



MEALS PARTNERSHIP COALITION

“The Meals Partnership Coalition works to utilize private and public resources to ensure that safe and nutritious meals are available to hungry people.”

MAY MEETING MINUTES

Date: May 12th, 2011

Time: 10:00 a.m. - 11:30 a.m.

Location: Compass Center – 210 Alaskan Way South, Seattle, WA 98104

In Attendance:

Brent Herrman – Millionair Club
Matt Fox – ROOTS
Kate Murphy – Hunger Intervention Program
Valerie Chandler – Seed of Abraham
Elise Peizner – Food Lifeline
Lan-Vi Tran – Food Lifeline
Holliane Monson – YWCA Angeline’s
Angela Wilhite – El Centro de la Raza
Michael Gregory – Phinney Neighborhood Association
Robert Tatum – Phinney Neighborhood Association
Krista Grimm – OSL
Jenn Tennent – NW Harvest
Elizabeth Martinez – Meals on Wheels
Ronit Guourarie – Farm for Life
Shayne Kraemer – MPC
Whitney Lewis – MPC
Dannette Allen – MPC

Special Guests:

Greg Whitney – Millionair Club

Topics of Discussion:

The main topics of discussion for today were:

1. **Hot topics:** Nutrition seminars are going on! Contact MPC to schedule yours.
 - Nutrition seminar scheduled at the Millionair Club at 1:30pm on May 17th, 2011
2. MPC Fundraiser! May 25th, 2011 at FareStart. Please come and invite friends and family!

Discussion highlights:

- **RFI Update – Krista**
 - OSL put in a response to the city’s RFI
 - We will find out what will happen June 3rd
 - The coalition decided to not pursue that funding, so OSL did it independently
 - OSL has committed to funding Shayne’s position

Special Presentation – Greg Whitney, Millionair Club Director of Development

- Fund Development

- Who is who? (a poll was taken of who was in the room.) Who is involved in development? Who is involved in program?
- The truth is, everyone is involved in development. Everyone has a stake in it.
- You must find volunteers!
- Greg's background – 20 plus years in development. Started at Rotary 1st harvest, then YMCA
- You have to be passionate about your cause
- You have to plan and focus
- Strive for collective fundraising leadership – everyone has a role!
- Where does your organization's income come from?
 - Individuals
 - Foundations
 - Community
 - Fundraisers
 - State and federal
 - Earned income
 - Local businesses
 - Corporations
 - According to USA giving estimates the true percentages of giving are as follows:
 - Individuals – 75%
 - Foundations – 13%
 - Bequests – 8%
 - Corporations – 4%
- Boards always want to get money from grants and government funding sources, but they aren't really the best source of dollars. Individuals are.
- Human services gets 9% of fundraising from individuals (down from 15%)
- Government is making up some of the slack, but government funding isn't reliable.
- 2008 – 2009:
 - 2% increase in donations for human services from individuals
- Must consider private vs. public funding
- Millionair Club:
 - 86% individual donors
 - 8% grants
 - 5% corporations
- Take away – build relationships with individuals! Government \$ will dry up
- Bequest giving – build long term relationships
- Corporations and foundations should be treated like individuals. Relationships must be nurtured.
- Major gifts and bequests play a major role in any organization's sustainability.
- Volunteerism is on the rise. Tap into volunteers to help build donor base.
- Pay attention to up and coming generations – the Millennials are the next greatest generation! They are very tech savvy and are extremely volunteer orientated.
- 80:20 Rule – 80% of contributions should come from 20% of donors. Focus on that 20%!
- Millionair Club major gifts – 93% give under \$1000. 7% give over \$1000.
- Poll your funders. Include them in decision making processes. Engage the 20%.
- Cultivate relationships – you must go beyond newsletters and appeals. Reach out to people. These people have networks.
- If the focus is individuals, should there also be a focus on dollars? No. Focus on relationships, not money! The money will come if the relationships are solid.
- Be strategic about fostering relationships.
- 3:1 touch rule – your organization should “touch” people at least 3 times before doing an ask. In other words, get people involved before asking them for money.
- Building relationships helps you build a rapport with people so you can learn what excites them.
- Focus on retention rates
- Understand indicators other than cash
- Prospects:

- You should always have a 10 second elevator speech. What is most compelling about your organization?
- Share your message and LISTEN
- Collective Leadership
 - Everyone at the organization has a role in fundraising
 - Embrace staff's enthusiasm about meeting people, building relationships
 - DD/ED need to make expectations clear
 - Procure money and resources
 - Give staff a clear fundraising context
 - Know your budget. Know what your case is. Know where you are at! Be informed.
 - Have a clear mission statement that everyone knows
 - Have clear outcomes – tie outcomes to goals.
 - Leaders MUST be engaged and compelling ambassadors of your org.

