**Financial Resource Development Plan**

**Fundraising Success Begins with A PLAN!**

This outline is intended to assist you in creating a Financial Resource Development Plan for your chapter. Both your lay leaders and professionals should be involved in the Plan’s preparation.

Before you get started, remember:

- Everything starts with your strategic plan and your business plan
- You will need information about your organization’s current and past budgets and fundraising statistics to make projections
- The plan should:
  - Set goals for success long and short term
  - Establish benchmarks
  - Facilitate coordination of fundraising efforts
  - Demonstrate your institution’s level of commitment and professionalism
  - Establish fundraising priorities:
    - For projects and programs that need funding
    - For allocation of resources and time
  - Establish a timeline

I. **Writing your Introduction**

- Explain who you are by articulating your mission
- Explain how FRD fits into the mission
- Based on your needs analysis, clearly state what the organization could accomplish if it can raise more money
- List what the FRD plan will cover:
  - Overview of existing fundraising efforts/revenues
  - % of budget you can/want to raise from FRD
    - Operating
    - Programs and Services
  - Expanding approaches to fundraising – proposed changes to existing efforts
  - Priorities for implementation
    - Goals and benchmarks
  - Resources, material and budget requirements
  - Proposed committee structure
  - Creating a climate to support fundraising
II. **Overview of Existing Sources of Funds from All Fundraising Sources (prior 3-5 years) per year**

**Unrestricted Annual Funds:**
- 1. Individuals $ 
- 2. Events $ 
- 3. Others $ 
  
  Total Unrestricted Annual Giving $ 

**Designated Annual Giving:**
- 1. $ 
- 2. $ 
- 3. $ 
- 4. $ 
- 5. $ 
  
  Total Designated Giving $ 

**Corporate Giving:**
- 1. Cash $ 
- 2. In-Kind $ 
  
  Total Corporate Giving $ 

  TOTAL ANNUAL GIVING $ 

**Endowment Funds:**
- 1. Unrestricted Endowment $ 
- 2. Restricted Endowment $ 
  
  TOTAL ENDOWMENT GIVING $ 

**Planned Giving/Bequests:**
- 1. Income from Bequests $ 
- 2. Planned Gifts/Trusts/etc. $ 
  
  TOTAL PLANNED GIFTS $
III. **Proposed Changes to Existing Fundraising**

- What’s working well?
- What’s not working?
- Is there anything that’s working so well we’ll just keep doing it the same way?
- Is there something not working well enough? Does it need to be re-structured?
- Do we have new financial issues to deal with?
  - Increased cost of security?
- What else do you want to do?
  - Should we be adding more events to our fundraising calendar?
  - Should we be increasing our efforts regarding existing events e.g. by either adding layers/additional elements or starting planning earlier or involving a broader planning committee?
- Analyze giving:
  - Is our Board giving enough?
  - Are enough people giving?
  - Could they be giving more?
  - Are there potential donors we’re not reaching?
- Analyze image (how your ORGANIZATION is perceived in the community):
  - What about our outreach?
  - Does the community at large know who we are and all that we do?
  - Should we be doing something different about marketing ourselves for fundraising purposes?
- Analyze involvement:
  - Is our Board engaged?
  - Is our Leadership engaged?
- Analyze your FRD committee structure:
  - Do we have an FRD committee?
  - Do we need to define a committee structure?
  - Who is involved in the fundraising effort?
  - Are there enough people on the committee?
  - Are their roles clearly defined?
  - Do we need to add people?

IV. **Expanding Approaches to Annual, Endowment and Capital Fundraising**

Developing a multi-faceted approach to fundraising:

Do we want to explore:
(choose any/all of the list below, or add other categories):
- Expanding our donor base
- Direct mail
• E-philanthropy
• Designated Giving
• Grants
• Planned Giving
• Strategic partnerships
• Corporate sponsorships/Cause-related marketing
• Cost-cutting measures:

V. **Creating a Climate to Support Fundraising**
• Donor Recognition
  o Events
  o Naming Opportunities
  o Value-added
  o Articles
  o Other
• Marketing and Public Relations
  o Advertising
  o Publications
  o Press releases / Announcements
  o FRD Newsletter
  o Other
• Role of the Board of Directors
  o Increasing personal contributions (establish a minimum required gift to sit on the Board if it doesn’t exist)
  o New Board orientation should include FRD responsibilities
  o Identifying new potential individual, corporate and/or foundation donors
  o Helping to open doors to prospective donors
  o Soliciting
  o Educating prospective /current donors
  o Hosting parlor meetings/events
  o Lobbying
  o Participating in the FRD committee
  o Solicitation training if needed
    Setting a solicitation strategy, including a timetable, with Board
    Commitments completed before any other solicitations are begun
  o Setting the example of increasing gifts incrementally, not remaining at one level

