BETTER TOGETHER

CONFERENCE FOR NONPROFITS

Creating Effective Policy and Procedure Documentation for The Raiser's Edge

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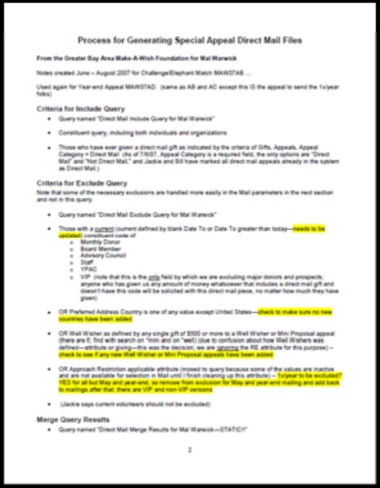
Blackbaud.

OCTOBER 20 – 22, 2010

Agenda and Introduction

- Warning! I have some strong thoughts on this subject based on my consulting experience. Be warned!

- Resources available so we don't have to reinvent them
- Purposes and audiences
- Common mistakes
- "Less Good" examples
  - Apologies in advance ☺
- Good examples
- Recommendations
- Outline
- Word tips and tricks



Process for Generating Special Appeal Direct Mail Files

From the Greater Bay Area Make-A-Wish Foundation for Mal Warwick

Notes created June – August 2007 for Challenge/Elephant Match MAW07AB …

Used again for Year-end Appeal MAW07AD. (same as AB and AC except this IS the appeal to send the 1x/year folks)

Criteria for Include Query

- Query named "Direct Mail Include Query for Mal Warwick"
- Constituent query, including both individuals and organizations
- Those who have ever given a direct mail gift as indicated by the criteria of Gifts, Appeals, Appeal Category = Direct Mail. (As of 7/6/07, Appeal Category is a required field, the only options are "Direct Mail" and "Not Direct Mail," and Jackie and Bill have marked all direct mail appeals already in the system as Direct Mail.)

Criteria for Exclude Query

Note that some of the necessary exclusions are handled more easily in the Mail parameters in the next section and not in this query.

