

**Handout F.12****Sample Annual Fund Development Plan****ABC LITERACY CENTER, INC  
FY 1999 FUND DEVELOPMENT PLAN****INTRODUCTION**

The purpose of developing an annual giving development plan is to help the staff and board set realistic income goals with respect to the annual budgeting process. The plan also outlines the strategic steps required to reach those goals, as well as Board and staff responsibilities in accomplishing the plan.

This proposed FY plan identifies targeted financial goals necessary to support the FY operating budget being recommended by the Finance and Executive Committees as of (date). The plan will be revised and updated on an as-needed basis in conjunction with revisions to the operating budget.

**I. FINANCIAL GOALS**

**PROJECTED FY OPERATING BUDGET: \$618,118.00**

<b>Income Categories</b>	<b>FY 1998 Income Actual</b>	<b>FY 1999 Income Projections</b>	<b>% of Total 1999 Income</b>
Government	\$385,972.00*	\$380,851.00	62%
Foundations	37,003.00	27,000.00	4%
Individuals/Family Trusts	62,033.00	53,000.00	9%
Service Organizations	2,045.00	2,000.00	.3%
Federated Campaigns (ST, CFC, United Way)	89,692.00	107,000.00	17%
Special Events	32,155.00	32,000.00	5%
Other (Unsolicited Income)	17,955.00*	3,000.00	.5%
Interest Income	1,800.00	2,500.00	.4%
1998 Audited Excess Revenues		10,767.00	1.8%
<b>TOTAL INCOME</b>	<b>\$628,655.00</b>	<b>\$618,118.00</b>	<b>100%</b>

\*(including approximately \$13,000 in one-time gifts)

**II. STRATEGIC GOALS (non-monetary goals impacting success of plan)**

- 100% giving by ABC, Inc. board, executive director, and key staff (92% giving was achieved in previous FY).
- 100% participation by board in some fundraising task, including cultivation of donors (65% participation was achieved in previous FY).
- Enhanced communications re: fund development within the board and with prospects, including regular presentations at board meetings by fund development chair.
- Develop plan for ongoing recruitment/training of fundraising volunteers. Recruit a minimum of ten non-board volunteers to work in fund development.
- Develop new prospects for both personal solicitation campaign and direct mail solicitation; cultivate family foundations/trusts.
- Strengthen donor cultivation program and board and staff understanding of the purpose and process of cultivation.
- Actively involve ABC, Inc. staff and students in special events and fundraising activities (e.g., in previous FY students helped with several direct mails, supported phonathon, walk, and yearbook campaign and Student Recognition Evening; staff coordinated concert; participated in walk, contributed graphic design work for direct mail and publications, and received an Achievement Award for their increased participation in the last United Way campaign.)
- Strengthen coordination between the public relations and fund development committees to further support fundraising efforts.
- Maintain systems for ongoing monitoring/evaluation of progress in all areas of fund development.

### III. SOLICITATION STRATEGIES

#### A. Personal Solicitation Campaign

1. Board Solicitation (Chairs: President, Fund Development Chair)

Time Frame: September-December, 1998  
# of Prospects: 26

Goal: 100% giving; \$7,000 (Amount raised in previous FY: \$7,800)

Method: Personal solicitation. Request amounts based on donor history (one-time annual giving in lieu of multiple direct mail solicitations; these individuals will, however, get notice of special events.)

Solicitors: President and Fund Development Chair

2. Individual Solicitation (Chair(s): Name(s), with 12 team solicitors)

Time Frame: September-December, 1998  
# of Prospects: 50-75 top individual donors, Advisory Board, family trusts/foundations

Goal: \$30,000; 60% renewals, 15% gift upgrades (\$28,500 received/pledged for FY 1998)

Method: Personal solicitation by board and non-board volunteers (one-time annual giving in lieu of multiple solicitations.)

Solicitors: (names)

#### B. Special Events

1. Walk for Literacy (Walk Chair: Name)  
(Phonathon Co-Chairs: Names)

Time Frame: October 2, 1998  
# of Walkers: 100

Goal: \$16,000 gross/\$14,800 net (FY 93 Walk grossed \$16,100)

Method: Mailing: 2,500 pieces; phonathon 2 weeks later to recruit walkers, pledgers, donations; news articles and other promotional publicity; other personal recruitment by board, staff, students.

2. Student Recognition Evening (Chair(s): to be named)

Time Frame: April-June, 1999  
 # of Prospects: 650 individuals (previous attendees/invitees, new)  
 Goal: \$3,500 gross/\$0 net; 350 guests, volunteers, and students (\$4,000 raised by 1998 Recognition Evening.)

