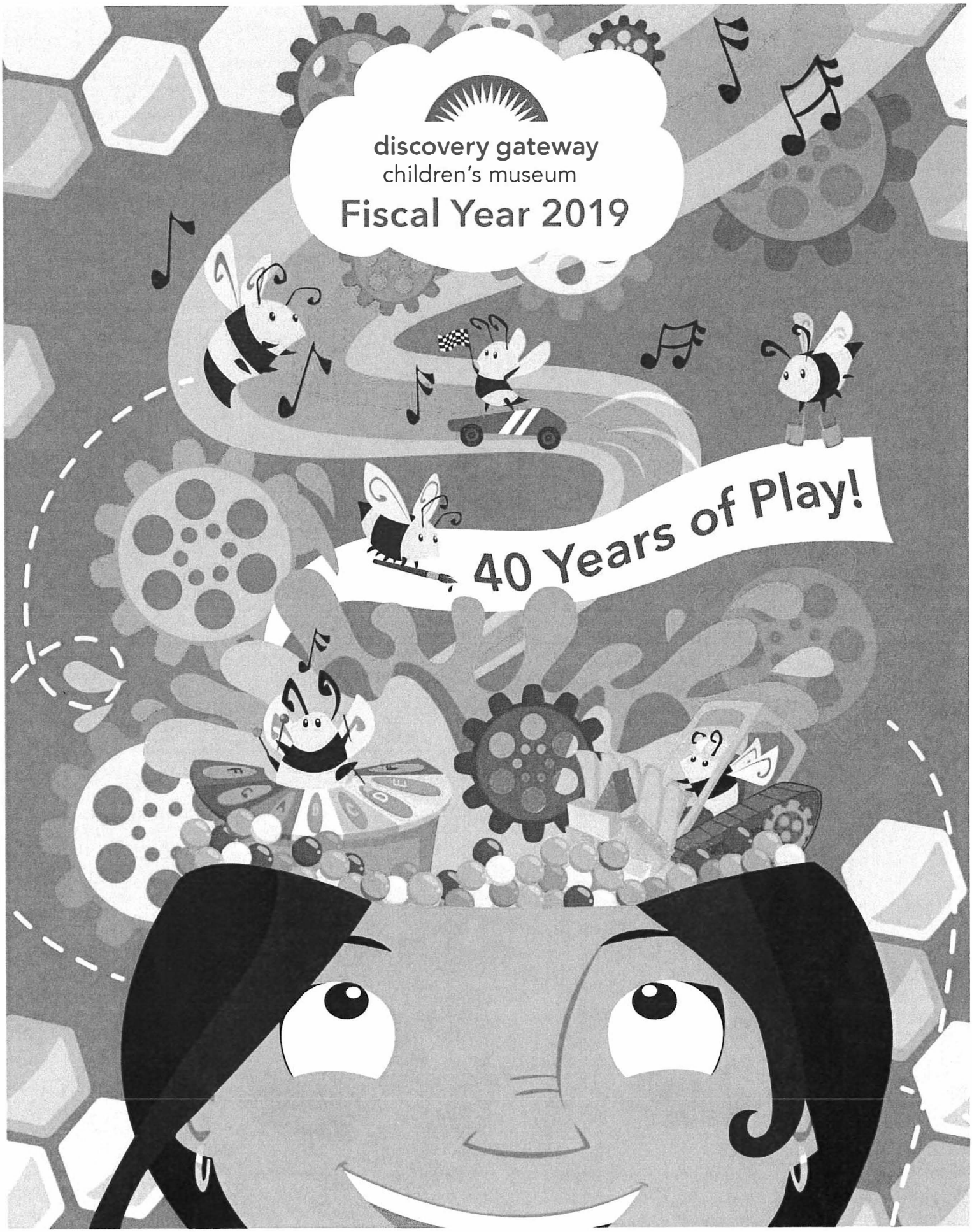

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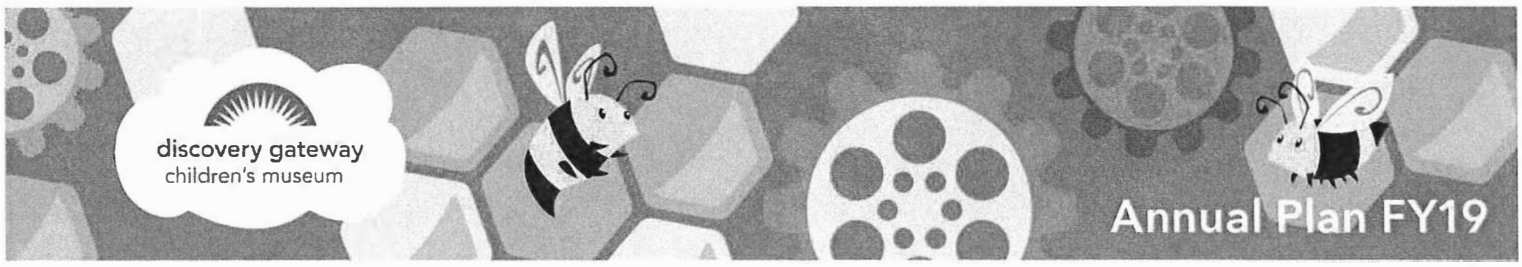


Annual Plan for FY19

Program Philosophy

Like the best children's museums in the country, Discovery Gateway Children's Museum (DGCM) provides opportunities for children and families to learn while at play, in a hands-on exhibit environment of over 60,000 square feet that serves as a platform for education and creativity. Early-childhood, science, and arts educators provide programming that cultivates deeper learning and fosters parent-child interaction. Cultural programming and collaborations with various community organizations and artists helps establish a diverse and inclusive approach, that reaches various populations and is representative of the community that we serve. Additionally, extensive outreach programs expand our reach throughout Utah. Our primary demographic is children between the ages of 0-8 and their caregivers. DGCM will continue to pursue this vision into the future as we grow and revitalize the museum experience, to continue to inspire creativity and learning through play! "You can't do it unless you can imagine it." - *George Lucas*

Mission

To inspire children of all ages and abilities to imagine, discover, and connect with their world to make a difference.

Vision

We strive to be the most trusted and preferred family discovery center and child-centered educational resource in the Intermountain West.

Values

Excellence, Collaboration, Community, Diversity, Inclusion

Annual Plan

The proposed FY19 operating budget is $2,812,300 or a 6% decline in revenue over 2018 projections, and $2,786,609 or 9% growth in expenses, with $25,691 in net income for cash reserves, plus a planned budget of $213,742 of in-kind contributions. FY19 marks the end of the three-year capital