



ANNUAL PLAN

Workbook



TABLE OF CONTENTS

STEP 1: LOOK BACK BEFORE YOU LOOK AHEAD	3
<i>What does your organization’s data and past experience tell you?</i>	3
GIVING HISTORY	4
DONOR DEMOGRAPHICS	5
RENEWING DONORS.....	Error! Bookmark not defined.
FIRST TIME DONORS	Error! Bookmark not defined.
LAPSED DONORS.....	5
STEP 2: CHECK ON SYSTEMS	6
<i>Is your infrastructure in good shape to support effective fundraising?</i>	6
STEP 3: CONFIRM YOUR BUDGET	7
<i>What is your required/desired budget for the year ahead and projected for the two years that follow?</i>	7
STEP 4: EXAMINE YOUR FUNDRAISING ENVIRONMENT	9
<i>What’s working for you? What’s potentially working against you?</i>	9
STRENGTHS/WEAKNESSES – Internal	9
OPPORTUNITIES/THREATS – External.....	9
STEP 5: AGREE ON FUNDRAISING PRIORITIES	11
<i>What is the mix of budgetary needs that you have identified for potential donor investment?</i>	11
STEP 6: MAKING YOUR GOAL ATTAINABLE	12
<i>Use a gift chart to break down your biggest dollar goal into manageable chunks.</i>	12
SAMPLE \$1 MILLION MAJOR GIFT FUNDRAISING GOAL.....	12
STEP 7: YOUR ANNUAL CASE FOR SUPPORT	13
<i>What is your organization’s compelling story? What are the opportunities for donors to invest in your vision?</i>	13
STEP 8: PLAN THE WORK	14
FUNDRAISING	16
DONOR STEWARDSHIP	16
MARKETING & COMMUNICATIONS.....	17
ADMINISTRATION/SYSTEMS.....	17
STEP 9: WORK THE PLAN	18
SAMPLE FORMATS	18
MAJOR GIFTS	18
SPECIAL EVENT.....	19
DIRECT MAIL	20
CALENDAR.....	21
STEP 10: EVALUATE & ADJUST COURSE BASED ON LEARNINGS	22
COMPLETE A YEAR-END REPORT	22



STEP 1: LOOK BACK BEFORE YOU LOOK AHEAD

What does your organization's data and past experience tell you?

Take some time to look at your data on past giving. Don't worry if your tracking systems aren't very sophisticated. Work with what you have and what you know and try to examine the last three years. Your donor data always tells a story:

Are your donor numbers going up, down or staying about the same year over year?

Are people giving more, less, or about the same?

What is your mix of funding by individuals, community groups, foundations, companies or government sources? Has it changed over time?

What trends do you see (positive or negative)?

What fundraising activities are proven 'winners' for you and why?

What areas emerge as ones you want to focus attention and resources on (eg – Individual support decreasing therefore focus on a "Re-engage and Renew" activity)?



GIVING HISTORY

Giving History - by Funder Type																
BY FUNDER TYPE	2019				2020				2021				TOTAL			
	# of Donors	Total \$	% of Total \$	Avg Gift Size	# of Donors	Total \$	% of Total \$	Avg Gift Size	# of Donors	Total \$	% of Total \$	Avg Gift Size	# of Donors	Total \$	% of Total \$	Avg Gift Size
Individuals																
Corporations																
Foundations																
Government Grants																
United Way																
TOTAL	0	\$0	0%		0	\$0	0%		0	\$0	0%		0	\$0	0%	
BY FUNDRAISING ACTIVITY	2019				2020				2021				TOTAL			
	# of Donors	Total \$	% of Total \$	Avg Gift Size	# of Donors	Total \$	% of Total \$	Avg Gift Size	# of Donors	Total \$	% of Total \$	Avg Gift Size	# of Donors	Total \$	% of Total \$	Avg Gift Size
Board giving																
Major Gifts - Individuals																
Major Gifts - Corporate																
Major Gifts - Foundations																
Government Grants																
Planned Giving																
Monthly Giving																
Direct mail																
Online giving																
Special Event:																
Special Event:																
Special Event:																
Third Party																
Other:																
Other:																
Other:																
TOTAL	0	\$0	0%		0	\$0	0%		0	\$0	0%		0	\$0	0%	



