



# Creating a Development Plan: Shaping Strategy, Goals and Actions

August 1, 2019

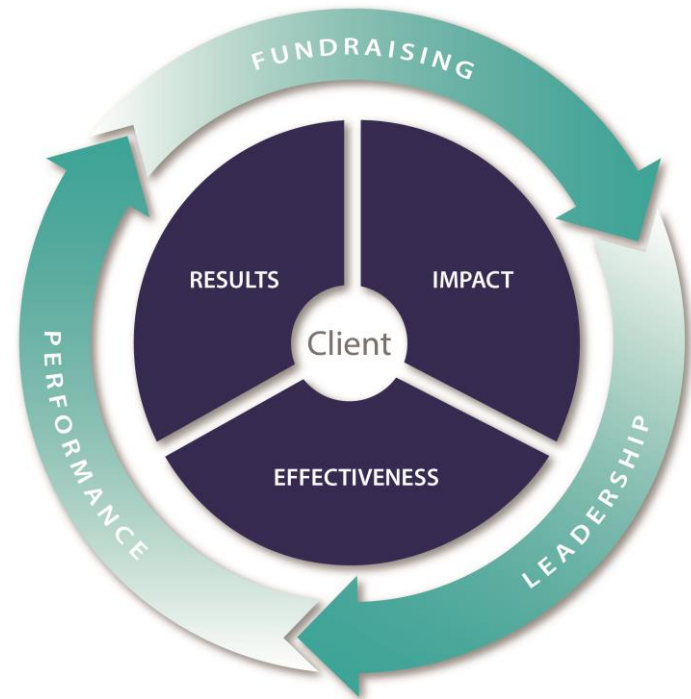
Michelle Buchanan, CFRE  
Principal, *Dini Spheris*



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# Dini Spheris

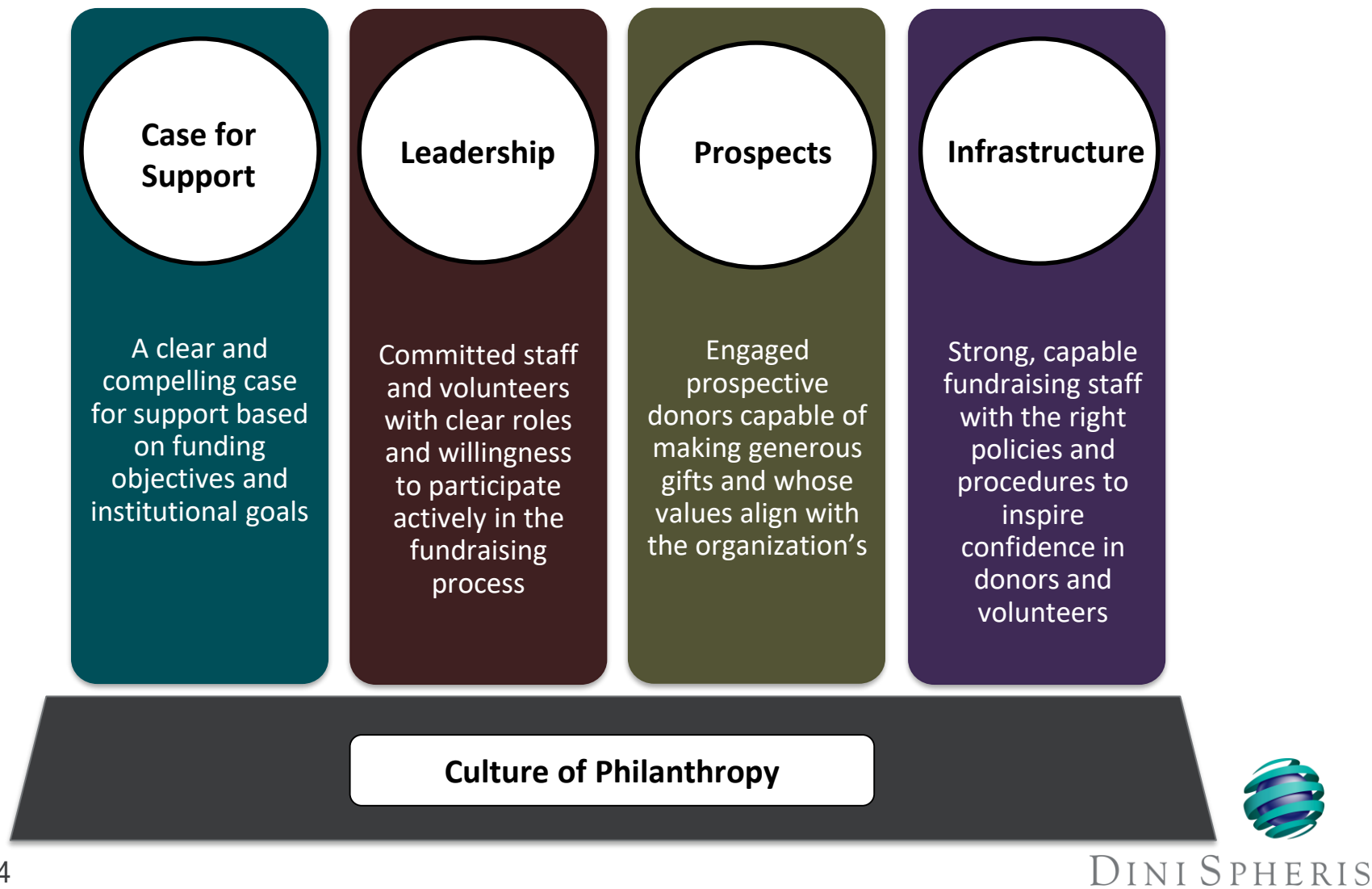
- Deep, nationwide knowledge of fundraising, leadership and performance across philanthropic sectors
- Forward-thinking, trusted partners in solutions and success
- Client-centered, holistic approach to service delivery
- Willingness to think outside the box of traditional fundraising
- Customized solutions for your institution today and where you desire to be
- As employee-owners, we treat each client's project and challenge as our own



