Delaware Symphony Orchestra

Fundraising Assessment Report

Executive Summary

January 2019

Presented by:

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INTRODUCTION

In October 2018, Robert Swaney Consulting, Inc. (RSC) began an engagement with the Delaware Symphony Orchestra (DSO) to assess the fundraising program with an emphasis on the Annual Fund. An audit process included a preliminary review of fundraising strategy and capacity through analysis of current written and statistical documents such as solicitation materials, data reports, staff directives, and strategic plans. This review informed a discovery process in December, during which RSC team members further analyzed the DSO's strategies, systems, personnel, tools, and back-office functions during a two-day site visit with key staff and Board members.

This document represents **RSC's Fundraising Assessment and Recommendations Report**, drawn from interviews, data, and information provided by the organization and encompassing Board and leadership giving, volunteer solicitation efforts, broad-based giving, and sponsorship / corporate giving.

RSC is pleased to offer a report outlining recommendations to ensure long-term viability of the Delaware Symphony Orchestra, and we look forward to working with the DSO on implementing these recommendations at this critical time.

RSC thanks the staff and volunteer leadership of the DSO who generously participated in this Assessment: **David Amado, Charles W. Babcock, Daniel N. Colburn II, David Fleming, Alan Jordan, David J. Kubacki, Michael Mekailek, Kristin Peterson, Robert Stoddard, and Patricia Zaharko.**

ABOUT ROBERT SWANEY CONSULTING, INC.

Established in 2006, Robert Swaney Consulting, Inc. (RSC) is a national provider of contributed revenue growth strategies, turnkey fundraising direct mail programs, and executive searches for arts and cultural institutions. The firm's headquarters are in Indiana, with satellite offices located throughout the United States.

EXECUTIVE SUMMARY OF FINDINGS

The Delaware Symphony Orchestra (DSO) is a vibrant performing arts organization known locally and throughout the region for its artistic excellence and educational outreach. As one of the community's cultural cornerstones, the DSO has a loyal base of patrons, dedicated Board leadership, experienced and capable staff, and a beloved Music Director.

While FY18 was a record year in the recent history of the DSO's Annual Fund, the organization's reliance on two major individual donors for more than one-third of all contributed revenue places it at significant risk. Apart from these and a limited number of institutional funders, the DSO raises less than 37% of its Annual Fund from reliable, renewable individual giving. While major gifts have filled the gap to meet fundraising goals, the limited donor base is a risk to the DSO's long-term financial stability; moreover, the organization is not prepared to replace the loss of major donors as it lacks a healthy pipeline of new and renewable gifts. As contributed revenue accounts for 70% of all annual income, mitigating this risk through a sustainable Annual Fund model is paramount.

While the DSO has the available personnel and tools for success**, the organization is not realizing its full Annual Fund potential due to lack of financial investment and programmatic neglect. A dangerously low level of expense investment, splintered messaging, loose application of Annual Fund fundamentals, narrow focus on developing donor relationships, and a lack of disciplined systems that measure and manage efforts through clear goals, timelines, and metrics**, led to a fragile program that primarily includes only a few high-value donors**.** While the program is sufficiently resourced in both staff and volunteer leadership, neither is effectively leveraged due to the lack of a systematic approach to the cultivation, solicitation, and stewardship of donors.

To address these deficiencies, the DSO **must redesign and reinvest in its Annual Fund Plan** to prioritize retention and growth of existing donors in addition to new donor acquisition at all levels of support. With the right plan, message, and consistency of approach, the DSO can stabilize and grow the Annual Fund. RSC's full recommendations for recurring philanthropic revenue are outlined in detail in this report.

It is RSC's view that a sustained commitment to Annual Fund growth will provide the resources needed to realize the DSO's strategic vision and create a reliable donor base, thus ensuring the DSO's long-term viability. With external counsel to guide and bring discipline and reinforcement to the fundraising program, this is an ideal time to launch a multi-year Annual Fund growth plan, setting the stage for endowment and major gift efforts in future years.