DONOR DEMOGRAPHICS

Individual Donor Demographics												
ATTRIBUTE	2019			2020			2021			TOTAL		
	# of Donors	Amount Given	% of Total \$	# of Donors	Amount Given	% of Total \$	# of Donors	Amount Given	% of Total \$	# of Donors	Amount Given	% of Total \$
Geography:												
Calgary	442	\$ 303,483	62%	487	\$ 331,323	52%	299	\$ 305,534	59%	1228	\$ 940,340	53%
Edmonton	1	\$ 50	0%	6	\$ 135	0%	1	\$ 50	0%	8	\$ 235	0%
Other:												
Other:												
Gender:												
Male	184	\$ 82,629	17%	177	\$ 97,723	15%	127	\$ 56,726	11%	488	\$ 237,078	13%
Female	263	\$ 67,227	14%	340	\$ 164,524	26%	220	\$ 122,640	24%	823	\$ 354,391	20%
Unknown	55	\$ 40,052	43%	60	\$ 38,930	6%	40	\$ 30,594	6%	155	\$ 242,456	14%
Age:												
TOTAL	502	\$ 493,441	73%	577	\$ 632,635	48%	387	\$ 515,544	41%	1466	\$ 1,774,500	47%
Donor = Individuals, not corporations or others												

RENEWING DONORS												
	2019			2020			2021			TOTAL		
	# of Donors	Total \$	Avg Gift Size	# of Donors	Total \$	Avg Gift Size	# of Donors	Total \$	Avg Gift Size	# of Donors	Total \$	Avg Gift Size
Renewing Donors												

FIRST TIME DONORS												
	2019			2020			2021			TOTAL		
	# of Donors	Total \$	Avg Gift Size	# of Donors	Total \$	Avg Gift Size	# of Donors	Total \$	Avg Gift Size	# of Donors	Total \$	Avg Gift Size
First Time Donors												

LAPSED DONORS

# of Donors who gave in 2018 but not in 2019 :	
# of Donors who gave in 2019 but not in 2020 :	
# of Donors who gave in 2020 but not in 2021 :	



STEP 2: CHECK ON SYSTEMS

Is your infrastructure in good shape to support effective fundraising?

Organizational	Current Status
Organizational structure	
Board and subcommittee structure including terms of reference	
Position descriptions and responsibilities (Staff and Volunteer)	
Board and volunteer skills inventory/recruitment strategy/evaluation process	
Board and volunteer training plan	
Evaluation process and learning plan for development staff	
Multi-year strategic plan for organization	
Organizational communications plan/program	

Policy & Procedures	Current Status
Gift acceptance policy and procedures	
Recognition and naming policy and procedures	
Planned gifts policy and procedures	
Endowment policy and procedures	
Gifts-in-kind policy and procedures	
Privacy policy and procedures	
Conflict of interest policy and procedures	

Fundraising	Current Status
Regulatory compliance: Canada Revenue Agency/Jurisdictional	
Ethical standards statement or program	
Annual fundraising plan aligned with strategic plan	
Marketing/Case materials	
Templates: pledge forms, gift agreement, third party agreement	
Database integrity/management procedures	
Prospect research tools	
Prospect tracking systems	
Gift acknowledgement procedures	
Donor stewardship procedures	
Filing system	



STEP 3: CONFIRM YOUR BUDGET

What is your required/desired budget for the year ahead and projected for the two years that follow?

	Year: _____	Year: _____	Year: _____
Revenue Detail:	\$	\$	\$
Expense Detail:	\$	\$	\$
NET SURPLUS/(DEFICIT):	\$	\$	\$



What fundraising revenue sources are already confirmed for the year ahead and the two years that follow?
This will leave you with the new fundraising requirement to meet budget.

