

September 17, 2018

TO: ArtStream Board of Directors
FROM: Heller An Shapiro, Executive Director
RE: Staffing Proposal

BACKGROUND:

From FY16 to FY17 (audited)

Revenue decreased by 4%
Expenses increased by 6%

From FY17 to FY18 (unaudited)

Revenue increased by 14%
Expenses increased by 1%

From FY18 to FY19 (Board-approved Budget)

Revenue is expected to increase by 8%
Expenses are expected to increase by 6%

As ArtStream continues to grow, we need staff support to increase revenue. Expenses increase by 5-6% per year. To keep pace with that, revenue has to increase by 8-14% per year.

EVENTS: In FY17, events represented 3% of revenue. In recent years, the Gala net revenue has been \$45,000 - \$69,000. This project is managed by the Theatre and Events Manager. It is a good way to bring in new potential donors, but it is unlikely to ever be a much larger source of revenue.

CORPORATE: In FY17, corporate support represented 10% of revenue. Giving USA 2018 reports Corporate giving represents 5% of nonprofit support on average. Our membership in the Greater Bethesda Chamber of Commerce gives us access to new potential corporate support.

GRANTS: In FY17, grants represented 20% of revenue. Currently, we have hourly grant-writing support averaging 17 hours/month. We increased grant revenue by 54% over FY17 and 5% over FY16. (Note there are some grants available only in the even years.)

INDIVIDUALS: In FY17, giving by individuals represented 25% of revenue. Giving USA 2018 reports giving by individuals represented 70% of total giving in 2017. There is a lot of room to grow, and we need dedicated staffing to manage it. The Fundraising Strategy presented to the Board at the June 23, 2018 meeting (attached) proposes adding 49 new and increased donors with a total of \$120,000 in revenue. This is obtained by proportionally increasing the number of new and increased donor gifts per average giving amount category.

PROPOSAL:

Hire a development director to increase our fundraising activities, focusing specifically on individual donors. (job description attached)

In FY19, we must increase our ability to raise funds and take advantage of untapped potential. Even more important, we must be prepared to replace annual donor revenue should one of our grantors or long-term donors disappear. Donor relations is a full-time job.

The new database will make donor identification and cultivation easier, but the real work is identifying, researching, cultivating, soliciting and recognizing donors. The key is having the time to build relationships.

RETURN ON INVESTMENT:

A Development Director is expected to raise his/her own salary in the first year and increase revenue with each additional year. Typically, after year one, the Development Director should be able to bring in three – four new dollars for every one invested in salary.

In the first year, much groundwork has to be laid. For example, with a donor we already know, major gifts can take 12 – 18 months to secure. But in the second year, we can expect this person's efforts to really pay off. In each year, there will be an increase in grant proposals submitted, corporate contacts made, and donor prospecting research completed.

Attached:

Development Director job description

Fundraising Strategy June 2018

Organization Chart



Development Director JOB DESCRIPTION

About ArtStream

ArtStream improves the lives of people with intellectual and developmental disabilities (IDD) - including autism - by using theatre to teach communication, self-advocacy, and social skills while improving self-confidence and independence. Skills taught include public speaking, listening, self-awareness, and workplace communication. ArtStream's Inclusive Theatre Companies and Cabarets develop and perform original musicals that feature adults with IDD. The organization, founded in 2005, is on solid financial footing with an annual budget of \$700,000. There is potential to diversify and grow the current 250 donors contributing over \$160,000 each year. Typically, 50-100 new donors are obtained each year.

Summary/Objective

The Development Director will focus on individual giving. This is a new position, created in conjunction with ArtStream's strategic plan that includes revenue diversification as a major goal. The Development Director will be responsible for: 1) managing individual donors, and 2) supporting the Executive Director on the creation of a major gifts program. The successful candidate will have demonstrated success in meeting annual goals for individual giving, and in upgrading as well as stewarding existing donors.

Reports to: Executive Director

Primary Responsibilities

1. Coordinate efforts to expand the individual donor base at all giving levels (50 new donors giving \$120,000 in FY19)
2. Implement practices to increase gift size and maximize donor retention
3. Identify and qualify prospects from among current and prospective donors; create research profiles
4. Manage individual donor solicitation process and develop cultivation plans
5. Track progress on budgeted quarterly goals and report on development revenue and projections
6. Develop stewardship strategies, including coordination of written, electronic and telephone communications and reports; Manage donor recognition listings on website and in annual Impact Report, Gala materials, and Playbills

7. Conduct donor visits and assist with donor recognition at fundraising events such as the annual Gala
8. Partner with Board to identify and vet prospects; coordinate Board giving.
9. Record donor contacts in the Kindful donor database
10. Manage individual donor acknowledgments (drafting and timely processing letters)
11. Produce bi-monthly reports on donor/donation metrics
12. Perform other duties as assigned.

