

RESOURCE DEVELOPMENT COMMITTEE **GENERAL PURPOSE/OVERVIEW**

A Resource Development Committee accountable to the Board of Directors should lead your organization's fundraising. The Committee should work from a document that outlines its duties and describes the policies the group will implement. The Committee should be led by the Directors but comprised as well of non-board individuals.

RESPONSIBILITIES:

Organizational Planning & Development – Ensure seamless inclusion of development goals and objectives to support short and long-term strategic plan.

- Review organizational goals short and long-term.
- In partnership with staff, Finance, Marketing and Fundraising Committees, develop comprehensive written Resource Development Plan inclusive of policies and funding to support organizational goals.
- Ensure revenue streams are balanced.
- Present plan annually to Board of Directors for adoption.
- Submit quarterly progress reports on the overall plan.
- Ensure proper staffing to support Resource Development efforts.

Annual Giving – Develop and maximize fundraising potential by coordinating all fundraising including Individuals, Corporate, Special Events, Foundations, Annual Campaigns, etc. identifying additional opportunities and recruiting key volunteer leadership.

- Develop an expectation for financial contributions from all members of the board and provide leadership by their own gifts first.
- Ensure all fundraising activities are evaluated yearly.
- Review staff prepared list of current donors with actual pledges slotted for next year.
- Review staff generated category list of sources of contributions received the last two years, noting any restricted gift or grants, and capital needs etc.
- Review staff estimates/projections of what you can conservatively expect in unrestricted support from current donors over the next year
- Establish major gifts level/s based on organization.
- Determine preliminary goals by subtracting anticipated income from current and projected budgets based on organizational goals of strategic plan.
- Recruit/orientate volunteer leadership for fundraising activities.
- Provide ongoing board training in fundraising and development.

Donor Identification, Cultivation, Stewardship, Evaluation & Recognition -

Develop a system to identify contributed support by likely prospects, suggesting the best means to cultivate, steward and establish benefits, services and recognition to prospects and donors.

- Review and evaluate staff prepared list of current donors.
- Review and evaluate staff prepared list of recently lapsed donors including obvious reasons why their giving has lapsed.
- Review and evaluate staff prepared list of “qualified” new prospects
- Develop “Top 25/50” list for major gifts, endowment etc.
- In partnership with staff develop custom strategies per donor based on current and realistically predictable funding potential.
- Review/revise staff prepared annual donor cultivation, recognition and stewardship plan.
- Actively engage in cultivation and solicitation of donors and prospects

Government & Foundation Grants - Maintain and initiate contacts with appropriate government and foundation officials, maintain/increase possibilities of special grants and other support.

- Review annually staff prepared grant projection report.
- Ensure no over-dependency on single or multiple grants revenues.
- Review staff prepared resolutions for all grants funding and present to full Board of Directors for adoption.
- Facilitate/maximize government and foundation relations.

Endowment & Planned Giving – Determine the feasibility of a projected solicitation campaign to secure permanent endowment funds for certain programs and services and basic operations.

- Assist staff/outside counsel in feasibility study.
- Identify/select endowment/planned giving committee members.
- Actively engage in cultivation and solicitation of planned gifts

Capital – Identify capital projects as required by need and planned strategies for growth as mapped out in the long-range strategic plan.

- Ensure incorporation of capital funding needs into Annual Resource Development Plan.
- Determine short and long-range need for independent capital campaign.
- When appropriate select outside counsel and capital campaign leadership.

Sample Annual Agenda For Overall Development Action

- I. Set policies, priorities & goals for fundraising programs for the current fiscal year
- II. Review in detail the on-going performance of each particular fundraising activity
 - a. Evaluate to original objectives to determine "if on track"
 - b. Make comparisons with previous years
 - c. Introduce modifications and adjustments
- III. Review overall performance vs. objectives
 - a. Provide reasons why fundraising is not meeting goals
 - b. Provide reasons why fundraising exceeded goals
- IV. Identify and rate all prospects for support
- V. Identify key volunteer leaders and solicitors
- VI. Review Resource Development staffing support structure
- VII. Review/Develop annual Board & Staff Resource Development training calendar