesses, the purchase price is usually three to seven times the real profit, and even more for a business that generates a lot of cash.

If you buy an existing business, first determine whether or not you get to keep the clients as the new owner.

Frequently, the most successful new consultants are able to attract one or more clients immediately after starting the business—and then can sustain and renew those contracts. Highly motivated and truly committed to the nonprofit sector, new consultants often start with former employers as their first clients, and they can convince potential clients they will serve them better than competitors. However, new consultants must have a plan for the future and have realistic expectations. Taking on too many clients can limit your ability to effectively lead those projects, resulting in failure.

Be tenacious and keep your eyes open. Often the most successful consultants are just plain lucky and take advantage of unexpected opportunities. As in any undertaking, motivation is as important as specific business skills, which can be learned. Trial and error is a great teacher, and a mentor or two along the way mark most business successes.

TIP

Find a mentor in a successful consultant. Most are willing to help if asked.

A consultancy grows out of the principal's past experience, and generally follows one of two main paths:

Experience Counts

■ **Specialization**

■ **General services**

Knowledge of the nonprofit sector and nonprofit experience is often a precondition for later success as a consultant. Consulting can be learned on the job, however, experience is acquired over time. Some people with board service or other volunteer roles may do well as consultants, and others may enter from other service careers such as law, banking or public relations and thrive.

However it comes about, knowing the nonprofit culture and fundraising, as well as having

skills in marketing, communications, general management, governance/board relations and strategic planning, define the work of a general consulting practice. At some point, you can expect to help your clients achieve either earned or contributed revenue objectives. Although mission and program define nonprofits, they are driven by budgets. Clients may ask for help with the stewardship of financial assets as well.

ASK YOURSELF. . .

What do I offer?

Why would someone want to hire me?

In the day-to-day work life, a consultant has to be flexible.

You are juggling payroll, serving clients and marketing your business at the same time. In some respects, consultants have more control of their time; in reality, the work week is 24/7, not 9 to 5. The work can be fun but, it is demanding. You may find it is the most challenging yet rewarding work you have ever done.

Serving Your Clients

At the heart of your consulting business are your clients—winning them, serving them and keeping them. Your mission is to take care of their business needs, putting them first. And you will find if your clients are pleased, you likely will be too. Most consultants say that satisfied clients are the most important source of new business.

NONPROFITS HIRE CONSULTANTS . . .

For general or specialized expertise

To provide fresh perspective

To analyze problems objectively and to report dispassionately

To extend their staff's reach

To provide ongoing advice and counsel

Because the consultant “fits” the client’s needs professionally and personally

Clear communication, perhaps even more than depth of expertise, is key to winning and satisfying clients. The essence of a successful client-consultant relationship is not so much in what one knows, but in each party clearly understanding the roles and responsibilities of the other from the very beginning.

The question is, how do clients really choose consultants? Almost always, clients find and choose a consultant through a referral. Almost never do clients hire a consultant from an advertisement, although ads may result in inquiries. Often, the selection process comes down to intangible qualities, such as “feel” and “fit” rather than a concrete reason.

If you have ever been on the client side of the table in selecting and working with a consulting firm, you may have a significant advantage in being able to anticipate your potential customer's needs and expectations. Quickly and correctly diagnosing the client's situation is a real gift and a key tool. Not all consultants, even experienced ones, are good at it. For the newcomer, it can be an enormous challenge.

Making the Correct Diagnosis

Your ability to study your client's situation and make a correct diagnosis is crucial. However, what the client often presents as the issues of concern does not always tell the full story. More often than not, you will have to look beneath the surface to make an accurate assessment that reflects an understanding of your client and all presenting and hidden issues, so do as much fact-gathering and in-depth analysis as possible.

The assessment defines your consulting strategy and tactics for the client—in the same way a physician's diagnosis defines the course of treatment. Be sure you have considered each of the following elements:

- **The nature of the client's project for which funds will be sought, and an estimate of funds required.**
- **The scope of work you expect to undertake, and how much time you think will be required.**
- **An estimate of your fees and expenses.**
- **General information on the organization, including its mission, vision, and strategic plan.**
- **Fundraising materials, including what the client already has available and what else might be required.**

- **A description of current fundraising activity and fundraising history.**
- **The organization's most recent certified financial statement.**
- **The current operating budget.**
- **A list of the governing board with each trustee's affiliations.**
- **A description of how the client views the board's understanding of its role and responsibilities.**
- **A roster of senior management: biographical information on the chief executive officer, chief financial officer and the chief development officer and an indication of their understanding of and commitment to fundraising.**

Some of this information will inform your initial proposal for services. However, the details of the fundraising effort, the time line, stages of the campaign, personnel and infrastructure needs will more likely be included in the feasibility or planning study that usually precedes a fundraising assignment.

Once a planning study is completed, and your recommendations made, the next challenge is equally critical—getting the client to accept the diagnosis. Once the client accepts your assessment, you can move on to put the plan into action and begin the heart of your work. Occasionally, you will have a client who will not take your professional advice. Perhaps the organization is experiencing pressure from a board member or the CEO or there is another factor that is influencing the decision. Whatever the reason, the client has the right to turn down your advice. Be polite and leave the door open for future work, but consider moving on to the next client. You should be paid for all work up to the time you resign or are asked to leave.

