**Development Plan**

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**Executive Summary**

Founded over 35 years ago, the Brain Injury Association of Virginia is the primary source of information and support for individuals, families, and professionals whose lives have been impacted by brain injury. Standing on the pillars of education, outreach, support, awareness, and advocacy, BIAV serves people across the state of Virginia thanks to government and private funding, a strong team and board, and volunteers. This plan focuses on the funding support of the organization mission.

The Brain Injury Association of Virginia relies on a wide range of unrestricted and restricted funding . While this plan will evolve as new opportunities and priorities present themselves, it will act as a guide to reach funding goals. Furthermore, this plan will outline new strategies to reach increased goals of each piece of the current organization funding structure. With the help of a newly refined internal database (Salesforce), the development strategies outlined below will be led by the Executive Director and Community Engagement Specialist. However, each BIAV team member will assist in reaching the goals outlined, depending on which area of focus the funding item falls under.

**Funding Structure**

The Brain Injury Association of Virginia receives funding from a range of sources, which fall into 2 categories: unrestricted and restricted funds. These are outlined below.

Unrestricted:

* Program/Registration Fees
* Membership
* Organizational Sponsorships
* Events
* General Donations

Restricted:

* Grants
* Contracts
* Restricted Donations

For the purpose of the plan, a focus will be put on unrestricted funds and grants.

**Development Action Plan**

In order to grow and reach even more Virginians, BIAV will implement existing strategies that have worked, while incorporating new ones. By doing so, an increased revenue is expected, with new donor attraction. Below are those strategies and goals for the funding structure outlined before.

Unrestricted:

**Program/Registration Fees:**

* Conferences & Caregiver Forum: Reference Education Plan
  + Goals:
    - Attain 1 new event sponsor for Heading Forward Together and Making Headway conferences
    - Attain 2 new event sponsors for Caregiver Forum
  + Strategies:
    - 1
    - 2
* Camp Bruce McCoy: Camp Bruce McCoy is BIAV’s longest running program, and arguably its most recognizable. For 36 years, campers have come together for a 1-2 week full summer camp experience with all of the activities that entails. With 85 campers each year and a fee $535 each, $45,475 is brought in from camp. The below strategies outline ways to support the cost for campers.
  + Goal: $45,475
  + Strategies:
    - Create toolkit for campers and families, on how to raise funds to support their own camp experience
    - Launch outreach campaign targeted towards past campers/families and counselors, to encourage peer-to-peer fundraising
      * Create toolkit to distribute
    - Launch individual giving campaign (Example: “Sponsor a Camper”)
    - Build relationships with Virginia corporations, to encourage them to incorporate camp into their corporate giving campaigns
* ACBIS/Other:
  + Goal: $5,025

**Membership:** Reference Membership Plan

* Goals:
* Strategies:
  + Utilize Meetup to attract younger demo for lower membership levels

**Organizational Sponsors:** BIAV has 4, key organizational sponsors. Due to the quality of the relationships with each sponsor, it is expected that they will continue to be organizational sponsors moving forward. These sponsors include:

1. Breit Cantor: $7,300
2. Brain Injury Law Center: $7,300
3. Tree of Life: $6,800
4. NeuroRestorative: $5,500

Organizational sponsors are critical to the mission of BIAV. To continue the important work of the organization, BIAV will set higher, achievable goals and develop new strategies to reach them.

* Goals:
  + Retain existing organizational sponsors
  + Attain 2 new organizational sponsors, increasing revenue by 15%
* Strategies:
  + Reorganize sponsorship levels, to incorporate universal dollar amounts and more appealing sponsor benefits
  + Perform donor mapping exercise with executive staff, to determine existing relationships
  + Spend 10 hours a month performing donor research
  + Send 2-5 outreach emails a week to sponsor prospects
  + Work to schedule 1 sponsor prospect meeting a month
  + Put focus on sponsor recognition (more details in the “Donor Acknowledgement” section of this plan)

**Events:** BIAV holds 2 major events during the year, with funds going directly to those who are served through BIAV programs. These 2 events include Charity Golf Classic and a spring Legacy Dinner.

* Golf: Each year, nearly 90 golfers come together to take part in the BIAV Charity Golf Classic. In FY19, the event grossed nearly $39,538. This year, we will implement some new strategies to increase that number.
  + Goal
    - Attain 1 new sponsor, at the “Event Sponsor” level
    - Cultivate relationships with 3 additional, new sponsors at different levels
    - Recruit 4 new golf teams
    - Increase revenue by 10% Last year’s number
  + Strategies
    - Collaborate with Communications & Events Coordinator on a targeted marketing campaign, to include the use of digital platforms to attract new teams, players, and sponsors
    - Connect with past event participants via outreach campaign to encourage new participant recruitment
    - Research potential new Event Sponsors, and cultivate relationships with each via email, phone meetings, and in-person meetings
    - Engage Joseph Cantor in the recruitment of new teams
* Legacy Dinner: In FY19, BIAV hosted its first official Legacy Dinner. Since it was a success bringing in nearly $12,700 (including organizational sponsor contributions of \_\_\_\_\_\_\_, the organization will hold the event again. It is expected the following strategies will allow for continued event growth.
  + Goal
    - Turn 15 past, free ticket holders into paid ticket holders
    - Attain 2 new Event Sponsors
    - Increase ticket sales by \_\_\_\_% Last year’s ticket sales benchmark
  + Strategies
    - Work with Communications & Events Coordinator to build a targeted marketing campaign to attract new event attendees and sponsors
    - Lead donor mapping exercise with BIAV Board of Directors to determine existing relationships that could be turned into event attendees or sponsors
    - Launch outreach campaign with Communications & Events Coordinators to past event attendees to pinpoint potential new event attendees
    - Utilize internal database to create outreach lists of internal, targeted contacts who could be interested in event attendance; send outreach emails.
    - Research potential new Event Sponsors, and cultivate relationships with each via email, phone meetings, and in-person meetings

**General Donations:** Confirm FY19 General Donation amount - $42,490

* *Goal*
  + Increase general donations by 10%
  + Increase board giving by 5%
  + Retain
  + Individual donors last year
* *Strategies*
  + Collaborate with Communications & Events Coordinator to build giving digital media campaign using internal and external platforms
  + Launch peer-to-peer giving campaign using social platforms and existing relationships with donors, volunteers, board members, etc.
  + Continually strengthen relationships with board members to increase board giving
  + Launch student giving campaign with targeted college(s) or high school(s)
  + Strengthen existing donor relationships via targeted outreach campaign to increase donation level
  + In connection to community engagement plan, encourage giving at certain community events like Meetups
  + Build relationships with local businesses (restaurants, breweries, activity facilities, etc.), to host giving events or sell profit-sharing items (for example, 10% of meal sales go to BIAV)
  + Research and solicit major giver prospects
    - Incorporate planned giving strategies
  + Refine Annual Appeal to encourage larger giving amounts

Restricted:

**Grants: Dashiell, SA Grant, Wawa, Reynolds, Dominion - Prospects**

* Goals:
  + .
* Strategies:

**Donor Stewardship**