

# FAMILY PROMISE OF GREATER CHATTANOOGA 2014 FUND DEVELOPMENT PLAN

## FUND DEVELOPMENT PLAN

The fund development plan is a strategy designed to identify and secure funding resources needed to advance the mission and goals of Family Promise of Greater Chattanooga.

By creating an annual fund development plan is to help our Family Promise staff and Board of Trustees set realistic income goals with respect to the annual budgeting process. It also outlines the strategic steps required to reach our budgetary goals, as well as staff and board responsibilities in accomplishing our plan.

The development plan for Family Promise should identify targeted financial goals necessary to support the operating budget. The plan is a living document to be revised and updated on an as-needed basis in conjunction with revisions to the operating budget.

## FUNDRAISING

“Fundraising” is simply a strategy to raise more money. The top reason why our donors do not give is very simple. *They don’t give because they weren’t asked. They don’t give because they don’t know we need sustaining funds.*

FPGC committee and board members must seek out new donors and build a relationship with every one of them so that when the time comes we can appropriately solicit a donation and get it. *One of the truisms in nonprofit development is that people don’t give money to organizations, they give money to people.* This development plan will address each step in the fundraising process that will create a workable and effective approach to building donor relations.

## STEPS IN BUILDING A SUCCESSFUL FUNDRAISING PROGRAM

The reason we have a well thought out fund development plan is that it is critical to a successful fundraising program. We will look at the steps we will take to become successful. The steps are very simple. (Identification, cultivation, solicitation, negotiation and stewardship)

## MISSION STATEMENT, VISION STATEMENT AND CORE ORGANIZATIONAL VALUES

Primarily we need our mission statement to be clear, concise, and accurate. We need our vision statement to be known to the community at large. Family Promise Core Organizational values guide us in carrying out its mission, providing services, and when interacting with other board members, clients, donors, and staff.

## Family Promise Mission Statement

The mission of Family Promise of Greater Chattanooga is to help homeless families with children achieve and sustain independence by offering hope and compassion and providing shelter, meals and a link to community resources.

## Family Promise Vision Statement

End homelessness for families with children...One family at a time.

## Core Organizational Values

Family  
Compassion  
Hope  
Respect  
Acceptance

## I. FINANCIAL GOALS

The Board of Trustees approved the 2012-operating budget at their February Meeting.

PROJECTED OPERATING BUDGET: \$192,378.00\*

Income Categories Unrestricted Funds	2011 Actual Income	2012 Income Projections	% of Total Income For 2012
Government Funds	\$17,662.00	\$24,000.00	12.5%
Foundations	\$1,000.00	\$7,000.00	3.5%
Individuals	\$97,953.00	\$89,378.00	46%
Congregations	\$30,942.00	\$30,000.00	16%
Businesses	\$9,711.00	\$27,500.00	14%
Grateful Gobbler			
5K Run and Walk			
Celebrity Sing Off			
Camp Out			
Non-profit donation	-0-	\$3,000.00	1.5%
Interest Income	\$43.00	\$50.00	.02%
Miscellaneous Income	\$530.00	\$3,450.00	1.7%
Event Registration	\$9,807.00	\$12,000.00	6%
TOTAL INCOME	\$167,648.00	<b>\$192,378.00</b>	100%

\*The 2012 budget attached

## II. STRATEGIC GOALS (non-monetary goals impacting success of plan)

- 100% giving by Family Promise Board of Trustees, Executive Director, and staff. (53% giving was achieved in 2011).
- 100% board participation in some fundraising capacity, including cultivation of donors. (73 % participation was achieved in 2011).
- Enhanced communication regarding fund development within the board and with prospects, including regular presentations at board meetings by the fund development chair.
- Recruit several non-board members to work in fund development.
- Have up to date written materials and video presentations for use when meeting with potential or present or past donors.
- Recruit a person from every congregation to connect us to philanthropic individuals.
- Develop a plan for ongoing recruitment of committee volunteers for fundraising events.
- Actively involve Family Promise volunteers, coordinators and support organizations in our fundraising activities. (very important)
- Strengthen coordination between our public relations committee and IT, and our fund development committee.
- Embrace the work done by Leadership Chattanooga and incorporate recommendations where needed (Leadership Chattanooga proposal attached)
- Evaluate and monitor all fundraising efforts in all areas of fund development as we progress.
- Maintain timelines to monitor our progress.
- Create a culture focused on fundraising and fund development within IHN in order to meet the enormous financial burdens of our mission.