WILMINGTON'S CULTURE OF PHILANTHROPY

Like several cities across the country, Wilmington's culture of philanthropy is underdeveloped because a dominant community funder, DuPont, historically supported the majority of non-profit needs, relieving the balance of the community from developing robust giving habits. The loss of DuPont and lack of deep, diversified community support plunged many non-profits, including the DSO, into financial turmoil in the early 2010's. Today, the city is re-defining itself and starting a rebirth, as evidenced by investments in downtown revitalization and expansion on the perimeters. The DSO has rebuilt itself and the city's philanthropic culture is also being addressed. As one of Delaware's cultural gems, the DSO is well-positioned to benefit from a redefined philanthropic culture and expand its donor base as Wilmington moves to more community-wide support.

KEY FINDINGS

IDENTIFIED POSITIVE CONCLUSIONS

1. **Beloved Music Director.** Maestro David Amado's artistic and organizational leadership is revered on the stage and permeates throughout the community, lending a clear voice and vision for the future of the organization. Already an accomplished fundraising resource, better leveraging Maestro Amado in cultivation, solicitation, and stewardship activities will be key to upgrading and retaining major donors.

2. **Dedicated Board leadership.** In FY18, the Development Committee successfully engaged the Board in high-leverage / high-return peer-to-peer fundraising. Providing structure to ensure the continued momentum of this necessary work is essential to creating a sustainable Annual Fund model.

3. **Strong leadership staff team.** The DSO's staff leadership is competent, well-respected, and poised for organizational growth. Better planning and systems to focus and prioritize work will ensure the DSO fully utilizes its human capital.

4. **Sustained base of support from government and institutional grants.** The annual ArtCo distribution along with government and foundation grants has provided consistent revenue in recent years. Though it should be noted that institutional support (corporate, government, and foundation grants) is typically the most volatile division of any Annual Fund as changes in a funder's Board composition or funding priorities create the potential for giving variances. As such, developing an Annual Fund model based in recurring individual support will mitigate risk.

Identified Areas of Concern

1. **Revenue results indicate risk.** While total contributed revenue has grown by 44% since 2015, half of this growth is attributed to increased giving from the DSO's top two donors. During this time, the total number of donors has declined by 30%, reinforcing that the DSO is relying on a dangerous model predicated on fewer and fewer high-value donors.

2. **No strategic fundraising program.** Inconsistent deployment of fundraising best-practices has left the Annual Fund seriously unrealized. The DSO lacks a comprehensive, cohesive annual fundraising program with structure, systems, plans, goals, timelines, appropriate budget, and processes with actions tied to results, reporting, and analysis. While there is a good deal of successful fundraising occurring, the overall lack of fundamentals and discipline required for fundraising prevent the program from progressing and jeopardize the ability to achieve predictable results.

3. **Low solicitation activity as a product of a passive fundraising program.** The current fundraising practices are mostly passive and infrequent, and there are limited high-leverage / high-return actions, such as face-to-face meetings consistently conducted early in the fiscal year with the best donors. Aside from the Development Committee's efforts in FY18, very few personal, one-on-one solicitations are occurring and those efforts have yet to be renewed in FY19. Beyond the two waves of direct mail a year aimed at renewing donors, there is neither the budget available for acquiring new donors nor a formal plan for cultivation. The lack of a consistent and complimentary approach to solicitations precludes the opportunity to acquire new donors, increase current donors' giving, and make additional gift requests within one fiscal year.

4. **Marginal donor engagement and stewardship.** Other than the President's reception at concerts, the stewardship of donors is inconsistent, has limited depth, and lacks overall structure and process, along with clarity regarding who is responsible and accountable on all levels – including staff, Board, and volunteers. Few donors are being seen and few are actively engaged in one-on-one visits with the staff and Board members. This passive fundraising environment prevents the DSO from developing strong, personal relationships with its donors.