Making the Service Proposal

In the service proposal, also called an engagement or contract letter, you and the client will negotiate your formal relationship. This contract, which describes the services and terms of the agreement, is a legally binding document setting forth the terms of the service you will render. As a new practitioner, you should seek legal advice on contract structure for at least the first few agreements, and especially if a client counter-proposes with legalities. Usually, the service proposal is prepared by the consultant, but in some instances the client's institution may have a defined format, in which case, the essence of the agreement is incorporated as a rider or attachment.

PRE-PROPOSAL INTERVIEW

Before potential clients ask for a business proposal, often they will interview you to get a feel for your experience and how you do business. You can expect these types of questions from someone shopping for a consultant:

- *Why are you interested in serving us?*
- *How long have you been in business? (If you are new as a consultant, you are new. Focus on your overall professional experience, and discuss how you have solved similar problems in the past.)*
- *Who will do the work?*
- *What are your professional qualifications?*
- *What is your fee and what expenses are anticipated?*
- *How much of my time will be required?*
- *Who are your current and recent clients?*
- *Why should we hire you instead of another consultant?*

There is no standard contract form, but a service proposal should include the following contractual elements:

- **General description:** A brief summary of the project.
- **Scope of work:** An outline of the services you will provide.

- **Objectives:** Details of each element of the project.
- **Methodology:** How the work will be accomplished.
- **Deliverables:** The work product.
- **Timeline:** A breakdown of days estimated to complete the work, and what activities take place in each segment, including the client-consultant orientation, preparation of study materials, compilation of interview lists and research, interviews, preparation and submission of report.
- **Personnel:** A list of who is involved in the project, including the person(s) who will perform the work, the client representative, and sometimes the client's board leadership and key staff.
- **Fees and expenses:** Details of estimated costs to the client. Most agreements provide for a retainer on execution of the agreement, and a payment schedule thereafter.
- **References:** An optional list of previous clients who can recommend your work; sometimes references are supplied only when requested.
- **Enabling (acceptance) action and signature block:** Document area where the client accepts the agreement by [a] agreeing to, or modifying its terms; [b] paying the specified retainer; and [c] signing the agreement. Both you and your client date and execute the agreement.
- **Registration:** If your state or other jurisdiction requires fundraising consultants to register before delivering services, include this information as part of the enabling action.

RESPONDING TO “RFPs”

As your business and reputation grow, unfamiliar potential clients will submit “Requests for Proposal” (RFPs). Established firms vary in how they handle RFPs. Some do not reply at all if they regard the RFP as poorly prepared or not of interest; others may follow up with a phone call to learn more. Frequently, however, unsolicited RFPs do not contain enough information to make a winning response possible, and preparing proposals is time-consuming, and therefore costly.

Also, you will need to beware of “wired” RFPs. Many institutions require employees to procure a certain number of vendor bids, but often in reality, they have already made the hiring decision. To save yourself from wasting time, do a little research before putting together a proposal. Call the potential client, and ask how many firms are in the mix. Do not be afraid to ask outright if the process is open. Public institutions often operate under “sunshine” provisions, and are required to provide information equally and fully to all inquiries. If you fail to get satisfactory answers, you should probably just walk away.

Roles and Responsibilities

Once the client has approved your assessment and strategy, you should each sign a contract for the work to be completed. Although a written contract, also called an engagement letter, defines the legalities of a client-consultant relationship, no contract ever saved a bad relationship. Your relationships will work when each party is clear about what is expected of the other. Be sure you and your client understand and agree on the following:

- **the purpose of the engagement and why your services are needed**
- **the assignments you will complete**
- **materials produced**
- **projects finished**
- **the reporting relationship**
- **client’s information is held confidential**
- **measures of performance**

- ❑ Work delivered on time
- ❑ Work delivered on budget
- ❑ Specified goals met
- ❑ Quality of the finished product(s)

When you work for an organization as a staff employee, usually you are directly responsible for measurable projects, such as raising money. As a consultant, your involvement is not as hands on; you are less a player and more a coach. A successful consultant must persuade the client to do the right things at the right times in the right way as often as possible. Yours is a position of influence more than control. Many variables will be out of your hands—the client’s commitment to the project, whether the client can allocate required resources and personnel or what the attitude of the board or CEO will be like, to name a few. Your commitment will be to provide the best service possible, whatever the circumstances.

Clarifying roles will help determine responsibilities and establish reasonable expectations. For example, it is the client’s job to raise the money; it will be your job to help the client do so. Your success is measured by the client’s success, so be careful not to take direct credit for your clients’ achievements. Instead, enjoy basking in reflected glory.

REASONS A CLIENT RELATIONSHIP . . .

Succeeds . . .

- ▶ *Correct diagnosis*
- ▶ *Clear expectations*
- ▶ *Attainable goals and objectives*
- ▶ *Defined deliverables*
- ▶ *Reasonable fees and expenses*
- ▶ *Attentive professional service*
- ▶ *Good chemistry between the parties*

Or fails . . .

- ▶ *Client ignores or does not like the consultant’s advice*
- ▶ *Unrealistic expectations*
- ▶ *Unattainable goals and objectives*
- ▶ *Client demands more service than agreed on for same fee*
- ▶ *Board or staff leadership lacking*
- ▶ *Poor “fit” between consultant and client personnel*

Defining Your Deliverables

For the solo practitioner in particular, a clear definition of deliverables has several positive outcomes. Not only will delineated expectations ensure good client relations, they also will help you project time requirements, which in turn will help you estimate your fees accurately. A very common mistake for the new consultant is doing too much work for too little pay. Even when everything is written and the scope of work is well defined, new consultants often undercharge, probably in an effort to please clients.

