



DEVELOPMENT PLAN

Approved by the Board of Directors
January, 2010

2010 – 2012

CONFIDENTIAL

This is a sample plan for demonstration purposes. The contents do not include real data nor are they intended to apply to any organization. Actual plans will vary based on organizational need.

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1.0 Current Situation and Plan Highlights

ABC Cultural Organization (ABC CO) experienced a revenue shortfall in 2008 and the Board of Directors responded with appropriate expense cuts, including staff lay-offs and a hiring freeze. The unfortunate consequence is that a staff of 10 is currently filling the roles formerly undertaken by 14; the key position of Development Officer was not filled following her departure. Another cut was the newsletter, which has led to a lower profile, adding to a spiraling decline.

The staff is incredibly dedicated and they have been able to continue successfully delivering a world-class experience to audiences. However, there is currently a culture of scarcity at ABC CO. Gaining new revenue is difficult without dedicated staff to work in this area. Communicating successes and needs is difficult without appropriate tools. This plan aims to build on a successful campaign in the fall of 2009, completed with the help of a consultant, which began to turn around the declining revenue picture.

Budget needs for ABC CO are projected to rise in 2010 and beyond, as components of new plans are implemented to bring the organization back to traditional service levels. The highest costs will come from increasing the staff capacity, particularly the reinstatement of a professional development office, and from offering new strategic services, particularly a dance series. ABC CO will be looking for the greatest increases in support from individual donors, foundations and business sponsorships.

Key development strategies

- Ensure sufficient staff and support to implement plans
- Implement effective communications and marketing plan
- Increase membership
- Increase audiences at ABC CO events
- Achieve long-term funding commitment from the Community Council
- Maximize revenue through existing events
- Position ABC CO favorably to grant-making foundations
- Create contemporarily attractive corporate sponsorship opportunities

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Board participation, in making lead gifts and requesting support from prospective donors, is key to the successful implementation of this plan. Members of the Board were actively engaged in the fall '09 fundraising campaign. This level of involvement must be continued, and new board members willing to participate must be brought onto the board.

This development plan was created in conjunction with the strategic and business plans and the three plans together constitute the whole.

2.0 Strategies and Action Plan

Strategies	Key Action Items	Timeline	Assignment
Secure funding for a permanent Development Officer	Contract with experienced development consultants to support staff efforts, as needed	2010	Exec. Dir
	Apply for Capacity Building/Development grants	3/31/10	Ex. Dir., Consultant
Implement effective communication	Implement strategic marketing and communications plan		Exec. Dir., Consultant
Increase membership	Offer special introductory package valued at \$65 for \$25 to audience members who become members while at ABC CO activities	1/31/10	Dev. Asst.
	Undertake annual membership campaign each fall	9-11/10	Mgmt. & Board
Increase visits to ABC CO events	Create small space for monthly changing exhibit	12/31/01	Prog. Coord.
	Offer discount coupon for next visit to each audience member	1/31/10	Dev. Asst.
Achieve long-term funding commitment	Request semi-annual meetings with Community Council to discuss ABC CO	6/30/10 - 12/31/12	Board
Maximize revenue through existing events	Market event to potential sponsors, members, and through e-newsletter	60 days prior to events	Exec. Dir., Dev. Officer
Position ABC CO favorably to grant-making foundations	Schedule meetings with key foundation officials	3/31/10	Exec. Dir., Board
Create contemporarily attractive corporate sponsorship opportunities	Create strong recognition and branding opportunities	1/31/10	Exec. Dir., Consultant

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3.0 Sources of Revenue

3.1 Foundations and Government Support

Grants have long provided support for programs and exhibits, allowing ABC CO to produce and deliver a high quality experience for community members and audiences. In 2008, these grants totaled over \$100,000.

Over the next three years, grant funds will be sought for implementation of plan components, especially development capacity, as well as for exhibits and programs.

Following is the preliminary grant application plan.

**ABC Cultural Organization
2011 Foundation Request Plan**

*Indicates preliminary deadline for letter of inquiry or application.