campaign enlisting the Utah State Legislature and other major donor support. DGCM will invest the final $0.5 million of funding into revitalization, including several exhibit upgrades across the museum, investments in the growth of the kindergarten science outreach and after school/out of school programs, marketing, staffing, access, building maintenance, and community outreach. This plan supports the five organizational goals set forth in our FY19-21 three-year strategic plan:

Strategic Goals

1. Pursue a sustainable funding model derived from an expanded donor base, successful community partnerships, and development of earned revenue strategies.

2. Expansion of access and broadening of demographic to serve one half million children and their families annually.

3. Exhibits are consistently refreshed and connected to meaningful programming in a safe, well maintained environment, with a focus on and in alignment with appropriate educational standards.

4. Investment in growth and retention of staff, board, and volunteers.

5. Continue to cultivate an active voice in the education field, strengthen reputation as a community resource, and advance expertise as an educational research center.

Creative and Exhibits Overview

Creative and Exhibits

Interactive exhibit galleries focus on creativity, collaboration, discovery, problem solving, design, and experiential education through art, science, and literacy. They include The Garden, Kid's Eye View, Story Factory & Sensory Room, STEAM Studio and Lab, Move It!, Saving Lives, the Reading Nook, and Block Party. Capital enhancements such as additional exhibit gallery offerings, increased programming, building maintenance, and technology upgrades will be tirelessly pursued to keep the museum fresh, the facility in excellent working order, and ongoing upgrades for staff and visitors.

