

Barb Bowman, VP Client
Services & Senior
Consultant

Organizational Fund Development Plan



Barbara Bowman



Barbara Bowman
*Vice President Client
Services*

Expertise

- 30+ year advancing nonprofits and for-profits
- Leadership in high-impact organizations
- Major Gift Development
- Donor Cultivation
- Foundation and Corporate Giving
- Endowment Giving
- Annual Fund/Direct Marketing
- Impact Messaging
- Executive Coaching/Team Coaching
- Nonprofit Marketing & Creative Strategy/PR/Events

Sectors

- Education
- Global Missions
- Community Development
- Associations



RESONATE



Introductions:

What is the advantage of having an organizational fund development plan?



Introduce yourself and share one win that can be achieved from crafting a 3-5 Year Master Fund Development Plan.

Planning For Abundance – a mindset

*The plans of the
diligent lead surely
to abundance,
but everyone who
is hasty comes
only to poverty.*

Proverbs 21:5 ESV



A strategic plan identifies where you are going and by when, not how you are getting there.

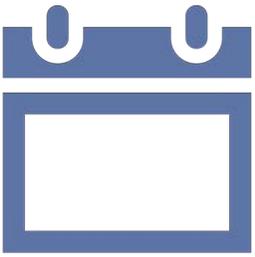
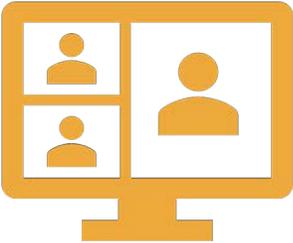
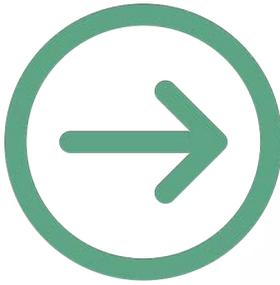


Strategic versus Tactical

A **tactical plan** describes the steps and actions that must be taken to achieve the goals from the **strategic plan**. **Tactical plans** can be created on a daily, weekly, monthly, quarterly, or yearly basis depending on the end result that needs to be accomplished.



The Project Overview

						
Two Phases: Assessment & Master Fund Development Plan	Purpose, Process and Outcomes of Planning Phase	Timeline	Toolkit	Keystone Solution Training	Action Steps	Questions

ECKDERD KEYSTONE SOLUTION

Key-stone

Noun. (1637)

- a. The wedge-shaped stone at the pinnacle of an arch that holds its overall structure together.*
- b. The central supporting element of a greater whole.*
- c. The most important part, i.e. something on which associated things depend*



PURPOSE

To empower all xxxxxxxxx stakeholders to grow in the grace of generosity. “It is more blessed to give than to receive.”

ROLE

We are courageous kingdom connectors who build missional partnerships by:

- asking boldly for financial investment
(Matthew 7:8 NIV)
- helping a donor value and understand biblical stewardship
(1 Tim 6:17-18 NIV)
- *making love our ultimate aim*
(1 Cor 14:1a RSV)

