
From Strategy to Operations How to Design Your Development Plan FFE SEMINAR 2022

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Course Description

This is a crash course in developing your fundraising plan. We will discuss how to reflect on your past year, identify existing resources, attract, renew, and upgrade donors, set goals and priorities, plan your calendar year and measure success.





Objectives

→ **Provide context for planning process**

Highlight what's helpful to provide expectations that are clear and in alignment with larger goals.

→ **Provide template for a plan and implementation**

Give professionals a best practice model.

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**How many of you use your
strategic plan to drive your
annual operations,
development plan, and case
for support?**

Presentation Outline

- Product and People
- Process
- Plan
- Implementation
- Resources, Templates and Tools
- Summary

PRODUCT AND PEOPLE



What?

What is a Development Plan?

- Written document for use of those tasked with fundraising
- Articulate the goals, and plans to attain them
- Plan should include:
 - ◆ Goals
 - ◆ Objectives
 - ◆ Strategies
 - ◆ Key Actions
 - ◆ Timeline and Budget
 - ◆ Responsible Team Members

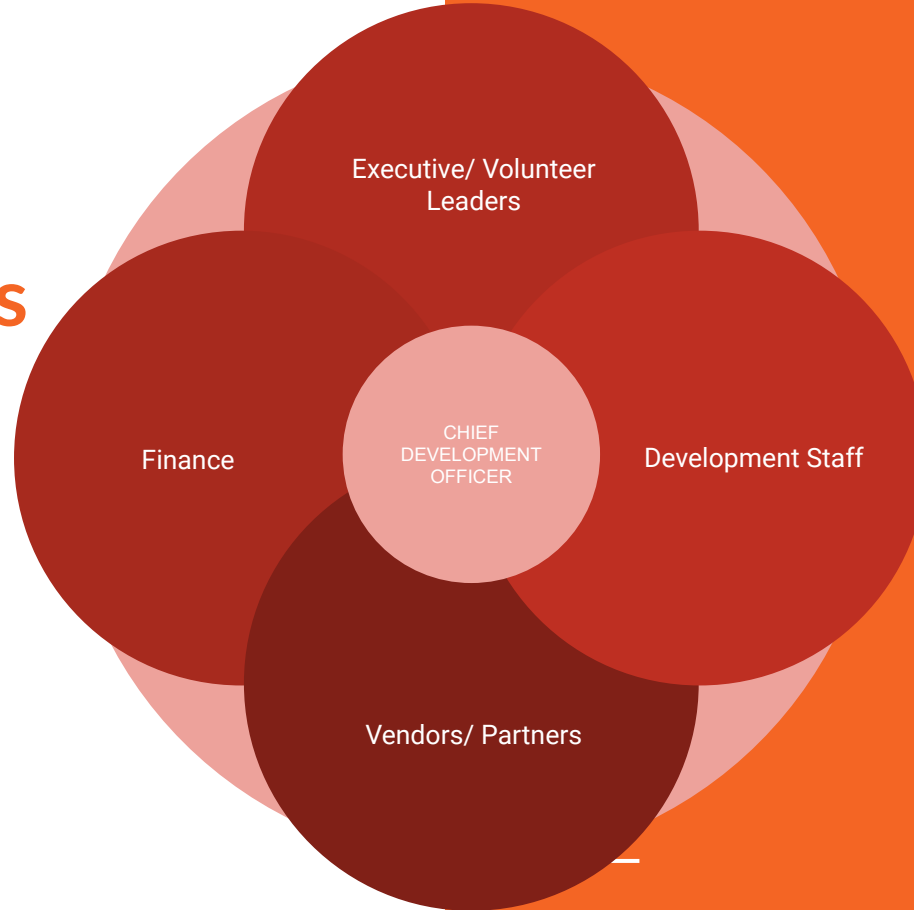


Why do you need a plan?

Leadership is about going somewhere. If you and your people don't know where you are going, your leadership doesn't matter.

- Ken Blanchard

Who Creates the Plan?



What Guides the Plan?

- Good Governance Practices
- Solid and Sound Leadership
- Mission Focused Action
- Fundraising Philosophy

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What are your biggest concerns or challenges with planning?

PROCESS

The process and the people involved are as important as the product!