Creative and Exhibits Goals

- The Creative and Exhibits departments will collaborate to evaluate the user experience to ensure that DGCM is meeting and exceeding museum standers for cultural and learning institutions. The team will spend time reviewing how the users interact with both the exhibits and other users as to determine the level of success the experience.
- The Creative and Exhibits team will design, build, and deliver new in-house exhibits on a quarterly approach, starting in Q1 with an upgraded car exhibit in the Kid's Eye View that is sponsored by Mark Miller Subaru. In Q2, the team will introduce the new interactive that will focus on the Donor Wall in the museum and new exhibits that will focus on the properties of light. In Q3 and Q4, the team will continue to celebrate our 40-year anniversary by developing new interactives and elements for Move It! and the Garden Gallery, revealing a 40-year timeline of DGCM's history, and open a "throwback" from the museum's collections.
- The Creative team will speak to the directional cues and the way-finding needs of the museum. Areas that will be focused on are the maps of the museum, common area directional cues, and unique and themed ways to lead the guest thought Museum.
- The Exhibits team will manage the maintenance that surrounds the exhibits by exercising methods focused on root-cause analysis to create a more sustainable museum experience.
- The Creative team will update graphics continually in The Museum to ensure that DGCM's brand and message are clearly represented.
- The Creative and Exhibits team aims to deliver messaging and learning content both in English and Spanish throughout the museum.

Facilities and Maintenance

With over 60,000 square feet to maintain in a Salt Lake County (SLCo) owned facility, a proactive plan to address facility maintenance and cleanliness is vital. As outlined in the contractual agreement with SLCo, DGCM is responsible for routine maintenance and upkeep of the facility, and the County assists by providing maintenance project managers to perform repairs that are billed back to the museum.

Facilities Goals

- In fall of 2017, DGCM worked with the Salt Lake County and Faithful+Gould to have a Facilities Conditions Assessment (FCA) competed on the museum's facilities. The FCA detailed systems within the building and gave guidelines on their lifecycles as to help maintain the building. With use of this report, DGCM will make a comprehensive 10-year capital improvement plan for the facility, which will begin in FY19 with investments of $74,728. Some of the capital improvement that will take place in FY19 will be improvements to the HVAC and plumbing systems.
- Ensure facilities maintenance schedule is planned and invested in, with the general repair and maintenance budget at $56,453 in FY19, a 16% increase over the prior year, to ensure an excellent guest experience in a safe, clean, well-cared for space as the building is DGCM's largest physical asset.
- The Facilities team will routinely monitor the systems in the building using a preventative maintenance schedule as a guide. In addition to the work that the in-house staff will do, the facilities team will be in contact with experts to assist preventative maintenance of the larger

systems (such as HVAC, electrical, elevators, fire suppression) on an annual, semi-annual, quarterly, and monthly basis.

- In addition to the Janitorial budget of $86,672, which is an increase of 17% in spending, the Facilities Department will focus on efforts to "beautify" the museum with annual carpet cleaning and window washing, and consciously address forward-facing areas to achieve the museum's cleanliness standards.
- DGCM will continue to provide a safe working environment for their employees and volunteers that will focus on employee safety training and safety procedures.
- The facilities team will assist the Finance Department in managing issues with Utilities (heating and cooling), a $221,804 budget, and Occupancy CAMS, a $133,532 budget.

Overall, Facilities is comprised of **$573,189 of operational and capital** expenses in FY19.

Museum Education and Operations Overview

Museum-Based Education Programs

DGCM offers interactive exhibits, early childhood, art, science and cultural programs, and an afterschool enrichment program for Title I schools. Onsite educators will continue to work together to provide high quality, interactive, and engaging programming that is inclusive and diverse in content. The Education team will continue to stay abreast of current trends in their areas of expertise. Daily programs provide new experiences designed to drive attendance, repeat visits, and membership sales. The team is focused on critical needs in our community and how DGCM actively contribute to closing the achievement gap through these expanded programs. DGCM strives to be an active part of the collective impact movement by collaborating with valued partners for proven outcomes.