5. **Message and case for support.** The DSO possesses the elements for a strong value-based case for support, including their long, rich history, beloved Music Director and musicians, admired artistic quality, and engaging outreach. However, the current case for support mutes these accomplishments in favor of needs-based messaging. The opportunity to encourage philanthropic support from a position of organizational strength and accomplishment is therefore lost.

6. **Board engagement and personal giving have unrealized potential.** The DSO has strong and dedicated Board leadership who are personally committed to the long-term health of the

organization, though only three members are actively involved in fundraising, and FY18 efforts to engage the breadth of the Board have not been maintained in FY19. With an overall donor pool of fewer than 300 households, the potential – and need – for higher levels of volunteer-driven cultivation, solicitation, and stewardship are imperative.

Increasing the Board's giving capacity is an additional opportunity for growth. Presently providing less than 10% of contributions to the organization, Board giving relies on a passive, transactional solicitation centered on a required giving minimum.

7. **Dangerously low financial investment to support fundraising.** While the DSO relies on fundraising for 70% of its income, only 8% of the total budget is allocated to fundraising costs. The DSO invests only 12 cents per dollar raised, compared to the typical average of 24 to 32 cents per dollar, to acquire new donors. Moreover, 89% of the development budget is spent on staff salaries and benefits, leaving only two cents per dollar raised on program development and support costs for the cultivation, solicitation, and stewardship of donors. This limited and misdirected investment is a barrier to future growth, precluding the organization from realizing opportunities by strategically allocating resources.

8. **Data is not systematically logged, utilized, or analyzed to improve performance.** The processes that guide data utilization are rudimentary and lack a consistent approach to recording, prospect generation, and donor segmentation. The DSO must adopt sophisticated data management procedures to address the findings and recommendations outlined in detail in Section V. Data Systems of the Tactical Assessment portion of the report.

Growth is achievable. RSC realizes the previous points offer a critical assessment, but we are also encouraged by the opportunities that an underdeveloped fundraising program offer to the DSO. Later in this Assessment, we propose our thoughts on what the revenue growth potential could be over the next three years. The next section provides RSC's thoughts on strategic recommendations that the DSO could immediately focus on to improve fundraising results and strengthen the overall program.

KEY STRATEGIC RECOMMENDATIONS

RSC's recommendations are made considering the DSO's current assets and capacity to implement.

1. **Implement a Strategic Multi-Year Fundraising Program.** To increase contributed revenue and broaden the donor base that will help produce consistent results year after year, the DSO must commit to implementing a Strategic Fundraising Program that employs philanthropic best practices and includes structure, systems, human resources, budgets, goals, and timelines that best utilize the entirety of the fiscal year – frontloading high-leverage / high-return activities to maximize results in the first six months of the fiscal year. This multi-year plan should begin by focusing on Annual Fund growth, which will set the stage for endowment and major gift efforts in future years.

2. **Increase investment in Development.** Investing a realistic, sustainable amount will ensure an effective, long-term, and growing fundraising program, and have a near-immediate positive financial impact. An increased investment in fundraising should also result in a net increase in contributed revenue over the long term. This investment should serve both major gifts through stewardship and broad-base fundraising by increased direct mail and telefunding.

3. **Increase Board involvement by clarifying roles and responsibilities of the Development Committee.** Position the Development Committee to set the standard and lead Board engagement in fundraising by reorganizing into three teams focused on the following: 1) individual identification, cultivation and solicitation; 2) corporate identification, cultivation and solicitation; and 3) stewardship.

   Other Board members should be better utilized in donor cultivation and stewardship by engaging them to actively (and systematically) thank donors and leverage pre- and post-concert receptions, and lectures or talks with musicians and guest artists.

   This can only be accomplished via staff leadership providing guidance and equipping the volunteers.

4. **Develop a value-based case for support.** The DSO must move from a charity-driven, needs-based case for support to a high-value / impact, philanthropic and opportunity-based case for support that focuses on their vital role within the community both on and off the stage.

