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## **Three-Year Comprehensive Development Plan**

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January 1, 2015

To our partners in support:

This document serves as the Comprehensive Development Plan for Fiscal Years 2016 - 2018. As a financially stable and successful organization, the Rhode Island Philharmonic and School seeks to refine development techniques to increase offerings and capabilities. The desired outcome includes growth in capabilities of the orchestra, increased educational outreach offerings, and additional scholarships available to students of the school

With this plan, the organization has a goal of an increase of \$1,554,883 in fundraising over the next three years. This success will be driven by an increase in fundraising events, introduction of a new multi-functional app, and an organization-wide commitment to development. Throughout the plan there are strategies designed to attain this new level of development with a focus on making communications personal to reinforce our core values of access and collaboration. We are focused on creating an organization which encourages lifelong engagement through our concerts, comprehensive music education and community partnerships.

Thank you for taking the time to review our plan. We look forward to all the challenges ahead of us! We hope you do as well, and decide to join us in this incredible journey to continue the Rhode Island Philharmonic and School's tradition of excellence in artistry and education.

Sincerely,

*David J. Beauchesne*

David J. Beauchesne  
Executive Director



## **Introduction to the Plan:**

The Rhode Island Philharmonic and Music School is an institution which consistently operates with a financial net asset surplus. The past two years, the end of year net assets have been well over \$8 million each year. With this exceptional financial history, the Rhode Island Philharmonic and Music School seeks further refinement of fundraising strategies in order to increase capabilities in both the orchestra and school missions. The plan seeks to increase services and scholarships available to students of the music school including the addition of more outreach services such as classes at the Blackstone Academy. Further financial success would also allow for the Rhode Island Philharmonic to hire another trumpet musician, both providing support for the current musicians, covering much needed musical parts, and also providing salary for another great professional musician. The Rhode Island Philharmonic and School seeks to keep increasing its impact as the only certified music school in Rhode Island and this document is the three-year plan to see these goals to fruition.

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## **Categories of Need:**

The following Comprehensive Development Plan seeks to prioritize the following three main strategies.

1. To continue positive trends in fundraising events with the goal being at least a 50 percent return on investment. This will include the development of a new event designed specifically with expense versus revenue in mind.
2. To increase organizational knowledge of planned giving options in order to increase patron participation by 10% annually.
3. To refine annual giving donor solicitation techniques using the varied techniques according to increased efforts in prospect research. This category of need includes making donations easier online by adding a mobile version of the website. Also, improving communication to donors after the donation, specifically a personal telephone call from a board member to say thank-you.



## **Needs Assessment:**

1. In 2014, the return on investment for fundraising events 110 percent! The organization received \$379,189 in contributions and \$78,000 other income from the event and yet spent \$217,681 in expenses. This ratio shows success in fundraising events and this is an area where additional events may be supported well.

2. The need exists to continue to build upon the success of the planned giving program. The RI Philharmonic and School offers a large amount of planned giving options which can be confusing to people who would like to donate. Therefore, all staff members who may come in contact with donors need to know the options well so they can make recommendations based on the donor's wishes and situations. There are regional educational opportunities available as well as room for improvement in internal training methods.

As a second step to this planning giving strategy, the organization has the need to develop and distribute more readily more enticing marketing materials with easy to understand language about the planned giving.

3. The organization would like to continue to see growth in the annual fund by 10 percent each year to keep up with inflation and to offer more programs as listed above. The addition of a fundraising event as well as new donor cultivation techniques will help this goal.

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## Financial Goals:

Rather than setting financial goals based on the previous year's numbers alone, goals for 2016 are set taking into account the last three years and increasing that average by 10 percent. The following two year's projections (2017 and 2018) are based on a 10 percent increase each year.