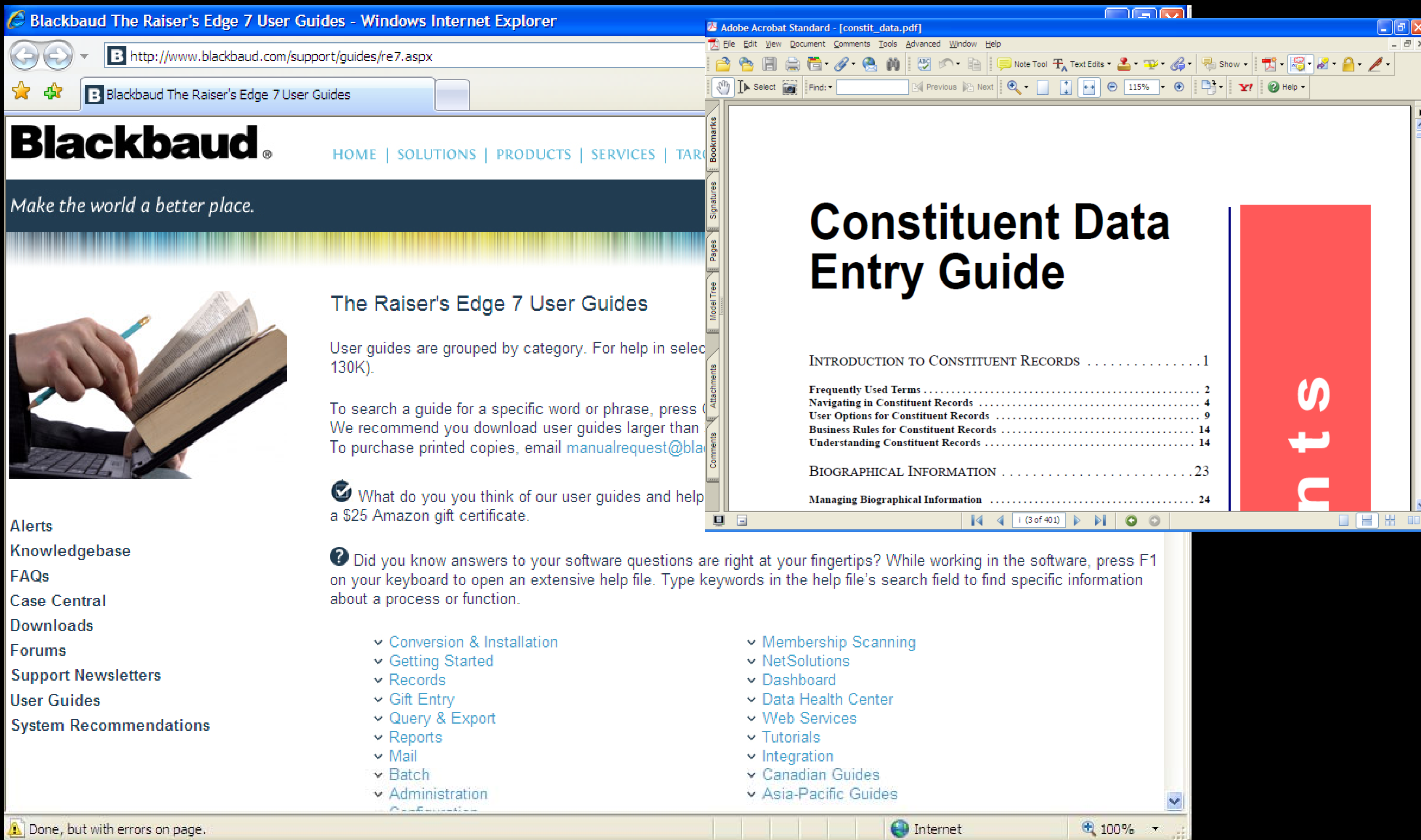
- Query named "Direct Mail Exclude Query for Mal Warwick"
- Those with a current (current defined by blank Date To or Date To greater than today—needs to be updated) constituent code of
  - Monthly Donor
  - Board Member
  - Advisory Council
  - Staff
  - YPAC
  - VIP (note that this is the only field by which we are excluding major donors and prospects; anyone who has given us any amount of money whatsoever that includes a direct mail gift and doesn't have this code will be solicited with this direct mail piece, no matter how much they have given)
- OR Preferred Address Country is one of any value except United States—check to make sure no new countries have been added
- OR Well Wisher as defined by any single gift of $500 or more to a Well Wisher or Mini Proposal appeal (there are 6; find with search on "mini and on "well) (due to confusion about how Well Wishers was defined—attribute or giving—this was the decision; we are ignoring the RE attribute for this purpose) – check to see if any new Well Wisher or Mini Proposal appeals have been added
- OR Approach Restriction applicable attribute (moved to query because some of the values are inactive and are not available for selection in Mail until I finish cleaning up this attribute) – 1x/year to be excluded? YES for all but May and year-end, so remove from exclusion for May and year-end mailing and add back to mailings after that; there are VIP and non-VIP versions
- (Jackie says current volunteers should not be excluded)

