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THD07536: Fundraising/Development for the Arts

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February 23, 2020

## Final Project I: Development Plan

### **INTRODUCTION:**

**Mission Statement:** *“Paper Mill Playhouse entertains, inspires, and enriches lives. As the nation’s premier musical theater, we foster a creative environment to advance the art form, educate students, develop future theater lovers, nurture inclusion, and provide access for all.”*

As New Jersey’s largest producing theatre, Paper Mill’s audience transcends all twenty-one counties in New Jersey, as well as the New York City Metropolitan Area. Thanks to the generous support of corporations and individuals, Paper Mill is able to provide more than 220,000 theater lovers, students and artists, and artistic home, right in the heart of Northern New Jersey.

The purpose of developing an annual giving development plan is to help the staff and board set realistic income goals with respect to the annual budgeting process. The plan also outlines the strategic steps required to reach those goals, as well as board and staff responsibilities in accomplishing the plan.

This proposed plan for Paper Mill Playhouse plan identifies targeted financial goals necessary to support the Paper Mill Playhouse operating budget being recommended by the Finance and Executive Committees. As you can see from the budget, 75% of Paper Mill’s budget comes from unsolicited income. In this case, unsolicited income refers to income from ticket sales, concessions, educational program tuition, and venue rental. While this number is outstanding, we still heavily rely on the other 25% of the budget to cover operational costs, productions, costs, and marketing costs, so we can continue to bring live theatre to northern New Jersey. The plan will be revised and updated on an as-needed basis in conjunction with revisions to the operating budget.

## I: FINANCIAL GOALS

<b>Income Categories</b>	<b>2016 Income Actual</b>	<b>2020 Projected Incomes</b>	<b>% of Total Income for 2021</b>
Government	794,409	796,000	4%
Foundations	125,342	127,000	1%
Individuals/ Family Trust	1,958,409	1,975,000	11%
Service Organizations	22,072	25,000	1%
Federated Campaigns	753,376	756,000	4%
Special Events	763,414	765,000	4%
Other (Unsolicited Income)	13,270,230	13,500,000	75%
Interest Income	120,331	122,450	1%
Audited Excess Income			
<b>Total Income</b>	<b>17,807,503</b>	<b>18,006,450</b>	<b>100%</b>

**Projected Operating Budget: \$18,006,450**

## II: STRATEGIC GOALS

- 100% Gift Participation from Paper Mill Playhouse Board, Staff, and Leadership
- 100% Board Participation in Fundraising Efforts
  - Each Board Member must cultivate at least one major gift donor.
  - Each Board Member must sell at least ten gala tickets
  - Encourage 100% staff in fundraising efforts.
- Develop a plan to recruit 25 volunteers to work in fund development
- Actively involve all facets of the organization from staff to students to volunteers on fund development efforts throughout the year. Consistently educate all parties on the process and purpose of fund development
  - Hold staff and board presentations to keep the organization abreast on our fundraising goals and status for the fiscal year.
  - Meet with each individual department to discuss how their department can help better serve our fundraising and how they can contribute to the campaign.
  - Recruit and train volunteers to solicit both in person and over-the-phone donations
  - Provide incentives/rewards to staff, board, and volunteers who exceed fundraising expectations. Honorees will receive their award at end of campaign appreciation dinner.

- Coordinate with the Public Relations and Marketing team to develop a strategy that strongly communicates the emphasis of our campaign. This includes language, imagery, and design.
  - Share this strategy with staff, board, and volunteers. Hold P.R training sessions with each facet so that all are able to carefully articulate this message and no details go unmissed when talking to prospective donors.
- Continuously evaluate all areas of fund development

### **III SOLICITATION STRATEGIES**

#### **A. Personal Solicitation Campaign**

##### 1.) Board of Trustees Solicitation (Chair and Vice Chair)

Time Frame: September 1, 2019-November 1, 2019.

Number of Prospects: 24

Goal: 100% Giving (\$750,000)

Method: Personal solicitation. Request gift amounts based on donor's previous gift history. Encourage donors to donate a one-time major gift, in lieu of multiple smaller gifts. Invite potential donors to special events.

Solicitors: (James K. Fakult (Chair), Andrew Gottesman (Vice Chair)).