Overview:

	2013	2014	2015	2016	2017	2018
<b>Annual Fund</b>	\$3,127,199	\$2,789,839	\$1,923,863	\$2,874,997	\$3,162,497	\$3,478,746
<b>Net Event*</b>	\$121,718	\$416,346	\$239,508	\$285,110	\$313,621	\$344,983
<b>Gov. Grants</b>	\$115,549	\$112,877	\$112,902	\$125,154	\$137,669	\$151,436
<b>Total</b>	\$3,364,466	\$3,319,062	\$2,276,273	\$3,285,260	\$3,613,786	\$3,975,165

\*Includes expenses and revenue from event

### A new world order in three years...

1. In three years, the goal of net funding from fundraising events is \$344,983.
  2. Planned giving marketing materials, redesign: an initial cost of \$10,000, with \$2000 in printing costs each year
  3. With a growth of 10 percent each year, in three years the annual fund will have an extra \$1,554,883 compared to 2016.
    - This funding will allow for the hire of an additional trumpet player for the philharmonic, with a salary and benefits package of \$63,000.00 annually.
    - This additional money can also fund the increased outreach efforts, with \$491,883 allotted towards these outreach events.
    - 2017 Mobile Application Released, cost to be determined
    - 2018 Hire Development Communications Assistant, \$55,0000 annually
    - Increased number and amount of available scholarships
-



## **Non-financial Strategic Goals:**

### **In three years...**

#### 1. Training

A. All administrative staff, board members, and development volunteers will have a working knowledge about donor cultivation strategies using the Moves Management Solicitation Technique.

B. All administrative staff will have a working knowledge of planned giving options.

C. All development staff will be knowledgeable and be able to discuss with prospects all donation options, including planned giving options. Experts in each category will exist and will continue to improve knowledge and cultivation techniques, but anyone in the department can fulfill the role when needed.

#### 2. Volunteer recruitment

A. Recruit 10 young socialites to network on behalf of the organization each year.

B. Increase development volunteers by 10% each year for three years.

#### 3. Increase personal interaction with donors

A. The hire of a Development Communications Associate will allow the time needed to increase personal phone calls and meetings with the donors. This staff member's job will be to socialize and make sure all donors are communicated with according to their personal needs and desires.

B. Through the training listed above, musicians and staff members will learn the importance of interacting with donors and the audience. Specific people will be identified to attend donor social gatherings on behalf of the organization. Five musicians will also be asked to interact in the lobby with concertgoers after each concert. These musicians will be announced on Facebook, so concertgoers know who they can expect to chat with after the concert.



## **Annual Fund: Activities, Communications, Solicitation and Cultivation Strategies**

### **Annual Fund Communications Plan:**

#### Mail Solicitation:

1. At the heart of the Rhode Island Philharmonic and School's mission is to reach people from all over the state of RI and the surrounding region. In order to further this mission, the organization will mail an informational postcard to 10,000 new households each year. Although the return on investment for mailings like this is traditionally poor, the increased participation and awareness of the philharmonic are at the core of this goal.
2. A season introduction letter will be mailed to each of the previous donors to offer them an early buy option when a donation is received. This letter would also encourage donations to the school scholarship program.
3. People who have donated in the past but lapsed last season will be sent a special incentive letter, offering an extra ticket with a donation this year. The letter will also be used as a way to express how much their donation helped in years past and that they were missed last year.
3. In addition to personal phone calls, invitations and thank you letters will be sent through direct mail to high level donors and will be personalized to the maximum extent possible.

#### Personal Solicitation:

This is at the core of the major gifts prospect development strategy. Staff members, board members, volunteers, musicians, and teachers will be asked help the organization through connections whenever possible. Because of the complexity of this strategy, 4 training sessions will be held each year for all available to develop and teach organizational selling strategies.

#### Telephone solicitation:

Limited telephone solicitation will be done by staff, with the purpose of gathering information about the interests in the organizations of prospects.

A once-yearly telethon will be conducted in the spring to raise money for the following fall. This will be conducted mostly by volunteers who will be trained prior to the event.

One addition of this plan is the use of telephone contact to thank large gift donors. Board members will call within one week of receiving a donation of \$3000 or greater to express the organization's gratitude.

Website:

Donations will continue to be possible through the website. A new mobile app will be introduced in 2017 which will allow donations, tickets to be purchased, class and lesson registration, and will be a portal for communication between parents/students and their instructors.

Email:

Monthly newsletters will be mailed to subscribers and emails asking for donations will be sent once quarterly.

Social Media:

Activity designed to encourage engagement will be paramount on Facebook, Twitter, and Youtube.

A calendar requiring 3 weekly posts will be designed by the development staff. Among these posts, will be a weekly trivia posts to attempt to engage interaction on social media. A part of the social media strategy will be to ask donors, board members, staff, and students to pass the word about the organization through social media. An example would be to ask people to "like" posts and follow the organization.