Referring to the contract throughout the project will help you stay on target, both for your client and yourself. As new issues arise within a project, it can be helpful to remind your client which services are covered in the fee and which are not. You might need to reiterate that attending an extra meeting, reviewing and editing a proposal or appeal letter, or providing advice on a new problem are outside the agreed-upon scope of work and there may be an additional cost involved. When you assess your client's needs at the outset, be sure to include provision for unanticipated work.

What Services Will You Offer?

Consulting services generally fall into three categories: strategic, ongoing and special services.

■ Strategic Services.

- *Feasibility or planning study:* Most of your client-consultant relationships will begin with this initial assessment of a client's projected goal. The process usually relies on confidential, personal interviews involving the client's key constituents, as well as the consultant's assessment of the organization's case for support, leadership and infrastructure.
- *Strategic planning:* You will need to help your clients develop a clear picture of where the organization is going, how it will get there and how to evaluate outcomes. Although it seems counterintuitive, it is not rare for

organizations to produce elaborate long range plans without well defined dollar goals and budgets. Many clients will benefit from the consultant's ability to design an overall fundraising strategy or develop other sources of revenue.

- ❑ **Governance:** How a board governs an organization can impede or lead its success. A non-profit might hire a consultant to help with board-related issues, such as:
 - ▶ Facilitating board-CEO interaction
 - ▶ Clarifying the board's roles and responsibilities, especially in regard to transparency, legal requirements, accountability, self-dealing, and ethical behavior
 - ▶ Encouraging the board's capacity for and commitment to giving and raising money.

■ **Ongoing Services.** While a consultant might make a modest profit on a one-time service, building and sustaining client relationships carry greater long-term rewards. Usually during your first assignment with a client, you can identify other ongoing services you can offer. These might include:

- ❑ Conducting a development office audit
- ❑ Writing or rewriting the strategic plan
- ❑ Writing the case statement
- ❑ Guiding a fundraising campaign
- ❑ Conducting board and staff retreats or training and briefing sessions
- ❑ Recruiting personnel

■ **Specialized Services.** Given your personal background and expertise, you may specialize and offer services exclusively within a given discipline such as

- ❑ direct response
- ❑ planned giving
- ❑ events

- ❑ prospect research
- ❑ information technology
- ❑ major gifts

The advantages of focusing on one discipline include clarity of purpose, efficient use of your time and resources, doing what you like to do best and the reputation you develop for that particular skill.

If you do not have these skills yourself, you can use subcontractors or recommend another consultant who will be directly hired by your client. By building your relationships with other consultants, you will develop a new source of referrals, as they may recommend your services for a particular expertise, as you have for them.

Managing the Business ---

Your clients are the bread and butter of your consultancy, but your back-end business is critical to the success of your consultancy. By setting up, financing and managing your business well, it will run smoothly in the background and allow you to focus more on your clients.

Typically, a new consultant structures the initial business as flat model enterprise, delivering all professional services personally. In the flat model, you may or may not hire part-time administrative help, and you can bring in subcontractors if the workflow warrants. (If you use subcontractors, be sure to have them sign a work agreement with non-compete and confidentiality clauses.) Flat model consulting practices can be very rewarding, but profit margins are limited by the number of clients you can take on at

Setting Up Your Business

THE FLAT BUSINESS MODEL

If you prefer to keep your business small and deliver services personally to your clients, there are alternatives to staffing up as your business grows.

- *Forge strategic alliances with specialists or with other consultants to work with you on certain jobs. In today's virtual environment, even large consulting firms rely increasingly on subcontracting to professionals to accomplish specific tasks. Also, large firms often will refer extra business out, so these connections may lead to more work for you. It cannot hurt to ask!*
- *Use subcontractors. If you take on an assignment that is beyond what you can do on your own or requires a depth of expertise you lack, hire another independent consultant to work for you on the project.*

any one time and serve well. For consultants serving nonprofits, a 10 to 20 percent pretax or 5 to 10 percent aftertax return is healthy. Even for those committed to building a larger company, the flat model may be the safest course for the first year or two until the consultancy is firmly established.

Once your business matures, you may want to grow into a hierarchy model, building a staff and hiring full-time professionals. By extending your staff, you can offer a range of skills, cover a broader market area and take on more clients. The disadvantages are that you will have increased your financial liability, taking on a responsibility for staff salaries and benefits and increased overhead.

Also, a staff needs managing, which means less time to attract and serve clients and therefore, less personal profit.

Depending on the nature of your business and the country you are operating in, your practice may be unincorporated (usually a sole proprietorship), or set up as a partnership or corporation. Each has its own advantages and disadvantages, so check with a lawyer, accountant or financial advisor to help determine which form is best for your situation and country. There are several ways to organize a practice in the U.S.:

WHICH ARE YOU?

Sole proprietorship (SP)

Limited liability corporation (LLC)

Limited liability partnership (LLP)

Sub-S corporation

C Corporation

- A limited liability corporation (LLC), a limited liability partnership (LLP), sub-S and C-corporations (IRS designations) all offer protection from personal liability. An LLP firm, or a corporation, enable the owner to run salaries and business expenses through the company, rather than commingling with personal funds, and limit or eliminate most personal liability (except for payment of federal withholding taxes).
- A sub-S corporation set up by a sole practitioner looks much like a sole proprietorship

because the business's net income flows directly to the owner who is directly and personally liable for federal income tax. (State income tax rules vary widely, so visit an advisor early on.)

