



DRAFT 7

**SISTERS OF ST. JOSEPH OF CARONDELET
MINISTRIES FOUNDATION
2022-2023 OPERATION PLAN**

May 24, 2022

EXECUTIVE SUMMARY:

Planning and putting together the Newly Designed Organization is underway. The Steering and Memo of Understanding (MOU) committees are working on the details and the timeline. One thing is clear: this will be a year of transition. As the transition unfolds, our work as fund raisers for the Sisters' ministries must remain strong. We need to strengthen our annual fund and continue to build a solid base of support from which we may launch a capital campaign in 2024. Our current staff is equipped to do this.

Simultaneously, the Bold Moves Steering Committee will finalize its design for the restructured organization and begin the work of transitioning into the newly redesigned organization. We have included **\$95,000** in additional Salary and Benefits expense to cover the President for 1/2 of the year, who is expected to be hired at the beginning of the 3rd Quarter. Going forward, it will be 1 FTE position. In addition, the Steering Committee estimates the following one-time transition expenses totaling **\$260,000**:

Search Firm fee	\$50,000
Naming/Branding/Website Development	\$100,000
Legal Fees	\$50,000
Consultant for Business Case Support	\$10,000
Strategic Planning Consulting	\$25,000
Cultural Training	<u>\$25,000</u>
	\$260,000

We will end FY 2022 with approximately \$80,000 in un-spent reserved funds dedicated to Bold Moves. This cannot be part of our FY 2023 budget, but the funds will remain in reserve.

We will initiate a special fundraising effort to raise **\$355,000** in new expenses. We will track both revenue and expenses separately within our operating budget.

Goal 1: Position the Newly Designed Organization for the next decade.

The staff and Board of Directors in 2022-23 will focus on six main areas:

1. Transition into the Newly Designed Organization by responding to and engaging with the Steering Committee as it continues to develop an organizational structure, strategic plan, and timeline for the newly redesigned Ministries Foundation.
2. Support the Newly Designed Organization in implementing a communications plan that will tell the Bold Moves story while we transition.
3. Expand the Annual Fund by extending/continuing the Integrated Fund Development Plan to strengthen annual revenue through retention and acquisition strategies.
4. Initiate a special fundraising effort to support \$260,000 in transition expenses and \$90,000 in pro-rated (6 months) salary/benefits of the new President.
5. Reimagine Septemberfest as “welcome back” event for Fall 2022.
6. Launch a signature event for the Newly Designed Organization with the 2023 Carondelet Celebration.

Goal 2: Raise \$1,770,000 through the Ministries Foundation for the ministries of the Sisters of St. Joseph, including the Ministries Foundation. Our direction will continue to come from an updated Integrated Fund Development Plan, which will be updated for FY 2023. It will focus on strengthening our relationships with existing donors as well as prospecting and soliciting new donors, including major donors and wills and bequest donors. This work will include getting back to meeting with current and prospective donors in person, making our case for funds, and asking donors and prospects for financial support.

We will increase our fund development by effectively implementing the following four main fundraising strategies.

- A. Fundraising Strategy - **Building the Individual Donor Base**
- Identify *new* prospects by successfully implementing the Donor Networking and Prospect Expansion Program.
 - Identify *current* individual donors who are giving at the \$500 level and have the capacity to give at a higher level.
 - Identify *potential* donors that have the capacity to give \$500 or more annually.
 - Develop donor account plans for donors of \$1,000 or more.
 - Develop a targeted campaign that encourages Consociates to give.
 - Develop a targeted campaign that encourages the St. Joseph Workers' network to give.

B. Fundraising Strategy - Building the Institutional Donor Base

- Build and maintain a sustainable institutional donor base by identifying corporate and family foundations that are focused on the CSJ Ministries missions.
- Use Board of Directors to help identify potential institutional donors and help gain access.
- Identify and document roadblocks and seek solutions, work-around strategies, or other funding sources.

C. Fundraising Strategy - Building the Sponsorship Base

- Build and maintain a corporate sponsorship base by identifying like-minded corporations that desire to be a partner with the CSJ Ministries.

D. Fundraising Strategy - Building the Legacy Society

- Build and maintain the St. Joseph's Society by ensuring that all size donors and others are aware of our planned giving program.

Goal 3: Plan a successful Carondelet Celebration for Spring 2023 that will introduce the newly redesigned organization as the future of the CSJ ministries in the Twin Cities.