Foundation	Plan Date(s)	Potential Project or Activity	Request	Deadline*
AIST Foundation	2011	Dance series	\$ 50,000	8/15/2011
Buster Family Foundation	2012	Youth Art Show	\$ 2,500	8/15/2011
DL Childer Foundation	2011	Development capacity-building	\$ 50,000	7/1/2011
East Community Fund	2011	2011 programming (TBD)	\$ 1,000	11/30/2011
Hooper Foundation	2011	Classes	\$ 5,000	9/15/2011
Interbank Foundation	2011	General operating support	\$ 2,500	4/1/2011
Johnson Foundation	2011	General operating support	\$ 2,500	12/31/2010
Bob & Mary Koller Foundation	2011	Dance series	\$ 50,000	None
Krakov Trust	2012	Youth Art Show	\$ 2,500	9/30/2011
Kuster Family Foundation	2012	Programming - TBD	\$ 5,000	8/1/2011
Lawson Erland Foundation	2012	Youth Art Show	\$ 2,500	9/1/2011
Linson Family Foundation		Community Art Show	\$ 5,000	12/1/2010
State Arts Commission	2011-12	Dance series	\$ 50,000	
State Community Foundation	2011-12	Follow-up to 2010 grant	\$ 25,000	2/1/2011
State Cultural Trust		Art exhibit	\$ 10,000	2/1/2011
Stateline Foundation		Art exhibit	\$ 15,000	
Tanner Foundation	2011	Development capacity-building	\$ 7,500	1/12/2011
Tucker Family Foundation	2011	Youth Art Show	\$ 1,500	7/31/2011
Bill & Sara Urdahl Charitable Trust		Development capacity-building	\$ 50,000	12/15/2010
VanHouston Foundation	2011	Community Art Show	\$ 2,500	None
Wabash Foundation	2011	General operating support	\$ 10,000	TBD
Walker Institute	2012	Dance series	\$ 30,000	None
West East Foundation	2011	Community Art Show	\$ 7,500	4/30/2011
Young Family Foundation	2011	Classes	\$ 5,000	12/31/2010

3.2 Business Support

Corporate program sponsorships have provided a nominal amount of revenue for ABC CO. As ABC CO's visibility increases, so does the attractiveness of sponsorship of its programs. ABC CO will assertively market these opportunities to help offset program costs and increase unrestricted funds.

ABC CO also offers business memberships and event sponsorships, which have raised additional revenue. These strategies will remain in place.

Donors will be afforded the opportunity each year to look ahead at sponsorship opportunities, including discounts for sponsoring multiple events. The packages will be offered first to existing donors and sponsors will have right of first refusal for any events they have previously sponsored.

3.3 Individual Donors

Individual donors have provided significant funding, projected to account for 14% of revenue in 2009. The majority of this amount was gained in the final quarter of the year, as a result of a new campaign. Renewal requests accounted for the majority of the balance. In future years both the campaign to engage new members and the annual renewal requests will continue. The renewal program will add follow-up calls for those who do not renew within 30 days, to remind them about the request and determine if there is a reason they are choosing not to renew.

Individual gifts will be solicited through the following methods.

Major Gifts

A major gifts program (gifts of \$5,000 and above) is of primary concern and importance and was a major focus of the fall campaign. Unrestricted gifts will be needed to launch components of the new plans and lay the foundation for future success.

Membership

All individuals who are involved with or connected to ABC CO in any way will be asked to contribute by becoming members. Over the next three years, the basic membership rate will remain the same. Added benefits of membership, including better communications, changing exhibits and improved facilities, will make membership more attractive.

Moves Management

As of mid-2009, ABC CO had 114 current individual members giving between \$25 and \$1,000, as demonstrated in this chart.

\$1,000	\$500	\$250	\$100	\$65	\$45	\$35	\$25	TOTAL
3	2	7	25	6	29	5	37	114
2.60%	1.80%	6.10%	22%	5.30%	25.40%	4.40%	32.50%	
\$3,000	\$1,000	\$1,750	\$2,500	\$390	\$1,305	\$175	\$925	\$11,045

Many donors have been giving for a period of years, many of them at the same level.

The staff and board will meet with at least four donors per month in the coming year, to involve them in the implementation of the business plan and request an increase in their level of giving. All letters asking for a renewal of membership will also make the case and provide the opportunity for increased giving.

Program Sponsorship

Program sponsorship opportunities will be offered to individuals, as way to further engage their support.

3.4 Events

The staff spends a significant amount of time putting on events. Three annual events, the Awards Dinner, the Golf Tournament, and the Fundraising Dinner traditionally bring in significant revenue, although attendance has decreased since 2007. These programs will continue, with improved communication about how they benefit ABC CO, and increased outreach to potential participants in order to maximize revenue from them.

3.5 Ticket Sales

Audiences at ABC CO activities increased by approximately 14% in the first half of the year, while revenue fell by 13%. This was accounted for by a 41% increase by children, at a lower rate, and free performances during the month of February.

Affordability is a hallmark of ABC CO community services and ticket prices are planned to stay the same in coming years, while efforts will be made to increase the visibility of ABC CO and draw more audience members.

