

Development Planning for Results



Introductions – Who's Here Today?

Development planning in context

- ❑ First, understand your business model (what value do you intend to provide for whom with what support and at what cost?) and strategies
- ❑ Next, understand your community
- ❑ Finally, be able to articulate your case for support

Context for Planning - Trends

- ❑ New standards for accountability in sector
- ❑ Charity watch dog groups
- ❑ Demographic changes that affect fundraising
- ❑ Growth in nonprofit sector
- ❑ New organizational forms
- ❑ Social media, new ways to communicate
- ❑ End of the era “If we are not poor, we are not holy”
- ❑ Focus on building capacity: board and staff leadership skills, management, technology

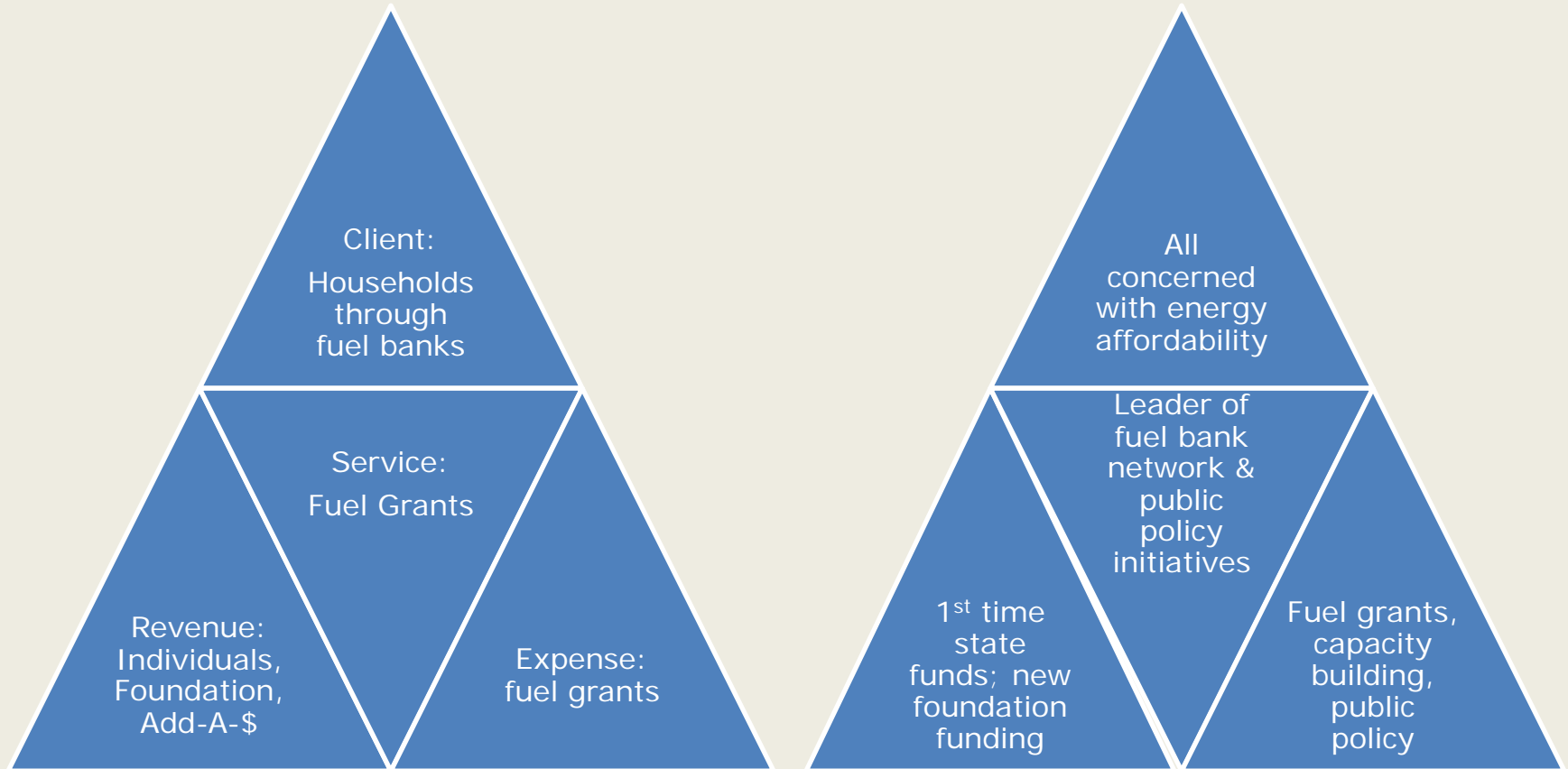
Where the money comes from...

- Government (30%)
- Earned income (50%)
- Private sector (20%)- 75% of this amount, about \$230 billion, is from individuals giving primarily from current income. But individuals can't make up for cuts in government spending

Operation Fuel: A shift in business models and implications for fundraising

- Prior to strategic planning “value proposition” was expressed as providing emergency energy assistance grants to low income households
- Post strategic plan, Operation Fuel became “Connecticut’s voice for low income energy assistance”
- Change opened new avenues for fundraising, including capacity building and public policy

Operation Fuel: Before and After Business Models



Fundraising (Development) Basics

- ❑ Make acquiring and retaining individual donors a key part of your fundraising
- ❑ Make your case (why donor should give to you)
- ❑ Remember, fundraising is friendraising, building relationships
- ❑ Choose strategies aligned with your business model/strategic plan/ capacity
- ❑ Diversify revenue!!

Development Plans

- Understand your organization's fundraising IQ and your development team (mission/case, board, staff)
- Understand why donors give
- Understand what donors want
- Don't rest your plans for unrestricted cash on special events unless...

Development Plans

- Approved annually by the board (with acknowledgement of board responsibility)
- Says what will be done, by whom, with what financial results
- Plan lists targets for all fundraising activities, including:
 - donor acquisition
 - individual giving (make it a habit)
 - major gifts (involve donors thoughtfully)
 - planned giving (bequests, etc.)

Example

Begin each year with strategic outcomes:

1. 100% of the XYZ, Inc. Board will be involved in a fundraising activity during 2011.
2. XYZ, Inc. will institute a planned giving program by the end of 2011.
3. Cost/benefit for each area of fundraising will be determined and evaluated for presentation to the board before the FY2012 budget process.

For each part of your plan:

Action area: Individual Donors

Goals	Activities	Financial Target	Comments & Resources Needed
1. Send at least one donor acquisition mailing. 2. Send at least two mailings to current and recently lapsed donors.	<ul style="list-style-type: none"> segment donors (current donors, lapsed donors, non-donors, major donors) solicit major donors (over \$250) separately- personalize letters from Board members send initial donor acknowledgement within 48 hrs of gift receipt fall mailing; use purchased mailing list for acquisition 	1. \$15,000 2. \$200,000	-Board members review major donor list by 9-2010 -Database purged and donors lapsed for 3+ years purged -Mailing list acquired
3. Maintain online giving program.			
4. Sponsor planned giving event for major donors.			