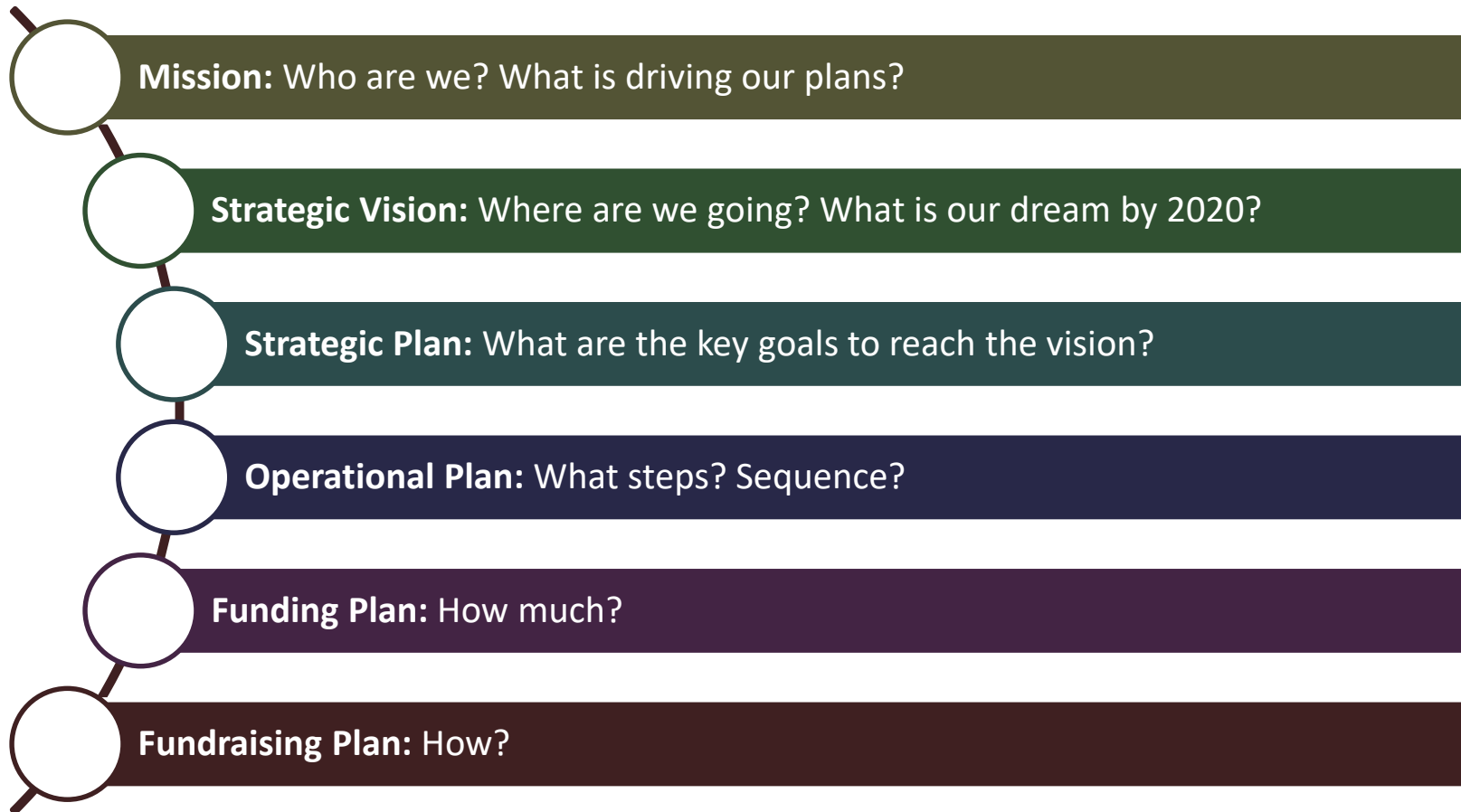
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# Development Plans that Really Work