- A C-corporation (also called a “regular” corporation) may be the right choice because the tax or benefit situation may be more advantageous, and because companies incorporate under state law. There are other factors that vary from business to business and state to state.
- Establishing a partnership or corporation carries upfront cost, ranging from a few hundred to thousands of dollars, depending on how complex the situation is.
- An unincorporated business leaves you personally vulnerable, but an advisor can help you decide whether that risk is worth taking. Setting up an unincorporated business costs almost nothing but the obvious running expenses. It may be a way to get the enterprise started. However, as soon as it is clear that the

REGISTRATION REQUIRED?

Not every state requires fundraising consultants to register, so you will need to check with your state's attorney general, or you can visit www.afpnet.org or www.aafrc.org to get this information. Terms of registration vary as well, but often states require it stipulate the following:

- **Annual registration and renewal**
- **Bonds**
- **Filed copies of contracts with charities**
- **Report on outcomes**

A list of states that require registration is also available on AFP's website. In other countries, you will need to check with the proper governing agency about possible requirements. The AFP Resource Center may be of assistance here as well.

business is a go, the principal should consider converting from the sole proprietorship to a form that limits personal liability.

Planning Your Finances

After you weigh the pros and cons of becoming a consultant, you need to estimate what your start-up costs and ongoing expenses will be, and then find the investment capital to fund the new business. First, draw up a financial plan for at least the first year. To give you an idea of the expenses you need to anticipate, a pro forma financial plan appears on the next page. Not all the elements may be immediately applicable, but you should find the categories generally helpful in building your own financial plan.

While starting a business requires a sizeable cash outlay, new technologies enable “virtual” consulting that can reduce expenses significantly. A good business can feasibly be run off a laptop (backing up all the data of course), and a solo practice or small shop can book as much net profit for the owner(s) as a large one. Many successful

practices operate out of a home or modest office, which cuts overhead. With a smaller operation, you will not need as much clerical help, saving the major expenses of salaries and benefits.

However, even if you run your business off your laptop, you will still need some cash to get started. A home office may require separate land lines for telephones, more sophisticated technology than you already have and maybe a paycheck for the owner! Also some people can work from home happily; others cannot. You may find that you can easily divide your business and personal life easily. On the

TIPS

- *Consider sharing an office with someone for a period of time as a compromise between having a home office and renting expensive space. Another consultant or colleague may have rentable space available, and that may save you from having to lock into a prolonged lease. Figure on needing about 200 to 250 square feet.*
- *Invest in technology only to ensure productivity, connectivity, and mobility. Keep current, and own rather than lease.*
- *If possible, avoid so-called “executive suites.” They are usually pricey.*

PRO FORMA FINANCIAL PLAN

Income

Fees

Expense reimbursements

Other

Loans

Expenses

Salaries, payroll taxes

Health benefits, 401k

Rent and occupancy

Start up (non-recoverable)

Furniture/fixtures

One-time capital costs or leases

Maintenance

General/administrative (G&A)

Bank charges

Website development

Computer(s): hardware, software, maintenance

Phone/Internet

Accounting services

Printing

Postage

Supplies

Marketing/.advertising/promotion

Travel and lodging (non-reimbursable)

Provision for business taxes and other business expenses

State registrations

Loan repayments

Pre-tax income objective

other hand, you may quickly realize that you need a separate office for discipline and sanity.

Furthermore, a practice cannot be sustained in a home environment once employees (even part-timers) are added to the mix. For a time you may outsource administrative support, but as the

business grows—even in the virtual practice—outsourcing becomes unwieldy. In that event, fitting out an office, including rent deposits, upfront payments, capital outlays for furniture, equipment, phones and so on, need to be in the first-year pro forma.

Finding the Capital

As any small business owner knows, a commercial bank is the least likely source of funding. Banks rightly regard small businesses as inherently high risk, so they rarely grant them conventional loans. You might be able to get a home equity loan (a second mortgage) or a bank line of credit, but both of

SOURCES OF CAPITAL

Credit

■ Credit cards

Advantages: Easy access, fairly high limits

Disadvantages: Usually very high interest; a revolving trap

■ Home equity/second mortgage

Advantages: Easily obtained; interest at prime plus

Disadvantages: One's home is on the line

Personal or family investment

■ Savings

■ Liquidating investments

■ Borrowing against a 401k or 403b account

■ Loans from family members or friends

Advantages: May be forgiven

Disadvantages: Dynamics of the relationship may change

Programs that encourage entrepreneurship

■ Government

■ Private

those sources will put your personal finances at risk. Venture capital investors are also uninterested in funding a business serving nonprofits because of the unlikelihood of your going public. Accordingly, you must explore other routes to capital.

Government or private programs that encourage entrepreneurship may have funds available. In the United States, the Small Business Administration (www.sbsmallbusinessloans.com) offers loans, although they can be cumbersome to obtain. In Canada, the Small Business Funding Centre (www.grants-loans.org) finances small businesses at various levels; first time loans are modest.

You may find other government programs at the state or province levels, and nonprofit private sector sources that fund specific business people also may be available. For example, the state of New York, has a program encouraging business among minority women (www.nybdc.com/minoritywomen), and the foundation Count Me In makes modest first-time loans to women entrepreneurs (www.count-me-in.org).

