Tennessee World Affairs Council

Development Plan 2018-2019

For the Board of Directors

Overall Fundraising Goal

Increase funding to cover 2018-2019 programs, staff, resources, and sustainability, and increase Council’s financial assets for 2019-2020 and beyond. The fundraising target is 150% of the 2018-2019 budget estimate.

Overview

The tradition of the Tennessee World Affairs Council has been to focus on fielding programs with fundraising usually an afterthought. This was effective for a small-scale, all-volunteer operation that relied on a virtual organization construct.

As the Council seeks to expand its program opportunities it will require an expanded, full- and part-time staff and overhead activities. Long-hanging fruit will no longer suffice to ensure the Council is sustainable, professional and able to build programs that accomplish its mission and vision.

With that in mind we are launching the 2018-19 in an optimistic mind that the resources are in place for a successful fundraising program that will be a major element of moving the Council to “the next level.”

We are mindful that a major, generous, grant from the AWC Family Foundation has positioned the Council’s education outreach program and staff to increase our performance in that area. And it reminds us that a dedicated, robust effort to attract major grants can be a game changer in the Council’s financial capability. The grant
segment of our fundraising plan is slightly above 50% of our total target. However, the other segments of the plan are important pieces of the Council’s development target and will require the participation and support of all elements of the “development team.”

As discussed in the roles and responsibilities section below everyone connected with the Council – Board, staff, volunteers, interns, friends – have a role as stakeholders in the organization’s performance and sustainability.

This plan is keyed to the annual budget to accomplish Council program objectives plus revenue to build financial capacity and sustainability.

The fundraising plan is a dynamic document, updated throughout the year to reflect changes to the development environment.

**Organization/Duties/Roles/Responsibilities**

- **Chairman and Development Committee.**
  - Provide oversight and support to staff and Board for all development activities.
  - Monitor progress of development staff to ensure fundraising efforts are properly directed and carried out.
  - Monitor progress of development staff to ensure fundraising efforts produce results consistent with the financial needs of the TNWAC.
  - Review and approve budget resources to support development activities.

- **Board of Directors.** Board members are the primary stakeholders of the Council and therefore are key to fundraising. Members should be active in fundraising through individual initiative and as part of formal Council strategies.

  **Strategy for Board Member engagement:**
  
  - All Board members complete an individual development plan to identify areas of strength where he/she can assist TNWAC in fund raising.
    - Areas of potential Board member involvement could be:
      - Taking ownership of the Board members’ role in TNWAC sustainment.
      - Giving a personal gift at an appropriate level. NOTE: this will vary from member to member as they determine what is
appropriate based on their individual circumstances. Identifying and developing relationships with friends and those in their circles of influence who would have affinity for the mission of TNWAC and who have the capacity to give,

- Asking for support from those with whom they have cultivated relationships,
- Hosting small group events in their homes
- Inviting people to TNWAC events throughout the year.
- Making introductions of TNWAC development staff to corporations, foundations and other entities that may provide funding opportunities.
- Participating in Board phone bank events – making calls to potential donors.

- Staff to develop the tracking tools and systems necessary to help Board members accomplish their goals, follow up with them, identify donors and potential donors in their circles of influence and report back to them after visits, events and when gifts are secured.
- Regularly and specifically celebrate the success and accomplishments of Board members at each meeting.

- President
  - Serve as member of the Development Committee
  - Monitor performance of TNWAC development staff
  - Ensure best practices are in place for development activities
  - Ensure development staff have necessary resources and direction for success.
  - Participate in Board engagement practices (above).
  - Augment TNWAC development staff in active measures.

- Treasurer
  - Assist development staff in identifying budget resources necessary for fundraising activities.
  - Monitor development staff revenue generation and expenses.
  - Assist development staff in setting financial goals.
  - Assist development staff in preparation of financial reporting to support grant making opportunities and other reporting that requires budget data.

- Development Officer
  - Serve as TNWAC primary action officer for development activities.
- Report to the President on plans, progress, and other development activities and seek support as necessary to carry out development duties.
- Supervise additional staff, volunteers and interns assigned with development duties.

**Sectors – Revenue Streams**

**Fundraising by Segment (2018-2019)**

- Membership
- Gifts
- Sponsorships
- Grants
- Services
- Misc
- Events

**Fundraising by Segment**

**Memberships**

Council memberships are the core to not only fundraising but to organization purpose and vitality. Fundraising efforts focused on membership development will include formal campaigns – membership months in September and January of each year – as well as consistent recruitment via advertisement on web, mail, social media, and event table presentations. More importantly will be the word of mouth solicitation of new members from current members, staff and board members of their friends and colleagues.