CONFIRMED CASH FLOW EXPECTATIONS FOR THE YEAR(S) AHEAD

	Year: _____	Year: _____	Year: _____
Funding Source: Funding Source: Funding Source: Funding Source:			
Therefore.... New \$ Requirement from fundraising (cash in hand)			
TOTAL:			



STEP 4: EXAMINE YOUR FUNDRAISING ENVIRONMENT

What's working for you? What's potentially working against you?

STRENGTHS/WEAKNESSES – Internal **OPPORTUNITIES/THREATS – External**

Strengths: What is your organization great at? What is your competitive advantage - things that you can do better than other organizations? What things are working in your favour right now? (Eg: unique offering for donor support, stable operational funding, organizational readiness for fundraising).

Weaknesses: What are the things you know you are not doing well or need to change in order to be more successful? Are there things you simply don't do well either because you don't know how or don't have the resources to do properly? (Eg: insufficient fundraising infrastructure, shrinking volunteer base)

Opportunities: Where could you extend your offerings, services and programs? Where could you tap into support or partnerships that you may currently be overlooking or not fully leveraging? (Eg: partnership potential with other organizations, high public awareness of cause)

Threats: What has the potential to negatively impact your plan and your organization? Is the threat a condition (something you need to manage, accept or adapt to– but over which you have no real control) or is it a problem (something that can be solved, resolved or fixed). (Eg: other major fundraising campaigns, economic downturn, lack of public awareness)



<i>STRENGTHS (Internal)</i>	<i>WEAKNESSES (Internal)</i>
<ul style="list-style-type: none">•	<ul style="list-style-type: none">•
<i>OPPORTUNITIES (External)</i>	<i>THREATS (External)</i>
<ul style="list-style-type: none">•	<ul style="list-style-type: none">•



STEP 5: AGREE ON FUNDRAISING PRIORITIES

What is the mix of budgetary needs that you have identified for potential donor investment?

Now that you have a sense of how much fundraising revenue is required, confirm what you need it for.

	WHAT?	HOW MUCH?	BY WHEN?
CAPITAL:			
OPERATING:			
PROGRAMS:			
EVENTS:			
ENDOWMENT:			
OTHER:			
TOTAL:		\$	



STEP 6: MAKING YOUR GOAL ATTAINABLE

Use a gift chart to break down your biggest dollar goal into manageable chunks.

SAMPLE \$1 MILLION MAJOR GIFT FUNDRAISING GOAL

Gift Level	# of Gifts Required	Total of Gifts at \$ Level	Cumulative Total	Percentage of Total	vs Typical Capital Campaign Success Standard
\$250,000	1	\$250,000	\$250,000	26%	Top Gift should achieve 10-20% of total
\$100,000	2	\$200,000	\$450,000	83%	Next 10-30 Gifts should achieve 40-70% of Goal
\$50,000	4	\$200,000	\$650,000		
\$25,000	6	\$150,000	\$800,000		
\$10,000	10	\$100,000	\$900,000	100%	Top 100 Gifts should achieve approx. 90% of Goal
\$5,000	10	\$50,000	\$950,000		
\$1,000	10	\$10,000	\$960,000		
# Gifts	43	\$960,000			3:1 prospect/donor ratio will require 129 prospects
Plus many small gifts		<u>\$40,000</u>			
		<u>\$1,000,000</u>			

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STEP 7: YOUR ANNUAL CASE FOR SUPPORT

What is your organization's compelling story? What are the opportunities for donors to invest in your vision? Write it down. Strive for 3 – 5 pages.

The History of Your Organization. Why and how did you come into existence? Keep it brief. Remember you are making the case for your future not your past. Convey strong roots, credibility and a record of success.

The Problem and the Opportunity. A statement of the problem or challenge that creates the need for what your organization does. How does what you do make a difference to people and the world? Connect to the readers. Remember it's not about you, it's about them. Why would they care?

Proposed Solution – The Plan. Your organization's plan for solving the problem and what it will take to do so. Answer the question – what do you plan to do, by when, and how will things be different as a result?