## III. SOLICITATION STRATEGIES

### A. PERSONAL SOLICITATION CAMPAIGN

1. Board/Staff Solicitation Kathie Fulgham, President  
Barb Law, Fund Development Chair

Timeline: April 30, 2012

No. of Prospects Goal: 100% giving	All Board Members and Staff 53% giving achieved in 2011
Solicitors:	President and Fund Development Chair
Method of Solicitation:	Personal solicitation, use of pledge cards

2. Individual Solicitation

Development Committee:  
 Barb Law, Fund Development Chair  
 Kathie Fulgham, President  
 Amara Henry, Camp Out Co-Chair  
 Mary Lynn Morse, Camp Out Co-Chair  
 Pam Varnell, Committee member  
 Kelly Brexler, Celebrity Sing Off Chair  
 Mary Ellen Galloway, Executive Director  
 Board members, Steve Smith, Micheline Johnson

Timeline:	Year round
Prospects:	prospective donors (people you know), current donors; advisory board members, family trusts and foundations
Goal:	\$100,000 (\$97,953 Raised in 2011)
Method of Solicitation:	Personal solicitation, face to face or phone call, tours of the day center, invitation to lunch at the FP Day Center, meeting at the donor's office, (this would be a one time giving request in lieu of multiple solicitations).
Solicitors:	All board members; development committee members, and fundraising committee members and volunteers, and Executive Director.

3. Corporate/Business Solicitation

Board Members, Development Committee Chair; Development Committee members; FP Board President, Executive Director

Timeline:	Year round
No of Prospects:	25-50
Goals:	\$27,500.00 (per 2012 budget projection)
Method of Solicitation:	Face-to-face meetings, offering corporate sponsorship packages* for individual special events or year round corporate sponsorship package

Solicitors: All board members and Development Committee Members, Executive Director

\* Attached but needs additional info from PR Committee to make ready.

4. Top Donor Solicitation Board Members, Development Committee Chair; Development Committee members; FP Board President, Executive Director

Timeline: Year round

Goals: \$ 122,160.00 in renewals  
9 donors w/ 25% up grades = \$3250.00  
2 Foundation asks of \$50,000.00 each

Projected income from Top Donors  
\$225,410.00

2011 Income \$140,675.53

Increase of \$ 84,734.47

Method: Face to face meetings by Board President, Executive Director, Fund Development Chair, Board members or non-board members

5. Congregation Solicitation Board members, Development Committee members, Executive Director and volunteer Coordinators.

Timeline: Year round

Goals: 100% giving by all FP congregations and support congregations.

Method: Face to face ask, or church fundraiser (to be determined by the Development committee)  
Participation of youth group in Camp Out

## B. SPECIAL EVENTS

1. 5K Run and Walk Jane Webb, Chair

Time: 9:00 AM Saturday, May 19, 2012  
Projected # participants 300

Goal: \$5000. Net income

2011- Raised \$ 5,170.00 gross; \$ 1,856.46 net

(These amounts Include seed money: \$1000. from Jane Webb; Times Free Press contributed \$833.00.)

Method: FP Web site, flyers, Chattanooga Track Club, Brewer Media radio spots, posters, IHN newsletter,

2. Celebrity Sing Off

Kelly Brexler, Chair  
Committee Member, Amanda Buchanan

Time: 6:00 PM  
No. anticipated:

Thursday, August 23, 2012  
Full auditorium @ Chattanooga State

Goal:

\$25,000 Net Income  
(\$8,676.48 raised in 2011)  
Ticket price \$15., \$1 per vote.

Method:

Newsletter announcement; posters; face to face soliciting; on FP Web site; TV spots; radio spots; press; involve community and corporate and business leaders to participate in the Sing Off, select a diverse group of individuals, facebook, social media, linked in.

3. Camp Out to Stamp Out Homelessness Amara Henry & Mary Lynn Morse,  
Co-Chairs

Time: 6:00 PM  
No. participants

Saturday, September 29, 2012  
Fill First TN. Pavilion

Goal:

Tickets \$25 each, \$50 per family of 4, Group rate/Pledges,

\$25,000-30,000 net income  
(\$11,846.94 raised in 2011)

Method:

Newsletter announcement; on FP Web site; Media-radio and TV spots, PSA's, Newspaper feature (Clint Cooper), appeal to congregation's youth group ministers to double the number of tickets sold, facebook, social media.