**Membership Projects**

- Membership Months – September and January
- Direct Mail Campaign - January
Gifts

Gifts (donations) to the Council consist of individual and small-scale giving and major donors. As of the implementation of this fundraising cycle (2018-19) the Council does not have a major donor list so the creation and expansion of a major donor list is a goal of this year’s development efforts.

The Council’s major donor list work will involve building relationships with high-net-worth individuals and the board is a key element in that effort both through direct and in-direct networking and referrals.

As we increase our effectiveness in managing the major donor program they will be a valuable and ongoing source of income. From “Know Now Nonprofit”:

*Time spent on cultivating a potential major donor is crucial and also cost effective: one donor can seriously change [the council’s] income. It is also easier to build a long term, meaningful relationship with a substantial donor than to use direct mail. However, it is important to check [that the Council] is ready to launch a major donor campaign and that the right culture exists to enable this. Serious donors need to feel some ownership of the organization’s mission and will expect an inside track to your future plans, goals, achievements and challenges. They may also expect to have regular contact with the [president and board chair]. At times they can be challenging and demanding, but this is often because they are passionate about the cause.*

Donor motivation: philanthropy – they believe in giving; affinity – they personally identify with the cause; social recognition – they may enjoy seeing their name attached with our work; mutual benefit – it might be good for business; financial – donations to charity may carry tax relief.

The forecast for major and individual donors is difficult to make as we launch the 2018-19 program since this is a relatively new area of endeavor. However, there is great potential for individual/major donor giving and all elements of the development team (staff and board) should be focused on giving as an income source at every opportunity.
Specific measures will be built by the Development Manager and regularly shared with the team.

Donor Projects:
“Giving Tuesday” (Nov 2018)
End of Year Campaign (Dec 2018)
The Big Payback (May 2019)

Strategic Focus - Gifts #1: Raise funding from major donors – individuals who give $1,000 or more in a given year.

Targets for Strategic Focus Gifts #1:

1) Develop a prospect list of 25-50 individuals with a heart for the mission and work of TNWAC. Develop the list by:
   a. Determine if individual Board members have the ability and inclination to give at these levels. Ask accordingly.
   b. Review list of current donors to determine individuals that are currently giving at major donor levels and/or giving $500-$1,000 each year.
   c. Ask friends of TNWAC including Board members, current donors and volunteers to identify people in their circles of influence who might have a heart for the mission and the capacity to give at these levels.
   d. Identify previous major donors who might be re-engaged with attention and cultivation.

2) Once the prospect list has been developed, share this list with friends of TNWAC including Board members, current donors and/or volunteers to develop an “in” or “connection” to each donor. Then, cultivate a relationship with each donor that will lay the groundwork for a direct and specific ask for support including:
   a. Ask the person with the connection to make a call on behalf of TNWAC and set up a meeting with each donor.
      i. This can be done through one-on-one meetings, small group receptions in people’s homes, and/or attendance at Founder’s Circle events.
      ii. Ensure that the person making the ask for support and/or hosting the event has given a gift personally so he/she can speak to their own commitment and own reasons for giving.
b. Conduct a series of Founders Circle events through which guests are introduced to TNWAC and asked to give a gift at the $1,000 level or above.

c. Invest in the time to cultivate the relationship and allow the potential donor to understand the work and impact of TNWAC.

d. Once the relationship has been cultivated, ASK for a gift and ASK for a specific level of at least $1,000. Be sure to clearly show the donor the impact and results of his/her investment.

e. Provide regular, ongoing communications in the forms of newsletters, e-mails, phone calls, updates and visits for both current donors and potential donors to ensure that they understand the work and mission of TNWAC and the impact their gifts can have. Develop personal relationship plans for each donor and potential donor that focus on contact/communications at least six times each year.

f. Ensure good stewardship of all gifts and ensure that you meet all reporting and feedback requirements to allow the donor to see the impact and results of their investments as well as lay the groundwork for receiving support in the coming years.

3) Ensure that donor relationships are maintained each year and cultivated accordingly so that you can ask them for support in future years.

4) Immediately provide receipts and thank you notes to all who make gifts as well as let the person with the “in” know about the gift so they can provide additional thanks and recognition.

5) Provide a variety of giving options for donors including credit card, cash/checks, gifts of stocks and securities, etc.