Education Program Goals

- Revitalize the educational "Discovery Cart" experience – a fun, mobile, learning platform that will be routinely used in exhibit galleries by Imagination Facilitators.
- Educators speak with visitors daily as they model and communicate the learning value of interactive play in a children's museum environment and how it influences social, emotional, and physical development.
- Early Childhood programming will continue to align with National Developmentally Appropriate practices and Utah State Early Childhood Standards, which support the development of the whole child.
- Programming for special needs audiences is modeled after a sensory inclusiveness partnership with Kulture City, becomes broader and more in-depth.
- Continue to expand partnerships with community and cultural experts as well as those with specialized education. DGCM will bring experts and other guests to the museum and staff may reciprocate by visiting organizations as guest speakers to highlight museum programs.

STEAM Programs

Daily STEAM Programs take place in the STEAM Studio using exhibit platforms as the foundation for experiences in each of the respective subject areas. Select featured STEAM experiences will take place in the STEAM Lab when the objective is to provide a more in-depth experience requiring an extended learning period or a self-contained space.

STEAM is a blending of five fields that promote critical thinking and problem-solving skills in students: Science (inquiry, hypothesizing, experimentation), Technology (practical application of systems and tools to solve problems), Engineering (design, creation of the tools used in technology), Arts (exploration, imagination, expression), and Math (analysis, evidence, statistics). The STEAM approach is an especially impactful way to introduce young children to the more traditionally rigorous STEM fields. Art is a natural entry point into inquiry-based learning for children and allows the other four areas to connect seamlessly together. Children are naturally curious and learn through hands-on experiences that allow them to ask

questions, form hypotheses and construct knowledge. This leads to identifying problems and coming up with unique and creative solutions, often resulting in creating something completely new in the process. Children use analytical thinking to prove how and why their solution works and see it applied to a real-world situation. Throughout all of this, art programs provide opportunities for children to explore, create, express themselves, and to develop skills such as physical manipulation, and creative problem-solving through arts-related experiences. Each of DGCM's STEAM experiences are well-rounded, authentic, and diverse, and include a variety of rich, immersive experiences that focus on the process, not the product. They also include opportunities to explore with an artist, scientist, engineer, or mathematician.

Early Childhood Programs
Early childhood programs serve as the platform for learning through experiential play, serving children birth to age eight, or third grade. Subjects include art, literacy, science, language, financial literacy, and cultural experiences. The program is to advocate for early childhood learning through play—by integrating exhibits and developing programs in which young children learn best, become socially skilled, and emotionally healthy in the following ways:

- Support early childhood arts by offering opportunities to create, and presenting enriching cultural performances from musicians, dancers, storytellers and singers.
- Foster parent education by increasing the understanding of early childhood development and successful parenting to enhance parent-child bonding and family interactions.
- Build a community; act as a catalyst for community engagement and parent-to-parent connections for all demographics through dedicated experiences.

Special Programs Days and Signature Events
Special events and activities offer additional ways in which families can learn and play together to create life long memories; from holiday celebrations to cultural explorations, a signature event or special program day keeps families discovering new experiences. Some of these events are fee-based as to allow additional sources of earned revenue, but overall have the same focus:

- These experiences include elements of science, art, history, music, and literacy when possible for patrons to make connections with the program and expand learning outcomes.
- Utilization of a yearly strategic calendar to provide the foundation for planning.

Afterschool and Out of School Time Programs
DGCM's out of school enrichment program is designed to support learning that occurs in the student's classroom and assists the school in meeting goals outlined in their current school improvement plan.

DGCM will continue its work with community partners and students during the summer in either a museum partner summer camp or summer school setting, to maintain the momentum gained during the school year, close the learning gap, and prevent the "summer slide." DGCM will continue to scaffold learning approaches used throughout the year, giving students a strong start to the new school year.

Admissions and Floor Operations
The operations teams are essential for ensuring an organized and optimal visitor experience. This team works together to facilitate learning in both structured and unstructured settings, and is knowledgeable about museum programs, exhibits, events and promotions. The teams will pursue the following goals:

- Be on time, prepared, and ready to receive patrons at opening and all museum events and gatherings.
- Provide a friendly welcome and exceptional customer service from the initial interaction at the register through the end of the visit.
- Continue to build a knowledgeable, informed front line staff.
- Consistently engage with patrons by connecting program concepts with exhibits and ensure patrons understand that interactive play in the museum influences social, emotional, and physical development.