### **Annual Fund Events:**

Donor Welcome Party: At the beginning of the year, donors from previous years are invited to attend. The new season is announced at this party, along with a silent auction fundraiser. Musicians and staff are encouraged to come.

Winter Holiday party fundraiser: musicians are contracted out to private parties for a fee during the month of December. The musicians will be paid appropriate wages and the proceeds will go to the annual fund. As part of the contract, development staff members will be invited to these parties and will network to find new prospects.

Donor Recognition Party: At the end of the season, donors are invited back to receive personal recognition from the artistic and music director. Musicians and staff are required to attend.

<b>Annual Fund Long Range Strategy</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
<b>Cultivation</b>	1. Develop and begin organization-wide development technique training	1. 150 new donors, 90 percent renewal rate, 10 percent donation increase rate	1. 150 new donors, 90 percent renewal rate, 10 percent donation increase rate
<b>Budget</b>	\$0	\$0	\$0
<b>Staff</b>	Development, Director, Board	Entire organization	Entire Organization
<b>Cultivation</b>	2. Initiate activity plan for social media Posts and work with App Developer	2. Adjust social media plan based on results and Mobile App Released	2. Mobile app fully integrated in Development Department's cultivation and donation strategy
<b>Budget</b>	TBD	TBD	\$0
<b>Staff</b>	Development, Director	Contracted App Developer	Development
<b>Cultivation</b>	3. Assign current donors with rankings, new prospect research	3. Target top ranking donors with specific communications according to preference	3. With the addition of Development Communications Assistant, all donors receive proper cultivation and recognition according to preference with an emphasis on the more personal contact
<b>Budget</b>	0	\$5,000	\$55,000
<b>Staff</b>	Development, Director	Development, Director	Development



## **2016 Special Event: Activities, Communications, Solicitation and Cultivation Strategies**

To continue on the fundraising event success in the past, each year an additional event will be designed to drive donor loyalty with return on investment being a financial priority. This is the special event for 2016.

### *A Symphony of Flavor!*

An evening filled with sophistication! This event will be a gourmet dinner served at the local Mill's Tavern, an upscale restaurant in Providence, RI. During dinner, symphony members will perform classical chamber pieces. Musicians from the orchestra will play as entertainment for the evening. There will be a silent auction as well. The event will also stand as a preview for the winter holiday fundraiser as people will be able to hear the small ensembles play and learn if they would like to hire them for their holiday party.

#### **Goals and Targets**

This event is designed to be a calm, classy event with fine food and music. It will most likely attract middle-aged to older guests with middle-class to upper-class incomes.

Our goal for attendance of this event is 150 people.

#### **Sponsorships**

Mill's Tavern has graciously agreed to donate half of each meal cost for the fundraising purposes of the Rhode Island Philharmonic and School.

The silent auction will be composed of donations from local businesses.

#### **Invitation List, Process for Distribution and Payment**

An invitation list will be made by first listing the current and past donors. Then, staff members, musicians, and board members will be asked to provide contact information of anyone they think would be interested in the evening. The RI Arts Council will advertise for this event through their blog, and people who respond will be added to the invitation list.

Invitations will be sent by email. Payment and reservation can be done easily by clicking a link embedded in the email. Payment will be made through PayPal and will include the 2.9% + \$0.30 per transaction.

## Financial

Please see the table below for associated costs of the evening. Tickets will be sold for \$200 a person. This cost includes a special 5 course dinner menu, paired wine, and non-alcoholic beverages of choice for the evening.

	Base cost or Per person	For 150 people
<b>Meal cost</b>	\$80	\$12,000
<b>Donation by Mill's Tavern</b>	-\$40	-\$6,000
<b>Paypal fees</b>		\$370.5
<b>Silent Auction Items</b>	\$1000	\$1000
<b>Auction item donation by various sponsors</b>	-\$1000	-\$1000
<b>Musicians</b>	\$800	\$800
<b>Total cost</b>		\$7,170.5
<b>Event Ticket</b>	\$200	\$30,000
<b>Ticket Sales Revenue</b>	\$152.20	\$22,829.50
<b>Silent Auction Estimated</b>	\$2000	\$2,000
<b>Total Event Revenue</b>		\$24,829.5
<b>ROI</b>		346

## Evaluation for Special Event Strategy

Fundraising Goals and Objectives for Special Event Titled "A Symphony of Flavor"

- Identify 300 potential attendees
- Attain attendance of 150 or more people
- Event revenue will be over \$24,000
- Create a classy event which represents the spirit of the Philharmonic

Logic Model Statement: If the Rhode Island Philharmonic and School hosts a classy dinner and concert at Mill's Tavern on March 3, 2017, patrons and donors will want to attend to both enjoy the evening and support the organization.