Merge Query Results

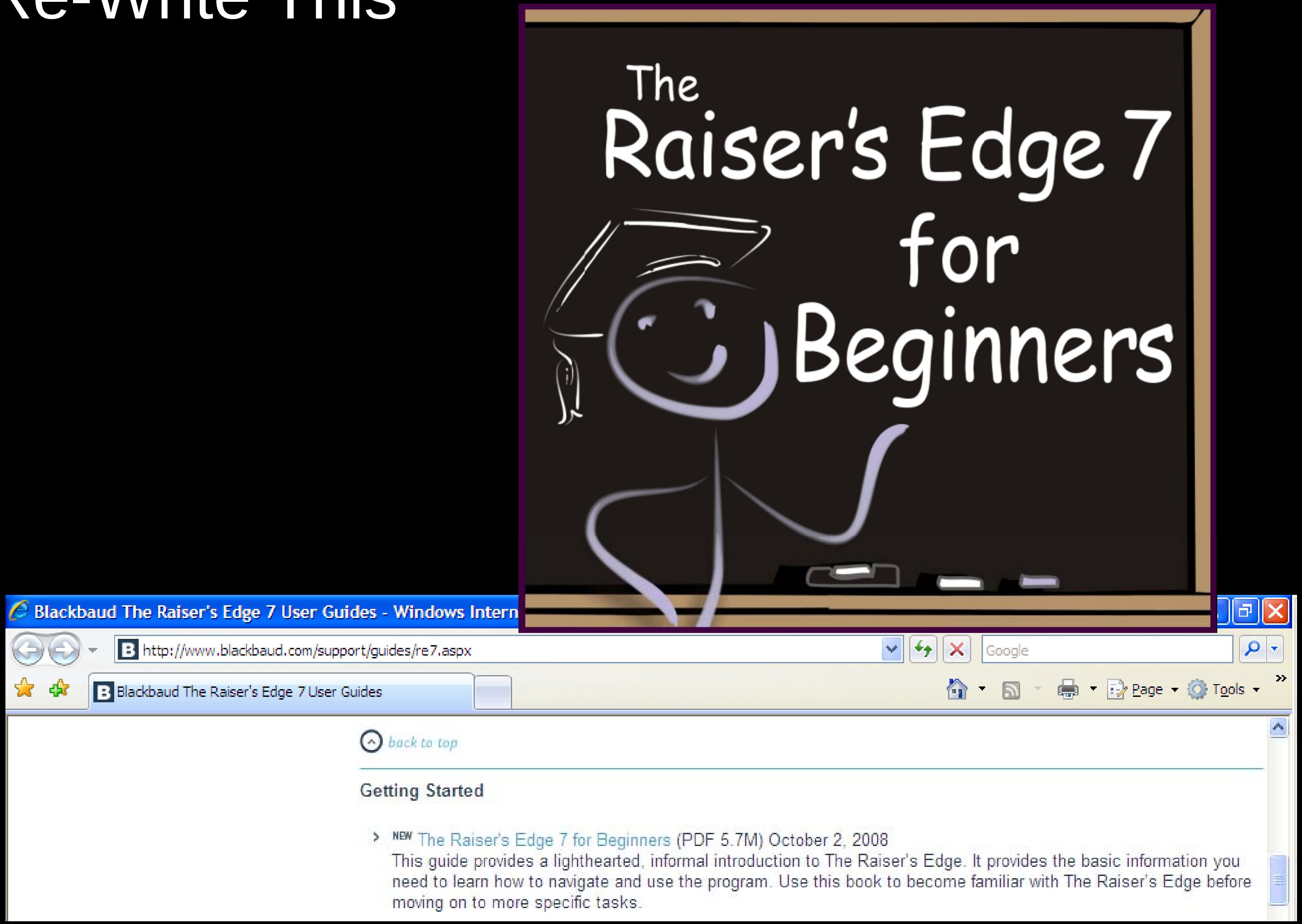
- Query named "Direct Mail Merge Results for Mal Warwick—STATIC!"