- Consistently re-set exhibit galleries and offer support and guidance to patrons, ensuring an optimal guest experience.

School and Community Outreach Overview

Education Outreach

DGCM has an extensive science outreach program that reaches public and charter schools throughout the State of Utah with its programs, *Reaction Time* and *Potential Energy*, and to fifth-grade teachers through the professional development program *Chain Reaction*. *Reaction Time* is a well-established program that visits over 620 schools in all 41 school districts in Utah as well as most charter schools and Utah Schools for the Deaf and Blind. Over 93% of public and charter schools with fifth-grade students participate in this program every year. *Chain Reaction* is in its 10th year and continues to grow. The 2017-2018 school year saw 275 teachers from 158 schools attend workshops, each of whom received a kit with chemicals and lab supplies worth approximately $250. *Potential Energy*, the kindergarten physics outreach program, grew from four schools in its 2015-2016 pilot year to 38 schools in four districts during the 2016-2017 school year. In 2017-2018, it will have reached over 340 schools in 20 school districts, including charter schools. All these efforts spread DGCM's mission statewide while supporting teachers and promoting science in the elementary classroom.

All of the science outreach programs work in collaboration with the Informal Science Education Enhancement (iSEE) group, which is a collaborative partnership among the Clark Planetarium, Discovery Gateway Children's Museum, The Leonardo, Loveland Living Planet Aquarium, Red Butte Garden, Natural History Museum of Utah, HawkWatch International, Thanksgiving Point, Utah's Hogle Zoo, and the Utah State Board of Education (USBE).

Education Outreach Goals

- Continue to offer *Reaction Time* to all public and charter schools with fifth-grade students in all 41 districts in the state with an added focus on online and special needs schools to continue to reach 48,000 students and a 93% schedule rate.
- Continue to grow *Potential Energy* to 425 schools in at least 25 school districts, including charter schools, to reach 31,000 students.
- Finalize and implement *Energy Transfer*, a teacher professional development workshop for kindergarten teachers to complement *Potential Energy*.
- Remain actively involved with USBE as K-5 science standards are updated to the new SEEd standards and adjust existing programs accordingly.
- Grow network of local, state, and national partners to ensure outreach programs are based on latest best practices research and eventually provide a framework for other children's museums' outreach programs.
- Publish findings from and successes of *Potential Energy* in at least one nationally recognized journal to promote awareness for DGCM and its programs.

Community Outreach

DGCM recognizes that some obstacles to visiting the museum on-site, such as travel distance, can be difficult for families to overcome. In response, DGCM is dedicated to bringing the museum out to the public through community outreach events, such as school science nights, arts fairs, and cultural festivals across the state. These events offer another entry point for families to experience the museum's rich programs, helping to ensure equitable access for all. It also allows DGCM staff to bring their expertise to those areas which might not otherwise have access to such resources. Museum educators have judged science fairs, offered rich arts experiences, and participated in cultural celebrations, in addition to the work they provide on-site and in classrooms.

Community Outreach Goals

- Continue to develop a targeted community outreach program where staff are sent to events that align with DGCM's core values and mission statement and are in regions of greatest need.
- Reach an additional 100,000 individuals served off-site to raise awareness of and create more access points to DGCM's programs.
- Support communities with needed educational programming and information by sending educators who are experts in their field of study to appropriate community events.
- Participate in community outreach events where field trip, birthday, and membership opportunities can be marketed to teachers and families, such as UEA, school science nights, Urban Arts Fest, etc.

Field Trips

Field trips provide an informal learning opportunity where students can cement ideas they have learned in the formal classroom through play in the museum's interactive exhibits. DGCM believes that field trips are an important opportunity to provide a common ground for children of different backgrounds to cultivate the same cultural experiences. Field trips also offer a unique learning experience away from the classroom that students remember long after they have left. Utah public and charter schools are eligible for sponsored admission on science-focused field trips available through the iSEE grant. Title I schools have the additional opportunity to apply for bus scholarships and sponsored admission provided by private funders. All other school groups are welcome to visit the museum on a field trip for the discounted rate of $5 per student. A wide range of workshops are offered to provide a deeper learning experience.