Goal 4: Continue to strengthen staff and work to prepare for transition into the redesigned Ministries Foundation.

STAFF

Position	FY 2022-23	FY 2021-22
President (pro-rated for 2/3 in 2022-23)	1.0	0
Executive Director	1.0	1.0
Development Director/ Annual Fund & Digital Fundraising	1.0	1.0
Development Officer -- Grants	1.0	1.0
Development Associate	1.0	1.0
Development Officer - Events	.8	.8
Office and Communications Coordinator	.8	1.0
Total FTEs	6.6	5.8

OPERATING PLAN'S IMPACT ON FY 2022-23 DEVELOPMENT GOALS

Income:

At this time, the proposed total development goal is budgeted at **\$2,125,000**, which includes **\$705,000** of annual giving (unrestricted); **\$300,000** in special events; and **\$90,000** for contract for service fees. An additional **\$325,000** of funds held for others and **\$350,000** of grant revenue are not included in the operating budget.

A special fundraising initiative of **\$355,000** will be launched to support the one-time transition expenses and the addition of 6 months of the President's salary and benefits.

The \$350,000 in grant revenue is expected to come from government, corporation, and foundation funders.

The \$325,000 in funds held for others includes:

\$60,000	Msgr. Doherty funds
\$200,000	Major Gifts – Donor Designated for LIS, Sarah's, SJW
\$65,000	Major Gifts – Donor Designated for SMHC

Expense:

We will continue to limit increases in administrative related expenses such as personnel, rent, postage and benefits as well as increases in overhead. We will continue to invest in marketing/advertising at an appropriate level. We will include a modest cost of living salary increase this year of 3%.

ACTIVITY PLAN

Annual Fund Drive (Unrestricted)

Goal: \$705,000

The Annual Fund Drive is the implementation of our Integrated Fund Development Plan and the Donor Networking process. The Annual Fund Drive will continue to focus on increasing numbers of new donors, inviting current donors to give at higher levels and moving top prospects to the donor list. The financial goal for this effort is **\$600,000**.

We are also budgeting **\$100,000** in unrestricted revenue from wills and bequests that have not been assigned to the endowment. These estate gifts would be from donors who have not enrolled in our St. Joseph Society.

Unrestricted grants/events (for operations) total **\$5,000**. This will include events to raise funds for the Ministries Foundation itself, including, but not limited to, Septemberfest.

Transition Expenses Fund Drive (Restricted)

Goal: \$355,000

Special fundraising efforts, through grants and special major gifts, to support additional expenses as we transition into the Newly Designed Organization.

Special Events

Goal: \$300,000

Our main fundraising event is the annual Carondelet Celebration. The financial goal (gross) for this event is \$300,000.

Corporate and Foundation Program

Goal: \$350,000

The Development Officer-Grants is expected to meet a financial goal of \$350,000 in grants by corporations and foundations to fund ministries. This is \$50,000 higher than last year's goal. An internal goal is set for \$300,000 in grants for St. Mary's Health Clinics. The Development Officer-Grants will continue to work with the other ministries on proposals for new initiatives and collaborations that will be attractive to funding organizations and integral to the long-term health of the ministries. We have set modest goals, totaling \$50,000, for these other ministries.

Donor Designated/Pass Through

Goal: \$325,000

The Ministries Foundation will continue to work to raise both unrestricted and donor-designated major gifts. The Ministries Foundation has been asked to raise \$200,000 for Learning In Style, Sarah's...an Oasis for Women, and the St. Joseph Worker Program again this year. Working with the SMHC Executive Director, we will work to raise \$65,000 for St. Mary's Health Clinics. In addition, other Donor Designated/Pass Through funds to the ministries will total \$60,000 (Msgr. Doherty funds).

Contract for Service Fees

Goal: minimum of \$90,000

In 2022-23 the fee paid by the Province for receipting, acknowledging, and tracking Province gifts will continue at \$500/month, or \$6,000/year.

In addition, Ministries Foundation staff will bill for its hours spent on grant writing, special events, and major gifts solicitation. To recover the expense of benefits and other overhead, we will bill at 125% of this rate, or \$50/hour. We have billed for approximately 2,000 – 2,500 hours each of the past few years, and this should be similar in 2022-23. We will have a \$20,000 contract with Sarah's...an Oasis for Women and a \$48,000 contract with St. Mary's Health Clinics. The remainder will be earned from billable hours to the other ministries, to the Province for work above and beyond the work explained above, and the Carondelet Celebration.