Start with Strategy

Look back to look forward via your strategic plan



- Regular evaluation
- Check measures and milestones

Data is the Diplomat

Analyze financial performance and fundraising sustainability



- Internal and external benchmarking
- Revenue efficiency and effectiveness metrics
- Five year trends

Making the Case?

Evaluate fundraising impact and alignment with your case for support



- Did we do what we said we would do?
- Impact evaluation metrics

Prospect Management

Evaluate prospect management through constant prioritization



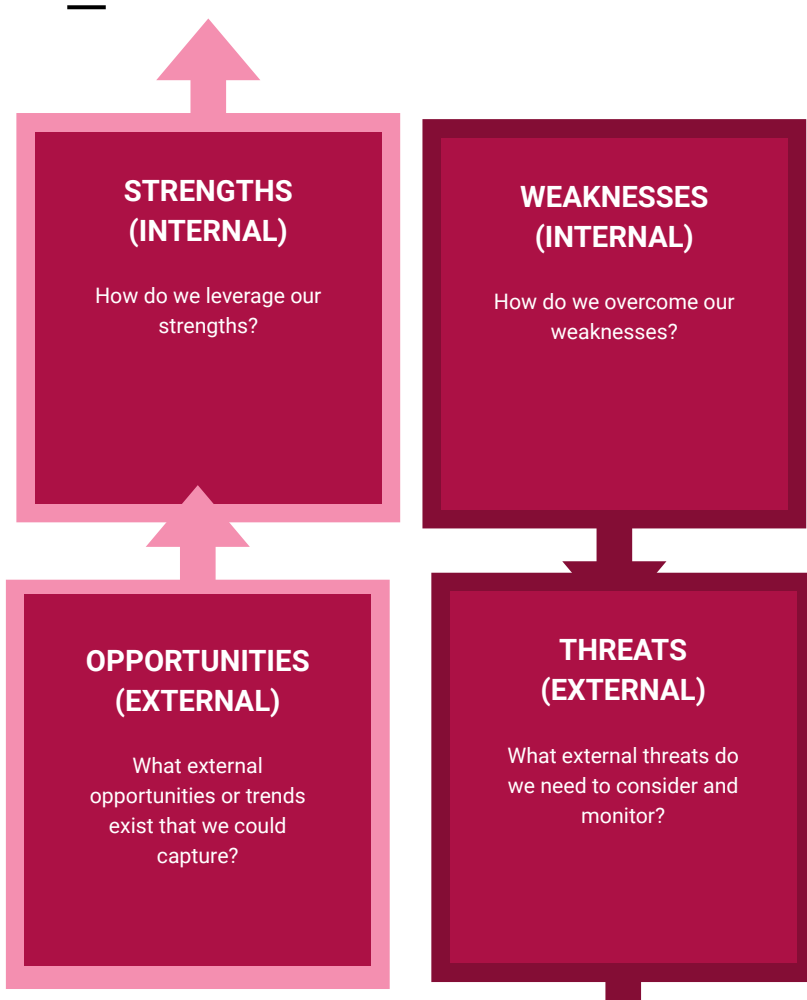
- What are our donors telling us about impact and affinity?
- Do we have a dynamic and responsive management process?