6) Develop a “Bequest Program” and make details available to potential donors.

Strategic Focus - Gifts #2: Raise $10,000 from individual givers – individuals who give less than $1,000 per year.

Targets for Strategic Focus Gifts #2:

1) Ensure that all donors receive communication in the form of emails, newsletters, appeal letters, phone calls and visits (where strategic and appropriate) to thank them for their support, tell them about the goals and priorities for TNWAC in the current year and in the years to come and make an ask for financial support; develop a calendar of communications to ensure that donors receive regular updates but don’t receive more than one form of contact in any given month.
2) Further develop, promote and secure sustainable support through monthly giving; increase the level of monthly giving from $0 a month to $10 or more.
3) Cultivate relationships with selected individual donors to begin to involve them deeper in TNWAC with the goal of increasing financial support in the future.
4) Call all donors who give $0 - $200 to thank them for their support and begin to cultivate the relationships that will lead to increasing support.
5) Conduct strategic and creative events for givers at $60 and above to further involve them and further cultivate relationships with them.
6) Develop, implement and evaluate strategies for using social media and other forms of technology to connect to larger numbers of donors.
7) Provide a variety of giving options for donors including credit card, cash/checks, gifts of stocks and securities, a bequest program, etc.
8) Review opportunities for briefing civic organizations to make giving pitch: Rotary Clubs, Women’s Clubs, etc.

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**Corporate Sponsorships**

“Sponsorship is a business deal, not a donation.”

**Corporate sponsorship** support is a payment by a business to the Council to further our mission, that is generally recognized by the Council with an acknowledgment that the business has supported the nonprofit's activities, programs, or special event.

The Development Manager will develop a campaign to identify, contact, meet, and conclude a sponsorship relationship with area businesses. The sponsorship relationship will include specific benefits to include program “naming”, involvement of sponsor leadership and staff in related programs, prominent recognition in Council media and other innovative methods.

Focus on five key areas: help build brand visibility, recognize their generosity, offer creative approval, measure metrics and keep lines of communication open.

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**Grants**
The Council will develop a comprehensive program to ensure the maximum benefit is derived from the wide variety of grantmaking activities. In July and August the Development Manager and President will do a thorough review of resources available through the GrantStation subscription, Grant Directory of the Foundation Center, Community Foundation of Middle Tennessee, Center for Nonprofit Management and other sources.

Use Aplos software management tool.

Launch contacts with foundation points of contact to build relationships.

Maintain the “Giving Matters” profile for the Council – quarterly review and update.

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**Events**

In concert with program development organize an annual gala/banquet for April of each year. Keynote speaker, recognition awards, dinner.

Ensure time and energy required to organize an event are worthwhile given the prospects for income.

Review other fundraising event opportunities: festivals, trivia nights, film nights, themed weeks, etc.

Review potential for using nonprofit authorization for fundraising game, raffle, etc.

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**Assistance in kind**

[Discussion]

- Belmont University – offices and venues (Determine value)
- Pro bono work, discount services, employee donation plans,
- Corporations’ volunteers
- Sharing premises, meeting spaces, etc.
• Other (TBD)

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**Services**

The Council will make available the “What in the World? Weekly Quiz” for subscriptions by other councils in the WACA network.

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**Miscellaneous**

[INSERT Discussion]

Amazon Associate Revenue
Facebook Fundraising
Other Rewards Programs
Crowdfunding
Sales – TNWAC Merch
Program Fees

- Amazon Associates [https://affiliate-program.amazon.com](https://affiliate-program.amazon.com)
- Amazon Smile [https://smile.amazon.com/gp/chpf/about](https://smile.amazon.com/gp/chpf/about)
- Kroger Rewards [https://www.kroger.com/account/enrollCommunityRewardsNow](https://www.kroger.com/account/enrollCommunityRewardsNow)
  [www.paypal.com/givingfund](www.paypal.com/givingfund)

**Resources**

MobileCause – text-to-donate
CauseVox – Fundraising Planning Guide
https://www.causevox.com/fundraising-plan-calendar/

Major Donors – Know How Nonprofit
https://knowhownonprofit.org/funding/fundraising/majordonors

How to make your nonprofit more attractive to corporate sponsors
https://www.thebalancesmb.com/nonprofit-corporate-sponsors-2502063

The five things corporate sponsors want from nonprofits

Annex 1 – Fundraising by Segment (2018/19)
Annex 2 – TNWAC Budget (2018/19) (TBD)