

Vermont Public Television
Integrated Development Plan for FY '07
July, 2006

VPT Mission Statement

Vermont Public Television educates, informs, entertains and inspires life-long learning and community engagement.

VPT Vision

VPT has long recognized the important role we play in Vermont's communities. Our programs, resources and services, enhanced by our broad statewide reach, aim to enhance quality of life for Vermonters. Building on those strengths, and working in close association with like-minded organizations, we work to bring people together and to improve quality of life in the communities we serve. VPT seeks to be the premier community resource for life long learning, enrichment and engagement in civic affairs.

VPT Values

Our values system supports this vision and underscores our belief that television can and should serve a much greater good.

The following core values serve as VPT's guiding principles, and seek to promote positive outcomes in our communities:

- Understanding of one another
- Life long learning
- Children's readiness to learn
- Personal enrichment through arts, culture and entertainment
- Appreciation and respect for the environment and working landscapes
- Involvement and participation in community and civic affairs

The Integrated Development Plan: Criteria for Success

The VPT Integrated Development Plan is designed to realize VPT's mission, vision and values through an integrated and strategic approach to building diversified and sustainable revenue streams. The overarching development goal is to ensure that VPT's financial resources can enable it to promote life-long learning, enrichment and community engagement. This document outlines key goals, strategic objectives and measures of success associated with the achievement of that goal. However, certain key criteria must be met in order to implement the plan successfully. They are:

The VPT Board of Directors and Management must be actively engaged and committed to ownership of the Integrated Development Plan's strategic objectives;

VPT's Development Operations must be adequately staffed and focused on the strategic objectives with agreed on and measurable outcomes;

The infrastructure upon which the plan depends must be reliable, consistent, accurate and subject to continuous reevaluation.

Integrated Development Plan Strategic Goals – July, 2006

In FY 2007, VPT's development operation will advance the mission, vision and values of the organization through focused attention to the following key development goals:

1. To improve VPT's sustainable unrestricted revenue stream through achievable stretch goals for membership and underwriting.
2. To begin to build endowment income for VPT through planned giving, bequests and major gifts.
3. To develop VPT's special project and programming revenue and attract more \$1000+ unrestricted gifts through the major gift initiative.
4. To strengthen its Board of Directors for purposes of fundraising, ie to recruit more directors who are in a position to give, solicit and attract wealth to VPT.

2007 Development Goals and Strategic Objectives

Outlined below are the goals and key strategies for delivering success; the specific success measures associated with each strategy are contained in the attached FY06 Business Plans prepared by Development Staff at VPT.

GOAL 1: *To improve VPT's Unrestricted Revenue Stream through achievable stretch goals for membership and underwriting..*

GOAL 1 Strategic Objectives

1. Cultivate donors through the use of member benefits, premiums, and events...and by focusing on the value of investing in public television.

2. Focus efforts on mail, telemarketing and on-air campaigns to acquire membership donations as well as additional giving. Monitor results and test and change campaigns to maximize results.
3. Increase active underwriting proposals through selective target acquisition.
4. Utilize an integrated approach to attracting and retaining underwriters with the full spectrum of VPT's assets to enhance the value and desirability of underwriting.
5. Increase the VPT member base with coordination between "Pledge Producer" and the "Drive Project Team", create value-added activities and events for members, and expedite premium fulfillment to give a positive pledge experience.
6. Use Viewer Services to expand revenue through improved systems and policies and more active cultivation and personal contact.
7. Cultivate new corporations, businesses and members into the VPT matching gift program through list matching, and maintain updated lists.

GOAL 2: To begin to build endowment income through planned gifts, bequests and major gifts.

GOAL 2 Strategic Objectives

1. Educate and build relationships with community professionals to inform them about the opportunities available to their clients with our organization which will result in building our permanent endowment.
2. Serve as a resource to the community and membership about the benefits and opportunities available through bequests and planned gifts at VPT.
3. Stress the importance and advantages of endowment building at VPT in communications across the development program.
4. Provide stewardship and recognition for planned gift, bequest and major gift endowment donors.
5. Maintain personal contact with those who have already made bequests or planned or endowment gifts to VPT, to insure continuing satisfaction and create the impetus for increased or accelerated giving.

GOAL 3: To develop VPT's special project and programming revenue and attract more \$1000+ unrestricted gifts through the major gift initiative.

GOAL 3 Strategic Objectives

1. Educate, train and coach the Board of Directors to attract, solicit and steward major gifts.
2. Improve and increase the Leadership Circle (\$1000+) annual giving program for individuals, through both new and upgraded gifts.
3. Secure additional sizable gifts for restricted purposes through one on one personal contact with donors with informative, project-centered materials. Track and "move" cycle of contacts.
4. Develop a "major gifts" mindset, ie, that a present donor represents the best opportunity for a (larger) gift, and those activities which focus on the continuum of giving should be favored.

GOAL 4: To strengthen the Board of Directors for purposes of fundraising; ie, to attract more Board members who are in a position to give, solicit and attract wealth to VPT.

GOAL 4 Strategic Objectives

1. Provide research and materials to the Board Nominating Committee, to suggest both known and unknown prospective members who meet the criteria above.
2. Provide development staff support to the Committee.
3. Develop individual cultivation plans for each prospective member, and approach Board recruitment with the same "case by case" mentality used in major gift development.