Identify Trends

Identify trends in giving at regional and national/ international level



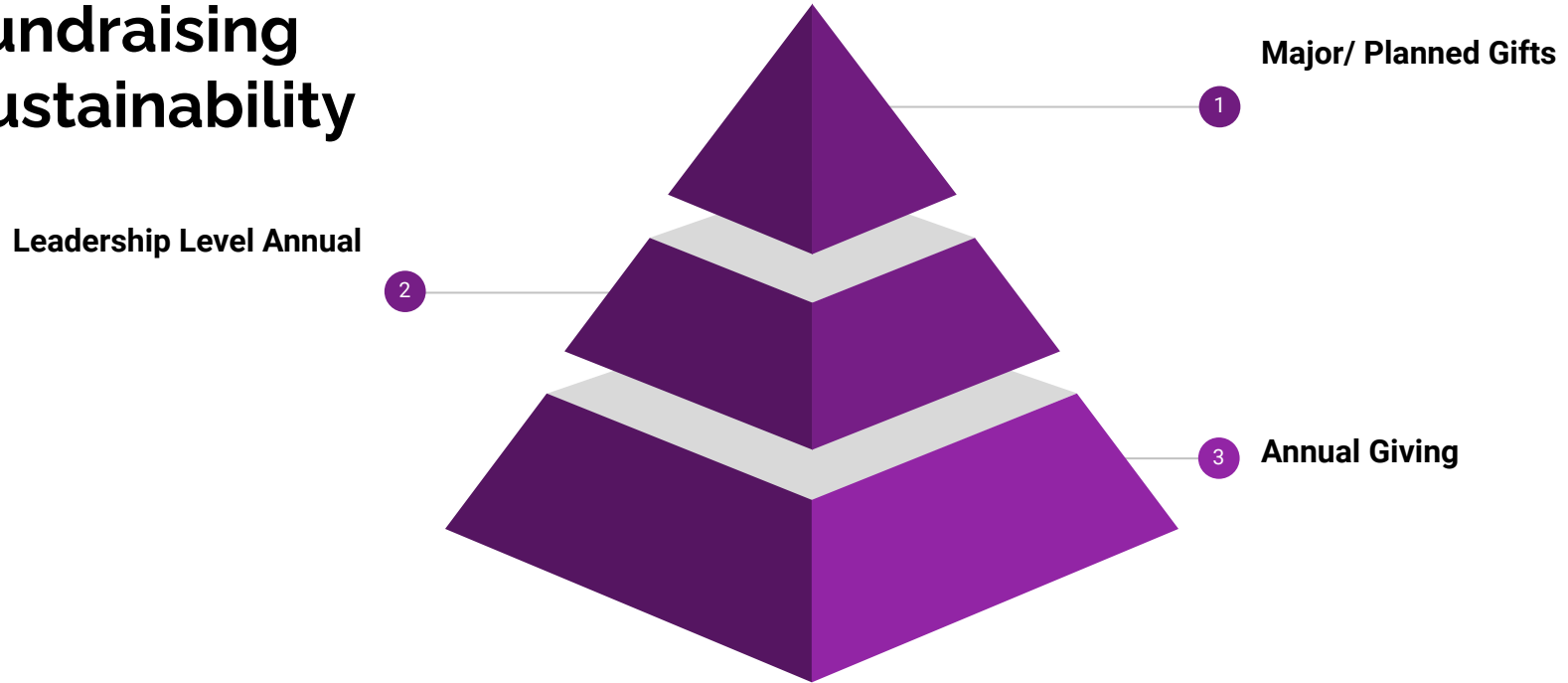
- How do regional and national / international affairs impacting giving?
- What are generational trends?



SITUATIONAL ANALYSIS

- Conduct SWOT
- What decisions need to be made?
- How do we use this information to create/ improve a sustainable fundraising model?

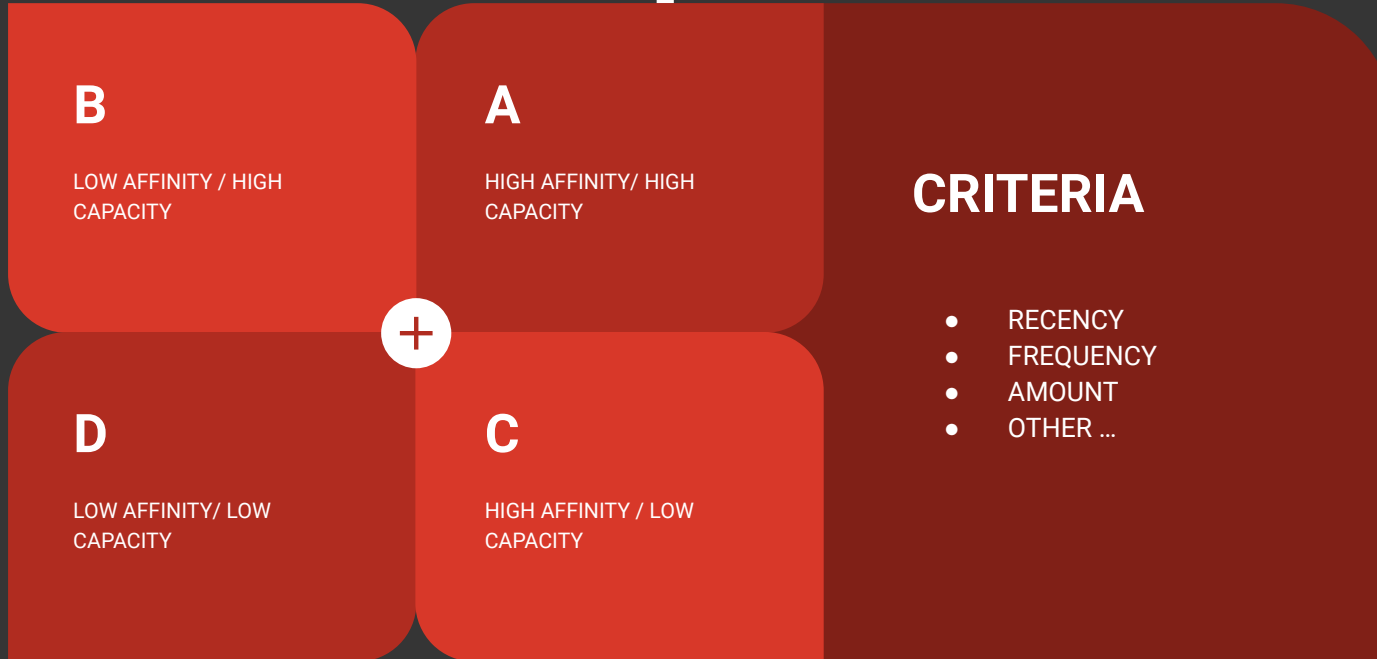
Review Financial Performance and Fundraising Sustainability