2

Don’t Reinvent the Wheel



Don’t Re-Write This



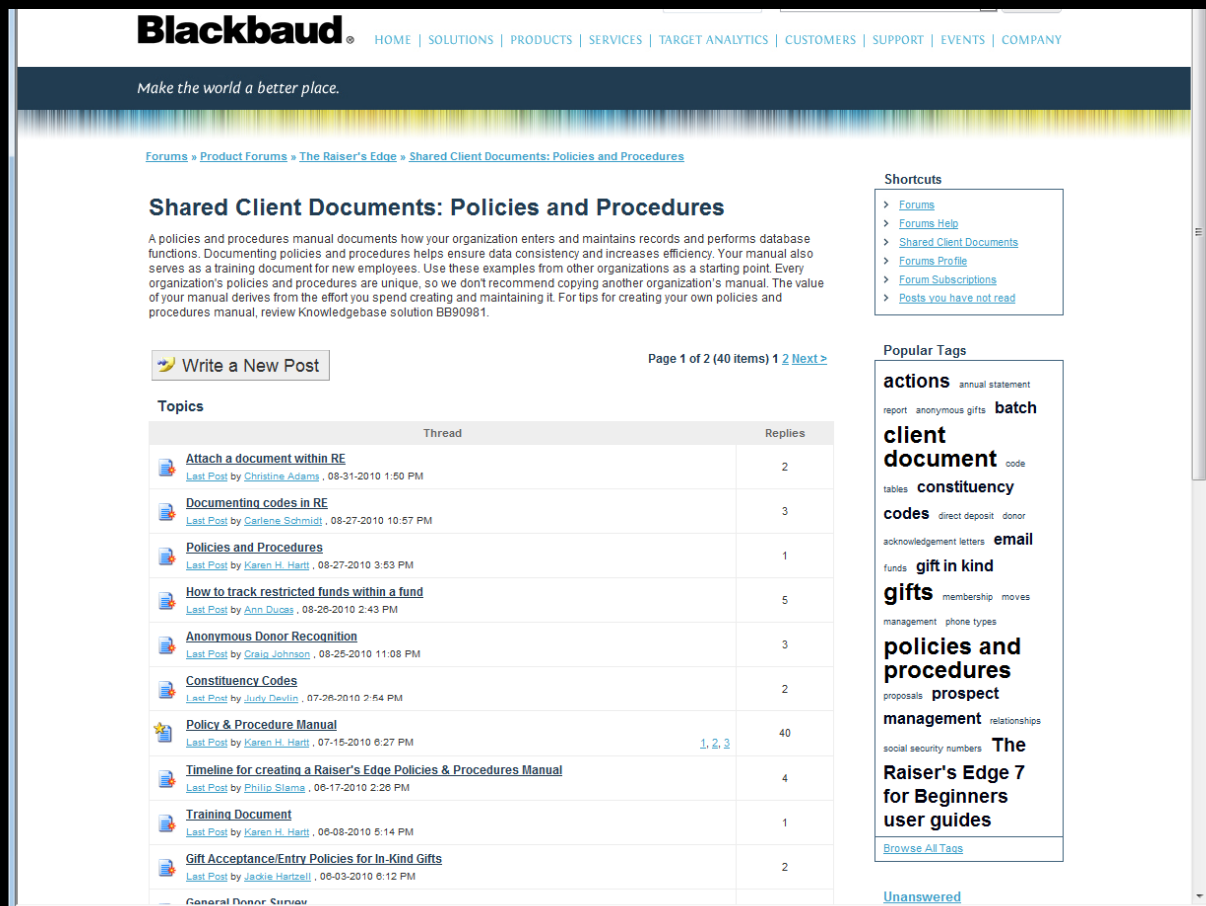
Purposes and Audiences

- We should not be writing documentation to teach new users how The Raiser's Edge works
  - New users should be trained, not given a manual to read
    - Training workbooks are not the same as policy and procedure documentation
  - Blackbaud has already written such documentation
  - At least don't do this until the type of documentation I've recommended has been completed

- We should write documentation that reminds us and tells those that come after us how and why *our* copy of The Raiser's Edge has been set up and should be used

- Some "cheat sheets" are fine to create for users, but we should not be re-writing Blackbaud's user guides for The Raiser's Edge

Resource for Examples Good and “Less Good”*



*With many thanks to those willing to share their hard work with all the rest of us

“Less Good” Example

8. The Raiser’s Edge Bar

This is the complete list of functions available to users of Raiser’s Edge. Please note that all of these functions may not be available to you, based on your security and level of training and access. For example: if you do not need access to ‘Export’, it will never show up on your menu bar. If you need access, it will show up on your menu bar after you have taken the training.

