Strategic Planning for Your Organization and Its Fund Development

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Strategic Planning for Your Organization

• It’s global.
• It will affect all aspects of your organization’s programs.
• Priorities must be selected to implement the mission in the future.
• Some choices made this process may have immediate effect; the impact of other decisions will be felt only over a longer period of time.
Who Is Involved?

- Staff
- Board
- Volunteers
- Appointed study team
- Outside facilitator
Strategic Planning Should Answer the Following Questions

• What is the organization’s (bureau, museum, park, etc.) mission? Why does it exist?
• What vision does the organization have about what it could become in the future?
• What services and programs does it provide now? What could it offer in the future?
• Who benefits from these efforts? How might the clients/customers change in the future? How would the organization respond to these changes?
• Given the surrounding environmental conditions and the current capability of the organization, where should it concentrate efforts and resources to carry out its mission and vision?
• What measures will be used to track the success?
• What efforts will be made to revise the organization’s priorities as conditions change?
Essential Questions for Strategic Planning

• What is our mission?

• What is our vision?
Identity Issues

• Who do we think we are?
• What do we do?
• What do we NOT do?
• What long-term plans do we have?
• What short-term priorities must we meet?
What Is Our Service?

• What do we want to accomplish?
• What results do we want to achieve?
• How is our organization strong?
• How is our organization weak?
Who Do We Serve?

• Who are the people we serve?
• How will those we serve change over time?
• What do the people we serve think is important?
• How well do we meet their needs—and how do we know this?
What Are Our Outcomes or Results?

• What outcomes or results do we expect?

• Have we achieved these outcomes or results?

• How can we adapt what we do to achieve the outcomes or results we want?
What Is Our Strategy to Continue?

- What do we know about ourselves now?
- What priorities have we chosen?
- What are our goals (what must be accomplished)?
- What are our objectives (how those accomplishments will be met)?
- What must be set aside or discarded for the good of the organization and those it serves?
What Next Steps Should Be Taken?

• What activities must take place to meet our objectives and achieve our goals?

• Who is going to be responsible for these activities?

• How will we keep staff/board/volunteers updated on our efforts?
Strategic Plan for Development

• More targeted
• Focus is on the sustainability of the organization
• Asks tough questions to develop a comprehensive development program for the organization
• Must be matched with the overall strategic plan
• Diversifies funding sources
• Establishes an organization’s readiness to embark on fund development programs
• Ensures you have the resources to advance the organization’s mission
# Fundraising vs. Development

<table>
<thead>
<tr>
<th>Fundraising</th>
<th>Development</th>
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<tbody>
<tr>
<td>Focus on money</td>
<td>Focus on donor</td>
</tr>
<tr>
<td>Quid pro quo</td>
<td>Relationship</td>
</tr>
<tr>
<td>One shot</td>
<td>Interest congruent with mission</td>
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<tr>
<td>Instant gratification</td>
<td>Delayed gratification</td>
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<td>Where is the money?</td>
<td>Giving culture/environment</td>
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2001 Contributions: $212.00 billion
By Sources of Revenue

- Religion: $80.96 (38.2%)
- Education: $31.84 (15.0%)
- Health: $18.43 (8.7%)
- Public-Society Benefit: $11.82 (5.6%)
- Gifts to Foundations & Unallocated: $25.55 (12.1%)
- Arts, Culture, and Humanities: $12.14 (5.7%)
- International Affairs: $4.17 (2.0%)
- Environment: $6.41 (3.0%)

Source: Giving USA 2002/AAFRC Trust for Philanthropy
2001 Contributions: $212.00 billion
By Type of Recipient Organization

- Religion: $80.96 (38.2%)
- Education: $31.84 (15.0%)
- Health: $18.43 (8.7%)
- Human Services: $20.71 (9.8%)
- Gifts to Foundations & Unallocated: $25.55 (12.1%)
- Public-Society Benefit: $11.82 (5.6%)
- Arts, Culture, and Humanities: $12.14 (5.7%)
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Source: Giving USA 2002/AAFRC Trust for Philanthropy
Components of a Comprehensive Fund Development Program

1. **Annual Giving**
   A year-round effort to raise renewable funds from individuals and groups, for unrestricted and restricted purposes using a variety of solicitation methodologies and techniques.

2. **Capital Giving**
   An intensive, organized fundraising effort to secure philanthropic gifts for specific capital needs or projects, executed within a specific time period, usually over one or more years. It is estimated that 90% of most organization’s philanthropic dollars come from the top 10% of the donors.

3. **Estate or Planned Giving**
   The integration of individual donor’s plans to make a charitable gift with his or her personal financial and estate plans.
Grantsmanship

- Plan the entire program, design an evaluation, and create a detailed budget first
- Identify funding sources with interest in your work
- Cultivate relationships with foundation staff or trustees
- Have a plan for additional sources of funding and how you will continue the project after funding ends
- Writing a grant is equivalent to writing a business proposal
- A grant award must be used for the purposes outlined in your proposal
- Thank the funder
- Keep in contact with the funder and meet all reporting requirements
The Three Immutable Laws of Development

• People give to ______
• People give to ______
• People must be _____
Establishing Your Case

• Case – an expression of the cause, or a clear, compelling statement of all the reasons why anyone should consider making a contribution in support of or to advance the cause. (Seymour, 1966)

• Case Statement – a written document that describes in a summary fashion the reasons a cause is worthy of support, why fundraising and philanthropic gifts are needed, and the benefits specific people will receive when funds are spent.
So What and Who Cares?

- Urgent and compelling reason why someone should give to your organization
- Donor-focused vs. organization focused
- External and Internal Case
- Different case statement for different constituents
Developing a Constituency

Building Your Donor Base

- Interest
- Linkage
- Ability / Capability
Components of a Strategic Planning for Development

- Assess external environment
- Assess internal environment
- Analyze current development activities
- Determine short-term and long-term goals, objectives, and activities
- Implement while planning
Assessment

External factors include—

- Public perception of the organization
- The economy’s impact on development
- Public policy issues
- Identifying customers
- Location of the agency
- Identifying competing causes

Internal factors include—

- Board of Directors
- Executive Director
- Staff
- Finances/Budget
- Technical Resources
- Philanthropic culture of the organization
- Programs and Services
- Volunteer Structure

Current development function assessment includes—

- Fundraising personnel
- Assessing current fundraising programs for best practices
- Fundraising technology
- Physical facilities
- Defining the donor pool
- Segmenting the pool of donors
Planning

Action Plans will be developed for each objective.

- Define the key actions required to accomplish the objective
- Identify the person responsible for each action
- Determine timelines for each action
- Establish deadlines and benchmarks
- Establish budgets

Fundraising calendars and campaign templates can be created for this process.

- A solicitation calendar
- A special events calendar
- An annual giving program calendar
- A capital campaign calendar
- A planned gifts calendar
- Grant application and tracking calendar

Templates can be developed for annual and capital giving campaigns. This includes—

- Case statements
- Pledge forms
- Volunteer solicitation manual
- Solicitation packet
- Recruitment strategies
- Volunteer job descriptions
- Volunteer training components
Any Questions?