Case for support alignment and impact



Evaluate Prospects





IDENTIFY TRENDS

- Culture
- Competition
- Civic and Political Leadership
- Economic
- Vehicles for Giving (e.g., DAFs/ QCDs)
- Tax Law Changes (e.g., SECURE 2.0)
- Ways of Fundraising (e.g., events, virtual meetings)

COMPONENTS OF THE PLAN

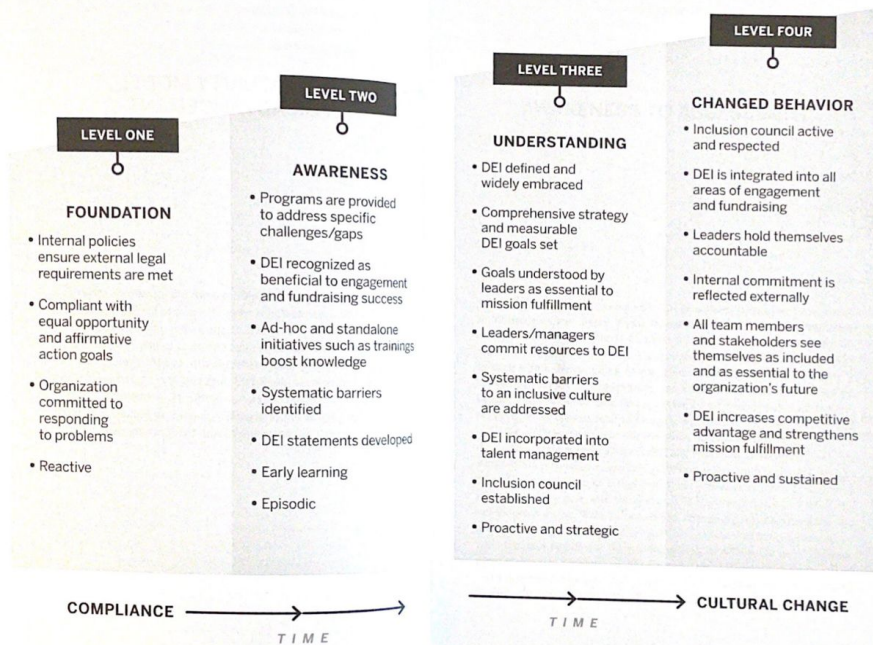
THE NARRATIVE

- Fundraising Philosophy
- Overall Mission/ Change of Development Effort
- Accountability to Diversity, Equity, and Inclusion

Diversity, Equity, and Inclusion

HOW DO BROADER GOALS IMPACT DEVELOPMENT PLANNING?

DEI Maturity Model for Advancement



12 | Diversity, Equity, and Inclusion in Advancement

DEI Maturity Model for Advancement | 13

Components of the Plan

GOALS

Broad and Strategic

OBJECTIVES

Specific and Measurable

STRATEGIES

How to Accomplish
Goals

KEY ACTIONS

Who?
When?
How much does it cost?



DEFINE GOALS

Build confidence in the plan by asking and answering these questions:



Needs and Opportunities

What are the funding needs and opportunities of the organization? Short term? Long term?