Beware of commercial lenders that imitate government or nonprofit sources. You may be able to get a loan, but you will probably pay usurious interest rates.

Ideally, your firm's operations will generate fee income sufficient to carry the business. Income and expenses may be predictable on paper, but rarely turn out as expected. Although nonprofits are generally responsible payers, many are slow, so be prepared for the lag time between cash payments. Pay attention to your accounts receivable and try to keep the turnaround on fee collections at no more than 15 working days. No matter what invoices you have outstanding, it is your cash in hand that will keep you in business.

Staying on Top of Ongoing Expenses

Daily, you need to be on top of three key indicators of your business:

- **Cash in the bank**
- **Accounts receivable**
- **Accounts payable**

If you are not comfortable handling the bookkeeping, hire a bookkeeper. Simply installing an accounting software package will not be sufficient

TIP

■ *Do not forget to back up all your data on another computer or on CDs—this includes all your documents, email, financial data, accounting packages and software programs. To lose this information or for it to be corrupted would be disastrous to your business.*

unless you are making entries properly and allocating items to the right expense line. For a small business, having a part-time bookkeeper may be enough to keep up with your finances. For tax planning and preparation, hire an accountant. An accountant will help you sort through

such tricky issues as tax deductions, depreciation and the alternative minimum tax (AMT).

In a solo practice, it is comparatively simple to manage revenue and expenses and to control overhead, especially if the start-up is operated from a home office or low-rent location. Revenue management is little more than billing out fees and billable reimbursements (for example, travel or auto expense) by the first of the month. More detailed expense management includes paying payroll taxes, benefit costs, overhead and loan repayments. Based on what is available after these expenses are met, you can decide whether to take a salary that month or not.

You need to be prepared for hard times when there is a lull in fee payments coming in. A common mistake new consultants make is when they

THE CONSULTANT'S BLESSING

May all your time be billable.

are lucky enough to start out with a healthy cash flow from client fees and they do not anticipate leaner days. Be

sure to have a good picture of the minimum outlay required to keep the business going and where expenses can be cut. That may mean foregoing a salary that month to pay expenses that cannot wait, such as taxes, rent and phone bills. If you have employees, they always must be paid. During these times, having a credit line or other personal funds can help bridge the gap temporarily.

Fees are set in a free market. You are free to charge whatever you wish; at the same time, the client is free to shop around. The economic value of professional services is the interaction of competitive forces, the cost of service delivery (overhead, time, and personnel) and the consultant's assessment of professional worth and earning power. Your practice ultimately rides on whether it can generate enough revenue to sustain itself. The key variable is what you personally expect from the effort. Begin there.

A Primer on Fees

WHAT EXPENSES CAN YOU CHARGE TO YOUR BUSINESS?

Your travel, entertainment and fuel costs may be considered reasonable and necessary to your business, but are your club membership and your car? Ask your accountant.

Your draw from the business should consist of salary, health and pension benefits, and legitimately chargeable expenses. In a new practice, one of the most difficult decisions for the owner is determining a base compensation. As mentioned before, you might find it necessary to begin with a lower salary than you are used to earning; just remember your compensation can be adjusted later as your business grows. A realistic starting point is your base salary at your last job, plus what will cover taxes and benefits, usually an additional 30 to 35 percent. In a home setting, a 50 percent add-on may cover all other overhead expenses. For a business in a rented office, the

add-on may be 100 to 150 percent, depending on rent, the greatest variable after compensation.

For illustration, consider the business model of a home-based consultancy below.

BUSINESS MODEL

| First Year | |
|---|----------------|
| <i>Salary</i> | \$ 75,000 |
| <i>Taxes, benefits @ 32.5 percent</i> | 24,375 |
| | 99,375 |
| <i>Other expenses @ 50 percent of draw</i> | 48,688 |
| <i>Promotion and marketing</i> | |
| <i>Startup</i> | |
| <i>Ongoing</i> | |
| <i>Overhead/occupancy</i> <i>(% of mortgage or rent)</i> | |
| Total | 148,063 |
| <i>Monthly net revenue</i> | 12,339 |

In this model, the monthly net revenue needed to sustain the business is more than \$12,000 a month. The question is whether the firm can generate that kind of business each month or not? What happens if expenses are greater than estimated? Should cuts be made now?

For planning purposes, assume you will work seven hours a day, five days a week and 50 weeks a year, yielding 1,750 hours. (This is just a model—you will be working much harder and longer!) In theory, every one of those 1,750 hours is billable. In fact, however, this is unrealistic. Usually a 70 to 75 percent “application rate” is considered good and 80 percent or higher is very good. In other words, of those 1,750 hours, you should set 1,225

hours a year (70 percent or just over 100 hours a month) as your minimum billable goal. The other 525 hours are necessary but nonbillable time, such as accounting, business planning, marketing, networking in the community, making new business calls, proposal drafting, negotiating contracts and other housekeeping.

To generate at least \$12,000 a month, you have to be billing at least 70 percent of your hours and your rate needs to equal \$100 per hour. (You can charge fees based on a monthly, daily or hourly rate, or charge a flat rate per project, depending on what you and your client have agreed upon.)