The Institution's Unique Role. Why you are best qualified to respond to the problem or meet the challenge. Demonstrate progress, traction, momentum, credibility, readiness.

The Financial Picture. Lay out the financials clearly. What funding do you know you have in hand, from where? How much more is required to meet the objectives of the plan. How will more funding make a difference – eg) 'x' more clients served. How do you plan to raise the additional funding and what evidence points to your likely success in achieving it?

The Investment Opportunity. Make the ask – what for and how much. Insert any recognition and benefits where applicable.

Leadership. List the stakeholders and existing partners already involved with your program.



STEP 8: PLAN THE WORK

PLANNING TERMINOLOGY

Goal. Goals are broad in purpose, often organization-wide and crossing departmental lines. They relate back to mission statement and support overall strategic plan. Eg: Diversify revenue sources to lessen reliance on government funding.

Objective. Objectives are quantifiable and articulate what will be done to address each goal. It's common to have several quantifiable objectives that address each of the organization's goals. Eg: Generate \$250,000 in new unrestricted donations by Dec 31.

Strategy. Strategies specify how a portion of an objective will be achieved. It's common for one objective to include a number of strategies. Eg: Develop Spring/Fall direct mail acquisition campaign to prospect mailing list.

Action Item. Action items delineate specific steps to be taken to achieve a strategy. Eg: Conduct RFP for direct mail campaign vendor.

Performance Indicator. A quantifiable measure of completion or success. Eg: \$25,000 net for direct mail acquisition appeal.

Calendar. Detailed at-a-glance schedule of who is to do what by when.



PERFORMANCE INDICATORS - THINGS YOU CAN MEASURE:

- \$ raised.
- Percentage of constituencies contributing during the year.
- Percentage of constituency solicited.
- Average gift size.
- Number of new donors over prior year.
- Percentage of new donors over prior year.
- Percentage of pledges paid.
- Number of volunteers from year to year.
- Number of major gift prospects contacted.
- Number of planned gift communications/contacts made.
- Number of planned gift expectancies known to organization.
- Number of gifts matched by employers.
- Number of donors moving to higher levels.
- Number of new members.
- Number of event attendees.
- Cost ratios for special event.
- Percentage of successful grant applications.
- Number of renewed lapsed donors.
- Number of board calls and/or referrals.
- Number of stewardship contacts made.
- Number of speaking engagements made.
- Written policy approved.
- Marketing/communication materials developed/distributed.



Set your goals, strategies and actions by area. Use performance indicators to measure success. Assign responsibility and timing.

1. FUNDRAISING

Consider:

- Major Gifts
- Sponsorship
- Grant Seeking
- Direct Mail
- Telephone Solicitation
- Telethon
- Radiothon
- E-Solicitations
- Door to Door Canvassing
- Online Giving
- Special Events
- Third Party Fundraising
- Memorial/Tribute Gifts
- Monthly Giving
- Gaming
- Membership
- Product Sales
- Planned Giving

GOAL	Strategy	Action Item	Performance Indicator	By Who	By When

2. DONOR STEWARDSHIP

Consider:

- Always, always live up to any commitments you make to a donor re: recognition and then over-deliver with special touches they don't expect
- A communication about the impact of a donor's gift before you ask again
- Advance/special level communication that can be done with your highest level donors
- Acknowledging your most loyal donors, regardless of amount
- Making the effort to provide personal touches – original signatures on letters, personal phone calls, special opportunities (tours, etc.)
- Track your stewardship activity so you can monitor whether donors remain loyal or increase their giving as a result of great stewardship



DONOR STEWARDSHIP (cont'd)

GOAL	Strategy	Action Item	Performance Indicator	By Who	By When

3. MARKETING & COMMUNICATIONS

Consider:

- Are opportunities to give very evident in your communications and marketing materials?
- Do you incorporate storytelling into your fundraising materials?