Awareness

What are the marketing and communications needs of the organization?



Operations

What are the development operations needs of the fundraising program?



People

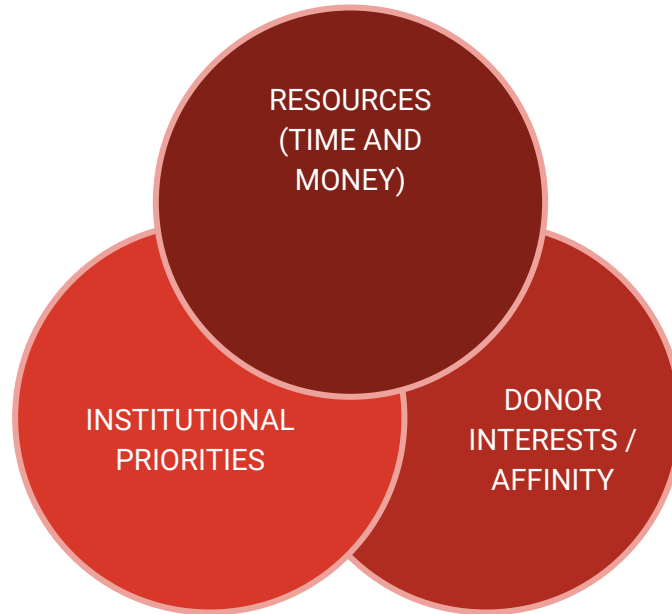
What are the human resource needs of the fundraising efforts?

Example Goals

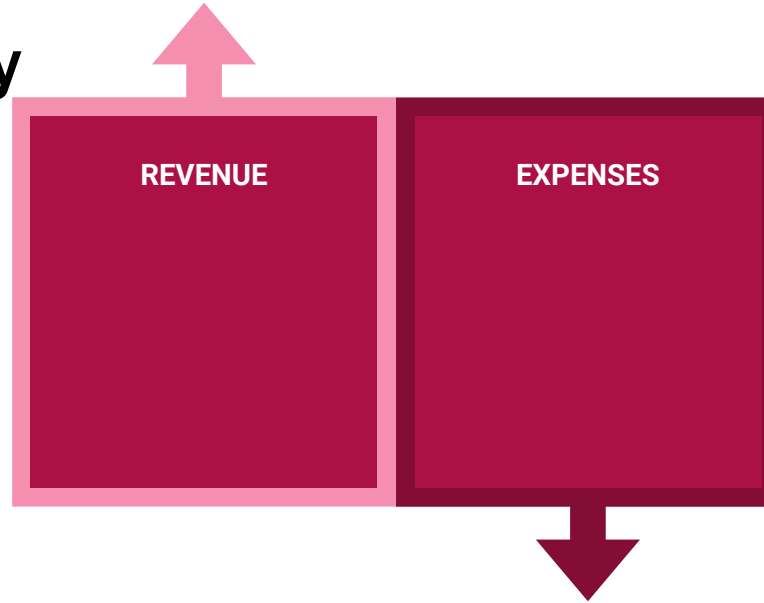
		SPECIFIC	MEASUREABLE	Achievable - Relevant - Time-bound
1	Increase Revenue	Raise \$X in cash/ pledge/ intentions by Date	We will use our dashboard to track progress monthly	<ul style="list-style-type: none"> • Achievable: We will base the goal on five year trends • Relevant: Goal aligns with strategic organizational goals • Time-bound: We will reach our goal by EOFY
2	Reduce Expenses			
3	Increase Donor Retention and Participation			
4	Support a Marketing and Communications Priority	Support larger organization in relationship management with key constituents	We will use moves management to track progress in alumnae engagement	<ul style="list-style-type: none"> • Achievable: • Relevant: • Time-bound:
5	Champion DEI Maturity for the Organization			

Time and Money

Prioritize to find Value



It's About Money





Correcting the OVERHEAD MYTH!

“I am Overhead”

Overhead is defined as a “percentage of a charity’s expenses that goes to administrative and fundraising costs” (Guidestar, 2014).

The Overhead Myth is created when donors believe that nonprofits should keep these overhead expenses below a certain percentage of the nonprofit’s total expenditures – usually no more than 15 to 20 percent.

Case for Support

Funding Priorities
→ Societal concern
for which your
mission/ program
is the solution?