Performance/Exhibit rates

No charge for Members of ABC CO

\$7.00 Adults

\$6.00 Senior Citizens (60+)

\$4.50 Students (13-18) w/Student Body card

\$3.50 Children (5-12)

No charge 4 yrs. and under

Ticket sales currently account for about 5% of revenue. An increasing audience will increase the revenue expected in this category.

3.6 Art Sales

ABC CO has traditionally received donated art for an annual sale. These sales are projected to increase slowly but consistently in coming years.

3.7 Classes

As with performances, attendees at ABC CO classes provide some revenue, less than 2%, and there is room for this to grow.

4.0 Revenue Projections

4.1 Revenue by Source

This chart demonstrates overall goals for revenue for 2010 - 2012 and compares them to the previous year.

Source	2009	2010	2011	2012
Foundation grants	\$105,600	\$165,000	\$155,000	\$185,000
Government grants	\$40,300	\$50,000	\$50,000	\$50,000
Business sponsorships	\$4,000	\$14,000	\$24,420	\$35,500
Individual gifts	\$14,000	\$124,625	\$128,370	\$132,220
Ticket sales	\$42,000	\$46,200	\$50,820	\$60,000
Events	\$78,200	\$80,546	\$82,962	\$85,451
Art sales	\$109,208	\$116,200	\$127,820	\$140,602
Class Fees	\$6,500	\$7,000	\$7,500	\$10,000
Council allocation	\$209,392	\$209,392	\$259,392	\$259,392
Endowment proceeds	\$20,000	\$20,000	\$20,000	\$35,000
Other & Misc.	\$14,092	\$4,371	\$3,572	\$4,132
TOTAL	\$643,292	\$837,334	\$909,856	\$997,297

4.2 Pro Forma Foundation/Government Grant Revenue

	2010	2011	2012
Existing grants	\$ 37,000		
New and renewing grants	\$178,000	\$205,000	\$230,000
Total	\$215,000	\$205,000	\$230,000

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4.3 Pro Forma Business Sponsorship Revenue

	2010	2011	2012
Annual Art Exhibit	\$4,000 1 major (\$2,500) 1 patron (\$1,000) 1 partner (\$500)	\$11,500 1 present. (\$5,000) 1 major (\$2,500) 3 patron (\$1,000) 2 partner (\$500)	\$16,700 1 title (\$10,000) 1 major (\$2,500) 2 patron (\$1,000) 2 partner (\$500) 12 friend (\$100)
Annual Performance Series	\$3,500 1 major (\$2,500) 1 patron (\$1,000)	\$3,500 1 major (\$2,500) 3 patron (\$1,000)	\$6,000 1 major (\$2,500) 3 patron (\$1,000) 1 partner (\$500)
Community Members Art Show	\$5,000 2 major (\$2,500)	\$6,000 2 major (\$2,500) 1 patron (\$1,000)	\$7,500 2 major (\$2,500) 2 Patron (\$1,000) 3 Partner (\$500)
Youth Art Show	\$1,500 1 patron (\$1,000) 1 partner (\$500)	\$3,500 2 patron (\$1,000) 2 partner (\$500) 5 friend (\$100)	\$5,000 3 patron (\$1,000) 2 partner (\$500) 2 supporter (\$250) 5 friend (\$100)
Total	\$14,000	\$24,500	\$35,200

4.4 Pro Forma Individual Revenue

	2010	2011	2012
Individual Program Sponsorships	\$5,000	\$9,000	\$12,000
Student/Senior/Special Memberships	\$6,250 250 X 25	\$6,250 250 X 25	\$6,250 250 X 25
Individual Memberships	\$8,750 250 X 35	\$8,750 250 X 35	\$8,750 250 X 35
Family Memberships	\$6,750 150 X 45	\$6,795 151 X 45	\$6,795 151 X 45
Fellow Memberships	\$1,625 25X 65	\$1,625 25X 65	\$1,625 25X 65
Sponsor Memberships	\$5,000 50 X 100	\$5,000 50 X 100	\$5,100 51 X 100
Sustainer Memberships	\$3,750 15 X 250	\$3,750 15 X 250	\$4,000 16 X 250
Partner Memberships	\$7,500 15 X 500	\$7,500 15 X 500	\$8,000 16 X 500
Patron Memberships	\$15,000 15 X 1,000	\$15,000 15 X 1,000	\$15,000 15 X 1,000
Benefactor Memberships	\$15,000 6 X 2,500	\$15,000 6 X 2,500	\$15,000 6 X 2,500
Traditions Membership	\$20,000 4 X 5,000	\$20,000 4 X 5,000	\$20,000 4 X 5,000
Grand Memberships	\$30,000 3 X 10,000	\$30,000 3 X 10,000	\$30,000 3 X 10,000
TOTAL	\$124,625	\$128,370	\$132,220

4.5 Pro Forma Event Revenue

	2010	2011	2012
Awards Dinner	\$30,000	\$31,000	\$32,000
Golf Tournament	\$11,000	\$11,000	\$11,000
Fundraising Dinner	\$40,000	\$41,000	\$42,000
TOTAL	\$81,000	\$83,000	\$85,000

5.0 Donor Recognition

Regardless of the source of revenue, consistent and effective recognition will help guarantee satisfied donors and their ongoing, long-term support.