Field Trip Goals

- Use funds from the iSEE grant and Title I funding to offer sponsored admission to 24,000 public and charter school students.
- All school groups visiting the museum through sponsored admissions programs will receive a grade-level appropriate workshop designed to enhance their field trip experience. Workshop options will vary depending on the funding source (iSEE funds will provide science-focused workshops; Title I private funds will include financial literacy-, arts-, and literacy-based workshops) and the grade level.
- Review all workshops and pre- and post-activities to ensure they are grade-level appropriate and align with current Utah educational standards. Reevaluate offerings to find areas that are lacking or those that are oversaturated.
- Continue to develop specific programs for home school and online school groups, including home school field trip days to provide approximately 700 students enrolled in non-traditional classrooms the same opportunities for informal learning as their peers in traditional settings.
- Explore possibilities of creating more in-depth learning opportunities solely for home school groups.
- Coordinate with Marketing to explore the possibility of creating a small preschool membership for preschools with fewer than eight students.
- Continue to execute the communication plan created in FY18 to specifically target private, parochial, and preschool groups and increase visitation to the museum with paid field trip admission exceeding 7,500 students.
- Continue to market early and often to schools, especially during slow months (September and October) with limits on the number of sponsored field trips offered during busy spring months (March, April, and May).

Marketing Overview

The right message for the right audience will continue to support DGCM's established identity, expand our market position, and to motivate initial and return visits to the museum. Key messaging will be developed to reposition the museum as a powerful community resource. The team will continue to build

brand recognition, improve the level of service/visitor experience, and expand the audience mix. The marketing team has segmented the audience into target demographic groups: "Young Families with Money," "Young Cost-Conscious Families," "Affluent Extended Family," "Affluent Out-of-Towners," "School Groups and Special Interest Groups".

The team will focus paid advertising on various platforms including print, digital and social media, outdoor, and TV/radio advertising. Earned media focuses on building and maintaining relationships with media outlets so DGCM stories are picked up across platforms and can effectively augment paid advertising. The key is to establish DGCM's value and identity for its core audience and stakeholders.

Marketing Goals

- Increase annual membership and daily admissions and revenue
- Increase birthday party and facility rental revenue
- Increase awareness of museum revitalization and 40-year legacy
- Capture $429,000 in earned media and PR, a 10% increase over FY18 projection of $390,000

Messaging Strategy

- Evergreen Messages: These are messages that are timeless and speak to the overall strengths of the Museum, ongoing membership promotions, birthday parties, event rentals and donations.
- Exhibit & Special Event Messages: With new exhibits and upgrades in FY19 and special programming events, the messaging will showcase what is "new & exciting" at the Museum.
- Remind community of our outstanding legacy of 40 years as an organization. Celebrate 40 years of learning through play all year long.
- Remind community, where appropriate, of the Museum's independent non-profit status.

Earned Revenue Overview

DGCM generates 48% of its operating budget from revenue raised through Admissions, Memberships, Birthday Parties, Facility Rentals and Program Fees. The FY19 budget for earned revenue is $1,343,904, a 20% increase over FY18, exceeding the five-year average of just over $1M earned annually. A key goal has been to evaluate admissions pricing and to consider higher rate to increase earned revenue support, which is valuable unrestricted funding for operations. DGCM will raise admissions pricing in FY19 because the organization has invested $1.5 million over the last two years in museum revitalization including three major exhibit upgrades, admission prices have not increased in five years, and prices are lower than most local attractions.

Earned Revenue Financial Goals

- Achieve 215,000 onsite visits and generate $831,294 **admissions** revenue, a 34% increase over FY18 projections, based on a $3 per admissions price increase and flat attendance projection.
- Sell 2,500 packages and generate $280,000 in **membership** revenue, a 2% increase over FY18 projections.
- Generate $70,600 in **birthday party** revenue by hosting 280 birthday parties, an 8% decrease over FY18 projections.
- **Facility rental** sales of $30,600 a 9% increase over FY18 projections

Admissions Revenue Goals

Admission staff will continue to set the standard for an informative and enjoyable guest experience, including greeting patrons within three seconds of entry, ensuring members are recognized and checked in quickly, and membership goals are supported at the front desk.