Method: Invitation mailed; follow-up phone calls, face-to-face soliciting; newsletter announcement.

3. Yearbook/Ad Campaign (Chair(s): Name(s))

Time Frame: December, 1998 - May, 1999  
 # of Prospects: 75 corporate sponsors; 100 businesses; 35 individuals/other

Goal: \$10,500 gross/\$8,000 net; 60% renewal ads, 15% upgrades, 10% new (over \$12,000 gross raised in 1998 campaign)

Method: Mailing; follow-up phone calls and personal soliciting.

Solicitors: Board, staff, volunteers, college interns, students.

4. Benefit Concert (Chair(s): Name(s))

Time Frame: March 25, 1999  
 Attendance Goal: 350

Goal: \$2,000 gross/\$1,500 net (concert raised \$2,000 in 3/98)

Method: Mailings, radio and TV PR., flyers, posters, newsletters, and newspaper coverage.

Solicitors: staff, volunteers, other?

**C. Direct Mail**

Each direct mail will have a different theme to encourage multiple gifts and to reach individuals with varied interests. Direct mail is responsibility of finance director and fundraising assistant.

Federated Campaign Mailings:

Letter to previous donors through United Way, state/province, and CFC campaigns to encouraging renewal in the 1998 campaign and possible gift upgrade.

Time Frame: August-September, 1998

# of Prospects: 191 previous donors (including board members who choose to contribute through Donor Option Program)

Goal: United Way: \$35,000; 75% renewal, 15% upgraded gifts (\$34,000 raised in most recent campaign)

ST & CFC: \$7,000 (\$7,300 raised in most recent campaign)

Method: Mailings; newsletter articles, publicity in workplaces.

#### Direct Mail

Time Frame: December, 1998

# of Prospects: 2,500 (1,000 new)

# of Donors: 200

Goal: \$8,000; 60% renewal, 15% gift upgrades, 5% new donors (\$8,000 raised in most recent Holiday Drive)

Method: Mailing with remit enclosure; follow-up articles in newsletter; holiday mailing possibly signed by individual students from each class. Follow-up mailing to major donors in previous campaign who have not renewed their gift.

#### Direct Mail

Time Frame: April-May, 1999

# of Prospects: 3,000 (1,000 new)

# of Donors: 200

Goal: \$8,000; 60% renewal, 15% gift upgrades, 5% new donors (\$6,000 raised in 1998 Friends Drive)

Method: Mailing with remit enclosure; follow-up articles in newsletter; and follow-up letter within one month to non-respondents (if staff resources permit). Mailing possibly signed by selected board members and students. Follow-up mailing to major donors in previous campaign who have not renewed their gift.

**D. Government and Foundation Grants**

Time Frame: On-going throughout the year  
# of Reports: 165  
# of New Prospects: at least 10

Goal: \$365,528: 9 government applications; \$30,000: 15 foundation proposals; \$65,000: United Way Grant (include in Fed. Campaign Total)

Method: Finance Director and relevant program staff prepare grant applications.

#### IV. Cultivation Strategies (Making "Friends")

The purpose of cultivation is:

- 1) To add prospects to our donor base and develop them to become active supporters and regular donors; and
- 2) To improve relationships with current board members, donors, volunteers, and other friends of ABC, Inc., to build a greater understanding of how they can help our agency achieve its mission.

Donor and volunteer recognition are critical to the cultivation process. Cultivation needs to be discussed regularly at board meetings to encourage each board member to become part of the cultivation process.

**A. Open Houses:** This is a responsibility of the P.R. Committee; chair(s) to be named through that committee.

**Time:** Twice per year: December, 1998 (Donor Recognition)  
April, 1999 (Volunteer Recognition)

**Goal:** Appreciation evenings at ABC, Inc. for donors and volunteers; opportunity to see facilities, meet staff and students; recruitment of potential volunteers; and cultivation of potential donors.

**Method:** Special mailings with invitations; newsletter articles; public announcements; personal invitations by board.

**Responsible:** board, staff, students, other volunteers

#### B. Communications

**Holiday Card:** Holiday greeting card to 300 friends and major donors (this is not a solicitation)

**Newsletter:** 6x per year. Sent to agency mailing list (3,500+) provides regular updates on agency programs, student writings, activities and special events. Mailing list includes funders, donors, volunteers, home-based students, elected officials, other agency executives and service providers.

**Annual Report:** Annually to coincide with July 1 fiscal year. Mailing in September. This is a major communications tool sent to government and private funding sources, large donors, agency executives, public officials, and is submitted with most proposals and requests to large donor prospects.