   To help strengthen the organizational and fundraising messaging, expand the case to align the DSO's mission and activities with the community's goals. The case should reflect a consistent, inspiring, urgent, and repeatable message that is easy for key stakeholders to relate to and understand.

5. **Develop an organizational communications plan.** Institutional Marketing is necessary to support development efforts through the regular communication of the state of the Symphony and vision for its future with all constituencies. Internal processes, messaging, and communication channels should be developed to guide internal and external communications, reinforcing the value and impact of the DSO.

6. **Increase frequency of solicitation** to all DSO patrons via in-person visits with major donors and sponsors by staff with the support of the Board and volunteers; and frequent and consistent broad-base solicitations.

    a. A healthy Annual Fund is traditionally developed through the broadening of the donor base through new, entry-level donor acquisition and development of these relationships over time into higher levels of giving. Due to the DSO's limited audience base, this process will be slower with less immediate impact on contributed revenue. As such, the DSO must prioritize high-leverage / high-return solicitations with current major donors in initial years to drive contributed revenue increases while implementing best broad-base practices to develop the donor pipeline.

7. **Implement a recurring fundraising performance reporting system.** This includes budgeting, modeling, and reporting systems that track performance and evaluate progress. Real-time reporting will help the organization understand the true state of fundraising, allow the organization to be responsive, and help the organization see the contributed revenue potential. The DSO should create a small suite of reports (two to three) to provide ongoing guidance to the campaign and its activities.

8. **Implement a Prospect Management program with clear activity expectations** for key frontline staff, as well as ongoing tracking and reporting of cultivations and solicitation activity via the database. The Development Director should serve as the prospect management coordinator, responsible for tracking activity and solicitation plans for all staff and volunteer frontline solicitors.

9. **Restructure giving levels and enhance donor benefits.** The DSO should structure giving levels and benefits so that a donor's core annual gift supports the organization's overall mission and is similarly recognized. Levels should be restructured to facilitate the advancement of donors upward to higher levels of giving. Clarifying the giving and benefit levels will help guide donors and facilitate increased giving year after year. A structure will also give the Development team a better understanding of what to expect annually from each category and where to focus their time, energy, and resources.

    The DSO should provide a greater depth of experiential donor benefits that encourage and inspire giving, participation, and stewardship. Make these "experience-driven" as much as possible, such as enhancing concert experiences through opportunities to connect with the

Music Director, musicians, and guest artists. Improve leverage at pre- and post-concert receptions, lectures, or talks across all donor levels.

10. **Establish data protocols.** The DSO been transitioning its Customer Relationship Management (CRM) system, converting from Raiser's Edge to Patron Manager to manage donor data in 2013 and Patron Tickets to manage ticketing data in house in 2018. This transition is still in progress and there is additional work required to complete customer behavioral profiles, develop better data management and maintenance practices, and understand reporting capabilities.

STATISTICAL AND FINANCIAL REVIEW

As part of RSC's Assessment process, a review of prior Annual Fund results was completed, focusing on individual recurring revenue. The resulting analysis and projections are based on our best understanding of the data provided by the DSO. RSC uses a simple RED-YELLOW-GREEN coding (reading left-to-right on each line) to show multi-year trends in results and projections. **Note: A full and in-depth financial projection would be completed as part of a future development of a multi-year Fundraising Action Plan.**