VALUES

The transformation of our hearts as much as the generosity of the donor

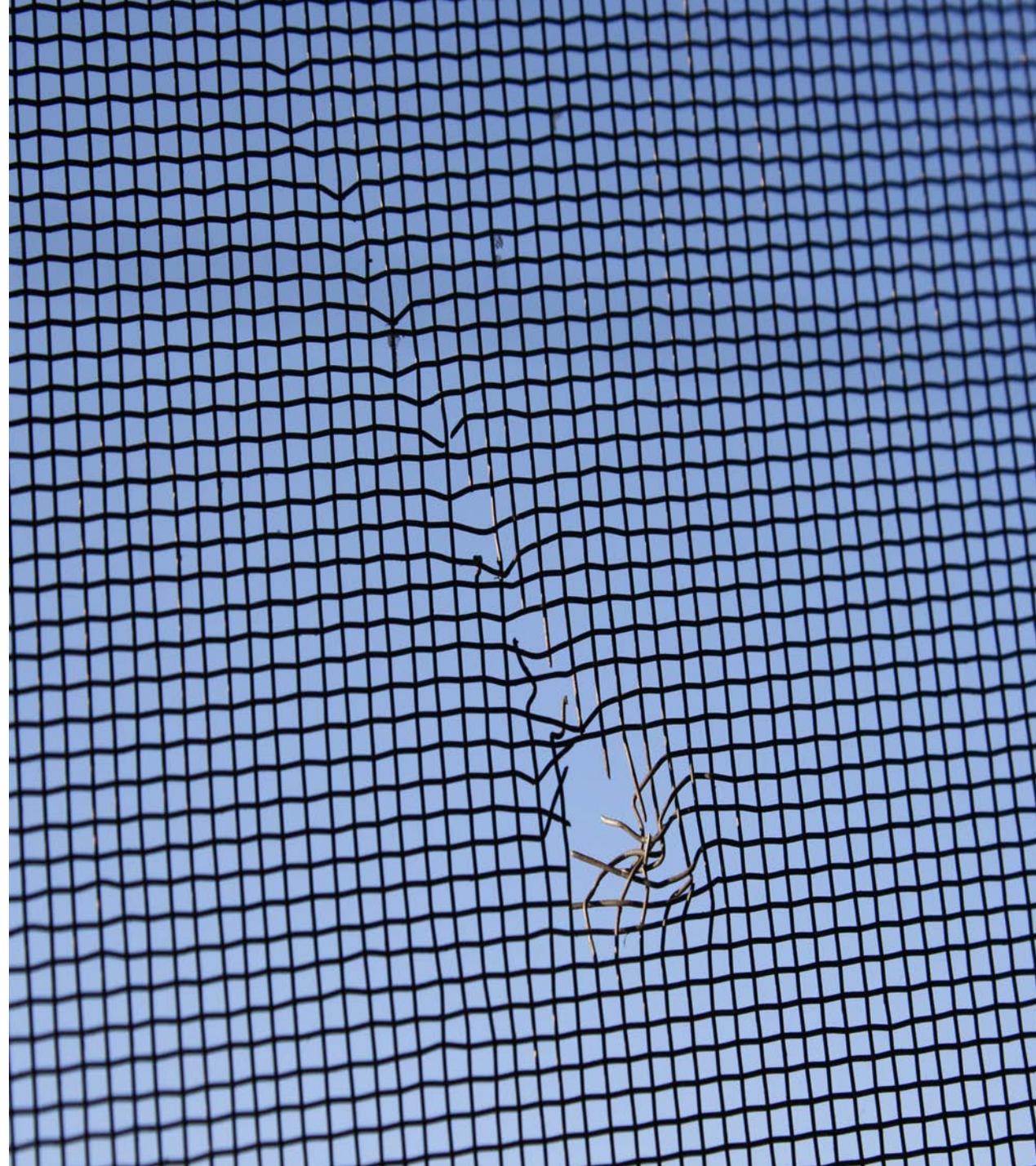
God as our ultimate provider

God prompts the heart of the donor to give inspiring joyful, generous giving

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Criteria Screen – for our own good!

- **Support our (core mission)**
- **Enhance or expand our brand & awareness**
- **Be financially viable and have a threshold ROI**
- **Be successful with current internal capacity of staff and resources**
- **Be consistent with our culture and the people groups/organizations we serve**
 - **Excellence**
 - **Stewardship**
- **Communicated truthfully and realistic**
- **Support us in moving to the next stage of our organization's development**
- **Be sustained over time**
- **Aligned with our founding vision and values**
- **Is there a champion followed by a manager?**



SWOT ANALYSIS

STRENGTHS

THREATS

WEAKNESSES

OPPORTUNITIES

Identifying Critical Issues:

Problems, challenges, or obstacles, opportunities, and new ideas worth your attention.