**Student Yearbook:** Another major communications tool featuring student writings. Distributed at annual Recognition Evening and mailed to major corporate sponsors of event and major ad-takers, major funding sources as well as new prospects.

**Other Publicity/Public Relations:**

A separate public relations plan will be developed by P.R. Committee to help reinforce cultivation efforts of this Fund Development Plan. A close communications linkage between the Fund Development and P.R. Committees needs to be maintained adequately support the objectives of the Fund Development Plan.

Our P.R. plan may include such strategies as:

- Radio and TV PSAs.
- TV coverage of special events.
- Newspaper and magazine articles.
- Articles in ABC, Inc. and other agency newsletters.
- Community Bulletin Board Announcements to publicize events.
- Radio and TV interviews.
- Displays in public buildings.
- Brochures.
- Bookmark.
- Posters/Flyers.
- Video and/or slide show presentation.
- Speakers Bureau (board and staff volunteers).
- Publicity/outreach to private, state/province, and national workplaces to encourage participation in federated campaigns (posters, brochures, etc.).

**V. Monitoring the Fund Development Plan and Process**

- The Fund Development Committee will meet 6 times a year to review the progress of the plan and, with fund development staff, will identify problems and solutions.
- Development staff and committee chair will discuss development issues on a regular basis.
- Committee chair and development staff will monitor sub-committee chairs; committee chair will follow-up re: problems.
- Development committee will discuss fund development plan and progress at monthly board meetings.
- Development staff will provide financial and statistical data with which to help evaluate progress of the plan.

**VI. Fund Development Calendar FY 1999**

July Preparation of Annual Report



- Review results of June Recognition Dinner
- August Annual Report mailed with cover letter  
Plan P.R. for United Way, state/province and national employee campaigns  
Send letters to United Way, state/province and CFC donors (Direct Mail #1)
- September Mailing/phonathon/other publicity for Literacy Walk  
Personal solicitation of board members (Sept.-Nov)  
United Way employee campaign at ABC, Inc.
- October Literacy Walk  
Follow-up re: walk pledges  
Personal Campaign with large donors (Sept.-Dec.)  
Direct Mail #2 planned
- November Discuss cultivation strategies (ongoing)  
Evaluate results of Literacy Walk  
Prepare holiday mailing/ mailing lists  
P.R. Committee will plan Open House  
Evaluate previous ad campaign for yearbook and plan 1999 campaign
- December Direct Mail #2  
Holiday Open House  
Advance solicitation for corporate sponsors of yearbook  
Review progress of personal annual campaign
- January Review results of Direct Mail #2  
Review progress of ad campaign  
Review results of personal campaign  
Plan benefit concert
- February Review progress of ad campaign  
Continue discussions of cultivation strategies  
Review plans for Volunteer Recognition Evening  
Review plans for Student Recognition Evening  
Review plans for benefit concert
- March Finalize plans for Direct Mail #3  
Update progress on ad campaign  
Review results of federated campaigns (United Way, ST, CFC)  
Benefit concert  
See February
- April Volunteer Recognition Evening  
Process Direct Mail #3  
Review results of Benefit Concert  
Update progress re: ad book campaign

Update progress re: Recognition Evening  
Begin FY 2000 fund development planning process

May Complete ad campaign  
Review progress re: Direct Mail #3  
Update progress re: Recognition Evening  
Mailing for Recognition Dinner  
Begin planning for 5th Annual Literacy Walk

June Recognition Dinner  
Review results of ad campaign and dinner ticket sales  
Update results of Direct Mail #3  
Full board to approve FY 2000 Fund Development Plan and agency operating budget

### Sample Matrix of Audiences and Development Programs\*

Development Program/Event	Goal	Cancer	Child Abuse	Charitable Care	Neonatal
Pine Tree Classic	\$ 125,000	\$ 60,000			\$ 65,000
CMN	\$ 50,000			\$ 50,000	
Clubs/Orgs/Comm.	\$ 44,000	\$ 12,000	\$ 11,000	\$ 6,000	\$ 15,000
Teddy Bear Challenge	\$ 22,000	\$ 22,000			
Golf Tournament	\$ 110,000				\$ 110,000
Tributes/Holiday	\$ 90,000	\$ 33,000	\$ 22,000	\$ 20,000	\$ 15,000
Holiday Business Cards	\$ 15,000		\$ 15,000		
Employees	\$ 35,000	\$ 9,000	\$ 8,000	\$ 8,000	\$ 10,000

\*This chart is a reduced version of an actual matrix, but is not completely representative of the matrix. Many more audiences and programs appeared on the original version. It is sample of the type of matrix layout that might be useful.