GOAL	Strategy	Action Item	Performance Indicator	By Who	By When

4. ADMINISTRATION/SYSTEMS

Refer back to STEP 2 – your check on systems. What do you want to add, improve or change this year?

GOAL	Strategy	Action Item	Performance Indicator	By Who	By When



STEP 9: WORK THE PLAN

- Keep your fundraising work ‘on the front burner’ – a standing agenda item for meetings, celebrate and share successes, progress and challenges
- Make donor retention a top priority.
- Direct highest percentage of fundraising effort to highest ROI activity.
- Try to secure a challenge/matching gift for your organization.
- Get board members and volunteers more actively engaged.
- Break big goals into manageable chunks. Create a gift chart for major gifts objective.
- Consider the most important work you can do daily, weekly, monthly and quarterly to achieve traction on your plan.
- Build a summary report that tracks progress against plan – revenues (actual vs budget) and any other activities that you choose to measure (# public presentations made, etc.). Share it regularly with staff and Board.

SAMPLE FORMATS:

MAJOR GIFTS:

CAMPAIGN GOAL \$ ___ by ____, 20__			
Status as of (report date):	\$ _____	We have achieved ___ % of goal	
MAJOR GIFT COMMITMENTS:		Variance since last report	Notes
Cash	\$		
Pledges due this fiscal	\$		
TOTAL:			
Future year(s) pledged amounts	\$		
MAJOR GIFT ASK ACTIVITY:			
# of Asks Out:	#		
\$ Value of Asks Out:	\$		
MAJOR GIFT PROSPECT ACTIVITY:			
Total # of Prospects Identified:	#		



DIRECT MAIL:

Appeal No.: _____ Target Audience: _____ Drop Date: _____ Average Gift: _____ Largest Gift: _____ First-time Gifts: _____							
Total Quantity	Total Cost	Unit Cost	Total Responses	Response Rate	Total Gifts	Net	Cost to Raise \$1
Appeal No.: _____ Target Audience: _____ Drop Date: _____ Average Gift: _____ Largest Gift: _____ First-time Gifts: _____							
Total Quantity	Total Cost	Unit Cost	Total Responses	Response Rate	Total Gifts	Net	Cost to Raise \$1
Appeal No.: _____ Target Audience: _____ Drop Date: _____ Average Gift: _____ Largest Gift: _____ First-time Gifts: _____							
Total Quantity	Total Cost	Unit Cost	Total Responses	Response Rate	Total Gifts	Net	Cost to Raise \$1
Appeal No.: _____ Target Audience: _____ Drop Date: _____ Average Gift: _____ Largest Gift: _____ First-time Gifts: _____							
Total Quantity	Total Cost	Unit Cost	Total Responses	Response Rate	Total Gifts	Net	Cost to Raise \$1

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STEP 10: EVALUATE & ADJUST COURSE BASED ON LEARNINGS

COMPLETE A YEAR-END REPORT

Take the time at fiscal year end to compile a year-end written report that summarizes and analyzes your fundraising activity and results. Talk about it within your organization, don't just file it away.

Include:

Data on gifts — Total revenue raised over/below goal; percentage increase/ decrease over previous year; where the funds were directed (general operations, endowment, capital, etc.).

Data on donors — Number of donors compared to previous year; number/ percentage of unfulfilled pledges; percentage of funds raised from various sources (businesses, individuals, foundations, board members, etc.); number/ percentage of first-time gifts.

Summary of fundraising methods/programs — Major gifts, planned giving, special events, direct mail, etc.

Analysis of budget issues — Line items that were significantly over/under budget and why.

Personnel issues — Employee vacancies; key performance or training/education issues that emerged during the year; instances in which the staff/individuals exceeded or failed to meet expectations and why.

Summary of challenges — Programs/fundraising methods that failed to meet expectations and why; internal/external factors that impacted fundraising efforts.

Summary of key accomplishments — First-time initiatives; instances in which goals were met/exceeded; team or individual performance accomplishments.

Key recommendations — Specific changes recommended for upcoming fiscal year.

AND THEN..BEGIN AGAIN!