VI. **Committee Structure**

The Development Professional cannot act as a committee of one. A carefully structured FRD Committee is a critical component of the success of any fundraising effort. The committee should be large enough to ensure that the burden of running the fundraising not fall upon too few people, and small enough to be manageable. Members of the committee should themselves make quality contributions, and each should have a specific responsibility. Members of the committee need not necessarily be members of the board.
The Executive Director and President should always be ex-officio members of the committee.

Suggested committee responsibilities: (choose)

- FRD Chair
  - Serves as Chair of the Annual Campaign
  - Appoints subcommittee chairs
  - Appoints new committee members
  - Oversees ongoing planning process
  - Oversees implementation of the plan
  - Has responsibility for follow-through with subcommittee chairs
  - Oversight of all fundraising activities
  - Oversight of recognition events and activities

- Subcommittees and Portfolios
  - Board Solicitation Chair
  - Annual Major Gifts Chair and subcommittee
  - Events Chair(s)
  - Donor Recognition Chair
  - Endowment Chair
  - Planned Giving
  - Strategic Partnerships/Corporate Sponsorship Chair

- Capital Campaign Chair: (Same responsibilities as Annual, but for Capital Campaign)

VII. Priorities for Implementation

In establishing priorities, it becomes necessary to evaluate which new endeavors can bring the most profitable results quickly. Also, it should be determined what new materials should be developed in order to put new or improved fund raising strategies into place.

Year One
1. 
2. 
3. Evaluate

Year Two
1. 
2. 
3. Evaluate

Years Three - Five
1. By year three, all programs above should be in place.
2. Evaluate
3. Set new goals based upon prior two years’ successes!

**Years Five - Ten**
1. 
2. 
3. Evaluate and set new goals

**VIII. Resources and Materials**

**Materials**: Materials to be developed to aid in education, cultivation and Solicitation are (choose):

- Case for Giving
- Pledge Cards and/or Tribute type envelopes
- Planned Giving materials/brochure
- Donor newsletter
- Secured Website for online contributions
- Targeted advertisements for specific fundraising purposes
- Donor recognition devices as necessary and appropriate

**Staff**

- Define roles of all staff involved in fundraising:
  - Executive Director and Associate Director
  - Director of Development
  - Marketing Director
  - Other professional staff

- Determine how staff can be most effective:
  - What is the role of the marketing director in fundraising?
  - Should the director of development coordinate all asks across departments? Do you ever have a situation in which different departments approach the same potential donor?
  - Do other professionals have the skills they need to be effective fundraisers for their respective departments? Do they need training? Should they meet regularly with the development director as an FRD team?
  - As new FRD programs are added, will additional staff be needed?
  - If yes, what should be the criteria/benchmarks?
  - Is there a need for consultants? If yes, in what areas?
  - Is a planned giving specialist available to you?

**Budget**

- Examine your current budget for FRD. Is it sufficient? If not, ask the following questions:

  **Year One:**
  - What new materials do we want, and what will they cost?
• If we determine we need staff training, what will that cost?
• Do we want to retain any consultants?
• ?
• ?

Year Two:
• Plan additional costs carefully. Have benchmarks - determine an acceptable cost effectiveness ratio.
• If you think you need a new staff person, build the cost into your campaign.
• What will be new in Year Two?
• ?
• ?

Budget for succeeding years after materials, staff and events have been evaluated midway into year two.

IX. Goals

Articulate your specific goals:
• Annual unrestricted budget relief
• Annual designated program support
• Endowment
• Capital
• Determine what percent of your annual budget should come from fundraising
• List any new major initiatives you may want to begin

Check yourself:
• Are your goals consistent with your organization’s vision?
• Will they enable you to serve your constituents more effectively?
• Are they realistic?

X. Executive Summary

The executive summary is written after the plan is completed. Give a brief overview of the entire plan, which can then be placed at the beginning of your document. The executive summary can be shared with your community as a concise statement of your newly determined financial and programmatic vision.