# Pillars of Successful Fundraising



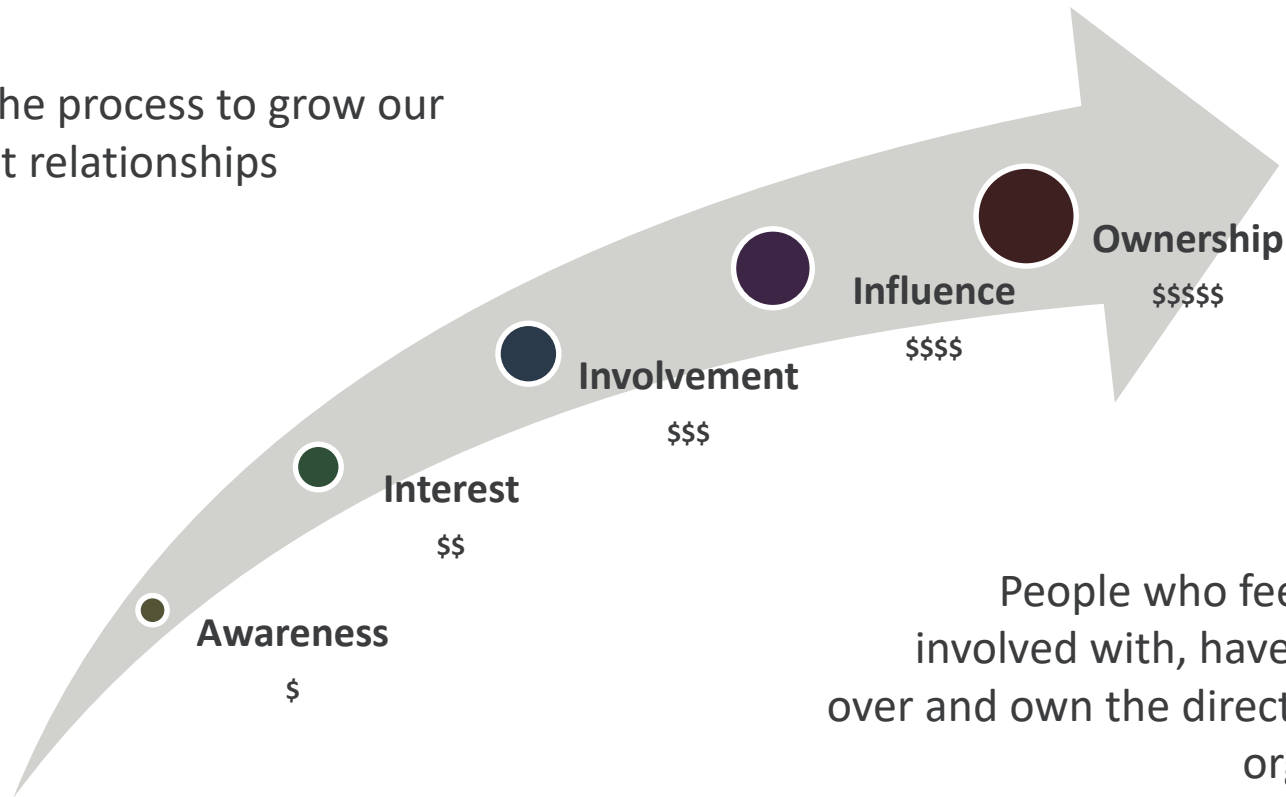
# The Essentials



# Always with a Philanthropic Lens

## Objective:

Leverage the process to grow our constituent relationships



# What is a Development Plan?

The Development Plan is a tool to help an organization:

- provide strategy to shape the action plans and next steps
- manage an integrated development program
- focus on a cohesive approach to fundraising
- provide measurable goals to assess progress
- serves as a yearly roadmap for success



# Basic Giving Pyramid





# Process of the Development Plan

- People to involve
- Assessment
- Goals
- Action Plan
- Monitoring and Evaluation



# Development Plan: People to Involve

- CDO/Fund Development staff
- CEO and senior management
- Fund Development Committee
- Board of Directors
- Consultant



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# Development Plan: Assessment

- A culture of philanthropy
  - What work needs to be done this year to grow the culture of philanthropy?
- Board, volunteers and leadership
  - How are we engaging leaders in the work of development?
  - Is the Board supportive and involved?
  - Are there other volunteers that could help?
  - Is the CEO/ED committed to playing a key role in fundraising?



# Development Plan: Assessment

- Infrastructure and staffing
  - Effective structures and operational practices
- Communications
  - Enhancing community reputation
- Funding objectives
  - Financial Needs
- Case for support
  - Programs



# Development Plan: Assessment

- Performance in development
  - Fundraising Activities
  - Diversified funding
  - Past performance
  - Current prospects
- Donor relations
  - Prospect identification
  - Discovery and cultivation
  - Solicitation
  - Acknowledgement and stewardship



# Development Plan: Goal Setting

- Strategic Development Goals
  - Continue to grow revenues and net income of special events
  - Develop process for identifying and qualifying donors and assigning them to staff portfolios
  - Strengthen donor cultivation by creating and implementing a cultivation plan
  - Conduct personal solicitation with individual annual donors of \$500 and above
  - Achieve 100% meaningful giving by board and advisory board
  - Recruit non-board volunteers



# Development Plan: Financial Goals

- Financial Goals
  - Funding needed and funding potential
  - Viable prospects
  - Fundraising methods
  - Volunteer leadership



# Development Plan: Financial Goals

		Budgeted Income and % of Total		Expense	Cost per \$ Raised	Net Income and % of Total	
Income Strategies							
Philanthropic	Board		%	\$ -	\$ -	\$ -	%
	Advisory Council		%	\$ -	\$ -	\$ -	%
	Guild/Volunteer Committee		%	\$ -	\$ -	\$ -	%
	Major Individual Gifts (over \$5,000)		%	\$ -	\$ -	\$ -	%
	Annual Individual Gifts (under \$5,000)		%	\$ -	\$ -	\$ -	%
	Direct Response (via mail and online)		%	\$ -	\$ -	\$ -	%
	Special Events		%	\$ -	\$ -	\$ -	%
	Foundations		%	\$ -	\$ -	\$ -	%
	Corporate		%	\$ -	\$ -	\$ -	%
	Volunteers		%	\$ -	\$ -	\$ -	%
	Memorials and Bequests		%	\$ -	\$ -	\$ -	%
	In-kind		%	\$ -	\$ -	\$ -	%
	United Way		%	\$ -	\$ -	\$ -	%
	Subtotal	\$ -	%	\$ -	\$ -	\$ -	%
Non-Philanthropic	Government Grants/Contracts		%				%
	Program service fees		%				%
	Investment and Endowment Income		%				%
	Miscellaneous		%				%
	Subtotal	\$ -	%	\$ -	\$ -	\$ -	%
TOTAL		\$ -	%	\$ -	\$ -	\$ -	%



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# Annual Scale of Gifts: \$2MM Goal Sample

Gift Level	Number of Gifts	Level Total (\$)	Cumulative Total (\$)	Cumulative Total (%)
\$200,000	1 □	\$200,000	\$200,000	10%
\$100,000	3 □□□	\$300,000	\$500,000	25%
\$50,000	8 □□□□□□□	\$400,000	\$900,000	45%
\$25,000	12 □□□□□□□□ □□	\$300,000	\$1,200,000	60%
\$10,000	15 □□□□□□□□□ □□□□	\$150,000	\$1,350,000	68%
\$5,000	30 □□□□□□□□□□ □□□□□□□□□□	\$150,000	\$1,500,000	75%
\$2,500	40 (40 Gifts)	\$100,000	\$1,600,000	80%
\$1,000	45 (45 Gifts)	\$45,000	\$1,645,000	82%
\$500	75 (75 Gifts)	\$37,500	\$1,682,000	84%
Under \$500	(Many Gifts)	\$317,000	\$2,000,000	100%



