

**Annual Development Plan for \_\_\_\_\_**

<b>Goal #1 - Increase and diversify funding sources</b>				
<b>Objective #1 - Create incentive system for monthly donors</b>		<b>Estimated Timeline</b>	<b>Personnel Responsible</b>	<b>Measurement</b>
	1) Develop merch packages for new and existing monthly donors varying depending on how much they give	Q2	donor relations	set merch packages according to donor tiers
	2) Develop a program where individual donors can get free merch for onboarding new individual donors	Q2	donor relations	program created
	3) Utilize software that can track referrals per existing donor	ongoing	IT	data gathered from referral software
<b>Objective #2 - Apply for grants</b>		<b>Estimated Timeline</b>	<b>Personnel Responsible</b>	<b>Measurement</b>
	1) Develop a consistent foundation grants strategy	Q1	grant writers	strategy is complete
	2) Apply for at least 10 targeted grants with a goal of at least \$500,000 in awarded funds	Q1 & Q2	grant writers	grant applications completed and sent
	3) Develop a metric system that can track grant application 'success' rates for more effective applications in the future	ongoing	grant writers	metrics utilized to track data
<b>Objective #3 - Introduce a legacy giving program to cultivate long-term donor commitments</b>		<b>Estimated Timeline</b>	<b>Personnel Responsible</b>	<b>Measurement</b>
	1) Create and distribute an email campaign to existing donors (individual and corporate) and volunteers to create awareness about the legacy program	Q1	donor relations	email campaign created and sent
	2) Promote a new portal on the website that contains information about the program, as well as how to sign up	ongoing	donor relations and marketing	portal submissions received
	3) Create a presentation to be given at the next donor even that details how to join the program	Q1	donor relations	presentation created
<b>Goal #2 - Strengthen donor engagement and retention</b>				
<b>Objective #1 - Host 1 in-person donor appreciation event</b>		<b>Estimated Timeline</b>	<b>Personnel Responsible</b>	<b>Measurement</b>
	1) Find and hire vendors (caterers, venue, necessary support staff, etc.)	Q3	development staff	vendors booked and deposits paid

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	2) Depending on venue size, invite top ___% of donors both individual and corporate (mail invites, RSVP online)	Q3	donor relations	invitations sent
	3) Create presentation that includes beneficiary testimonies, donor metrics, program successes, etc.	Q3	development staff	completed presentation
<b>Objective #2 - Host 1 virtual donor appreciation event</b>		<b>Estimated Timeline</b>	<b>Personnel Responsible</b>	<b>Measurement</b>
	1) Decide what software should be used to host the event and where presenters will present from	Q1	development staff and IT	software chosen, presenter location
	2) Invite all donors to participate (invite via email, RSVP online)	Q1	donor relations	invitation emails sent
	3) Create presentation that includes beneficiary testimonies, donor metrics, program successes, etc.	Q1	development staff	completed presentation
<b>Objective #3 - Create personalized 'Donor Impact Journeys'</b>		<b>Estimated Timeline</b>	<b>Personnel Responsible</b>	<b>Measurement</b>
	1) Create emails with graphics that document how donor funds have been used this year	Q4	donor relations and marketing	email graphics created, emails sent
	2) Create personalized stewardship plans for top 50 donors that include tailored impact reports	Q4	donor relations	plans distributed via email
	3) Create donor satisfaction survey to be linked in the donor impact email; data gathered will be used to further cultivate donor-centric programs	Q4	donor relations and marketing	survey link sent, data continually gathered and
<b>Goal #3 - Expand digital fundraising and campaign performance</b>				
<b>Objective #1 - Increase global campaign revenue</b>		<b>Estimated Timeline</b>	<b>Personnel Responsible</b>	<b>Measurement</b>
	1) Launch an international 'Freedom Month' fundraising challenge, encouraging A21 chapters and global volunteers to participate	Q3	development staff and marketing	challenge materials are created and published
	2) Develop country-specific fundraising strategies for the organization's main markets (US, UK, and Australia)	Q3	development staff	strategy is created
	3) Track relationship between pushing international campaigns and how many new international donors are onboarded	ongoing	donor relations	data gathered pertaining to international
<b>Objective #2 - Expand 'Walk to Freedom' online campaign</b>		<b>Estimated Timeline</b>	<b>Personnel Responsible</b>	<b>Measurement</b>
	1) Promote text-to-give platform introduced via 'Walk to Freedom' social media posts	Q2	marketing	donations made via text

