

## **Fund Development Plan – An Example**

**Disclaimer:** *This document is intended only as a guide. Your organizational goals, purpose, bylaws, and values should drive the creation of this document.*

Each organization will write its own fund development plan based on its organizational culture and capacity. Enclosed is an example of a completed plan. This document intends to provide an understanding of what goes into a plan and to spur ideas for your work. The process of completing a plan is as important as the plan itself. Importantly, this plan is meant to be used consistently. Take the plan seriously without undoing the team's work while also adapting as new information arises in the process. It will likely be necessary for the plan to take a variety of formats to engage the team at the right level of detail. The board should approve the final high-level plan.

### **Legend for reading this sample plan:**

*The writing in blue are pointers and descriptions for each section.*

*The writing in black is sample language and should be replaced with your answers.*

*This high-level version should be compiled after the other tools are complete. Be prepared to work with your team (board, staff, volunteers) to answer the necessary questions and have critical conversations before completing this document.*

*The following tools are all incorporated into this document: gift chart, recognition plan, case for support, fund development policies and procedures.*

**Adopted on (insert date)**  
**OVERVIEW only**

### **Introduction**

**Purpose of the Plan:** *(This is where you state your overall purpose – annual or capital, timeframe, etc.)*

The purpose of the ORGANIZATION Fund Development Plan is to provide a two-year road map for annual development efforts, emphasizing stabilizing revenue and continuing to identify new sources of support. ORGANIZATION's goal is to maintain a revenue-positive annual budget with a minimum of 6 months of general operating reserves.

### **About the ORGANIZATION**

**Organization Mission/Core Purpose:**

**Organization Core Values:** *(The stated values should reflect the core values of the organization. They are not just fundraising values, but organizational values applied to fundraising. The core*

*values in the strategic plan are the same values that should be reflected in this section. If your organization has not articulated these values yet, that is a good place to start the conversation).*

**Our Philosophy of Philanthropy:** *(This is the place to share your organizational philosophy for how to build and maintain a culture of philanthropy in your organization. This can reference your core values (see below), your policies, your approach to relationships, etc. Your organization's philosophy should be clear with buy-in from the board and leadership staff. It should be true now and into the future. These are the big ideas that drive your plan and assure consensus on the tactics/strategies. It can be the basis for board orientation to fundraising for the organization)*

## **Strategic Plan Summary of Priorities**

**Envisioned Future & Key Goals:** *(This reaffirms that fundraising is directly a result of mission and goals – not a silo of the organization. It also articulates why charitable giving matters to the mission and goals of the organization.)*

In fall 20xx, ORGANIZATION leadership adopted a xx-year strategic plan (20xx-20xx). Our strategic goals are to:

## **Budget**

*This section nods to the overall budget and the total amount needed from charitable sources. This can be as detailed as citing sources and total goal amounts or as high level as necessary to show that the charitable line item(s) are thoughtful and strategic decisions by the organization. This plan ties the financial goals to how the goals will be achieved. A high-level budget or summary can be attached in the appendix*

Our budget is \$340,000, which averages \$30,000 of general operating expenses per month. Following best practice, ORGANIZATION strives to maintain at least 6 months of reserve funds at all times.

## **Leadership Roles:**

*This section does not take the place of job descriptions but rather highlights the key responsibilities of each person/group that is part of the fundraising team.*

**Executive Director/CEO:**

**Fund Development Committee:**

**Fund development staff/volunteers:**

## Timeline

**The time horizon for this funding plan:** *(This section is usually written in calendar years regardless of fiscal years because donors think in calendar years. Fundraising plans are generally between 1-3 years depending on the goals).*

This plan covers two full fiscal years: July 1, 20xx - June 30, 20xx, and July 1, 20xx – June 30, 20xx.

