

RESOURCE DEVELOPMENT PLAN 2002/03

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Goal

The goal of this plan is to create a strategy that will result in raising funds from private and government sources to support the financial needs of HAWS.

Objectives

1. To raise at least \$375,000 annually from the following sources
 - Individuals \$220,000
 - Foundations \$ 50,000
 - Corporations \$ 25,000
 - Government \$ 5,000
 - Friends of HAWS \$ 50,000
 - Special Events \$ 25,000
2. To add additional members to the board of directors who have the knowledge, skills, experience, and desire to assist in raising funds for HAWS.
3. To train the board of directors in fundraising techniques and strategies.
4. To create a resource development component of the HAWS annual operations so it becomes an integral part of the organizational structure.
5. Ensure that there are sufficient resources, staff time, and organizational structure to support the development plan.
6. To develop a long-term endowment and planned giving campaign to increase the size of the reserve fund.

Key Strategies

1. To raise at least \$375,000 annually from the following sources
 - Individuals \$220,000
 - Annual Appeal 65,000

The annual appeal reached \$75,000 in 2001. This new total was reached because of a one-time gift of \$15,000 from one donor. This appeal is mailed in November each year (Appendix A). Prior to this year, this appeal has averaged \$ 46,200 over the past five years (Appendix E). The previous high totals were in 1998 at \$59,000 and 2000 at \$66,000. A 2002 goal of \$65,000 seems reasonable. An evaluation should take place with regard to the theme of the appeal and its effectiveness. This appeal will gradually decrease unless strategies are employed to add quality names to the list. These names can be acquired through a variety of means including:

- Purchasing specific lists from list vendors
- Adding names from other HAWS events
- Looking at names from other similar organizations
- Adding former adopters to the list.

This mailing list is currently at 20,000. Inactive names or bad addresses should be purged from the system each year. We should attempt to add at least 10% more quality names each year. The goal should be to increase the income from this appeal by at least 5% each year.

- Membership Appeal 8,000

The membership appeal generated about \$6,000 in its first year. This included \$2,100 from renewals and \$3,900 from upgrades and new members. This appeal is mailed as part of the March newsletter to 13,000 households. HAWS acquired about 70 new members in 2002 for a total of 156 members. Our strategy will be to get everyone to renew and possibly upgrade their membership category each year and grow by at least 10% in new members. In 2002, the average membership was \$38.00 for 156 members. If we can increase the average to \$47 with growth to 172 members, the goal will be achieved.

- Pet Sponsorship Appeal 5,000

This is a new appeal that will go out with the June newsletter to 13,000 households. In this appeal, people have an opportunity to “sponsor” an animal’s care from one to fifty-two weeks per year. The cost for the care of each pet depends on its size and breed. For example, the cost for one week of care for a gerbil is \$1.00 where a cat is \$5.00. People can choose to sponsor a pet for as many weeks as they want. If they sponsor an animal for fifty-two weeks, their name will be placed on a plaque on a cage in the shelter. If we attract at least 100 people (<1% of total mailing) at an average of \$50.00 each, the goal will be achieved (Appendix C2).

- Major Gifts campaign 25,000

This campaign will take place from August through November of each year. The strategy will involve individual, face-to-face solicitations of key, long-term donors. These donors will be identified from a review of HAWS’ donor list. Donors that give \$250 or more per year will be selected. The executive director and key board members will select prospects to contact and solicit. From the donor list there are approximately 35 individuals that fit in this category. There may be others that can be added to the list later. These donors will be asked to make a pledge of at least \$500. Everyone will be asked to upgrade his or her previous highest gift. The current array of large donors is:

<u>Gift</u>	<u>Number</u>	<u>Total</u>
250	10	\$ 2,500
300	5	1,500
350	1	350
500	7	3,500
600	2	1,200
650	1	650
1,000	6	<u>6,000</u>
	Total	\$15,700

The new projection and goal would be:

<u>Gift</u>	<u>Number</u>	<u>Total</u>
500	15	\$ 7,500
750	10	7,500
1,000	10	<u>10,000</u>
	Total	\$25,000

Donors to this campaign would not be solicited during the annual holiday appeal.

- General Contributions \$112,000

This is the most difficult category to analyze and plan for. These gifts come in randomly throughout the year for memorials or no apparent reason. Over the past 6 years the average annual total for this category is \$71,393. In 2001 the total contributed was \$90,000. There has been steady growth in this area since 1996 when the total was \$44,446. The growth in this category might be related to the decrease in giving through the newsletter that has been decreasing since 1997.

