## RIF Five Year Plan

### Key Priorities and Milestones

<table>
<thead>
<tr>
<th>INPUTS</th>
<th>OUTPUTS</th>
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<tr>
<td><strong>REVENUE</strong>&lt;br&gt;Strengthen &amp; Diversify</td>
<td><strong>PROJECT 2020</strong>&lt;br&gt;Pitch prep&lt;br&gt;Executive outreach (BRT)&lt;br&gt;Identify foundations&lt;br&gt;Third-tier prospects</td>
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<td><strong>FY 17-18</strong>&lt;br&gt;Development audit/realignment&lt;br&gt;Grant research &amp; applications&lt;br&gt;Diversify Corporate Portfolio&lt;br&gt;Diversify Product Portfolio&lt;br&gt;Integrate and Streamline Book purchases (Scholastic rebate)</td>
<td><strong>FY 19</strong>&lt;br&gt;Online Giving and Major Gift cultivation&lt;br&gt;Dedicated grant writer&lt;br&gt;Grow Corporate Giving portfolio</td>
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<td><strong>FY 20-21</strong>&lt;br&gt;Licensed products&lt;br&gt;PD Services&lt;br&gt;New Product / Program Concepts&lt;br&gt;Subscriptions</td>
<td><strong>Launch National Fundraising Initiative&lt;br&gt;Meet $20M Goal</strong>&lt;br&gt;Licensed products&lt;br&gt;PD Services&lt;br&gt;New Product / Program Concepts&lt;br&gt;Subscriptions</td>
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Define and strengthen revenue opportunities and diversify funding portfolio to ensure a sound and continuous revenue base.

- Over next five years grow RIF from a $7-9M non-profit to a $14-$15M non-profit and establish a $20M endowment fund.

- Set strategy for revenue sources and a five-year portfolio consisting of (see associated financial analysis):
  - Development (traditional fundraising, community partner donations, workplace, events) - unrestricted support
  - Grants (federal and large foundation) - restricted support
  - Corporate Donations
  - Product Sales
  - Licensing/Royalties/Subscriptions

Below are specific milestones for the revenue categories.

**Development:**

**Overall:**

- Seek outside development consultant to conduct a thorough audit of RIF’s development and fundraising efforts to provide a formal recommendation and action plan for short and long term strategies and tactics.
- Longer term, implement the tactics via internal resources or outside consultant.

**Traditional fundraising:**

- Identify growth opportunities within individual fundraising to support a 15% growth rate each year over 5 years (identifying new target segments, growing overall list quantities, driving average dollar donation up, and identifying and testing more aggressive or timely fundraising platforms and tactics).
- Increased focus on family foundations.
- Evaluate impact and subsequent five-year strategy of event fundraisers as a tactic.

**Corporate:**

- Focus on obtaining additional corporate donors to lessen the dependency on Macy’s.
* Engage companies that have had a relationship with RIF in the past and those that already focus on literacy as a corporate issue.
* Evaluate the strategy to have a tiered corporate funding strategy.
* Dedicate a person to focus solely on growing corporate donations and expanding upon the potential number and type of corporations.

**Grants:**
- Submit grant applications in 2017 to begin a pipeline for 2018.
- Do extensive research to identify appropriate grants (thinking outside the box and finding synergies with literacy and other potential grant areas).
- Continue to see if we can partner with Scholastic on a grant as the non-profit arm.
- Place a greater focus long-term grant growth by allocating a new, dedicated head specific to grant research and grant writing.

**Product Sales:**
- Revise Read for Success Model to identify a program and product variations.
  - Sell to Read for Success to the “low hanging fruit” including sites that purchased Read for Success in past and sites that had relationships based on IAL grant.
  - Develop and sell a specific professional development component to Read for Success.
  - Utilize independent sales representatives to sell Read for Success.
- Evaluate options to create a revenue margin for Books for Ownership program (e.g., review options such as cost-cutting via using a third party to handle book distribution).
- Create a professional development revenue stream focused on teaching educators how to use informational text (not specific to Read for Success).

**Licensing/Royalties/Subscriptions:**
- Negotiate rebate on all books purchase through RIF program sites/chapters (Scholastic).
- Develop program membership concepts including a strategy to implement a RIF Jr. Book Club.
- Skybrary
- Amazon Rapids
- Develop product licensing strategy
- Identify other subscription opportunities.

**Build an endowment that provides for long-term organization sustainability.**
- Project 2020 pitch preparation and case statement.
• Leverage consultant to reach out to senior executives at Business Round Table companies to introduce/reintroduced them to RIF, its mission, its impact, and begin laying out the groundwork for corporate support of the 2020 endowment.
• Identify non corporate prospects – foundation and third tier targets
• Continue aggressive outreach via a dedicated person focused on driving corporate support of 2020.