Partner Updates:

Fe – City of Seattle:

- June 3rd – funding notifications out for RFI
- They've received 5 applications for the RFI
- Director is postponing data integrity department
- HSD is going through re-organization

Food Lifeline – Elise:

- Holiday closures
- Elsa is no longer with FLL

NW Harvest - Jen:

- They will be doing site visits soon

Seattle Food Committee Update – none.

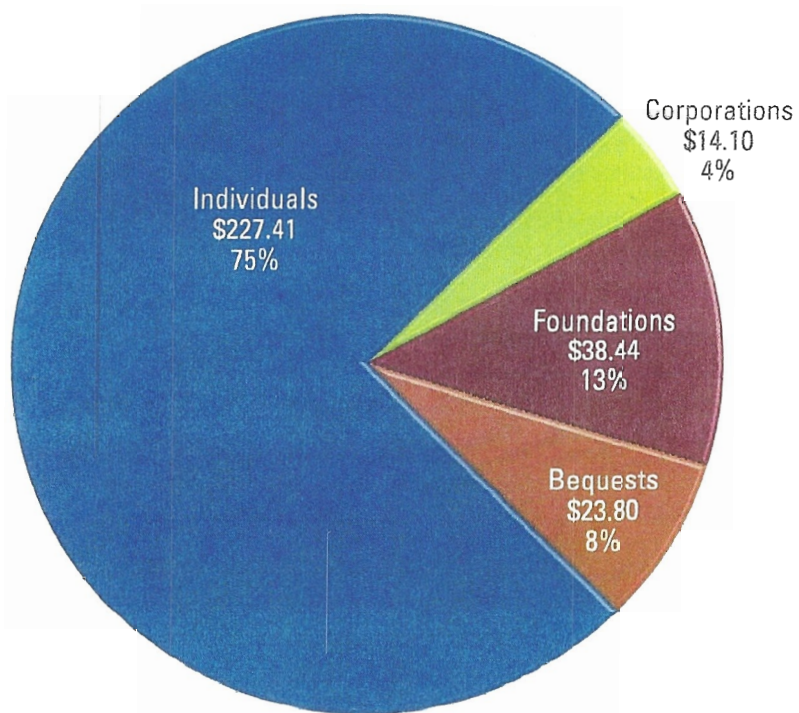
Seattle Human Services Coalition – Shayne Kraemer: None.

Laureen (Heroes): They are having a fundraising event – Let them Eat Cupcakes. May 14th – 15th

WA Food Coalition – Getting more meal programs involved. How does membership work?

Giving USA: The Numbers

2009 contributions: \$303.75 billion by source of contributions
(\$ in billions – All figures are rounded)