## PROJECTED INCOME FROM SPECIAL FUNDRAISING EVENTS

Events	Net Income 2011	PROJECTED Net Income 2012
5K Race and Walk	\$ 1,856.46	\$ 5,000
Celebrity Sing Off	\$ 8,676.48	\$25,000
Camp Out to Stamp Out Homelessness	\$11,846.94	\$25,000
<b>Total Income</b>	<b>\$22,379.88</b>	<b>\$55,000</b>

### C. DIRECT MAIL

#### ANNUAL APPEAL LETTER

Each year an annual appeal letter asking for a year-end gift is our final revenue request. In November, the appeal letter goes out to everyone on the FP mailing list. The annual appeal letter is written by PR and Fund Development committees and signed by the Executive Director. Board members are welcomed and encouraged to pen a hand written personal note to any friends who are donors thus improving our chances of a donation.

\$ 25, 276.00 Received in 2011

#### Family Promise Newsletter

The Family Promise Newsletter is written and produced twice per year. It is the responsibility of the PR Committee. The newsletter is mailed to 5000 people on our mailing list and put on our web site.

The last newsletter went out September 2011. Below are the expenses incurred and money received:

Printing (Starkey) for 5800 newsletters \$1128.34  
 Remittance Envelops \$96.90  
 Postage Bulk Mail \$639.90  
 Expenses (\$1865.04)

Newsletter Donations \$1700.00

+/- (\$165.04)

Think about emailing Newsletter using Vertical Response, Mailchimp

#### D. GOVERNMENT GRANTS\*

Grant writing is the responsibility of the Executive Director of Family Promise of Greater Chattanooga, Mary Ellen Galloway. MEG is most knowledgeable about the availability of grants through her connections in the Chattanooga Community. The fund development committee will assist and work closely with MEG and an ongoing and updated list of grants applied for, deadlines, and the status of the each grant application should be provided to committee members on a regular basis.

\* 2012 Grant Schedule attached

#### E. OTHER GRANTS

##### RESEARCH

Development Committee member to research grants at CNP and assist with grant writing.  
UTC intern to research grants and assist with grant writing.

#### F. FOUNDATION GIFTS/GRANTS

The Development Committee along with the Executive Director is responsible for matching funding priorities with Foundations, research and create a list of potential funders, refine list, and contact and cultivate potential funders. The Executive Director, Mary Ellen Galloway will write all foundation gifts/grants applications. The Development Committee along with the Executive Director should discuss the funding needs of FP and have a plan in place annually for priority funding sought through local and national foundations. All Development Committee members should have an ongoing knowledge of what foundations are being asked to fund, a clear understanding of priority funding needs and an updated list of applications outstanding, pending or approved along with the deadlines and the status of each application. The Executive Director should provide updated information to the Development Committee on a regular basis.

##### 1. List of Foundations

1. Benwood Foundation - Cap. Campaign, case manager
2. Community Foundation - Cap. Campaign, case manager
3. Lyndhurst Foundation - Capital Campaign
4. Chrysalis Foundation - Operating expenses
5. Preston Family Foundation - Cap. Campaign



6. Grandview Foundation - Cap. Campaign, computers
7. George Johnson Foundation - Case manager
8. Mesa Foundation - Summer Camp
9. Osborn Foundation - Case manager
10. Walmart Foundation - childcare, transportation, client move in fees
11. Maclellan Foundation- capital campaign
12. Lipscomb Family Foundation-Cap Campaign
13. Hamico Foundation-Playground equipment

## 2. List of 2012 Priority Funding Needs

- Operating expenses
- Development Director
- Seed money for Mentoring Program
- Strategic Planning Session

## IV. CULTIVATING SUPPORTERS/DONORS (MAKING FRIENDS)

The purpose of cultivation is to broaden our FP donor base by adding prospective donors to our list of active supporters and regular donors. IHN, by virtue of its volunteer program, naturally cultivates donors by tending to its mission. This is the beauty of our mission!

However, we must always be cognizant of the need to improve and strengthen our relationships with current board members, past board members, donors, volunteers, and other friends of FP. We must always be thinking of ways in which we can communicate with our donors in order to build greater understanding of how our FP friends and family can help us achieve our mission.

We must thank our donors and volunteers by recognizing them for holding up our mission, through volunteerism or by their financial support. Timely thank you notes and kind words of appreciation go a long way in determining the longevity of a NPO like FP. Always remember, that without them we could not do this mission!