- ▶ Step 1: Identify – dig to find the real issue
- ▶ Step 2: Discuss – be open and honest when discussing and debating (check your assumptions at the door)
- ▶ Step 3: Solve – gain public agreement on the strategic solution to address the issue

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Template

CRITICAL ISSUE:

STRATEGIC OBJECTIVE: By XXXX date, we will

Plan of work to accomplish this objective:

Responsibility

Timeline for completion

Plan of work to accomplish this objective:	Responsibility	Timeline for completion

Prioritize and choose 3-5 top critical issues and corresponding strategic objectives.

SMART Strategic Objectives Planning



S

Specific

▶ Targeted areas of productivity

▶ Ask

- Who?
- What?
- Why?
- Where?
- Which?



M

Measurable

▶ Quantify and indicator of success

▶ Ask

- How much?
- How many?
- How will we know when it is accomplished?



A

Assignable

▶ Assignee resourced/ capable to succeed

▶ Ask

- Who is responsible?
- Do they have time and resources?



R

Realistic

▶ Attainable with resources/ constraints

▶ Ask

- What limitations and constraints?
- What are impacts from limitations and constraints?



T

Timely

▶ When the results will be achieved

▶ Ask

- When?
- What could impact the timeline?

“I want to teach high school math.”

“I will obtain a job as a high school math teacher within three months after graduating with my Bachelor of Science in Education.”



				
S	M	A	R	T
Specific	Measurable	Assignable	Realistic	Timely
<ul style="list-style-type: none">▶ Targeted areas of productivity▶ Ask<ul style="list-style-type: none">• Who?• What?• Why?• Where?• Which?	<ul style="list-style-type: none">▶ Quantify and indicator of success▶ Ask<ul style="list-style-type: none">• How much?• How many?• How will we know when it is accomplished?	<ul style="list-style-type: none">▶ Assignee resourced/ capable to succeed▶ Ask<ul style="list-style-type: none">• Who is responsible?• Do they have time and resources?	<ul style="list-style-type: none">▶ Attainable with resources/ constraints▶ Ask<ul style="list-style-type: none">• What limitations and constraints?• What are impacts from limitations and constraints?	<ul style="list-style-type: none">▶ When the results will be achieved▶ Ask<ul style="list-style-type: none">• When?• What could impact the timeline?

Example of a SMART strategic objective

CRITICAL ISSUE: Our active donor file has been shrinking over the last five years and we are not attracting enough new donors to back fill the lapsed let alone a net new gain. If we are to achieve our long-term goals, we must grow our donor base by making strategic and sensible Investments in donor acquisition across multiple channels AND motivate a second gift in the following year.

STRATEGIC OBJECTIVE: By July 2024... We will increase the number of new donors by XXX% year over year for the next five years. In doing so we will need to increase the second gift conversion from XX% to XX% within twelve months of the first gift.

Plan of work to accomplish this objective:	Responsibility	Timeline for completion

SMART GOALS

Strategic

Measurable

Attainable

Realistic

Timely

BASICS are the heart of fundraising success

* Acquire Donors

- First Time Donors
- Reactivate donors from the file/year

Retain Donors

- Keep up the great work!

* Upgrade Donors

- Giving amount and giving frequency

* Acquire Donors

- First Time Donors
- Reactivate donors from the file/year

- ▶ Direct mail donor acquisition campaign(s) – (in-house lists, exchange lists, co-op lists, rent direct mail lists, personal referrals, on-line list building)
- ▶ Email campaigns (rent, buy, or build)
 - ❖ Direct mail or email NDA efforts require building a compelling offer package
- ▶ Events: tours, galas, community-based open houses, board gatherings
- ▶ Peer to Peer
- ▶ New name conversion strategies – drawings at public events, promotional giveaway, content downloads, webinars, forums
- ▶ Local radio campaign
- ▶ Reactivate lapsed donors on the file (inclusion in campaigns or separate effort)
- ▶ Volunteer conversion

Retain Donors

- Highest value to the donor file

DEVELOPMENT PYRAMID OF DONORS

From an annual support perspective

TIME

MONEY



*Upgrade Donors

- Giving amount and giving frequency

Donor Care

- Gratitude & Reporting
- Content Marketing & Engagement Experiences
- Prayer Campaigns

Gentle Push

- Tribute Giving/Matching Giving

Events

Monthly Giving

DIY P2P Fundraising

Make a Direct Ask

- Giving Societies & Benefits
- Specific Increase
- Special Campaign or Project
- Legacy Giving

MEASURING PERFORMANCE

Consider the data points at FYE or CYE to be a closeout view that is useful for comparing year to year or multi-year performance.