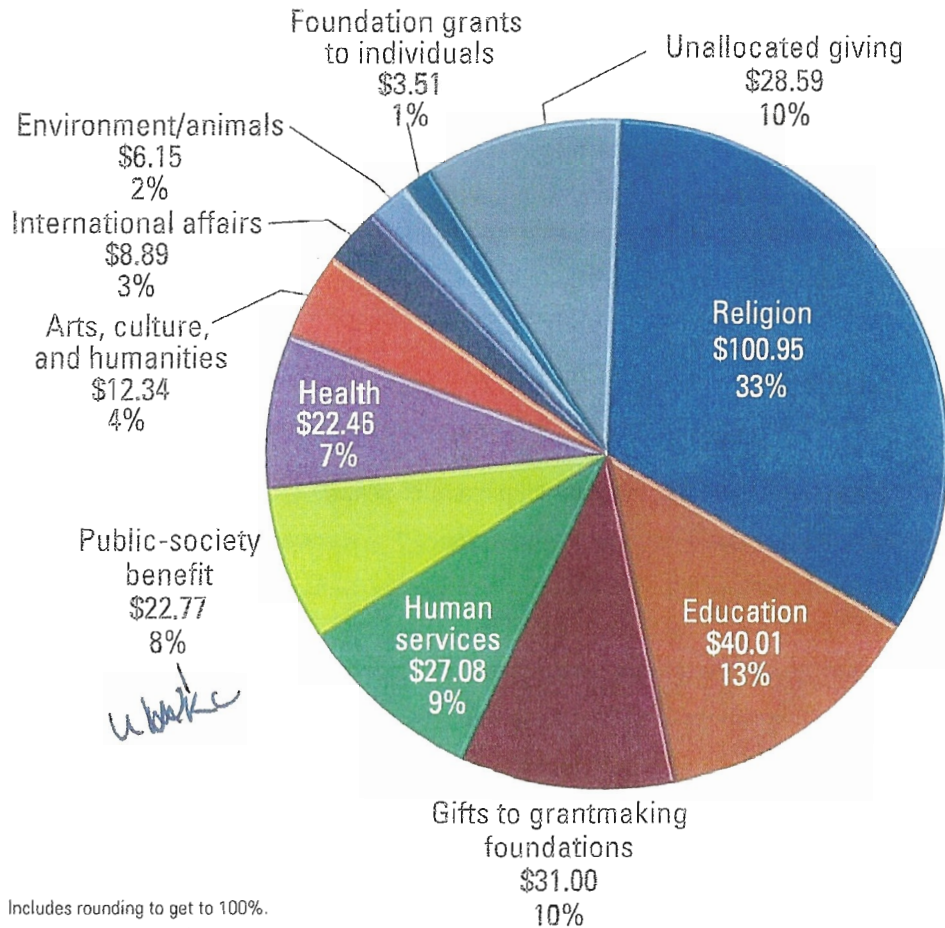
Giving USA: The Numbers

- Total giving for 2009 is estimated to be \$303.75 billion. This is a change of -3.6 percent (-3.2 percent adjusted for inflation) compared with the revised estimate of \$315.08 billion for 2008.
- Individual giving, at \$227.41 billion, includes estimated charitable deductions on tax returns filed for 2009 and an estimate of charitable giving by taxpayers who did not itemize deductions.
- The charitable bequest estimate of \$23.8 billion reflects estimates for charitable deductions on estate tax returns filed in 2009 and a conservative estimate of giving by estates not filing federal estate tax returns.
- Individual giving and charitable bequests combined are \$251.21 billion (83 percent of the total).
- Foundation grantmaking reached an estimated \$38.44 billion, according to the Foundation Center. Of that, about \$15.41 billion is likely to be from family foundations, based on family foundation grants in 2007 as reported by the Foundation Center. Grantmaking by corporate foundations is included in the estimate of corporate giving.
- Individual, bequest, and estimated family foundation giving combined are approximately \$266.61 billion, or 88 percent of the total.
- Corporate giving is estimated to be \$14.10 billion. This includes an estimate from the Foundation Center of \$4.42 billion in grants made by corporate foundations.

Giving USA: The Numbers

2009 contributions: \$303.75 billion by type of recipient organization

(\$ in billions – All figures are rounded)



Includes rounding to get to 100%.

*Foundation Center estimate.

** See definition in "Key Findings" pages.

Giving USA: The Numbers

- Overall charitable giving is estimated to have changed by -3.6 percent in 2009.
- Despite the total decrease in giving, the relative ranking of recipient types remained substantially the same compared with 2008 rankings (according to adjusted estimates).
- As has been the case for 55 years, religion received the largest share, with one-third (33 percent) of the total.
- Education received the second-highest share, at 13 percent of the total.
- Gifts to grantmaking private, community, and operating foundations are estimated to be the third highest ranking recipient category, with 10 percent of all charitable giving for 2009.
- Human services organizations include those responding to the economic crisis with emergency care and supplies. This type of charity received an estimated 9 percent of total giving in 2009.
- The majority of gifts in the public-society benefit subsector are to funds such as United Ways, Jewish federations, and freestanding donor-advised funds. This subsector received an estimated 8 percent of giving.
- Health organizations received an estimated 7 percent of giving.
- Arts organizations have ranked in 7th place for well over a decade and remain there now with 4 percent of the total.
- International affairs organizations received 3 percent of the total estimated for 2009.
- Environment/animal-related organizations received an estimated 2 percent of giving in 2009.
- Individuals received an estimated 1 percent of the dollar value of charitable distributions, mostly in the form of medicines provided by operating foundations sponsored by pharmaceutical companies.