**Compelling and
Urgent** → How
mission/ program will
impact and improve
the concern and why
now is the time to
address it?

Now and Later →
**Does this
mission/
program endure?**

—

What resources (time and money) concerns are you facing?

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What are your experiences with benchmarking and the overhead myth?

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How do you advocate for investments in capacity building?

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How do you plan for fundraising sustainability?

THE PLAN

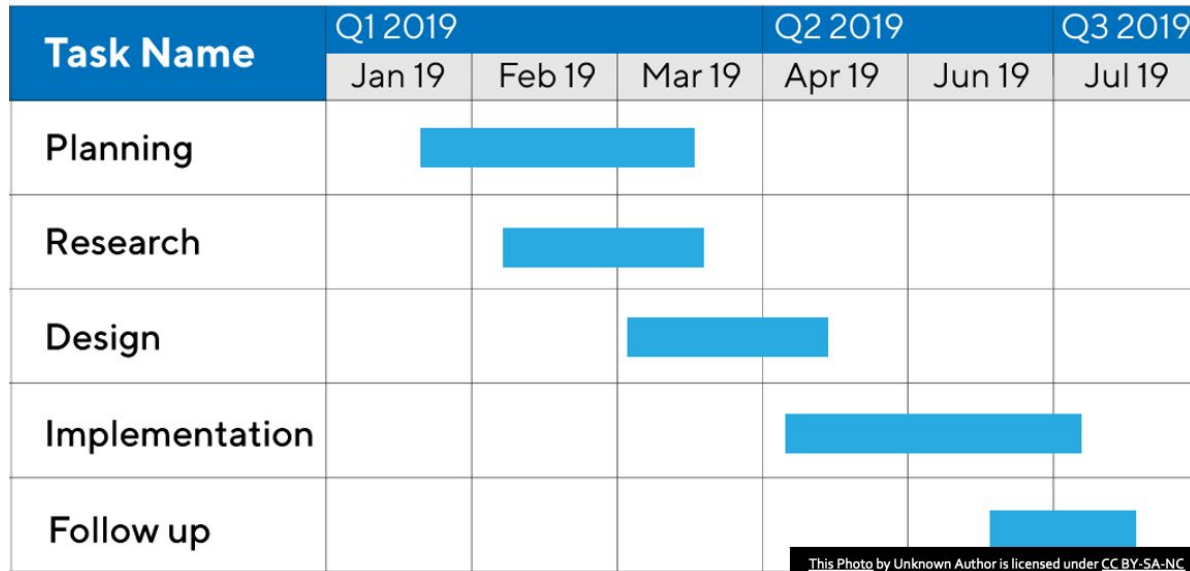
DEVELOPMENT PLAN - GOAL SHEET EXAMPLE

Goal: Increase Development Production

OBJECTIVE	TARGET AUDIENCE	STRATEGIES	KEY ACTIONS	TIMELINE	BUDGET
15% increase in Annual Giving Revenue	High Affinity Donors and Prospects: <ul style="list-style-type: none"> LYBUNTs 3 - Year Lapsed SYBUNTs Non-Donor Volunteers 	Expand Leadership Level Annual Giving Retain and Recapture Loyal Donors Acquire Non-Donor Volunteers	Solicit expanded audience for leadership level annual gifts (\$1k+) via: <ul style="list-style-type: none"> Fall Appeal Direct Mail Segment EOY LYBUNT Board Calls Spring Appeal Direct Mail Segment Create case for recapture and acquisition solicitations: <ul style="list-style-type: none"> <i>"Your gift helps us meet the moment through our mission."</i> <i>"10 Ways Your Gift Makes a Difference Today"</i> 	July 1 - June 30	\$15,000
25% increase in Major Gift Revenue	High Affinity and / or High Capacity Prospects: <ul style="list-style-type: none"> A & B Priority Prospects 	Create Case for Support for Special Budget Relieving Programs or Projects Add Prospects to Portfolio Secure Time with Portfolio Prospects to Discuss Priorities	Develop case statement highlighting needs and opportunities for special budget relieving programs or projects <ul style="list-style-type: none"> Use Venngage and other tools Refresh your prospect portfolios, secure time to discuss priorities, make the ask <ul style="list-style-type: none"> Re-prioritize prospects Prepare proposal, pledge and acknowledgement documents Request and prepare for conversations Make the ask! 	Sept 1 - Dec 31	\$2,500
30% increase in Identified Deferred Intentions	High Affinity Prospects: <ul style="list-style-type: none"> A & C Priority Prospects Ages 40+ 	Track PG Prospects Add PG Identification Options to all Solicitations/ Communications Add PG Prospect Segment to DM Appeals Follow Up on Leads	Develop database tracking for known and prospective deferred giving prospects Incorporate planned giving options into general communications and segmented solicitations <ul style="list-style-type: none"> <i>"Are you a secret admirer?"</i> <i>"Deferred gifts help us plan for the future!"</i> Conduct follow up ASAP	Fall and Spring Annual Giving Campaigns	\$7,500