Again, it is a question of the market. Will a client pay \$100 per hour? A mentor can offer valuable insights on the going rates, as can other consultants, and what is considered a reasonable fee for your expertise in your community. If the market does not bear your charging a theoretical \$100 hourly rate, you will have to make adjustments to your expenses or your salary expectations. Successfully setting your fee comes down to

BILLABLE VS. NONBILLABLE COSTS

You need to track both billable and nonbillable expenses. Nonbillable items are any expenses that cannot be directly assigned to a client. Billable expenses are costs that you and your client have previously agreed upon. These might include:

- *travel and lodging*
- *use of personal vehicle*
- *non-routine administrative services*
- *long-distance calls*

Keep receipts and good records for your client and avoid haggling over small items. You might want to build into your fee an amount to cover small operating expenses that can add up.

doing your homework on your expenses and balancing that with what a client will accept. (All of this should be researched before going into business.)

HOW WIDE IS YOUR NET?

In setting up your business, you need to consider the scope of your service area. Depending on your experience and expertise, you may have access to national or international nonprofits, which could widen your service area considerably beyond a regional reach. However, a large service area may not result in greater profits. In this line of business especially, time is money, and time on the road cannot be billed. If you are used to traveling extensively you have probably already learned how to work in airports, in hotel rooms and on planes, but even those who travel extensively tend to have a practice base that is local or regional because it is more efficient—and therefore potentially more profitable. Use the computer and fax, or conference call efficiently to reduce travel and cut the hours of nonbillable time.

BUSINESS PRINCIPLES

A new consultant should never consider charging a commission or a percentage of funds raised to a nonprofit client. Technically, there is nothing illegal about this, but it is considered unethical. All leading professional organizations and others strongly discourage commissions and percentage fees and prohibit them in their members' code of ethics. For example, AFP's Code of Ethical Principles and Standards of Professional Practice (see the inside back cover) clearly states: "Members shall not accept compensation that is based on a percentage of contributions nor shall they accept finder's fees."

Associations such as AFP, CASE and the Giving Institute (AAFRC) offer resources to their members that can be helpful in negotiating the nuances of business. When you are working as an independent consultant, it can be advisable to join a professional organization for networking and educational opportunities and help with business guidelines.

Marketing and Branding ---

In the consulting business, your clients are your greatest means of marketing. Caring for them ensures a good source of recommendations to future clients and a solid reputation in your field. However, one of your greatest challenges will be balancing servicing current clients with hunting down new business.

Irrespective of the size of your business, your main source of new clients will always be word-of-mouth. Encouraging relationships and promoting your business among the following should generate a good supply of referrals and signed contracts:

- **Board members and other volunteer leaders**
- **Previous employers and clients**
- **Other consultants**
- **Friends, colleagues and family members**

Because of the depth of word-of-mouth business, some new practices overlook the value of developing a strategic plan for marketing and branding. Business leads can be generated through launching a website, buying advertising and posting listings in directories, but you need to have well-defined tactics and a cohesive strategy to be most effective.

One key to marketing is developing your brand. Your brand begins with the name of your business and extends to include an identifying logo, business style, communication materials and your employ-

Promoting the Brand

ees—anything that communicates the value of the product or service provided.

A strong, positive brand enhances the credibility of the product or service. Branding should shape all external communications to provide consistency, clarity, and concentration, thus reinforcing mission and vision.

What is it that your firm does, or can do, better or differently from all the other firms that offer the same services? How do you make it clear that a potential client should employ your firm? A clear brand answers these questions and sets you apart from competitors.

Leveraging Your Telephone

The telephone is your firm's most important branding tool. How you and your employees answer the phone shapes how clients see your business. Whether you, a receptionist, or voice mail answers your phone, this initial contact will influence your branding, for good or ill.

Train any personnel to always see themselves as bringing in new business, with the next phone call being a potential future job. You never know who will be on the line when you answer the phone. If you have a voice-mail system, make sure it does not frustrate the caller with endless prompts. The menu should be simple to navigate. A firm's unique personality comes through on the telephone, and sends an important signal of how business will be conducted.

Print vs. Electronic

One of the great bonuses of current technology is that the small or virtual practice can create promotional materials at low cost—most importantly a dynamic website that is interactive and easy to navigate. Most firms still produce printed materials, but having a winning site with good information can be easily updated, and it may be just as useful as printed pieces.

TIPS FOR DEVELOPING A WEBSITE

Use a web designer to construct your site. The one-time cost and regular maintenance should be far less than a compendium of printed material.

Be sure the designer creates “meta-tags” that will come up on key search engines like Google or Yahoo.

Get design ideas and leads for webs developers from other consulting firms’ websites. Associations also are good sources of information (www.afpnet.org or www.aarfc.org).

Whether in print or on the Internet, use your materials to communicate:

- **Who you are**
- **What you do**
- **Who the firm’s principals are**
- **Who some of your clients are**
- **How to reach you**

To get a feel for how you might want to set up your own website, visit other consultants’ sites. Look for layout and navigation ideas that effectively communicate information. Beyond the basics, there is room for creativity and specializing, but avoid the temptation to be so showy that the medium overwhelms the message.

When you have developed your website, ask the designer to create a distinctive logo to use on the site. It can then be used for letterhead, business cards and printed materials. With the onset of website technologies, businesses do not have to invest in printed materials as much and are cutting back on direct-mail marketing. While you will still need printed materials, limit the quantities or the types of items produced

TIP

A PDA device, such as a BlackBerry or Treo, is useful for getting back to a client quickly. Even if you cannot solve the problem immediately, clients like to know their consultant is paying close attention.

and take advantage of your website for responding to inquiries and disseminating new information to your clientele.