It is the responsibility of each board member, committee member, and staff to become part of the cultivation process. Let us reach out into our Chattanooga community and carry our “elevator speech”\* in our pockets in order to talk succinctly about the FP mission.

### A. FAMILY PROMISE ELEVATOR SPEECH

#### *FAMILY PROMISE OF GREATER CHATTANOOGA - HELPING FAMILIES ACHIEVE AND SUSTAIN SELF-SUFFICIENCY.*

- Family Promise collaborates with existing community resources to link families to supportive and follow-up services like healthcare, counseling, and assistance finding jobs and housing.

- There are 158 affiliates in 41 states nationwide that follow a 25-year-old model of helping families achieve and sustain self-sufficiency.
- Family Promise of Greater Chattanooga has a 13-year history of success -- 80% of families transition to stability and housing.
- Family Promise mobilizes existing community resources - 51 area congregations partner to provide temporary housing and mentoring
- 650 families and 1,216 children have transitioned to self-sufficiency -- 48% of the children are five years old and younger
- Family Promise would like to help more families in need. The waiting list averages 50 families.
- Family Promise is cost effective - 5,000 volunteers annually provide \$637,000 in volunteer time leveraging the budget over three times.

## 1. Open Houses

This is the responsibility of the PR committee.

Time: Twice per year

December, 2012 (Donor Recognition)

May 3, 2012 (Volunteer Recognition)

Goal: Appreciation evenings at FP for donors and volunteers; opportunity to see our new FP day center, meet the staff and board members; recruitment of potential volunteers and board members; and the cultivation of potential donors.

Method: Special mailing of invitations: email invitations; personal invitations by FP board members.

Responsible: Board, staff, PR committee and volunteers.

## 2. Communications

This is the responsibility of the PR and IT Committee.

Time: Year round

### Goals & Objectives:

- · Maximize media coverage of special events
- · Recruit media sponsors for special events
- · Ensure banners include sponsor logos
- · Produce twice-annual newsletters (fall & spring)
- · Oversee consistent graphic design elements
- · Produce brochure
- · Update website
- · Maintain facebook account (also increase “likes” and “friends”)
- · Ensure proper payment and donation vehicles on the website
- · Arrange photography

- · Assist in changing the graphic elements if name change is approved
- · Assist in creating new display unit

#### Methods

- Holiday Card: Holiday cards sent to friends and major donors.
- Newsletters: Printed and e-newsletter out twice per year
- FP Web Site: should be monitored and updated on a regular basis
- Expanded use of social media and video production

### V. MONITORING THE FUND DEVELOPMENT PLAN AND PROCESS

- The Development Committee will meet one time monthly to review the progress of the plan and, with development staff member, Mary Ellen Galloway, will identify problems and solutions.
- Development staff and committee chair will discuss development issues on a regular basis.
- Committee chair and development staff will monitor special events chairs; committee chair will follow up should any problems arise.
- Development Committee Chair will discuss fund development plan and progress at monthly board meetings.
- Development staff will provide financial and statistical data with which to help evaluate progress of the development plan.

### VI. THINK ABOUT THIS

- Branding through Family Promise
- On line donations made easy
- Strategic Planning Session Needed (Scheduled for May 5, 2012)
- How to reduce the cost of producing the Newsletter

## VI. FUND DEVELOPMENT CALENDAR FOR 2012 (UPDATED MONTHLY OR AS NEEDED)

JANUARY

FEBRUARY

MARCH

APRIL IHN NEWSLETTER GOING OUT

MAY VOLUNTEER APPRECIATION DINNER, MAY 3, 5:50 PM @ IHN DAY CENTER  
STRATEGIC PLANNING SESSION, MAY 5, @ ST. AUGUSTINE CATHOLIC CHURCH,  
SIGNAL MOUNTAIN  
5K RUN AND WALK, SAT, MAY 19, 9 AM @ RIVERWALK, CB ROBINSON BRIDGE

JUNE

JULY

AUGUST CELEBRITY SING OFF, THURS, AUGUST 23, \_\_\_PM @ CHATT STATE

SEPTEMBER CAMP OUT TO STAMP OUT HOMELESSNESS, SAT, SEPT 29, 6:00 PM @ FIRST TN  
PAVILION

OCTOBER

NOVEMBER ANNUAL APPEAL LETTER MAILED

DECEMBER MAJOR DONOR OPEN HOUSE