Chart Series 01 – Overall Giving Historical Trends by Division, FY15-FY18

GROSS REVENUE – HISTORICAL

SUMMARY				
All AF Core Divisions	FY15	FY16	FY17	FY18
Corporate	$62,600	$100,350	$58,032	$65,167
Foundation	$70,530	$86,177	$97,289	$116,838
Government	$181,500	$143,800	$144,700	$135,135
Board	$44,797	$52,436	$69,800	$58,600
AF: $100,000+	$215,200	$318,220	$365,000	$365,500
AF: $20,000 - $99,999	$0	$20,000	$20,000	$81,650
AF: $10,000 - $19,999	$0	$10,000	$10,000	$30,000
AF: $5,000 - $9,999	$42,000	$45,000	$30,000	$72,200
AF: $2,500 - $4,999	$15,000	$18,000	$18,000	$49,661
AF: $1,000 - $2,499	$43,550	$41,180	$37,000	$54,250
AF: $500 - $999	$27,950	$24,700	$18,995	$16,900
AF: $300 - $499	$8,400	$10,500	$4,425	$7,500
AF: $150 - $299	$18,400	$18,000	$13,000	$13,500
AF: $75 - $149	$20,983	$20,251	$13,600	$12,750
Totals	$ 750,910	$ 908,614	$ 899,841	$ 1,079,651
1-Year $ Variance	N/A	$ 157,704	$ (8,773)	$ 179,810
1-Year % Variance	N/A	21%	-1%	20%
3-Year $ Variance	N/A	N/A	$ 148,931	$ 171,037
3-Year % Variance	N/A	N/A	20%	19%

A healthy annual giving program should move from red-to-yellow-to-green (left to right), and the pattern outlined in this and the following charts demonstrate significant year-over-year volatility. While FY18 saw significant growth in Major Individual Gifts over $1,000, individual giving under $1,000 and institutional giving were stagnant. This is likely a result of having an Annual Fund program that is not well planned across all revenue areas, and overly dependent on extraordinary gifts, masking attrition and a lack of growth via acquisition.

NUMBER OF DONORS - HISTORICAL

SUMMARY				
All AF Core Divisions	FY15	FY16	FY17	FY18
Corporate	9	13	13	6
Foundation	9	8	8	10
Government	4	1	2	2
Board	11	12	13	15
AF: $100,000+	2	2	2	2
AF: $20,000 - $99,999	0	1	1	2
AF: $10,000 - $19,999	0	1	1	2
AF: $5,000 - $9,999	7	6	4	8
AF: $2,500 - $4,999	5	6	6	10
AF: $1,000 - $2,499	47	37	37	34
AF: $500 - $999	43	38	45	43
AF: $300 - $499	24	30	29	20
AF: $150 - $299	92	80	91	60
AF: $75 - $149	177	119	136	85
Totals	**430**	**354**	**388**	**299**
1-Year # Variance	N/A	(76)	34	(89)
1-Year % Variance	N/A	-18%	10%	-23%
3-Year # Variance	N/A	N/A	(42)	(55)
3-Year % Variance	N/A	N/A	-10%	-16%

This chart compares Total Number of Donors (and not gifts), over a four-year period of recently completed fiscal years. Many of the same trends from total giving continue in this analysis. Total donors peaked in FY15. Since then, the DSO has experienced a dramatic loss of donors from an already small base. The number of donors has declined by 30% since FY15 with an escalation of year-over-year percentage loss, the most significant of which occurred in FY18 when the organization lost 23% of its total individual donors. This suggests weakness in both donor retention and donor acquisition efforts and represents the most serious threat to future fundraising success identified in this report.