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	2) Develop at least 3 new video storytelling materials pertaining to survivor impact that can be shared via social media and sent to donors in the donor impact newsletter	Q2 & Q3	development staff and marketing	materials produced
	3) Use international market strategies to determine best platform for disseminating campaign materials internationally	Q3	development staff and marketing	international campaign strategies are used and a
<b>Objective #3 - Develop 2 new digital campaigns</b>		<b>Estimated Timeline</b>	<b>Personnel Responsible</b>	<b>Measurement</b>
	1) Analyze performance metrics on previous digital awareness campaigns to create a strategic plan	Q1	development staff	complete analysis, strategic plan completed
	2) Reach out to donors with resources pertaining to online and social media marketing, leverage the relationship	Q1	donor relations	donors have responded- either agreed to
	3) Choose campaign format that is most appealing to new donors	Q1	development staff	format is chosen
<b>Goal #4 - Empower and equip the fundraising team and volunteers</b>				
<b>Objective #1 - Build professional capacity and fundraising expertise</b>		<b>Estimated Timeline</b>	<b>Personnel Responsible</b>	<b>Measurement</b>
	1) Host quarterly training sessions for fundraising staff, led by external experts	quarterly	development staff	sessions completed every quarter
	2) Enroll all fundraising staff in at least one professional development opportunity (i.e. grant writing webinar, online nonprofit finance course, etc.)	ongoing	development staff	each staff member attends an opportunity
	3) Create/update system for sharing fundraising resources, such as a Google Drive, with donor data, case statements, onboarding materials, etc.	Q1	development staff	system is created, organized, and
<b>Objective #2 - Enhance fundraising team accountability and performance</b>		<b>Estimated Timeline</b>	<b>Personnel Responsible</b>	<b>Measurement</b>
	1) Develop individual monthly and quarterly fundraising targets	ongoing	development staff	individual targets are created
	2) Hold monthly fundraising team meetings where members share goals, progress, obstacles, etc.	monthly	development staff	team meetings are held and each team member
	3) Implement a program for recognizing fundraising team performance (ex: 'fundraiser of the month')	ongoing	development staff	program created
<b>Objective #3 - Foster collaboration and mission connection</b>		<b>Estimated Timeline</b>	<b>Personnel Responsible</b>	<b>Measurement</b>
	1) Implement biannual team retreats/workshops focused on the organization's mission and impact; use similar format as donor presentations and include discussions with frontline staff	Q2 & Q4	development staff	retreats/workshops occur

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	2) Create peer mentor program within development staff where senior fundraisers are paired with newer team members/volunteers	ongoing	development staff	each staff member is assigned a partner
	3) Implement a team 'wellness plan' to encourage staff to communicate when they feel overextended or overwhelmed, providing flexible work options during high-stress seasons	ongoing	development staff	wellness plan created

**Goal #5 (optional) -**

Objective #1 -		Estimated Timeline	Personnel Responsible	Measurement
	1)			
	2)			
	3)			
Objective #2 -		Estimated Timeline	Personnel Responsible	Measurement
	1)			
	2)			
	3)			

**For Goal-Setting, Functional Areas to Consider -**

Grants, Planned Giving, Annual Fund, Campaigns, Direct Mail, Major Gifts, Corporate Giving, Marketing, Communications, Board Engagement, Events, Volunteer Engagement, Program Support, Project Support, Personnel Needs, Culture of Philanthropy, Collaborative Efforts, Donor Stewardship, Technology Tools

**Set SMART Goals: Specific, Measurable, Achievable, Relevant, and Time-Bound.**