- Continue to monitor and restrict free passes and discount offers to programs that are strategic, such as driving repeat attendance, reaching new audiences, or supporting out of state visitation.
- Increase paid field trips, which are offered at $5/per student, to serve 7,538 participants and generate over $30,000 in revenue.

- Analyze the impact of the Association of Children's Museums' *Museums for All* program that will enable low-income families (as indicated by an EBT card) to visit the museum for a minimal fee. This program would broaden DGCM's visitor base and reach out to underserved communities.

Memberships
A museum membership gives families an opportunity to enjoy unlimited access to engaging events, programs and exhibits while also making a meaningful investment in our mission to inspire children of all ages and abilities to imagine, discover, and connect with their world. Memberships provide the museum with 21% of the total earned revenue goal. Member families visit 6+ times annually on average, increasing the number of opportunities for children to explore science, art, culture, literacy, and develop important skills such as problem solving, observation, spatial thinking, communication, and creative thinking.

Membership Goals
- Attract more member families based on value and access.
- Celebrate members and consistently provide high-quality member-only parties and events. (40th Anniversary, Pie Social, Cookie Party, Summer Bash, and exhibit previews)
- Increase brand recognition and drive memberships sales with a gift with purchase holiday promotion. Include a branded holiday ornament with the purchase of a membership in December.
- Increase the number of member families from 2,500 to 2,700 with various strategies including reaching new audiences through member list shares with Utah's Hogle Zoo and converting more of the cost-conscious audience to a membership.
- Conduct a member focus group in the fall to gain valuable customer insight into and improve upon membership program and benefits.

Birthday Parties
Birthday Parties are a strong earned revenue source, providing 5% of the museum's earned revenue. The museum staff takes pride in ensuring an unforgettable celebration, which creates lifelong memories for patrons and offers an opportunity to attract museum membership sales.

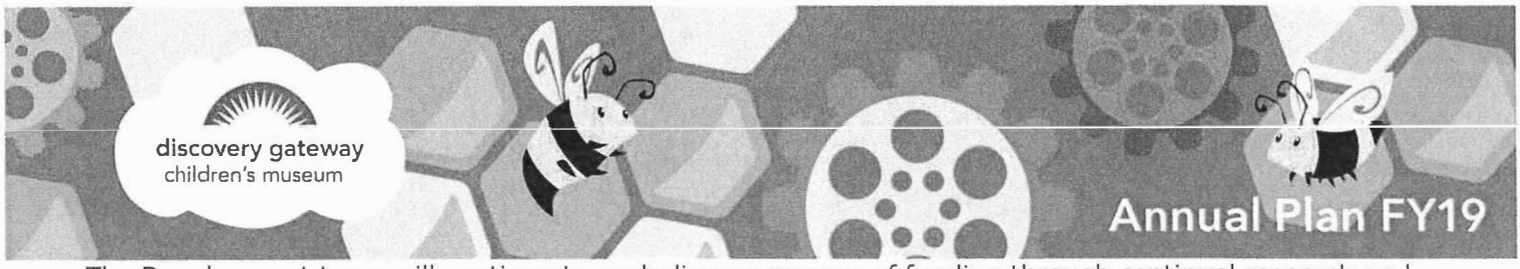
Birthday Party Goals
- Maximize birthday party revenue by increasing the spaces available for parties during busy the season (November through February). Ensure that there is always adequate staff available for birthday parties, and that no guests are turned away during this time.
- Birthday party staff will provide excellent customer service and sales will be managed for quick response times seven days per week, ensuring the team achieves revenue goals.
- All birthday party themes will be reviewed and upgraded with new props and graphics to ensure quality experiences.

Facility Rentals
Facility Rentals provide 2.5% of earned revenue for the museum, but more importantly leverage underutilized spaces and opportunities for community engagement during off hours.

Facility Rental Goals
- Continue to research and broaden facility rental advertising to other markets and audiences.
- Host first annual event to highlight options available to the public for event rentals.
- Continue to deepen relationship with Visit Salt Lake and host a family-friendly member connection event at the museum to attract new customers.

Contributed Revenue Overview

The Development Team will cultivate donor relationships and have an organized approach to managing a pipeline of contributions, including fundraising to build cash reserves and creating long-term stability.