GIFT AVERAGE - HISTORICAL

SUMMARY				
All AF Core Divisions	**FY15**	**FY16**	**FY17**	**FY18**
Corporate	$ 6,956	$ 7,719	$ 4,464	$ 10,861
Foundation	$ 7,837	$ 10,772	$ 12,161	$ 11,684
Government	$ 45,375	$ 143,800	$ 72,350	$ 67,568
Board	$ 4,072	$ 4,370	$ 5,369	$ 3,907
AF: $100,000+	$ 107,600	$ 159,110	$ 182,500	$ 182,750
AF: $20,000 - $99,999		$ 20,000	$ 20,000	$ 40,825
AF: $10,000 - $19,999		$ 10,000	$ 10,000	$ 15,000
AF: $5,000 - $9,999	$ 6,000	$ 7,500	$ 7,500	$ 9,025
AF: $2,500 - $4,999	$ 3,000	$ 3,000	$ 3,000	$ 4,966
AF: $1,000 - $2,499	$ 927	$ 1,113	$ 1,000	$ 1,596
AF: $500 - $999	$ 650	$ 650	$ 422	$ 393
AF: $300 - $499	$ 350	$ 350	$ 153	$ 375
AF: $150 - $299	$ 200	$ 225	$ 143	$ 225
AF: $75 - $149	$ 119	$ 170	$ 100	$ 150
Totals	**$ 1,746**	**$ 2,567**	**$ 2,319**	**$ 3,611**
1-Year GiftAvg$ Variance	N/A	$ 820	$ (248)	$ 1,292
1-Year % Variance	N/A	47%	-10%	56%
3-Year GiftAvg$ Variance	N/A	N/A	$ 573	$ 1,044
3-Year % Variance	N/A	N/A	33%	41%

This chart compares Gift Average, year-to-year over a four-year period. This chart reverses the red-to-green formatting, with a declining gift average (more donors in each division) being the goal for a healthy program.

The total gift average has increased by 107% since FY15. The increasing total gift average coupled with a declining donor base indicates tremendous risk as the DSO is relying on fewer and fewer donors to make higher and higher gifts, while at the same time steadily losing donors. A sustained retention and acquisition campaign is urgently needed.

Chart Series 02 – Three year contributed revenue growth projection

RSC has developed an initial three-year Annual Fund projection of recurring revenue (AF19-AF21). RSC believes that goals within this range are modest and achievable, based on a better application of best fundraising practices tied to the recommendations from this report. In the charts that follow, the growth moves from red-to-yellow-to-green, with aspirational but achievable year-over-year increases in revenue and number of donors. In most cases, gift averages are either deliberately lowered, or held at current levels of performance.

Note that these projections assume the following:

1. *For comparison purposes, the projections have been developed with the DSO's two largest individual donors continuing to give at their FY18 levels. Though, given the age of the donors the organization should prepare for these gifts to decline or be eliminated entirely in the next five years unless a comparable planned gift is secured.*

2. *Given the size of the DSO's market, the organization should be concurrently focused on significantly growth in its Single Ticket Buyer and Subscription household counts to be on par with comparable performing arts organizations. A pipeline of donor-ready records from a growing patron base is necessary to build a healthy Annual Fund and meet the following projections. Growing the audience base and addressing the limited concert inventory, which has stunted growth in the number of records in recent years, should be considered when designing the organization's new Strategic Plan.*