Home	Home: where you can store links to your favourite or most frequently used functions
Records	Records: find information on donors, prospects, gifts, memberships, campaigns funds and appeals
Query	Query: Find specific information using this function
Export	Export: Take a copy of specific Raiser’s Edge data into other formats. I.e. Word, Excel
Reports	Reports: Choose from over 150 reports to further analyse your database
Mail	Mail: Use this feature to prepare tax receipts, acknowledgement letters, invitations, mailing labels, etc
Batch	Batch: Use to easily enter gift data and ensure good accounting practices
Admin	Admin: Key to the system. Functions available include global change, security, and importing
Config	Configuration: Define your system. Access to tables, business rules, system options, etc.

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“Less Good” Example

10. Raiser’s Edge Records

The information in Raiser’s Edge is stored in Records.

The following types of records can be found in Raiser’s Edge:

Constituents:	Detailed information on individuals and organizations.
Gifts:	Detailed information on donations including designation, tax receipting and acknowledgement information
Actions:	Detailed information on contacts with constituents
Campaigns:	Information on the main categories for gifts and donations
Funds:	Information on the specific financial designations for gifts and donations.
Appeals:	Information on the methods used to solicit donations or to communicate with large groups of constituents.
Events:	Information on special events including registration and payment.

Records have a number of components:

Fields: Places where various data points are stored; usually consists of a field name: plus an open box for storing the information, i.e.:

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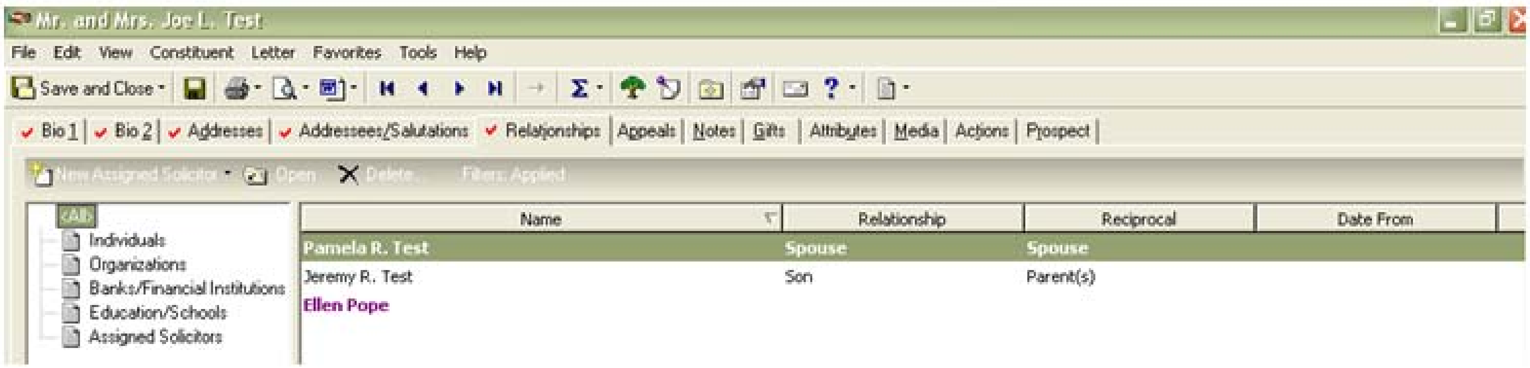
“Less Good” Example

Relationships



- We have the capability of tracking relationships i.e. organization/businesses, attorney or accountants, or any other type of relationship. Here we have the spouse, son and assigned solicitor (we use color to distinguish relationship types).

Notes

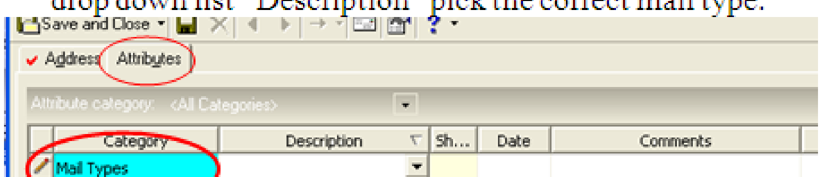
“Less Good” Example

MAIL TYPES

- **If a person requests a different mail type please give that information to Liz or Laura!**
- If a person writes or calls and requests a specific mail type (ie: No Mail, December Mailing Only, Newsletter only, etc.)
- Open their file

- Under the “Address” header, open their preferred Address.