5.1 Sponsor Recognition

Sponsors provide funds to carry out the programs and events of an organization. Their contributions are made in exchange for alignment of their name or brand with that of the nonprofit or project. Businesses, in particular, use their sponsorships to build brand recognition, and garner community recognition. The *Neighbor of Choice* theory says that those businesses that support community organizations will be looked upon more favorably by that community, resulting in more business and less resistance to potentially controversial business decisions. ABC CO is well positioned to provide positive recognition for its sponsors.

In exchange for sponsorship, ABC CO will provide the following recognition to donors. In this system, logo inclusion will be provided for no more than six sponsors for any event, so as not to dilute the recognition. Sponsorship benefits may also be extended to individuals, as incentive for them to contribute at certain levels.

Sponsorship Level	Applicable Programs/ Quantity Available	Recognition
\$100 – Friend (unlimited availability)	Annual Art Exhibit Annual Perf. Series Community Art Show Youth Art Show Golf Tournament Awards Dinner Fundraising Dinner	<ul style="list-style-type: none"> • Subscription to monthly email update • Recognition on sponsor page on website • Recognition in annual report • Tax deduction as allowed by law • Invitation for two to opening of the sponsored event
\$250 – Supporter (unlimited availability)	Annual Art Exhibit Annual Perf. Series Community Art Show Youth Art Show Golf Tournament Awards Dinner Fundraising Dinner	<p>Above plus:</p> <ul style="list-style-type: none"> • Name in one issue of monthly email update
\$500 – Partner (unlimited availability)	Annual Art Exhibit Annual Perf. Series Community Art Show Youth Art Show Golf Tournament Awards Dinner Fundraising Dinner	<p>All of above plus:</p> <ul style="list-style-type: none"> • Name on certificate or list in entry lobby plus copy to be presented to donor
\$1,000 – Patron (unlimited availability)	Annual Art Exhibit Annual Perf. Series Community Art Show Youth Art Show Golf Tournament Awards Dinner Fundraising Dinner	<p>All of above plus:</p> <ul style="list-style-type: none"> • Name in all promotional print materials related to the program • Name in media releases regarding program

\$1,500 - Benefactor	Annual Art Exhibit Annual Perf. Series Community Art Show Youth Art Show Golf Tournament Awards Dinner Fundraising Dinner	All of above plus: <ul style="list-style-type: none"> • Use of ABC CO brand for promotional opportunities • Inclusion of logo on website sponsor page • Logo in all promotional print materials related to the program
\$2,500 - Major	Annual Art Exhibit Annual Perf. Series Community Art Show Golf Tournament Awards Dinner Fundraising Dinner	All of above plus: <ul style="list-style-type: none"> • Premier logo placement on promotional print materials related to the program • Logo included on banner at sponsored event • Free admission for an additional 4 people to the opening of the sponsored event
\$5,000 - Presenting	Annual Art Exhibit Annual Perf. Series Community Art Show Golf Tournament Awards Dinner Fundraising Dinner	All of above plus: <ul style="list-style-type: none"> • Name included in program title (Program title presented by SPONSOR NAME)
\$10,000- Title	Annual Art Exhibit Annual Perf. Series Golf Tournament Awards Dinner Fundraising Dinner	All of above plus: <ul style="list-style-type: none"> • Name included as part of program title (SPONSOR NAME Community Members Art Show) • Private reception for 20 invited guests to a pre-event function at ABC CO

5.2 Individual donor recognition

Providing recognition will help turn supporters into life-long donors. The following recognition will be provided to individual donors. In addition, the Board and staff will undertake an annual Thank-A-Thon in March of each year, to express appreciation and solicit feedback.

Individual donors may choose to direct their contributions to specific programs, in which case the benefits described in 5.1 above will accrue to the donor, in lieu of membership recognition.