##### 2. Individual Solicitation: (Director of Major Gifts with Board)

Time Frame: September 1, 2019-August 31, 2020

Number of Prospects: 150 top individual donors, Advisory Board, Corporations, family trusts/foundations.

Goal: \$1.3 Million; 70% renewals, 20% gift upgrades .

Method: Personal solicitation by board and non-board volunteers.

Solicitors: (Adrienne Feiger- Director of Major Gifts Board of Trustees, volunteers, 25 solicitors).

#### **B. Special Events**

##### 1. Main Stage Production Season Ticket Sales

Time Frame: September 1 2019- August 31, 2020

Number of Tickets Sold (Entire Season): 200,000

Goal: \$13.5 Million

Method: Ticket Sales

##### 2. Annual Gala (Leigh Schaedel: Director of Membership and Special Events, chaired by Paper Mill trustee Larry Goren and his wife, Susan.)

Time Frame: May 12, 2020

Number of Guests: 400

Goal: \$500,000 (tickets, silent auction, raffle tickets, gifts)

Method: Mail out "Save the Dates" six months ahead of time. Formal Invitations two months prior to event. Request silent auction donations, six months prior. Book venue one year in advance.

3. Production Season Program Advertisements ( Hawley Abelow- Director of Communications, Marketing, and Membership

Time Frame: July 1- August 15, 2020

Goal: \$200,000

Method: Letter, follow up phone calls, face to face meeting. Solicit businesses to purchase advertisements to be featured in our programs throughout the entire 2020-2021 season.

Solicitors: Marketing staff

4. Paper Mill Playhouse New Voices Concert 2020: (Lisa E. Cooney: Director of Education, Carrie Rubino: Senior Manager of Education Programs)

Time Frame: August 15, 2020

Attendance Goal: 1000

Monetary Goal: \$6,500

Method: Mailing, social media, posters, newsletter, newspaper coverage, local press.

Solicitors: staff, volunteer, student participants and their families.

**C. Direct Mail**

Each direct mail will have a different purpose to encourage multiple gifts, reach new and previous audience members, audience members who have not yet given a gift or who are not yet subscribers. Direct mail is responsibility of finance director and director of Marketing and Public Relations.

Federated Campaign Mailings Letters to previous donors through United Way, state, CFC campaigns to encourage renewals and possible gift upgrades for the 2021 campaign.

Time Frame: September 1, 2019- August 31, 2020

Number of Prospects: 10,000 (donors in database)

Goal: United Way (\$700,000) 80% Renewal, 20% upgraded gifts. ST& CFC: (56,000).

Methods: Mailing, publicity in local arts publications, newsletter articles, op-ed.

Direct Mail

Time Frame: December 2020

Number of Prospects: 15,000

Number of Donors: 1000

Goal: \$25,000

Method: Mailing with remit enclosure, holiday mailing signed by members of the board of trustees, follow-up mailing to major donors from previous campaign who have not renewed their gift.

Direct Mail:

Time Frame: March-June 2020

Number of Prospects: 8,5000

Number of Donors: 1500

Goal: \$40,000

Method: Mailing with remit enclosure, follow-up mailing to major donors from previous campaign who have not renewed their gift.

#### **D. Government and Foundation Grants:**

Time Frame: September 1, 2019-August 31, 2020

Goal: \$923,000 (13 Government Applications; \$796,000. 35 Foundation proposals; 127,000)

Method: Finance Director and staff prepare grant applications.

#### **IV: CULTIVATION STRATEGIES (MAKING FRIENDS)**

The Purpose of cultivation is

1) To add prospects to our donor base and develop them to become active supporters and regular donors and

2) To improve relationships with current board members, donors, volunteers, and other friends of Paper Mill Playhouse to build a greater understanding of how they can help our theatre achieve its mission.

Donor and volunteer recognition are critical to the cultivation process and must be encourage regularly at board of trustees' meetings.

##### **A. Opening Nights**

This is a responsibility of the PR Director and Special Events Coordinator

Time: 5 opening nights per year (one for each main stage production)

Goal: To celebrate the opening of a new production at Paper Mill. Allow potential donors to see the work being done on our stage and to meet members of our board, administrative and artistic staff.