A. Event Inputs (November - Jan)

Objective	Measurement	Current	Recourse
<b>100% Fully Staffed for Event by Jan 1</b>	5 staff members needed	3	May need staff members from other departments
<b>300+ potential attendees identified by Jan 1</b>	% of invitations complete	50%	More research is needed
<b>300 Invitations Mailed by Jan 15</b>	How many invitations have been mailed	50%	Continue to print invitations as soon as identified
<b>Full Inventory of all prizes and gifts</b>	% of inventory items catalogued	20%	Contact businesses to secure more more
<b>Identify Musicians Who Will Perform</b>	% of 3 ensembles	0%	Ask around for musicians in the orchestra who want to play

II. Event Activities for Event (January and February)

Objective	Measurement	FY16	Recourse
<b>Send tickets to event</b>	% of Tickets	100%	No action needed
<b>Seating Plan and table cards by Feb 15</b>	% complete	0%	Plan and print
<b>Speeches</b>	% completed	50%	Director needs to write speech
<b>Musical Acts (3)</b>	percent booked	100%	no action needed

III. Event Outputs (February - March 2)

Objective	Measurement	FY16	Recourse
<b>Menu solidified by Jan 1</b>	If complete	Complete	

Objective	Measurement	FY16	Recourse
<b>Prizes and gifts delivered and tagged for event</b>	% of items catalogued	95%	
<b>Order of events finalized</b>	If complete	Needs revision	
<b>Staff Members assigned responsibilities</b>	% duties assigned	100%	

#### IV. Event Outcomes (Event on March 3, 2017)

Objective	Measurement	FY16	Recourse
<b>150+ Attendance Goal Met</b>	% of goal	100%	
<b>Feedback Received from Mail-out feedback form</b>	% received	10%	Place a follow up call to thank attendees and ask for feedback
<b>ROI</b>		346	

#### Data Collection Methods

Most of the aforementioned data will be compiled from staff progress reports on the due dates. The deadline dates are early enough to allow for correction if goals are not met by the deadline. Feedback from attendees will be in the form of a survey which is mailed with the thank-you notes. If this does not provide adequate feedback, staff members will call to thank and ask for feedback.

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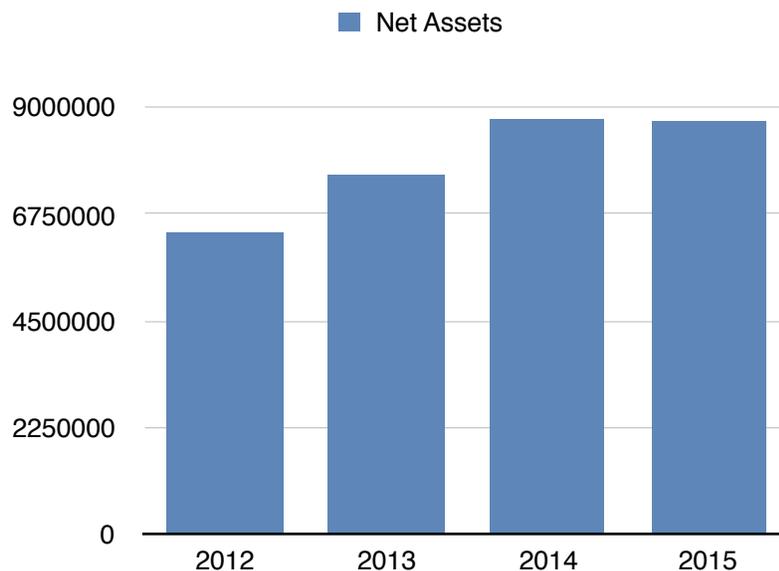
## Major Giving: Activities, Communications, Solicitation and Cultivation Strategies

The Moves Management solicitation technique is a useful model on which to base an organization's donor cultivation strategies. The full spectrum of the process involves the steps of Introduce, Understand, Involve, Invite, and Recognize and is used to develop donors as they become more interested in the organization. The last four steps can also be used with reoccurring donors to help them find new projects to participate in. The Moves Management system allows the organization to discover and address the motivations of the donors so that both donor and organization are working in a mutually beneficial partnership.