CRITICAL PATH

Gantt Chart



BUDGET PLANNING - REVENUE



GIVING HANDS
Non-Profit Serving the Community

EXAMPLE BUDGET PROJECTIONS

2022 / OPERATING BUDGET PROJECTION

PROJECTED FUNDING SOURCES	AMOUNT (in USD)
Corporate Donations	\$45,000.00
Individual Donations	\$265,000.00
• Undesignated	\$174,400.00
• Designated	\$90,600.00
Grants	\$24,500.00
• Undesignated	\$4,500.00
• Designated	\$20,000.00
Events	\$35,500.00
Program Revenue	\$37,000.00
Investment Income	\$ 0
Other	\$7,000.00
Projected Funding Secured	\$414,000.00

BUDGET PLANNING - EXPENSES

PROJECTED EXPENSES	AMOUNT (in USD)
Programmatic Activities	\$60,000.00
• Education Program	\$46,000.00
• Special Initiative	\$11,400.00
• Technology Grants	\$7,000.00
Events and Fundraising	\$37,000.00
• Materials and Postage	\$23,000.00
• Meals and Entertainment	\$2,000.00
• Hands High Fundraiser	\$12,000.00
People and Place	\$295,824.00
• Staff Salaries	\$193,824.00
• Facilities/Utilities	\$102,000.00
Lobbying	\$ 0
Other	\$18,600.00
• Kitchen Rental Fees	\$8,600.00
• Consulting Fees	\$10,000.00
Total Projected Expenses	\$411,424.00
Projected Surplus	\$2,576.00

IMPLEMENTATION

PERFORMANCE MEASURES



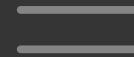
APPEALS



ACTIONS

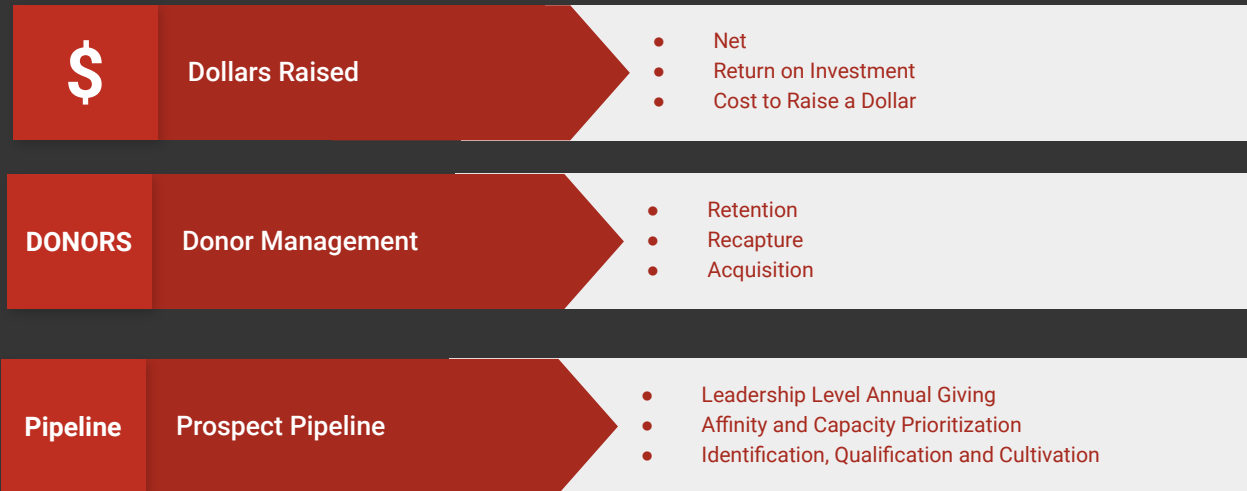


PROPOSALS



\$ RAISED
DONOR MANAGEMENT
PIPELINE

PERFORMANCE MEASURES - OUTPUTS



DEVELOPMENT DEPARTMENT TEAM SCORECARD

December 2019


ACTIONS						
	ACTUAL	JANUARY - DECEMBER GOAL				
	YTD	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
Actions	7374	4300	4650	5000	5350	5700
PERCENTAGE TO JANUARY - DECEMBER GOAL						
Current Level Achieved	LEVEL 5	171%	159%	147%	138%	129%