Doing Well by Doing Good

Another effective means of marketing your business is through doing volunteer service through professional associations. Organizations such as AFP, CASE and AHP rely heavily on volunteers in their chapters, so your service will stimulate word-of-mouth referrals. Remember to balance your volunteer time with your paid time—this can be a challenge for a consultant with a flexible schedule.

Participating in chapter or international conferences offers networking opportunities, and is another means of promotion. Serving as a session speaker or panelist will help build your brand and reputation. Keep in mind, though, that a conference audience may hold only a few people who can actually make a hiring decision.

Many conferences run exhibition areas and you may be able to rent a booth, but you will need to weigh the costs and the benefits of this investment. Displays can be costly, and many firms report mixed results. Some of the variables that you should consider include the quality of the display, location of the booth, cost vs. solid inquiries, time required to staff the booth and the number and kind of attendees who come to the conference. A booth at a conference that does not draw at least 500 people is probably not worth the investment in time or money, but a larger conference might bring a lot of traffic to your booth.

Paid Advertising

When considering paid advertising, take into account your service area and specialties. You may want to concentrate closer to the home base before investing in media that have a far reach, even if your firm is national or international. Buying a listing in a “consultants’ section” of a trade paper such as *The*

Chronicle of Philanthropy and *The NonProfit Times*, or in association consultants' directories of AFP and CASE may help extend familiarity, but track the results of your marketing efforts over time.

Larger consultancies often will take the same advice they give their clients and hire a marketing expert to assist them in promoting and marketing their business. As firms grow, hire more people and delegate more and more work, the aura attached to the founder fades, so marketing expertise may be needed. In your new business, however, *you* are the brand (and you probably cannot afford outside advice just yet), so take advantage of it. Your credibility, your reputation, your availability, and your professional skills are what build the business and the brand. And do not forget about the intangibles of fire and vision. Just about everything else can be learned.

Good luck!

When All is Said and Done

ADDITIONAL RESOURCES

AFP Resource Center. Contact the Resource Center for questions relating to fundraising, philanthropy and nonprofit management. Phone (800) 688-FIND (3463) or email resctr@afpnet.org

The Giving Institute (formerly American Association of Fundraising Counsel) is an association of selected consulting firms who embrace a code of ethics similar to AFP's and others. Membership is open to firms that have been in business at least three years. Non-member firms may attend the annual Summer Institute, but just once and they must already be in business. The Institute devotes two and a half days to topics on managing client relationships, running the company and marketing it. Visit www.aafrc.org for more information.

The Nonprofit Handbook: Fund Raising (Third Edition) edited by James M. Greenfield, ACFRE, FAHP (John Wiley & Sons, 2001).

Managing the Professional Service Firm by David H. Maister, a former Harvard Business School professor (Free Press, 1997). Although not written specifically for the consultant serving NPOs, the book concentrates on how to manage a consulting practice.

AFP Code of Ethical Principles and Standards of Professional Practice

STATEMENT OF ETHICAL PRINCIPLES

Adopted 1964; amended October 2004

The Association of Fundraising Professionals (AFP) exists to foster the development and growth of fundraising professionals and the profession, to promote high ethical standards in the fundraising profession and to preserve and enhance philanthropy and volunteerism.

Members of AFP are motivated by an inner drive to improve the quality of life through the causes they serve. They serve the ideal of philanthropy; are committed to the preservation and enhancement of volunteerism; and hold stewardship of these concepts as the overriding principle of their professional life. They recognize their responsibility to ensure that needed resources are vigorously and ethically sought and that the intent of the donor is honestly fulfilled. To these ends, AFP members embrace certain values that they strive to uphold in performing their responsibilities for generating philanthropic support.

AFP members aspire to:

- practice their profession with integrity, honesty, truthfulness and adherence to the absolute obligation to safeguard the public trust;
- act according to the highest standards and visions of their organization, profession and conscience;
- put philanthropic mission above personal gain;
- inspire others through their own sense of dedication and high purpose;
- improve their professional knowledge and skills, so that their performance will better serve others;
- demonstrate concern for the interests and well-being of individuals affected by their actions;
- value the privacy, freedom of choice and interests of all those affected by their actions;
- foster cultural diversity and pluralistic values, and treat all people with dignity and respect;
- affirm, through personal giving, a commitment to philanthropy and its role in society;
- adhere to the spirit as well as the letter of all applicable laws and regulations;
- advocate within their organizations, adherence to all applicable laws and regulations;
- avoid even the appearance of any criminal offense or professional misconduct;
- bring credit to the fundraising profession by their public demeanor;
- encourage colleagues to embrace and practice these ethical principles and standards of professional practice; and
- be aware of the codes of ethics promulgated by other professional organizations that serve philanthropy.

STANDARDS OF PROFESSIONAL PRACTICE

Furthermore, while striving to act according to the above values, AFP members agree to abide by the AFP Standards of Professional Practice, which are adopted and incorporated into the AFP Code of Ethical Principles. Violation of the Standards may subject the member to disciplinary sanctions, including expulsion, as provided in the AFP Ethics Enforcement Procedures.

Professional Obligations

1. Members shall not engage in activities that harm the members' organization, clients, or profession.
2. Members shall not engage in activities that conflict with their fiduciary, ethical, and legal obligations to their organizations and their clients.