### Developing a Strong Case for Support: Why Invest?

The Rhode Island Philharmonic and School serves as an industry leader as the only organization with an equally weighted dual-mission. This organization serves the public in Rhode Island and neighboring states, acting as a cultural hub where people from all over the region go to receive great music education and hear amazing concerts.

Financial Health - The Rhode Island Philharmonic Orchestra and School is a financially stable organization which has shown an overall positive growth in Net Assets over the past four years. This trend is illustrated in the chart below:



In 2015, The Rhode Island Philharmonic Orchestra and School managed an annual fund of \$1,923,863.00. In 2016, the organization's goal is a 10 percent increase to the annual fund amounting to \$2,874,997. The organizational goal is to have 50% figure derived from Major Donors, with a 95% return on investment.

## Major Donors

Donors of \$3,000 or more are considered major donors by the organization. A tiered award system is used to level-up and to give more incentives to donors. The levels are as follows:

### *Conductor's Circle*

Donors at all levels of \$3,000 and above receive the following\*:

- The opportunity to purchase subscriptions in the Mezzanine
- Invitations to special/exclusive events with the Music Director
- Complimentary beverages at intermission
- Exclusive parking and shuttle service
- Complimentary bring-a-friend tickets\*\*
- Easy ticket return if you cannot attend a performance
- 2 complimentary tickets for the Rush Hour of your choice
- 2 complimentary tickets for an Open Rehearsal
- A listing in the program book

Donors of \$5,000-\$7,499 also receive:

- The opportunity for a musician or faculty sponsorship

Donors of \$7,500-\$9,999 also receive:

- Dinner or lunch with Francisco Noya
- Guest artist sponsorship with an insert in the program book

Donors of \$10,000-\$24,999 also receive

- Lunch or breakfast with Larry Rachleff
- A backstage tour at the concert of your choice

Donors of \$25,000- \$49,999 also receive:

- A backstage pass to meet the guest artist
- The opportunity to sponsor a Classical Concert

Donors of \$50,000 and above also receive:

- The opportunity to sit on stage during a concert

## **Potential Major Donor Cultivation**

Potential Major Donors are selected using a screening process to identify candidates. Our staff compiles a list of potential donors through conversations with other staff members, musicians, and board members as well as through research of local donors, business people, and prominent community members. Prospect research is conducted to the fullest extent possible, including online real estate records and prospect management systems when available. Once identified, prospects are managed using the moves management system. Each prospect is assigned a staff member or volunteer who is then trained on cultivation techniques including educating the individual about the programs, involving them through volunteerism or decision making, determining interest, and then finally asking for a donation.

*Introduce*

*Understand*

*Involve*

*Invite*

*Recognize*

## **Stewardship**

Donors will be recognized quickly in person and with a mailed letter written just for them. Additionally, a phone call will be made by a board member thanking them within a week of their donation. It may be possible to name programs, concerts, and facilities after the most Major Donors if desired. Donor appreciation will also come in the form of public recognition during events and concerts.

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## **Planned Giving: Activities, Communications, Solicitation and Cultivation Strategies**

### **Role:**

The Rhode Island Philharmonic Orchestra and School has a tradition of planned giving within the organization, called the Francia Madeira Society. The slogan of this society is “by giving, you give to yourself as well.” According to the organization, “Named in honor of Francis K.C. Madeira, Conductor Emeritus and founder of the Rhode Island Philharmonic. The Society was originally conceived as a vehicle to help assure the financial future of the Orchestra through estate planning. By remembering the Philharmonic in your will, you can impact the future of live musical performances in our community beyond your lifetime. Your bequest will qualify for an estate tax charitable deduction. Charitable Trusts, Charitable Gift Annuity, and Life Insurance are ways to contribute.”