Expand program/product portfolio to support overall focus on literacy, providing more options that support a variety of literacy issues, and/or support new revenue streams (see first priority above).

• Create a digital portal for literacy (free to users) content targeting teachers, parents and students (Literacy Central).
• Revise Read for Success product strategy and integrate a professional development component (note – also a revenue source)
• Evaluate new product and program concepts.
• Create concept for RIF Jr. Book Clubs. (also a potential revenue source)
• Develop licensed products.
• Develop professional development service(s).
• Continue to identify new product and/or program concepts.
• Identify potential subscription services.

Develop and implement a comprehensive Community strategy to support stronger breadth and depth of mission impact.

• Set strategy that identifies the community stakeholders, priorities, and puts a plan in place for long-term implementation.
• Create a Community microsite that supports short and long term vision.
• Evaluate and determine program site strategy. Maximize current program site efforts.
• Develop actionable individual volunteer opportunities.
• Revise the vision for current RIF ofs…..
• Determine if RIF changes the process for program sites to secure books/funding from one of national making choices to a grant submission process across all sites and chapters. Implementation longer term.
• Create formal, regional RIF chapter model.

Refresh and strengthen the RIF brand and grow general awareness and affinity with the brand (ultimately supporting increased donations and volunteerism).
• Implement a brand awareness and attitude study to benchmark current situation and develop brand strategy moving into next 5 years.
  • Develop revised brand positioning, messaging
    o Integrate local messaging/impact
    o Share the depth of the literacy crisis to create urgency
• Develop revised brand personality, look, feel and brand creative cornerstones.
• Apply revised brand to baseline resources, website, etc.
• Leverage corporate marketing partnerships to extend the breadth and affinity for the RIF brand.
• Change RIF culture across internal and external stakeholders from book distributors to literacy champions. This will take time.
• Continue creating and applying new brand look to materials and resources
• Continue changing the RIF culture (internally and externally) from an organization that puts hands in the books of children to an organized dedicated to supporting childhood literacy.
Five Year Financial Review

FY17

- Grants: 0%
- Unrestricted: 48%
- Products: 15%
- Corp Progs: 27%
- Other: 2%

FY22

- Grants: 27%
- Unrestricted: 29%
- Products: 25%
- Corp Progs: 17%
- Other: 2%
## Total Revenue by Source

### FY17 FY18 FY19 FY20 FY21 FY22

<table>
<thead>
<tr>
<th>Source</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
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<tbody>
<tr>
<td><strong>Individuals</strong></td>
<td>$1,550,000</td>
<td>$1,705,000</td>
<td>$1,875,500</td>
<td>$2,063,050</td>
<td>$2,269,355</td>
<td>$2,496,291</td>
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<tr>
<td><strong>Family Foundations</strong></td>
<td>900,000</td>
<td>945,000</td>
<td>992,250</td>
<td>1,041,863</td>
<td>1,093,956</td>
<td>1,148,654</td>
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<tr>
<td><strong>Read for Success</strong></td>
<td>1,000,000</td>
<td>1,803,750</td>
<td>2,317,500</td>
<td>2,831,250</td>
<td>3,345,000</td>
<td>3,858,750</td>
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<tr>
<td><strong>Macy's</strong></td>
<td>1,700,000</td>
<td>1,700,000</td>
<td>1,615,000</td>
<td>1,534,250</td>
<td>1,457,538</td>
<td>1,384,661</td>
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<tr>
<td><strong>Other Corporate</strong></td>
<td>850,000</td>
<td>1,000,000</td>
<td>1,050,000</td>
<td>1,102,500</td>
<td>1,157,625</td>
<td>1,215,506</td>
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<td><strong>Workplace</strong></td>
<td>150,000</td>
<td>135,000</td>
<td>121,500</td>
<td>109,350</td>
<td>98,415</td>
<td>88,574</td>
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<tr>
<td><strong>Community</strong></td>
<td>200,000</td>
<td>210,000</td>
<td>220,500</td>
<td>231,525</td>
<td>243,101</td>
<td>255,256</td>
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<tr>
<td><strong>Events</strong></td>
<td>500,000</td>
<td>475,000</td>
<td>451,250</td>
<td>428,688</td>
<td>407,254</td>
<td>386,891</td>
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<tr>
<td><strong>Subscription</strong></td>
<td>-</td>
<td>150,000</td>
<td>165,000</td>
<td>181,500</td>
<td>199,650</td>
<td>219,615</td>
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<tr>
<td><strong>Other</strong></td>
<td>-</td>
<td>100,000</td>
<td>105,000</td>
<td>110,250</td>
<td>115,763</td>
<td>121,551</td>
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<td><strong>Grants</strong></td>
<td>6,850,000</td>
<td>9,223,750</td>
<td>10,413,500</td>
<td>11,809,226</td>
<td>13,432,657</td>
<td>15,286,499</td>
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