- Click the “Attributes” header. Type MAIL TYPES under “Category” and under the drop down list “Description” pick the correct mail type.



Good Example

Policy and Procedure for The Raiser's Edge

Addressees/Salutations

Data Entry

As it affects Add/Sals:

For couples (legally married, same-sex couples, or opposite-sex couples treated as a couple):

- The person with whom our organization has the more important relationship should be the main constituent, not necessarily the man. For example, board members, volunteers, members, etc.
- If the woman signs the check, she can be the main constituent.
- If the couple is of equal standing with our organization, by default the man will be the constituent.
- For same-sex couples, the second person does go in the Spouse relationship.
- For opposite-sex couples who are to be treated like a couple, the second person

Good Example

Primary Add/Sal
Informal, with spouse.

If there is a spouse, always includes the spouse. If there is a need for a version for just the main constituent, that version will be an additional add/sal, not the Primary Add/Sal.

For records with spouses, put more important relationship first, otherwise default to traditional of male first.

Within these guidelines do accommodate special cases for constituents for whom it is known they have a specific preference.

These same guidelines apply to contact add/sals for contacts at organizations.

Also, there may be particular important people for whom a more formal approach is desired at the direction of our organization's leadership and staff.

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Good Example

Adding a new individual

Handling of sole practitioners as an individual or organization: TBD

1. From the Home Page or Records, select Open a constituent
2. Search thoroughly to ensure the person is not already in the database
   a. Watch checkboxes at the bottom of the search screen
   b. Use wildcards (*, ?) to search for various spellings
3. Only when you are absolutely confident the person is not already in the database, click on Add New, Individual
4. If the person is married, the key person to us is the main constituent, regardless of whether it's a man or woman
5. Fill out the name fields for the key person
   a. Fill out fields exactly as intended; our protocol calls for no jury rigging of name fields
   b. Alias is normally not needed
6. Leave ID blank—RE will assign when the record is saved
7. Quickly indicate Gender by entering M or F
8. Birthdate is a fuzzy date field; enter m/d/y if known otherwise enter m/y or y only if known (can't do only m/d—this must go into a note)
9. Marital Status
   a. Blank indicates "we don't know"
   b. Single should be used if it is known there is no spouse/significant other
   c. Note option for Non Married Partner
   d. For a new constituent, a deceased spouse should probably go into Relationships tab rather than Spouse screen unless the spouse is recently

Good Example

Appeal

Everyone in the lapsed donor group will be mailed to—no one will be removed, so we can automatically add the assigned appeal to these constituents and do not need to await a file from MW. (Confirmed last with Suzie on 6/27/08)

Use previous versions for a model of what to create for the new one. There will be no package that needs to be assigned to them.

Be sure to use the same query as used with the Export—the output query from Mail—and not the merge query.

Suggested comments: mailed to lapsed and donors of <$10 too (to explain why existing constituents are getting an acquisition appeal)

Data Entry

The names that come from RE will take precedence in the merge/purge with the other lists so that these names' reply cards will come back with the RE Cons ID

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Good Example

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Good Example

1. Cash, Pledge & Stock Gifts

Notes on Correct Way to Do This Now

Criteria accepted by Patricia Wilson January 2007

There continues to be no query. All the information can be handled on the report parameters still.

In Reports, Analytical Reports, Donor Category Reports, there is the template for this report called "Annual Report Cash, Pledge & Stock Gifts." Notes:

1. Review the Fund filters to add any added since the last time the report was run.

Criteria of those included, both individuals and organizations

a. Cumulative amount of $1,000 or more where
   i. Gift date is last fiscal year (9/1/xx – 8/31/xx)
   ii. Gift Types of all Cash (outright, MG pledge pay, recurring gift pay), Pledge and Stock (outright, sold and unsold, for donation value, not sold value); Others were included as of 2/26/07 per direction from Patricia until we figure out more about how we are going to use Other as a gift type here; GIKs are not considered 8/21/07: we missed Scott _____ from the 06 annual report because he paid ______'s pledge; should we revisit using Pledge rather than Payment?
   iii. Note that we found a problem after the final running of the report where a donor who had a pledge (_______) was listed while the payer of the pledge (________) was not listed for the money because we based on pledge rather than payment. Should we switch to consideration based on payment or look to check for these situations some other way?
   iv. All funds are counted except
      1. Fund 4601 Wish Vendor Expense needs to be excluded since this is money spent, not given
   v. All campaigns and appeals are included
   vi. Soft credits are <u>not</u> considered or included
   vii. Matching gifts gives credit to BOTH.

b. Miscellaneous records that should be excluded because of data anomalies are handled with the Annual Report Listing Exclusion attribute as the easiest and fastest (see the Configuration document about this

Differences

- Less focus on screenshots and formatting, more focus on content
- Less “finished,” more “working document”
- More specific to the organization
- More focus on output

Common Mistakes

- A complete re-write of Blackbaud's *Constituent Data Entry Guide*
- Too much focus on "click here" and "click there"
- Too much focus on the wrong detail: explaining every single step to maneuver through The Raiser's Edge and not enough on the specific table values and uses of that organization's setup of RE
- Too much "how" and no "why"
- Too much focus on making it look pretty and look like Blackbaud's user guides when there is still *soooo* much more to do
- Not doing it because "it takes too long and I don't have the time"

Recommendations

- Do it in small bites as you go
- Just do it as part of the process, not as a project unto itself
  - Especially whenever you set up something new or change an existing process
- Make it a part of your job accountabilities and annual review
  - Get your manager’s buy-in and support
  - This is part of your job to manage up and out; you are as important a part of the fundraising team as anyone else; act like the professional you are
- Pay absolute focus on content, not format

Recommendations

- Don’t lose focus on the audience; if it helps, pretend you’re writing your documentation for me (Bill Connors) to use
- Schedule and commit to a few hours a week to document existing setup and processes

Policies vs. Procedures

- Policies are the business/fundraising decisions and approaches that are not specific to your software; for example:
  - It is our policy to acknowledge all gifts within 24 hours of their receipt
  - Our annual report recognizes all donors of gifts, including pledges regardless of payment status, made in the past fiscal year…
- Procedures are the steps you take to implement those policies and other activities; for example:
  - The parameters that have been set up in Mail—and why—to run your acknowledgement letters, and what someone needs to do each day to ensure all gifts are acknowledged within 24 hours
  - The parameters that have been set up in Reports, Analytical Reports, Donor Category Report to generate the annual report listing each year, plus any manual manipulation that is necessary to finalize the list for publication

Policies vs. Procedures

- Your fundraising office should have a policies and procedures guide that extends well beyond The Raiser's Edge (for example, gift acceptance policies, campaign gift counting policies), but we are focused here on policies and procedures for The Raiser's Edge

“Table of Contents”

- This is not one document, this is a series of documents
- Three primary areas
  - Data Entry
    - Records, tab-by-tab, field-by-field
    - Data entry processes
  - Data Output
    - By task, not module
    - Each task broken down into
      - Setup
      - Running the process
  - Database Setup
    - Configuration
    - User Options
    - Security
    - Database maintenance

Outline—Data Entry

- Records, tab-by-tab, field-by-field
  - Who should be a constituent
  - For each tab, list each field in the order it occurs and define your organization's unique use and policies for that field
  - For each lookup field, list each table value and define each field's use for data entry and data output
  - Document fields made required, hidden and renamed or having the potential for such use
  - Focus on special situations; for example:
    - How does your organization define "Spouse"? When should spouses/partners be constituents and when are they fine as non-constituent relationships?
    - Addressee/Salutation policy
    - Use of Contact Types
    - Logic of Campaign, Fund and Appeal structure
    - Soft Credits