GROSS REVENUE – PROJECTED

SUMMARY							
All AF Core Divisions	**FY15**	**FY16**	**FY17**	**FY18**	**Proj. FY19**	**Proj. FY20**	**Proj. FY21**
Corporate	$ 62,600	$ 100,350	$ 58,032	$ 65,167	$ 75,000	$ 80,000	$ 90,000
Foundation	$ 70,530	$ 86,177	$ 97,289	$ 116,838	$ 120,000	$ 130,000	$ 150,000
Government	$ 181,500	$ 143,800	$ 144,700	$ 135,135	$ 135,000	$ 135,000	$ 135,000
Board	$ 44,797	$ 52,436	$ 69,800	$ 58,600	$ 60,000	$ 70,000	$ 85,000
AF: $100,000+	$ 215,200	$ 318,220	$ 365,000	$ 365,500	$ 365,500	$ 365,500	$ 365,500
AF: $20,000 - $99,999	$ -	$ 20,000	$ 20,000	$ 81,650	$ 85,000	$ 85,000	$ 105,000
AF: $10,000 - $19,999	$ -	$ 10,000	$ 10,000	$ 30,000	$ 34,000	$ 55,000	$ 75,000
AF: $5,000 - $9,999	$ 42,000	$ 45,000	$ 30,000	$ 72,200	$ 75,000	$ 85,000	$ 95,000
AF: $2,500 - $4,999	$ 15,000	$ 18,000	$ 18,000	$ 49,661	$ 50,000	$ 57,000	$ 72,000
AF: $1,000 - $2,499	$ 43,550	$ 41,180	$ 37,000	$ 54,250	$ 59,500	$ 80,000	$ 90,000
AF: $500 - $999	$ 27,950	$ 24,700	$ 18,995	$ 16,900	$ 23,500	$ 28,500	$ 33,500
AF: $300 - $499	$ 8,400	$ 10,500	$ 4,425	$ 7,500	$ 12,500	$ 19,250	$ 24,500
AF: $150 - $299	$ 18,400	$ 18,000	$ 13,000	$ 13,500	$ 15,000	$ 17,500	$ 19,500
AF: $75 - $149	$ 20,983	$ 20,251	$ 13,600	$ 12,750	$ 14,000	$ 17,000	$ 19,000
Totals	**$ 750,910**	**$ 908,614**	**$ 899,841**	**$ 1,079,651**	**$ 1,124,000**	**$ 1,224,750**	**$ 1,359,000**
1-Year $ Variance	N/A	$ 157,704	$ (8,773)	$ 179,810	$ 44,349	$ 100,750	$ 134,250
1-Year % Variance	N/A	21%	-1%	20%	4%	9%	11%
3-Year $ Variance	N/A	N/A	$ 148,931	$ 171,037	$ 224,159	$ 145,099	$ 235,000
3-Year % Variance	N/A	N/A	20%	19%	25%	13%	21%
5-Year $ Variance	N/A	N/A	N/A	N/A	$ 373,090	$ 316,136	$ 459,159
5-Year % Variance	N/A	N/A	N/A	N/A	50%	35%	51%

NUMBER OF DONORS - PROJECTED

SUMMARY All AF Core Divisions	FY15	FY16	FY17	FY18	Proj. FY19	Proj. FY20	Proj. FY21
Corporate	9	13	13	6	15	20	30
Foundation	9	8	8	10	18	20	25
Government	4	1	2	2	2	2	2
Board	11	12	13	15	15	18	21
AF: $100,000+	2	2	2	2	2	2	2
AF: $20,000 - $99,999	-	1	1	2	2	2	3
AF: $10,000 - $19,999	-	1	1	2	3	5	7
AF: $5,000 - $9,999	7	6	4	8	8	10	12
AF: $2,500 - $4,999	5	6	6	10	12	20	25
AF: $1,000 - $2,499	47	37	37	34	35	50	60
AF: $500 - $999	43	38	45	43	45	45	55
AF: $300 - $499	24	30	29	20	40	60	75
AF: $150 - $299	92	80	91	60	90	120	150
AF: $75 - $149	177	119	136	85	125	175	200
Totals	**430**	**354**	**388**	**299**	**412**	**549**	**667**
1-Year # Variance	N/A	(76)	34	(89)	113	137	118
1-Year % Variance	N/A	-18%	10%	-23%	38%	33%	21%
3-Year # Variance	N/A	N/A	(42)	(55)	24	250	255
3-Year % Variance	N/A	N/A	-10%	-16%	6%	84%	62%
5-Year # Variance	N/A	N/A	N/A	N/A	(18)	195	279
5-Year % Variance	N/A	N/A	N/A	N/A	-4%	55%	72%