Method: Invitation with comp tickets and party passes mailed out one month in advance.

##### **B. Communications**

Public Relations Materials: Season Brochure; Overview of our entire season with donation information. (10,000 brochures sent out in September). Show Flyer; Production, schedule, synopsis, ticket information, and donation information.

Holiday Card: Sent to major donors, prospects, and corporate sponsors from our Board of Trustees.

Production Program: Highlighting corporate sponsors, major donors, list of all donors included.

##### **C. Holiday Party**

This is a responsibility of the PR Director and Special Events Coordinator

Time: December 15, 2020

Goal: To celebrate the Holidays with Paper Mill Family and Friends

Method: Invitation sent out one month in advance.

#### **V: MONITORING THE FUND DEVELOPMENT PROCESS**

- The Development Committee will met 4 times a year with the development staff to

review the progress of the plan, identify problems and find resolutions

- The Development staff and committee chair will discuss development issues on a regular basis.
- The Development Committee will have ongoing discussions regarding the plan and progress at monthly board meetings.
- The Development Staff will provide financial and statistical data to help evaluate progress of the plan.

**VI: FUND DEVELOPMENT CALENDAR FISCAL YEAR 2020**

<b>September</b>	<p>Prepare Annual Report. .          Send letters to United Way, government and donors (Direct Mail #1).          Send opening night invitations for production #1.          Mailing and other publicity production# 1.          Ongoing publicity for production# 1.          Print program for production# 1.          Opening night party for production 1 (September 20<sup>th</sup>).          Board of Trustees Solicitation (September- November).          Individual Solicitation (September- August)          United Way employee campaign.</p>
<b>October</b>	<p>Annual Report mailed with cover letter.          Send letters to United Way, government and donors (Direct Mail 1).          Publicity for production 2 begins.          Opening night for production 2 invitations mailed out.          Personal campaign with large donors (September- December).          Direct Mail #2 planned (Holiday card).</p>
<b>November</b>	<p>Ongoing publicity for production# 2.          Development Committee Meeting #1.          Print program for production #2.          Production 2 opening night party (November 22<sup>nd</sup>).          Prepare holiday mailing/ mailing lists.          Review Board of Trustees solicitation results and prepare follow ups.          Gala “Save the Date” mailing to invitation list from previous year and any additional prospects.          Holiday Party invitations mailed out.</p>
<b>December</b>	<p>Direct mailing #2 (Holiday card).          Holiday Party (December 15<sup>th</sup>).</p>
<b>January</b>	<p>Review results from Direct Mail # 2.          Start asking for Gala gifts and silent auction donations.          Publicity for production #3 begins.          Invitations for production #3 opening night sent out.          Progress on Individual solicitation.</p>
<b>February</b>	<p>Print program for production #3.          Ongoing publicity for production #3.          Opening Night Party for production #3 (February 22<sup>nd</sup>).          Review plans for Gala.          Development committee meeting #2.</p>

<b>March</b>	Finalize plans for Direct Mail #3 Review plans for Federated Campaign. Publicity begins for production #4. Opening night invitations sent out for production #4. Gala invitations go out in the mail.
<b>April</b>	Ongoing publicity for production #4. Opening night for production #4 (April 18 <sup>th</sup> ). Process Direct Mail #3. Progress Update on Gala. Progress update on New Voices concert.
<b>May</b>	Final preparations for Gala. Gala (May 15 <sup>th</sup> ). Publicity for production #5 begins. Opening night for production #5 invitations sent out. Invitations for New Voices Concert sent out. Development committee meeting #3.
<b>June</b>	Review results from May gala. Book venue for next year's gala. Thank you notes from gala mailed out. Ongoing publicity for production #5. Opening Night for Production #5 (June 6 <sup>th</sup> ). Close of season. Begin FY 2021 fund development planning process. Progress update on New Voice concert.
<b>July</b>	Solicit advertisements for upcoming season long production program. Final Preparations for New Voices concert.
<b>August</b>	Final Preparations for New Voices concert. New Voice concert: (August 15 <sup>th</sup> ). End of fiscal year. Evaluate program advertisement campaign Review individual solicitation results and prepare follow ups Final Development committee meeting.