## Baseline Activities

*(This is the section to nod to “business as usual” to help manage the expectations of the team and provide reassurance as helpful that what you have previously started will continue).*

This year our ORGANIZATION is focused on stabilizing the organization’s financial status. From 20xx-20xx, our focus was on organizing our funding data into one central location, rebuilding relationships with current and lapsed donors, and building the infrastructure (including case messaging, gift charting, leadership coaching and training, and strategic planning) to ensure the organization was ready for a formal fund development planning effort. All of those efforts will continue. In addition, we will focus our energy on four new goals:

## Goals

*(This is the spot to articulate the goals, major objectives, and outcomes that will move your development work forward as a team. This section will likely move to a spreadsheet for tracking and more specifics as necessary. Remember to include the donor as the focus – not just the money. This section should connect to the organizational goals stated earlier in the plan)*

The following represents specific goals that ORGANIZATION will seek to accomplish in two years, beginning on July 1, 20xx

### **GOAL 1: Maintain and strengthen relationships with current corporate and foundation funders**

#### **Key Objectives:**

1. Submit timely programmatic and financial reports
2. Ensure that ORGANIZATION reapplies for funding annually, if necessary
3. Communicate successes with funders at least twice per year
4. Engage funders in our work, if/when appropriate (e.g. signature event attendance, conversations about organizational priorities, and/or workshop participation)
5. Be a responsive partner, as time allows

#### **Outcome measurements for success (new donors, new dollars, retention, etc.):**

*Example: For use in regular board reporting, goals and benchmarks should be tied to the strategic plan and fundraising plan.*

**GOAL 2: Build relationships with new individual donor prospects, with the goal of securing at least one new gift over \$20,000**

**Key Objectives:**

1. Reach out to lapsed donors
2. Identify potential prospects in the area that ORGANIZATION serves
3. Reach out to potential prospects in a strategic way
4. Follow-up on any leads from funders or partners
5. Consider moving away from our event-based model as our primary way of engaging individuals

**Outcome measurements for success (new donors, new dollars, retention, etc.)**

*Example: For use in regular board reporting, goals and benchmarks should be tied to the strategic plan and fundraising plan.*

**GOAL 3: Infrastructure – Build the capacity of our board to be more engaged in the work of fund development**

**Key Objectives:**

1. Activate a fund development task force or standing committee of the board to champion peer-to-peer conversations
2. Ensure that the board is familiar with basic fund development concepts
3. Facilitate review/approval of the fund development plan and provide updates regularly
4. Ensure the Executive Director participates in regular fundraising professional development training
  - Include enough contractual funds in the approved budget to respond to potential new funding opportunities and other work
5. Maintain ongoing communication and involvement with the board

*Tools and Policies*

1. Ensure that the board has approved policies in place that demonstrate that we are a sound organization, i.e. fiscal and personnel policies, and fund development policies
2. Update our donor database to track all of our donors and prospects

3. Create a more fund-development friendly website
4. Develop a one-page marketing sheet to share with prospective donors
5. Draft and utilize a grant-tracking tool

**Outcome measurements for success (new donors, new dollars, retention, etc.)**

*Example: For use in regular board reporting, goals and benchmarks should be tied to the strategic plan and fundraising plan.*

**GOAL 4: Have committed funding in place at least 6 months prior to the signature event date**

**Key Objectives**

1. Develop an event-specific budget
2. Identify corporate sponsors that could offset event-related expenses
3. Submit thoughtful proposals to potential event sponsors
4. Seek out in-kind funding to offset event expenses

**Outcome measurements for success (new donors, new dollars, retention, etc.)**

*Example: For use in regular board reporting, goals and benchmarks should be tied to the strategic plan and fundraising plan.*

**Gift Chart**

**Goal: \$xxxx** *(Total charitable dollars in the year number derived from approved budget)*

*See appendix for chart*

**Key Messages from Case for Support:**

*Your case is a larger separate document that positions the organization within the context of the community and cause. It also generally answers the questions: Why the organization/project? Why now? Why the donors? What difference does it make? A sample Case for Support template is available from Foraker or other sources. This section is just an extraction of key messages from the case that impact the overall plan.*

*See appendix for more detail*

**Donor Recognition:**

**Donor Recognition Plan** *(Every fundraising plan needs to include a donor recognition plan that can be integrated into the organization's activities. The goals of a recognition plan are to*

*reconnect the donors to the mission and impact of the gift and/or the organization overall. In general, the higher the gift amount from the donor or the longevity of the donor in years of giving, the more they want access to information, significant people, and inside mission information. Providing “stuff” is not necessary. Focus on experiences and emotional connection to mission).*