PROPOSALS SUBMITTED						
	ACTUAL	JANUARY - DECEMBER GOAL				
	YTD	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
Proposals Submitted	189	100	110	120	148	175
PERCENTAGE TO JANUARY - DECEMBER GOAL						
Current Level Achieved	LEVEL 5	189%	172%	158%	128%	108%

DOLLARS RAISED						
	ACTUAL	JANUARY - DECEMBER GOAL				
	YTD	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
New Total Cash and Pledges Raised by Development Team (Categories A & B Gifts)	\$ 5,672,574	\$2,750,000	\$3,000,000	\$3,300,000	\$3,600,000	\$3,900,000
Total Revocable Deferred Gift Intentions (Category C Gifts)	\$ 740,000	\$300,000	\$350,000	\$400,000	\$450,000	\$500,000
Total Cash and Pledges and Intentions	\$6,412,574	\$3,050,000	\$3,350,000	\$3,700,000	\$4,050,000	\$4,400,000
PERCENTAGE TO JANUARY - DECEMBER GOAL						
Current Level Achieved (for New Total Cash and Pledges)	LEVEL 5	206%	189%	172%	158%	145%
Current Level Achieved (for Revocable Deferred Gift Intentions)	LEVEL 5	247%	211%	185%	164%	148%

NEW AUTUMN LEAF MEMBERS						
	ACTUAL	JANUARY - DECEMBER GOAL				
	YTD	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
New Members of Autumn Leaf Society	17	17	19	21	23	25
PERCENTAGE TO JANUARY - DECEMBER GOAL						
Current Level Achieved	LEVEL 1	100%	89%	81%	74%	68%

As of 01/24/2020



ROAD MAP ONGOING EVALUATION - BENCHMARKING - REPORTING

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When to Revise?

- Internal Events
 - ◆ Loss of leadership
 - ◆ Loss of team talent
 - ◆ Change in strategic direction/
priority
- External Events
 - ◆ Threats and Opportunities out of
your control (e.g., global
pandemic, legislative changes)
- How → Go back to the beginning of the
process

RESOURCES, TEMPLATES AND TOOLS

DEVELOPMENT PLAN Goal:

OBJECTIVE	TARGET AUDIENCE	STRATEGIES	KEY ACTIONS	TIMELINE	BUDGET



Sheets

🔍 Search



Start a new spreadsheet

Template gallery ⌵



Blank



Gantt chart
by Smartsheet



Project timeline
by Smartsheet



Event marketing tim...
by Smartsheet



Simple Nonprofit Budget Annual Report

[ADD COMMENT](#)**GIVING HANDS**

Providing food + shelter to urban youth

DONATE TODAY:www.givinghands.org/donate**2022 / OPERATING BUDGET PROJECTION**

PROJECTED FUNDING SOURCES	AMOUNT (in USD)
Individual Donations	\$340,000.00
Corporate Donations	\$75,000.00
Grants	\$45,000.00
Events	\$30,000.00
Other	\$10,000.00



Sources and Resources

☐ ***Charity Channels Quick Guide to Creating Your Development Plan***, Guellich and Lysakowski 2017

☐ ***Diversity, Equity, and Inclusion in Advancement*** , Grant and Schiller, 2020

☐ ***Nonprofit Sustainability: Making Strategic Decisions for Financial Viability 1st Edition***, Bell, Masaoka and Zimmerman, 2010

☐ ***Prospect Priority Grid***, Advancement Resources

☐ <http://overheadmyth.com/>

☐ <https://venngage.com/>

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SUMMARY

1. As you participated in this session what concepts or ideas jumped out at you?
2. What intrigued you? What worries you?
3. What questions did this session raise for you?
4. What do you need to do to implement these concepts or ideas?

THANK YOU!

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