Of the \$90,000 collected in 2001, only \$16,000 of it was recorded on the donor index cards (Appendix B). Of the cards recorded, 311 were for memorials and 124 were general donations. The average memorial gift was \$33.00 and the average general donation was \$49.00.

These donations will probably be affected by the new focused appeals like the membership appeal and Sponsor a Pet campaign. This will be watched and analyzed during the upcoming year.

The goal for next year is a bit of a stretch in light of the above information. However, with increased public relations and increased advertising about memorial and honorariums, this goal may be achieved.

- Foundations \$ 50,000

I have attached a list of foundations that are the best prospects for soliciting a grant (Appendix D). I have made projections about the amount of money we would ask from each foundation. The total for the 32 foundations would be \$77,750. Each foundation must be contacted to find out their interest in animal welfare issues. Then a representative will be invited to visit the facility and learn about HAWS services. Finally a proposal will be written which reflects HAWS needs and the interests of the foundation. This list contains local foundations only. We will be adding national foundations to the list later.

- Corporations \$ 25,000

- Business membership 2,500

In this promotion, HAWS would mail to up to 10,000 companies in Waukesha County and ask that they consider an annual membership to HAWS. The membership dues could be in three or four different categories starting at \$100, \$250, \$500, and \$1,000. There could be some benefits with each category. The companies that join would get an easy tax deduction and recognition that they support animal welfare in the county. We would mail them a nice certificate to hang on their lobby wall. Ten first year memberships at \$250 would achieve our goal. This mailing should be done in the fall for the following membership year.

- Grants \$ 5,000

HAWS would attempt to develop some closer relationships with several companies in the area that would result in some direct giving of up to \$5,000. HAWS has several companies that are giving \$1,000 per year already. The requests for support could be for general operating expenses or for specific projects. It would depend on the interests of the company and/or CEO. Jay along with board members would help develop these relationships.

- Event Sponsors \$ 15,000

HAWS has developed some materials that describe corporate sponsorship opportunities for companies (Appendix G). These sponsorships will provide a tax deduction for the company along with publicity and recognition along with the special event. HAWS would develop a mailing list of companies that would receive an invitation to sponsor for any event that HAWS develops such as the Pet Walk-A-Thon and Black Ties and Boots. These sponsorships would range from \$100 up to \$5,000 for title sponsorship. As these events grow in popularity, the sponsorships would increase up to \$10,000 for title sponsorship. HAWS is in a very strong and unique position in Waukesha being the largest animal shelter in the county. It has a large and special market that can be promoted for the betterment of HAWS.

- Government Grants \$ 5,000

I have applied for a Community Development Block Grant from the County for \$4,000. This will pay for the purchase and installation of an automatic door opener on the main door of the shelter. If we receive this grant this year, it may open the door for more grants in the future.

- Friends of HAWS \$ 50,000
 - Grocery Receipts \$ 20,000

HAWS has an auxiliary group of volunteers that hold events and fundraisers to benefit the organization. One of the main activities they supervise is the local giving program with grocery stores, especially Pick-N-Save. In this project, people who shop at the participating stores designate HAWS as their charity of choice. A certain percent of their purchases are then given to HAWS. These have proven to be quite significant and add up to nearly \$20,000 or more per year.

HAWS would ask the Friends to donate these proceeds in support of a special project or program every year.

- Pet Walk-A-Thon \$ 30,000

This annual event is the largest fundraiser for the organization. Held in Minooka Park, people raise pledges in order to participate in a pet walk and observe many demonstrations and displays. Pledges and sales can total \$20,000 - \$30,000. In 2002 the event raised \$36,000 in pledges and sales and \$4,000 in sponsorships. With an earlier start in planning this event, I think that \$40,000- \$45,000 in pledges and \$10,000 - \$15,000 in sponsorships is reachable next year (Appendix C2).

- Special Events \$ 25,000

This income will come from a new event called “Black Ties and Boots - A Formal at the Farm.” This event will be a formal cocktail/desert party held at the Farm of Ms. Susan Fronk. It will feature fine food, Champaign, wine, and music. Tickets will be \$50.00 to \$100.00 each. Corporate sponsorship opportunities will be available. This event will be held in late summer or early fall each year.