Donation Amt.	Recognition
<\$25	<ul style="list-style-type: none"> • Subscription to monthly email update • Recognition in annual report • Tax deduction as allowed by law • Knowledge that you are honoring the past and serving future generations
\$35 (\$25 student/senior)	<p>Individual Member All of the above plus:</p> <ul style="list-style-type: none"> • Recognition on ABC CO website
\$45	<p>Family Membership All of above plus:</p> <ul style="list-style-type: none"> • One complimentary tickets
\$65	<p>Fellow Membership All of the above plus:</p> <ul style="list-style-type: none"> • Two complimentary tickets
\$100	<p>Sponsor All of above plus:</p> <ul style="list-style-type: none"> • Three complimentary tickets
\$250	<p>Sustainer All of above plus:</p> <ul style="list-style-type: none"> • Four complimentary tickets

\$500	<p>Partner</p> <p>All of above plus:</p> <ul style="list-style-type: none"> • One complimentary class
\$1,000	<p>Patron</p> <p>All of above plus:</p> <ul style="list-style-type: none"> • Two complimentary tickets to annual Awards Dinner • Invitations to behind-the-scenes events
\$2,500	<p>Benefactor</p> <p>All of the above plus:</p> <ul style="list-style-type: none"> • Preferred seating for two at annual Awards Dinner

6.0 Strategic Marketing and Communications Plan

In addition to vigorously marketing ABC CO to out-of-area audiences, staff and board will work to better communicate plans, activities and accomplishments to the local community and to its supporters. Good communications are at the heart of building visibility, support and excitement for ABC CO.

Target communities include living within one and one-half hours of ABC CO.

Managing the Marketing and Communications plan will fall into the scope of work for the Development Officer.

6.1 Marketing Strategies

ABC CO will work with organizations in the visitor industry to participate in cost-effective marketing opportunities, including advertising and promotions opportunities, as resources allow. It will also budget for events to allow targeted advertising in media in target communities.

Raising ABC CO's visibility will be enhanced by displays in nearby communities. These displays will encourage both attendance and membership in ABC CO. Locations for the displays are to be determined but will be selected for their visibility and cost effectiveness.

6.2 Communications Strategies

General Communications

1. **Website** The website will be updated weekly, ensuring current information is available at all times. Updates will include new donor recognition and links at appropriate locations to encourage online giving.
2. **E-update** ABC CO will create a monthly report highlighting recent accomplishments and upcoming activities. The report will be in a short, easy-to-read format, and sent electronically. It will be positioned as a free subscription, provided to all supporters and offered to anyone who signs up to receive it. The staff and board will actively recruit subscribers. Each edition will provide an opt-out option, and will be heavily linked to the website.
3. **Public Presentations** Both the Executive Director and members of the Board of Directors will increase the number of presentations about ABC CO they make to target communities. They will actively seek opportunities to speak with groups. To ensure a consistent message, the Executive Director will provide a simple PowerPoint presentation outlining key messages.

4. **One-on-one Discussions** In addition to formal presentations, the board and staff will seek opportunities to speak with community members one-on-one. These informal conversations will focus on current activities and seek to involve those individuals with ABC CO.
5. **Promotional Brochures** Staff will ensure that a supply of brochures is available and board and staff will distribute them to visitor industry outlets, and at organizations and events with any potential affinity for ABC CO.
6. **Event Promotions** Flyers or postcards promoting upcoming activities will be printed and distributed as a supplement to promotional brochures. These flyers will also be used by board and staff as handouts at public presentations and during one-on-one discussions.

Media Plan

1. **Media Relations** Staff will work to identify preferred methods of communication for all media in the region, and will consistently provide timely and appropriate information.
2. **Earned Media** Every activity at ABC CO will be assessed as a media opportunity and releases will be sent on a regular basis. Staff will follow-up to ensure the information has been received and to answer questions.
3. **Opinion-Editorials and Letters to the Editor** Staff will create a schedule of opinion pieces to be written and submitted to local print media, and invite board members and other supporters to contribute.
4. **Public Service Announcements** Staff will submit PSA's for every event to radio stations that cover nearby communities.

5. **Newsletters and Bulletins** A list of organizations with internal publications and an affinity with ABC CO will be created. Information about all events will be sent to these publications.

Major Donor Communications

All major donors (those who contribute \$5,000 or more per year) will be asked their communications preferences (email updates, phone calls, personal meetings). Staff will provide timely information to all major donors according to their preferences. Regardless of other communications methods, the Executive Director or Development Officer will call each major donor to check in at least two times per year.

7.0 New Development Items Cost Detail

Note: Additional Development costs, including strategic decision to hire Development Officer, are included in the Strategic Plan.

Annually, 2010 - 2012

Fall Campaign - \$1,000

Donor recognition - \$2,500

Marketing - \$3,500

Total = \$7,000