*See appendix for example*

*Example NOTE: The level names should be mission related. They are generally hierarchical but not insulting. The goal is that they are motivational to the donor because they positively reflect the mission. When picking the top level, make sure there is room to grow in the future as the top gifts grow*

## **APPENDICES**

Appendix A: Case for Support

Appendix B: Gift Chart for FY2x

Appendix C: Recognition Plan

### **APPENDIX A: ORGANIZATION Case for Support Key Messages**

*These are key messages that the ORGANIZATION team can consistently use for external audiences.*

**Why You? The organization**

**Why Now?**

**Why Them? The specific donor or prospect**

**What difference will it make? From the donor/prospect perspective**

### **Additional Components of a Case for Support**

- Mission – (core purpose, answers to “Why do we exist?”)
- Philosophy (Core values, operating philosophy)
- Human/Societal need (Statement of Need)
- Organizational Core Values
- History (founding, track record of success, position in the community and cause)
- Goals – What do we want to achieve? (tied to strategic directions and evaluation)
- Objectives – How do we want to achieve the goals?
- Programs and services – Which methods will we use?
- Governance
- Staffing
- Facilities or mechanics of service delivery
- Finances – narrative, numerical, graphic
- Total expense and income
- Philanthropic support

APPENDIX B: Gift Chart for ORGANIZATION General Operating Expenses – FYXX

Gift Range Chart Worksheet

Type of Campaign: Annual Capital Special \_\_\_\_\_ Total goal: \$ \_\_\_\_\_ (1)

Gift range from \$	Number of gifts	Number of Donors/prospects	\$ per range
\$ (2)	1 gift	_____ (3:1)	\$
\$(3)		_____ (3:1)	\$
\$		_____ (3:1)	\$
\$		_____ (3:1)	\$
<b>20% of donors – Annual</b>			<b>80% of goal – Annual</b>
<b>10% of donors – Capital</b>			<b>90% of goal – Capital</b>
\$		_____ (2:1)	\$
\$		_____ (2:1)	\$
\$		_____ (2:1)	\$
\$ (4)		_____ (2:1)	\$
<b>80% of donors – Annual</b>			<b>20% of goal – Annual</b>
<b>90% of donors – Capital</b>			<b>10% of goal – Capital</b>

1. Start here. A gift chart must start with a real number. This number represents the total charitable gifts you are preparing to raise in your plan. This number is generally found in the board approved budget.
2. This number represents the largest gift to the campaign/year of funding. It should be a “stretch” beyond any gift the organization has received before, but is a realistic request. It can come from individuals, corporations, foundations, and civic groups. There will only be one of these gifts. If there are more, then your gift amount is not enough of a stretch.
3. This number represents the current largest gift(s) that your organization has secured in the recent past. You have a few of these gifts already and you can expect more in the future.
4. This number represents the average entry-level gift in an annual funding campaign OR the smallest gift you want to have a strategy for securing in a capital project. (In a capital campaign the amount is usually no less than \$100 and in annual campaigns the amount is usually no less than \$25). There will be the greatest number of these gifts.
5. Note: You may need more or fewer rows to complete your gift chart. The number of rows you have depends on how your breakout of gift numbers occurs in your organization.

**APPENDIX C: Recognition Plans**

**ORGANIZATION Corporate/Foundation Donor Recognition Plan  
for internal use only**

The following are overall implementation notes for the donor recognition plan

- The plan is cumulative in scope.
- Recognition is at the donor’s discretion. Donors can opt for an anonymous listing.
- All donors are added to the mailing list unless otherwise requested.
- All key messages are connected to our communication each year.
- Acknowledgment starts no less than 24 hours after receiving a gift.
- Event recognition/sponsorship is treated separately with an alternate.