Qualifications and Requirements

1. College degree or equivalent work experience
2. Minimum of three years of fundraising experience, preferably with individual donors
3. A proven track record of high integrity, good judgment, dependability, and discretion, especially in prospect management and individual gift solicitation
4. Excellent interpersonal skills and the ability to relate well with donors and people with IDD, and work effectively with all levels of staff
5. Experience working with donor database software, ability to handle confidential data
6. Proficiency in online research
7. Working knowledge of disability and family needs preferred
8. Outstanding written communication skills
9. Innovative and resourceful problem-solving ability; flexible and adaptable; able to manage multiple projects with attention to detail
10. Commitment to ArtStream's mission and ability to promote and represent ArtStream to the disability community and the public

Work Environment

This job operates in a professional office environment. This role routinely uses standard office equipment. Must have access to dependable transportation for donor meetings and events.

Position Type/Expected Hours of Work

This is a full-time position, and hours of work and days are Monday through Friday, 9 a.m. to 5 p.m. or 10 a.m. to 6 p.m. Flexible hours may be pre-arranged to support evening and weekend work as required for donor meetings, performances, cultivation events, and as job duties demand.

Classification: Exempt

ArtStream is an Equal Employment Opportunity/Affirmative Action employer and values a diverse workforce. We do not discriminate against any person on the basis of age, sex, race, color, national origin, sexual preference, disability, political or religious opinion or affiliation, or other characteristics protected by law in any of our policies, procedures or practices.

Reasonable Accommodations: If you require reasonable accommodations during any part of the hiring process, please email us at jobs@art-stream.org or you may send the request by mail to: ArtStream, 8401 Connecticut Ave, Suite 1230, Chevy Chase, MD 20815

Date Created: 8/21/18

To apply, send cover letter, resume, salary range, and 2 writing samples to: jobs@art-stream.org No calls, please.

ArtStream FY19 Fundraising Strategy

Grant	Restricted?	Amount Received FY18	FY 19 Projection	New in FY19
Government				
MSAC	Gen Operating	\$38,770	\$38,770	
AHCMC	Gen Operating	\$20,015	\$20,015	
NEA Challenge America	ITC	\$10,000	end of 3-year grant	
NEA ArtWorks	ITC			\$20,000
Foundation				
Corinna Higginson		\$5,000	\$5,000	
Jones Foundation				\$15,000
Max and Victoria Dreyfus		\$3,500	\$3,500	
Lorraine S. Dreyfuss		\$1,000		
Cafritz				
Nora Roberts		\$5,000	\$5,000	
Angell	ITC			\$15,000
Dominion Guild	ITC/Cabaret			\$10,000
Philip Graham	Tech/database			\$27,000
Kelley Cares	VA ITC	\$4,300	\$4,300	
Porto	VA	\$4,000	\$4,000	
Safeway		\$5,000	\$5,000	
Campbell Family Foundation		\$5,000	\$5,000	
Milton and Dorothy Sarnoff Raymond Foundation		\$5,000	\$5,000	
Jacquemin Family Foundation		\$1,000	\$1,000	
Jockey Hollow Family Foundation		\$4,000	\$4,000	
Shared Horizons	scholarships	\$2,000	\$2,000	
Dimick		\$3,000	\$3,000	
MESH		\$5,000	\$5,000	
Clark-Winchcole		\$5,000	\$5,000	
William S. Abell		\$20,000	only given in even years	
Trawick Foundation	scholarships	\$5,050	\$5,050	
Immanuel Presbyterian Church	VA ITC	\$1,360	\$1,000	
two new grants				\$15,000
Prince Foundation	YAWA	\$20,000		
DAV	ALLIES	\$15,000		
TOTAL				\$102,000
GOAL \$206,350		\$187,995	\$223,635	

ArtStream FY19 Fundraising Strategy - Chart B

Funding Source	% of total	Total Projected for FY19	Amount Raised
Events	10%	\$72,000	
Gala		\$70,000	
Wine Event		\$1,000	
Sibling event		\$1,000	
Grants	25%	\$172,635	
Foundation		\$113,850	
Government		\$58,785	
Individuals	30%	\$204,300	
Board Members (give/get)		\$65,000	
Individual gifts: 49 new		\$80,000	
Direct mail		\$48,000	
Monthly pledge		\$3,000	
Multi-year pledge			
Access to Corporate contacts			
Corporate matching gifts			
Siblings (give/get)		\$500	
Social Media:	1%	\$7,800	
Peer-to-peer		\$2,000	
Facebook birthdays		\$1,000	
Giving Tuesday		\$4,000	
Amazon Smile		\$800	
Corporate	3%	\$20,000	
<i>Earned Income</i>			
<i>Contracted Services</i>	13%	<i>\$87,412</i>	
<i>Tuition</i>	19%	<i>\$134,031</i>	
			% of Goal:
GOAL \$675,000	101%	\$690,378	TOTAL Raised:
			\$ -

ArtStream Organization Chart 2018