# Development Plan: Action Plan Elements

- Donor/Prospect Relations
- Fundraising activities and methods
- Volunteers
- Infrastructure
- Communications
- Staff



# Development Plan: Action Plan

- Donor/Prospect Relations
  - Constituencies
    - Individuals, foundations, corporations
  - Identifying and segmenting prospects
    - Segment and “cluster” past and potential giving
    - Top Donors; \$10,000; \$5,000; \$1,000; \$500
    - Fundraising method
  - Philanthropic Priorities
    - Scholarships, theater productions, research projects



# Development Plan: Action Plan

- Donor/Prospect Relations
  - Moves Management
    - Cultivation and Stewardship
      - Activities, communications, involvement
      - Calendar
    - Solicitation



# Development Plan: Action Plan

## Fundraising Activities and Methods

- Personal: Face-to-face
- Direct Response
  - Internet
  - Mail
  - Phonathons
- Special Events
- Memorials/ Bequests
- Grants
  - Foundations
  - Corporations
    - Sponsorships
    - Matching gifts
  - Government



# Development Plan: Action Plan

- Volunteers
  - Volunteer available/required
  - Fundraising methods
  - Recruitment strategies
  - Job descriptions
  - Timeline



# Development Plan: Action Plan

- Infrastructure
  - Research
  - Technology
    - Software and hardware
- Communications
  - Case(s) for support
  - Fundraising and communication materials
    - Proposal templates
    - Direct Mail letters
    - Newsletters/E-Blasts
    - Web Stories
  - Media



# Development Plan: Action Plan

- Staff
  - Prospect relationships
  - Volunteer management
  - Assignments/Portfolio
  - Dollar goals and benchmarks
- Additional Staff
  - Consultants
  - Contract





# Development Plan: Action Plan

- Calendar
- Action steps/responsibility
- Timeline
- Budget



# Development Plan: Monitoring & Evaluation

- Monitoring
  - Have agreement from the beginning on goals and objectives
  - Establish benchmarking and accountability
  - Plan regular meetings to report on progress/challenges
- Evaluation
  - Celebrate success
  - How much did you raise?
  - Did you follow the plan?
  - How will you do it better?



# Development Plan: Implementation

- The Development Plan:
  - Helps prioritize the fundamental initiatives and actions for the year
  - Is a fluid document that is reviewed at regular intervals to ensure that it is always accurate, relevant and realistic.