3. Members shall effectively disclose all potential and actual conflicts of interest; such disclosure does not preclude or imply ethical impropriety.
4. Members shall not exploit any relationship with a donor, prospect, volunteer, or employee for the benefit of the members or the members' organizations.
5. Members shall comply with all applicable local, state, provincial, and federal civil and criminal laws.
6. Members recognize their individual boundaries of competence and are forthcoming and truthful about their professional experience and qualifications.

Solicitation and Use of Philanthropic Funds

7. Members shall take care to ensure that all solicitation materials are accurate and correctly reflect their organization's mission and use of solicited funds.
8. Members shall take care to ensure that donors receive informed, accurate, and ethical advice about the value and tax implications of contributions.
9. Members shall take care to ensure that contributions are used in accordance with donors' intentions.
10. Members shall take care to ensure proper stewardship of philanthropic contributions, including timely reports on the use and management of such funds.
11. Members shall obtain explicit consent by donors before altering the conditions of contributions.

Presentation of Information

12. Members shall not disclose privileged or confidential information to unauthorized parties.
13. Members shall adhere to the principle that all donor and prospect information created by, or on behalf of, an organization is the property of that organization and shall not be transferred or utilized except on behalf of that organization.
14. Members shall give donors the opportunity to have their names removed from lists that are sold to, rented to, or exchanged with other organizations.
15. Members shall, when stating fundraising results, use accurate and consistent accounting methods that conform to the appropriate guidelines adopted by the American Institute of Certified Public Accountants (AICPA)* for the type of organization involved. (* In countries outside of the United States, comparable authority should be utilized.)

Compensation

16. Members shall not accept compensation that is based on a percentage of contributions; nor shall they accept finder's fees.
17. Members may accept performance-based compensation, such as bonuses, provided such bonuses are in accord with prevailing practices within the members' own organizations, and are not based on a percentage of contributions.
18. Members shall not pay finder's fees, or commissions or percentage compensation based on contributions, and shall take care to discourage their organizations from making such payments.

Amended October 2004



THE AUTHOR

Henry (Hank) Goldstein has served philanthropic institutions for several decades. He is CEO of The Oram Group Inc. (www.oramgroup.com), founded by Harold L. Oram in 1940.

An alumnus of New York University, Hank majored in journalism and pursued graduate studies in American government, specializing in urban politics. He has worked as a weekly newspaper editor, freelance reporter, political campaign manager (two wins, no losses) and as an intelligence specialist in the U.S. Army. He is presently adjunct professor of philanthropic management, Milano Graduate School of Management at The New School in New York.

Hank is former chairman and past president of the National Society of Fund Raising Executives Inc. (now AFP), and he is also a past president of the association's New York Chapter. He is immediate past chairman of Giving USA Foundation. In March 2002, Hank delivered the inaugural Frantzreb Lecture in Philanthropy at the Center on Philanthropy, Indiana University.

He is vice chairman of PICO National Network, an alliance of community organizers, treasurer of the Women's Prison Association; a member of the National Scholarship Awards Committee of the Jackie Robinson Foundation; and trustee emeritus of the Berkshire Theatre Festival.

He is co-author of Dear Friend: Mastering the Art of Direct Mail Fundraising and speaks and writes widely on philanthropic issues. His lively column, "Against the Grain" ran for three years in The NonProfit Times, and he now contributes occasional essays to The Chronicle of Philanthropy.

NOTES

NOTES

A Donor Bill of Rights

PHILANTHROPY is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To assure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the not-for-profit organizations and causes they are asked to support, we declare that all donors have these rights:

I.

To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.

II.

To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgement in its stewardship responsibilities.

III.

To have access to the organization's most recent financial statements.

IV.

To be assured their gifts will be used for the purposes for which they were given.

V.

To receive appropriate acknowledgement and recognition.

VI.

To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by law.

VII.

To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.

VIII.

To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.

IX.

To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.

X.

To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

DEVELOPED BY

AMERICAN ASSOCIATION OF
FUND RAISING COUNSEL (AAFRC)

ASSOCIATION FOR HEALTHCARE PHILANTHROPY (AHP)

COUNCIL FOR ADVANCEMENT AND
SUPPORT OF EDUCATION (CASE)

ASSOCIATION OF FUNDRAISING PROFESSIONALS (AFP)

Have You Read All the Publications in the AFP Ready Reference Series?

- **Establishing Your Development Office:**
Staffing & Reporting, Budgets & Planning, Boards & Volunteers, the Seven Must-Have Documents
(Available in French and Spanish)
- **Getting Ready for a Capital Campaign:**
Your Blueprint for Evaluating Internal and External Readiness
(Available in Spanish)
- **Bring a Development Director on Board:**
Assessing Needs, Recruiting, Interviewing, Hiring
(Available in Spanish)
- **Reviving Your Donor File:**
Prescriptions for Healthy Direct Marketing Plan
- **Building an Effective Board of Directors:**
Demographics, Performance, Recruiting, Fundraising, Vision
(Available in Spanish)
- **Asking for Major Gifts:**
Steps to a Successful Solicitation
(Available in Spanish)
- **So You Want to Be a Consultant!**

For an up-to-date list of publications in this series, prices and quantity discounts, please contact the AFP Resource Center at (800) 688-FIND or email rcenter@afpnet.org