Outline—Data Entry continued

- Data entry and business processes
  - Required and common fields for new constituents considering the discussion above and your typical sources of new constituents
  - Handling address changes, both new addresses and lost constituents
  - Handling marriages and divorce
  - Handling deaths
    - Of a single constituent
    - Of a married constituent with a surviving spouse
    - Of the spouse of a constituent
  - Use of actions
  - Gift entry procedures for each gift situation your organization has
  - Posting and reconciling with Accounting/Finance
  - Optional modules for The Raiser's Edge will require intense work in this area

Outline—Data Output

- Focus on tasks and processes, not modules
- Each task should have a section on
  - This is how this was set up and why
  - This is what you have to do to run it now that it has been set up
  - Before and after The Raiser's Edge as well
- Document
  - Mailings
    - Donor acknowledgement letters
    - Reminders
    - Newsletters
    - Invitations
    - Appeals
  - Reports
    - Daily, weekly, monthly gift reporting
    - Annual report preparation

Outline—Database Setup

- Configuration
  – Tables and Attributes are probably better discussed in the context of Data Entry
  – Business rules should be individually documented and also may refer back to policies and procedures
- User Options
  – The default values as set up for the Supervisor should be documented and explained
- Security
  – While not every single option selected for every security group needs to be documented, there should be discussion as to the rationale and key rights for each security group
  – Procedures for adding and removing users

Outline—Database Setup continued

- Database Maintenance
  - What tasks are to be run how, towards what end, and how the results are to be handled
  - A log should be kept of the performance of these tasks indicating date and person
  - Be certain to address process to ensure backups and system maintenance are successfully running

Other Tips

- Enter author's name and dates, for both creation and updates
- But use positions, not names for policy and procedure roles
- However, do document the specific person who provided direction or made key decisions that affect process
- Each section should address not only "what" and "how" but also "why" and sometimes "why not"
- Make it complete—avoid saving notes in emails, hard copies, etc.
- Not one big Word document, but numerous specifically-focused documents (see next two slides)

Raiser's Edge Folder on Network Drive

- Annual Meeting
- Annual Report
- Auction Tracker
- Best Wishes
- Board Thank-you Calls
- Constituent Maintenance
- Crystal Reports
- Database Administration
- Database Specialist
- Direct Mail
- Domenic Documentation
- End-of-Year Tax Letters
- Events
- Gift Handling
- Kintera Event Integration
- Kintera Volunteer
- MAWFA Resources
- Old Documents
- Online Giving thru MAWFA and Wish Cafe
- Outreach
- Reporting
- RMT
- Training
- AAW RE Procedures.doc
- Duplicates and other Misc Cleanup.doc
- Maintenance Task Check List.xls

Direct Mail Folder

Name

- Acquisition Appeals
- End-of-Year Major Donor Internal Direct Mail
- Exchange List
- Flashcount Reconciliation Problem May 2008
- Mailing Schedules
- Renewal Appeals
- Special Appeals
- Annual Performance Review Data Export.doc
- Frontline Upload Instructions.doc
- FTP for MAW for Mal Warwick.doc
- GBAMAWF RE Cons ID Bridge to RMT ID.CSV
- Mal Warwick Package Code Explanation - Donor Valu...

Using Word

- Headings
- Document Map
- Outline
- Page numbers
- Control+K for cross references within and outside document
- Table of Contents feature if document does get long
- Highlighter can be helpful
- Limit use of screen shots—focus on text and explanations and make easy to update, but:
  - Alt+Printscreen and Printscreen
  - Crop to create focus
  - Drawing toolbar can be helpful when used judiciously

Some Final Challenges

- Information that goes in two locations
  - Attributes and Tables
- Chicken and egg, back and forth
  - Which comes first, documenting the fields or determining the processes?
- Getting started → just go do it!

Questions and Contact Information

- Questions and additional thoughts?

- Contact information for Bill Connors, CFRE
  - Phone: 415.861.5454
  - Email: bill@billconnors.com
  - Web: www.billconnors.com

- *Fundraising with The Raiser's Edge: A Non-Technical Guide* (Wiley, February 2010). More information on content and ordering available at www.billconnors.com.