# Putting Your Development Plan to Work: Giving Programs

# Annual Giving Program

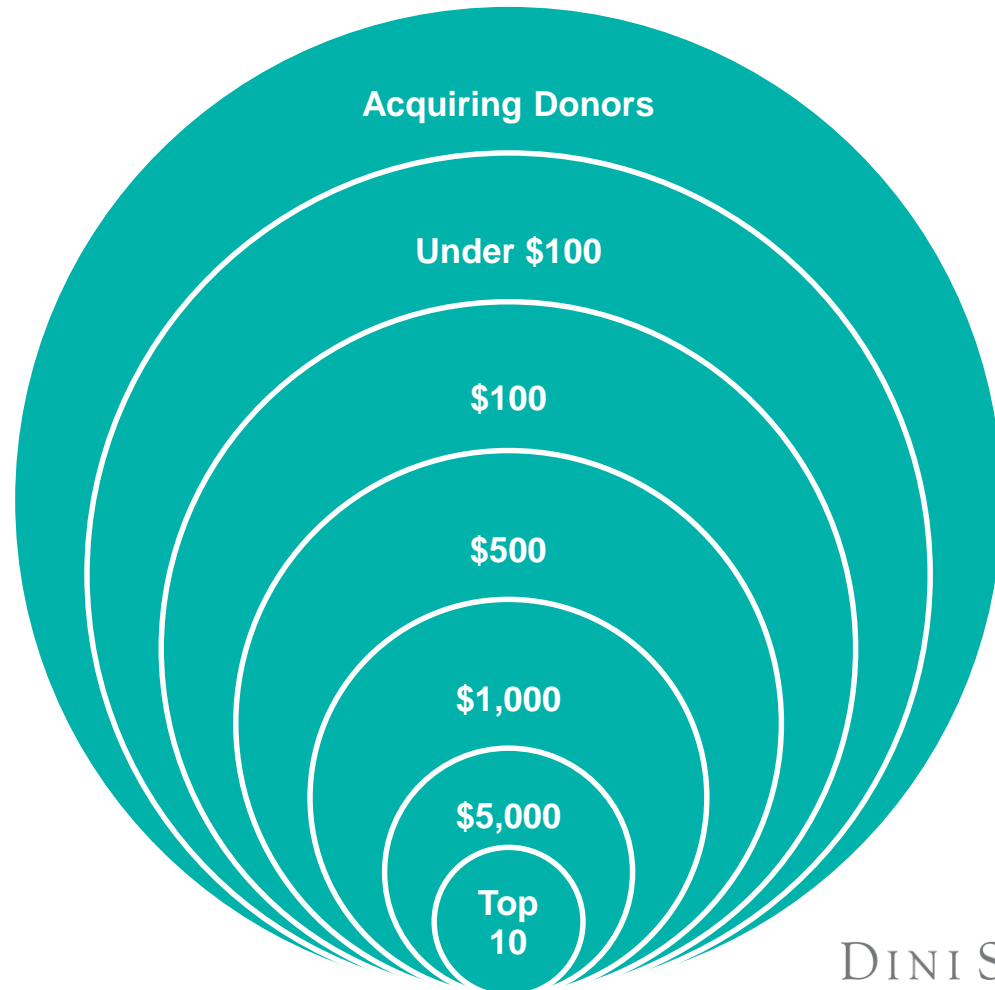
- Is the foundation of every fundraising program
- Helps generate unrestricted and restricted income
- Builds a base of loyal donors
- Identifies major and planned gift donors
- Moves donors to higher levels of support



# Determine Market Segments

## *Segmentation by Giving Level*

- Acquiring
- Under \$100
- \$100
- \$500
- \$1,000
- \$5,000
- Top 10 donors



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# Develop Strategy

- Determine which donors receive what type of:
  - Communications
  - Cultivation
  - Solicitation
  - Stewardship

Approx. 71 percent of donors feel more engaged with a nonprofit when they receive content that is personalized. –  
*Abila Donor Loyalty Study 2016*

# Things to Evaluate and Measure

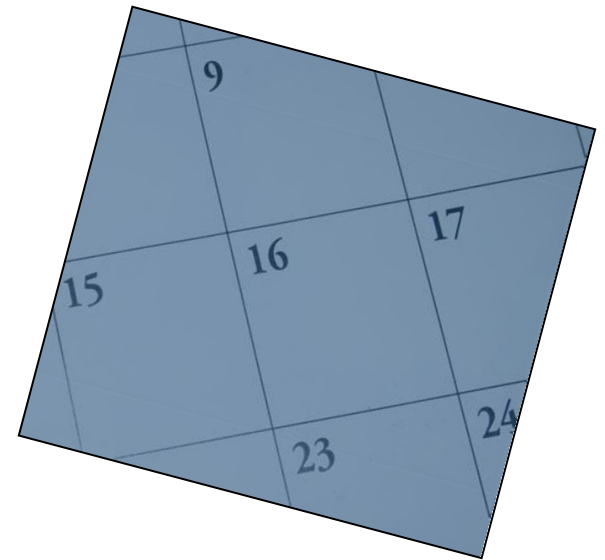
- Response rate
- Donor acquisition
- Gift increase and decreases
- Retention rate
- Pledge fulfillment
- Trend analysis
- Cost to raise a dollar
- Participation rate





# Create the Communications and Cultivation Plan - *Touch Calendar*

• Top 10 donors	Personalized
• \$5,000	6-10 times a year
• \$1,000	4-6 times a year
• \$500	2-4 times a year
• \$100	2 times a year
• Under \$100	1 time a year



DINI SPHERIS

# Contact Information

**Dini Spheris**  
**2727 Allen Parkway, Suite 1650**  
**Houston, TX 77019**

Michelle Buchanan, CFRE  
Principal, *Dini Spheris*  
[mbuchanan@dinispheris.com](mailto:mbuchanan@dinispheris.com)  
713.942.1216



DINI SPHERIS