Key High-Level Metrics & Formulas (yearly)

- ▶ **1. Retention**
$$\frac{\text{\# of donors (current year)}}{\text{total \# of donors previous year}}$$
- ▶ **2. Coverage Ratio**
$$\frac{\text{(New Donors + Reactivated Donors)}}{\text{Lapsed Donors}}$$
- ▶ **3. Lifetime Value**
$$\frac{\text{Lifespan x Average Donation Amt x Frequency}}{\text{Total \# of Donors}}$$

Data Points

Annually

- Percentage of Giving (church, grants, individual donors, corporate)
- Second Gift Rates
- Multi-year Gift Rates
- Lapsed & Deeply Lapsed Rates
- Gift Frequency
- Average gift amount

Variable

- Capital Campaign Income (gifts)

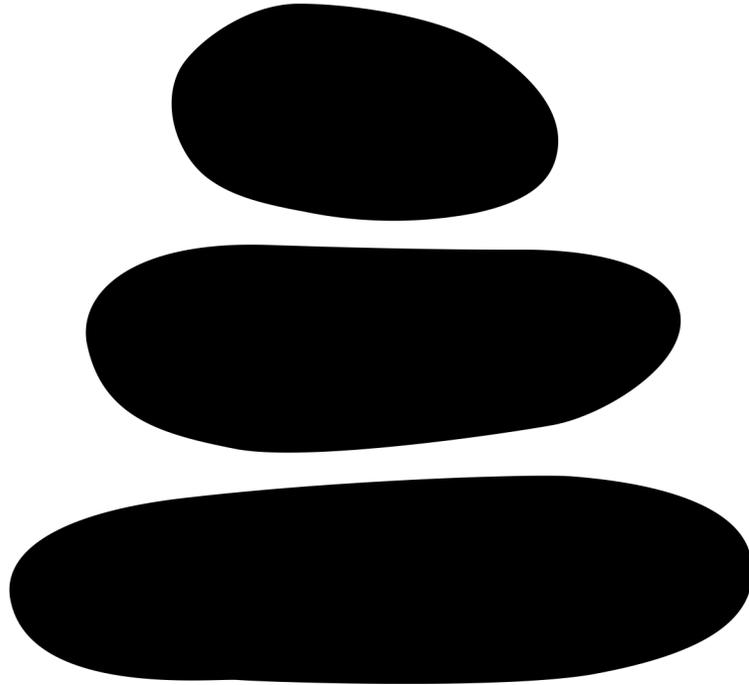
Monthly & Accumulative YTD

- Total Income
- Income/expenses
- Channel Income (print, web, white mail, events, grants, church, corporate, etc.)
- Restricted Giving
- Unrestricted Giving
- Planned Gifts

Biannual

- Segmentation Income (mass, mid-level, major)
- Campaign Income (off-line & on-line)(per campaign)

Report & Feedback



- *Each Other*
- *Executive Team*
- *Board of Trustees*



Process Questions

Questions Are Always Appropriate In Fast-Paced Process

Please Rate This Workshop

1. Open SRLC app
2. Click on the “survey” button on the home screen
3. Choose “workshop” from the list of surveys
4. Select this workshop in the drop-down menu

RESONATE

A hand is shown playing a cello. The image is overlaid with a semi-transparent pink color. The background features a pattern of wavy, concentric lines that create a sense of vibration or resonance. The word "RESONATE" is written in large, white, bold, sans-serif capital letters across the middle of the image.

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