### **Plan:**

- **Commitment:** The RIPhil’s staff, leadership, and board is committed to planned giving initiatives. As the goals of this program are to increase giving, the organization as a whole will need to be committed to the time and effort it will take. Development staff will be asked to attend seminars and conferences to increase knowledge and the organization will need to pay for this attendance. Also, the marketing department will be asked to design new materials to increase awareness about this program.
- **Increase Knowledge of Planned Giving:** The development staff and senior leadership will be asked to increase knowledge of planning giving strategies. They will attend seminars and conferences to learn and network about planned giving strategies. This year, the department and leadership will attend the Partnership for Philanthropic Planning - Rhode Island events which include:

Thursday, November 10, 2016

(7:30 am at the Hope Club)

Session 1: "Getting Your Board on Board"

Session 2: "Gift Accounting vs. Business Accounting"

Thursday, January 19, 2017

(7:30 am at the Hope Club)

Session 1: "The U.S. Trust Study of High Net Worth Philanthropy"

Session 2: "Drafting Agreements"

- **Goals and Priorities:** The goal of this planned giving strategy is to increase gifts by 10% annually and sustain the tradition of giving over the long term. The return on investment for planned giving will be 75%.
- **Program Scope:** The Rhode Island Philharmonic Orchestra and School currently accepts planned giving in the form of bequests, charitable trusts, charitable gift annuities, and life insurance policy transfers.

• **Budget:**

	2016	2017	2018
<b>Bequests</b>	\$5,000	\$5500	\$6050
<b>Trusts</b>	\$10,000	\$11000	\$12100
<b>Life Insurance</b>	\$10,000	\$11000	\$12100
<b>Total Income</b>	\$25,000	\$27500	\$30250
<b>Legal Fees</b>	\$4000	\$4400	\$4840
<b>Bank Admin Fees</b>	\$500	\$550	\$605
<b>Special Subscriptions and Publications</b>	\$500	\$550	\$605
<b>Print and Direct Marketing Materials</b>	\$1250	\$1375	\$1512.50
<b>Total Expenses</b>	\$6250	\$6875	\$7562.50
<b>Cost vs Revenue</b>	75%	75%	75%

- **Marketing Plan:** Separate materials will be designed explaining options for the planned giving program, as this is a complicated issue and is more involved than annual fund donations. Brochures will be mailed to donors who have a history of support (two years or more) as well as volunteers, alumni, and staff. The website will include the same information as that which is on the brochure. Personal phone calls and visits will be made on a case-by-case basis as the staff discover prospects they believe are ready to move to this level of commitment. To help encourage large planned gifts, naming opportunities and recognition in brochures will publicize gifts as agreed to by the donor.



## **Fund Development Calendar**

### June

- Prepare annual report
- Review results of FY15 annual fund development plan
- Plan for direct mailing to new contacts, and consolidate existing donor list
- Direct mail thank-you's to donors and partners

### July

- Annual report mailed to foundations and other interested parties
- Mail letter to donors announcing the new season, inviting them to donate, and mentioning the donor welcome party
- Plan Donor Welcome Party Event

### August

- Mail postcard to new prospects
- Mail letter to past donors
- Donor Welcome Party Event
- Plan Yearly Fundraising Special Event

### September

- Review results of direct mailings
- Plan Winter Holiday Party Fundraiser
- Moves Management Solicitation Techniques meeting for all employees of the organization

### October

- Announce Winter Holiday party fundraiser to past donors and begin scheduling

### November

- Moves Management Techniques development training for all staff, musicians, and volunteers
- Logistical details finalized for Yearly Fundraising Special Event
- 10 November Development Department and leadership attends Partnership for Philanthropic Planning seminar

### December

- Winter Holiday Party fundraiser
- Moves Management Solicitation Techniques meeting for all employees of the organization
- Guest list and invitation design finalized for Yearly Fundraising Special Event

## January

- Thank-you's sent for Winter Holiday Party fundraiser
- Review results of Winter Holiday Party fundraiser announcement mailings and the event itself
- Invitations mailed for Yearly Fundraising Special Event
- 17 January Development Department and leadership attends Partnership for Philanthropic Planning seminar

## February

- Begin planning donor recognition evening
- Moves Management Solicitation Techniques meeting for all employees of the organization

## March

- Design and print invitation to donor recognition evening
- Yearly Fundraising Special Event (2016: A Symphony of Flavor)

## April

- Mail invitations to donor recognition evening
- Moves Management Solicitation Techniques meeting for all employees of the organization

## May

- Donor recognition evening
  - Compile results of annual fund
  - Full board to approve upcoming FY Fund Development Plan and operating budget
-