The Development team will continue to seek diverse sources of funding through continual research and additions to the pipeline. The team will also continue to attend various events to meet others in the field, possible partners and funders. The team will continue to educate themselves through different webinars and classes related to fundraising.

The budget for overall contributed revenue is over $1.5 M in FY19, down 21% from FY18, mainly because the capital campaign goal for museum revitalization has been met so State Legislative support of $500K annually will not be pursued.

Contributed Financial Goals

- Generate $1,004,796 in government revenue through Federal, State, City, and County grants.
- Solicit grants for key programs to generate $129,000 in foundation revenue.
- Generate $284,600 in total corporate and sponsorship revenue. Corporate support of $174,600 and corporate exhibit revenue of $110,000 to build and/or renovate exhibits is capitalized and will be added to the budget when the gift is received.
- Individual donations of $50,000, with an emphasis on adding new constituents to the organization.
- In-kind goal of $213,742, which are donations of goods and services that are vital to replace cash expenditures.

Government

Government fundraising is projected based upon the previous year's level of income and pledges received for upcoming years, providing 68% of the overall contributed revenue for the museum. The major funding programs are Zoo, Arts, and Parks (ZAP); Informal Science Education Enhancement (iSEE); Salt Lake City and County Arts Councils; and Utah Division of Arts and Museums.

Government Goals

- Continue to find government grant opportunities, write and submit them in order to support programming and operational funding. Some of these include: NSF, IMLS, NEA.
- Work with iSEE and ZAP funding sources to support outreach and museum programming.
- Work with SLCo Cultural Facilities grant program to support the AV renovations and continue to make improvements per the FCA report.
- Procure Utah Office of Tourism Marketing grant funding to continue advertising.

Foundation

Foundation giving is projected based upon a pipeline of scheduled funders rated with a giving probability, providing 9% of the overall contributed revenue for the museum. DGCM will approach foundation requests by engaging these funders through conversation, to make sure that DG stays within their funding priorities and engage new funders by providing multiple programming and general funding options. The major foundation supporters for the museum have historically been George S. and Dolores Dore Eccles Foundation, the Simmons Family Foundation, the Wheeler Foundation, the Marriner Eccles Foundation, The Church of Jesus Christ of Latter-day Saints Foundation, Hearst, and Larry H. Miller Charities

Foundation Goals

- Research Foundations by project focus, geographic focus, museums and other categories, in order to widen the scope of opportunities.
- Build and continue positive relationships with current funders.
- Engage new funders to support the museum revitalization and programming.

Corporate

Corporations along the Wasatch Front offer broad potential for funding of the museum. Many opportunities for brand alignment exist with our programming and our exhibits, such as Kid's Eye View

gallery and the STEAM Lab for science and engineering-based companies. DGCM is also focused on sponsored admissions and afterschool programs, to allow banking corporations with community reinvestment act monies (CRA), or companies with philanthropic goals around the underserved could align with our programming that serves low income populations. The corporate goal is 19% of total contributed revenue.

Corporate Goals

- Utilize a brand alignment approach with Utah businesses that connect an exhibit experience with the specialty of the sponsoring corporation for multi-year sponsorship.
- Align programming with CRA requirements and apply for CRA funding opportunities.
- Revise and focus on the Corporate Membership Program, making it more marketable to companies for them to volunteer and give.
- Continue to build a partnership with the new Gateway owner, Vestar Corporation.
- Continue to engage board members to make introductions to corporate funders.

Individual

Individual giving goals are primarily based around the End of Year Campaign and the Giving Tree campaigns throughout the year, and Board Member support. The overarching goal is to create campaigns that have mass appeal and will attract donors at all giving levels. Individual giving is the smallest contributed revenue category, responsible for 4% of the overall fundraising revenue goal.

Individual Goals

- The Development Committee will support the Board of Trustee giving plan to "give or get" $5,000 each.
- The development team will focus on targeting high net worth individuals through the Utah Community Foundation, networking, and board member contacts.
- End of Year Campaign will continue to grow through corporate and board support for Sponsored Admissions programs.
- The Bumble Bee Bash fundraising benefit event in the fall will continue to grow and attract community.