Recognition Plan: Corporation/Foundation				
Level	Level Name	Recognition/stewardship	Lead	Timing
\$25,000+	Amazing	<ul style="list-style-type: none"> <li>• Press Release (upon request)</li> <li>• Logo displayed at the “amazing” Sponsor level in all events material throughout the year</li> <li>• Speaking opportunity from the podium during 2 of the mission events in the year</li> <li>• Company name on sponsor acknowledgment preceding 2 mission efforts or publications during the year</li> <li>• Two complimentary registrations to 2 mission efforts per year. (upon request)</li> <li>• A social media post announcing support, at request</li> <li>• Invitation to attend a mission moment experience with a board member</li> </ul>		
\$10,000	Wonderful	<ul style="list-style-type: none"> <li>• Logo displayed at the “Wonderful” Sponsor level in all mission events material</li> <li>• Speaking opportunity from the podium during 1 of the mission events in the year</li> <li>• One complimentary registration to 1 mission effort per year. (upon request)</li> <li>• Donors are publicly acknowledged at signature event* *If the event exists already and is mission-related.</li> <li>• Personalized letter signed by board president</li> </ul>		
\$5,000	Fabulous	<ul style="list-style-type: none"> <li>• Logo displayed at the “fabulous” Sponsor level in all mission events material</li> <li>• Link to donor’s website from the (insert org name) page</li> <li>• Company name on sponsor acknowledgment preceding 1 mission effort or publication during the year</li> <li>• Handwritten card from mission participants enclosed with acknowledgment</li> <li>• Special invitation to accompany board member to mission in action experience (insert options)</li> <li>• Board member personalized communication</li> </ul>		
Up to \$1,000	Super	<ul style="list-style-type: none"> <li>• Name displayed at the “Super” level in all levels in all mission events material</li> <li>• Link to donor’s website from the (insert org name) page</li> <li>• Company name on sponsor acknowledgment preceding 1 mission effort or publication during the year</li> <li>• Update sent to donors about mission moments and other pertinent info. (inside track)</li> <li>• Personalized communication to each donor by the executive director within 48 hours</li> <li>• Formal letter signed by Executive director</li> <li>• Listing in annual donor listing (annual report, online report etc.)</li> </ul>		52

**ORGANIZATION Individual Donor Recognition Plan  
for internal use only**

The following are overall implementation notes for the donor recognition plan

- The plan is cumulative in scope.
- Recognition is at the donor’s discretion. Donors can opt for an anonymous listing.
- All donors are added to the mailing list unless otherwise requested.
- All key messages are connected to our communication each year.
- Acknowledgment starts within 24 hours after receiving a gift.
- Opportunities are offered for special acknowledgment like Pick.Click.Give.

## Recognition Plan: Individuals



Level	Level Name	Recognition/stewardship	Lead and other involved	Timing
\$10,000+	Mission Adapter	<ul style="list-style-type: none"> <li>• Invitation to attend a mission moment experience with a board member</li> </ul>	Executive and full board	
\$5,000	Mission Mentor	<ul style="list-style-type: none"> <li>• Donors are publicly acknowledged at signature event* <i>*If the event exists already and is missionrelated.</i></li> <li>• Special invitation to the donor to experience mission in action (insert options)</li> </ul>	Executive or key staff	
\$1,000	Mission Connector	<ul style="list-style-type: none"> <li>• Handwritten card from mission participants enclosed with acknowledgment</li> <li>• Special invitation to accompany board member to mission in action experience (insert options)</li> </ul>	Select board members	
\$ 500	Mission Convener	<ul style="list-style-type: none"> <li>• Board members host donors at----- events</li> <li>• Invitation in connection to board celebration one time per year</li> </ul>	Select board members	
<\$250	Mission Networker	<ul style="list-style-type: none"> <li>• Update sent to donors about mission moments and other pertinent info. (inside track)</li> <li>• Personalized phone call to each donor by the executive director</li> <li>• Personalized letter signed by board/president/Chair</li> <li>• Listing on the website at the donor level</li> </ul>	Key staff & select board members	
<\$100	Mission Partner	<ul style="list-style-type: none"> <li>• Formal note card signed by the Executive Director</li> <li>• Quarterly newsletter listing</li> <li>• Invitation to a mission moment or shared in a written story</li> <li>• Listing in one-time annual donor listing (annual report, online report etc.)</li> <li>• Regular communication through newsletter</li> </ul>	Executive & staff	

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