GIFT AVERAGE - PROJECTED

SUMMARY All AF Core Divisions	FY15	FY16	FY17	FY18	Proj. FY19	Proj. FY20	Proj. FY21
Corporate	$ 6,956	$ 7,719	$ 4,464	$ 10,861	$ 5,000	$ 4,000	$ 3,000
Foundation	$ 7,837	$ 10,772	$ 12,161	$ 11,684	$ 6,667	$ 6,500	$ 6,000
Government	$ 45,375	$ 143,800	$ 72,350	$ 67,568	$ 67,500	$ 67,500	$ 67,500
Board	$ 4,072	$ 4,370	$ 5,369	$ 3,907	$ 4,000	$ 3,889	$ 4,048
AF: $100,000+	$ 107,600	$ 159,110	$ 182,500	$ 182,750	$ 182,750	$ 182,750	$ 182,750
AF: $20,000 - $99,999		$ 20,000	$ 20,000	$ 40,825	$ 42,500	$ 42,500	$ 35,000
AF: $10,000 - $19,999		$ 10,000	$ 10,000	$ 15,000	$ 11,333	$ 11,000	$ 10,714
AF: $5,000 - $9,999	$ 6,000	$ 7,500	$ 7,500	$ 9,025	$ 9,375	$ 8,500	$ 7,917
AF: $2,500 - $4,999	$ 3,000	$ 3,000	$ 3,000	$ 4,966	$ 4,167	$ 2,850	$ 2,880
AF: $1,000 - $2,499	$ 927	$ 1,113	$ 1,000	$ 1,596	$ 1,700	$ 1,600	$ 1,500
AF: $500 - $999	$ 650	$ 650	$ 422	$ 393	$ 522	$ 633	$ 609
AF: $300 - $499	$ 350	$ 350	$ 153	$ 375	$ 313	$ 321	$ 327
AF: $150 - $299	$ 200	$ 225	$ 143	$ 225	$ 167	$ 146	$ 130
AF: $75 - $149	$ 119	$ 170	$ 100	$ 150	$ 112	$ 97	$ 95
Totals	**$ 1,746**	**$ 2,567**	**$ 2,319**	**$ 3,611**	**$ 2,728**	**$ 2,231**	**$ 2,037**
1-Year GiftAvg$ Variance	N/A	$ 820	$ (248)	$ 1,292	$ (883)	$ (497)	$ (193)
1-Year % Variance	N/A	47%	-10%	56%	-24%	-18%	-9%
3-Year GiftAvg$ Variance	N/A	N/A	$ 573	$ 1,044	$ 409	$ (1,380)	$ (691)
3-Year % Variance	N/A	N/A	33%	41%	18%	-38%	-25%
5-Year GiftAvg$ Variance	N/A	N/A	N/A	N/A	$ 982	$ (336)	$ (282)
5-Year % Variance	N/A	N/A	N/A	N/A	56%	-13%	-12%

Role of RSC Moving Forward

Creating an environment to make the significant changes that RSC is recommending will be challenging for the DSO. Therefore, RSC proposes a future engagement with the DSO to develop and reinforce the environment and structure needed to advance the recommendations, and to help the DSO achieve a more reliable and higher-producing Annual Fund. Specifically, RSC envisions a future partnership might focus in these areas:

1. Overall Annual Fundraising program design, planning, timing, and measuring progress including development of a full three-year Fundraising Action Plan.
2. Coaching and reinforcement for staff and volunteers of fundamentals and best practices for annual giving.
3. Coaching and support of Board and other volunteers on peer-to-peer fundraising.
4. Provide structure and urgency to the DSO fundraising program via increased and frontloaded solicitation activities.
5. Assist in the development of income and expense budgets related to fundraising and external support.
6. Development of an overall fundraising calendar of activity and ongoing assistance in implementation.
7. Assist in the development of the case statement, fundraising letters, and other communication deliverables.
8. Coaching of Development staff for major gift cultivation, moves management, and solicitation strategy in anticipation of a major gift or endowment campaign.
9. Review and streamline acknowledgement, gift reporting, and other internal processes.

Conclusion

Renewable, reliable, support via a high-achieving annual campaign is the revenue centerpiece for a healthy cultural organization. RSC believes the DSO has a tremendous opportunity to significantly grow its fundraising capacity over the next three fiscal years and beyond. Thank you for the opportunity to partner with the DSO on this Assessment.

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Robert Swaney Consulting, Inc.™
Fundraising Growth NOW!