The 'Beyond Cash' Fundraising Management Dashboard

Using the Dashboard as a Tool to Measure & Manage Fundraising Success

Nearly **all** nonprofit boards are responsible for monitoring and evaluating fundraising success. If asked: "How will we know if our fundraising activities are successful?" most boards will answer: "If we raise enough money to meet this year's budget goals."

But this seemingly obvious answer is ***misleading and risky***.

Any nonprofit board that focuses exclusively on "cash raised this year" places the organization at risk. (Hint: It is possible to raise a lot of money in one year while also alienating donors in the same year!) What may appear, in the short term, to be "success" might actually imperil the organization's ability to meet its goals in subsequent years.

This is why prudent boards measure fundraising success ***both in cash and 'beyond cash'***.

"How will we know if our fundraising activities are successful this year?"

"We meet our cash and 'beyond cash' goals."

How To Use the Dashboard Indicators & Best Practices

This dashboard has been designed specifically for internal benchmarking (like "competing with yourself" in a sport). The best practices illustrated here are to measure the right things, then improve—not to reach a contrived number. The single exception to this is Retention Rate. For extensive information on best practices in donor retention, contact the Association of Fundraising Professionals.

Retention Rate:

A falling retention rate is the clearest sign of trouble. 80% retention is high, 70% is fairly strong, and 60% needs improvement. The "industry standard" is shamefully low, so it won't help you. Instead, be a leader and foster high retention rates!

Engagement Index:

The surest signal of engaged donors is that they share your story and inspire others. Word-of-mouth is the most effective (and least expensive!) form of marketing.

Median Gift Size:

Mean is "average." Mode is "the number given most often." Median is the point where 50% of donors are above and 50% are below. If an unusually large gift comes in, "average gift size" goes up disproportionately, but "median gift size" does not.

Non-Ask Ratio:

Words to the wise: Fundraising is not about money—it is about relationships with people who make decisions about money. Be smart.

New Donor Number:

Internal benchmarking is what matters. The number will vary with every organization, size and mission. Just make sure it goes up!

Brand Strength Rating:

Brand is about much more than a logo! When used to its fullest, it can be a powerful management tool. Having messaging that is compelling, consistent and clear is a critical step toward having "brand confident" board and staff.

Future Commitment:

The most important fundraising work this year should bear fruit in future years. Cash received this year is largely the result of prior years' work. Aspire to start each year with at least 51% of the goal already committed!



The 'Beyond Cash' Fundraising Management Dashboard

Date Completed: _____

This dashboard is designed to help nonprofit boards of directors achieve fundraising excellence year over year.

Each indicator is critical. However, if an organization prefers to implement this resource gradually, priority should be assigned from left to right, beginning with Retention Rate and ending with Future Commitment. *See reverse for additional information.*

Example Indicator	Retention Rate	Engagement Index	Median Gift Size	Non-Ask Ratio	New Donor Number	Brand Strength Rating	Future Commitment
<p>Enter your goal (e.g. %, #, \$) in the top box. Enter actual data for the current year and prior two years in the boxes below the goal.</p> <p>Below is an example of how that might look.</p>	<p>Measures % of donors retained from prior year.</p>	<p>Determines % of new donors who report having learned of organization through an existing donor or volunteer.</p>	<p>Identifies dollar amount of median (not average) gift in total donor base.</p>	<p>Indicates ratio of non-ask contacts (e.g., gratitude, evidence of impact, or general warmth and kindness) to solicitation contacts.</p>	<p>Counts number of new donors introduced per year.</p>	<p>Reflects, in aggregate, the confidence of board and staff in the strength of the organization's brand – both internally and externally.</p>	<p>Quantifies gift commitments for future years – excluding current year.</p>
<p>Example Indicator</p> <p>85%</p> <p>70%</p> <p>67% 68%</p>	<p>INSTRUCTIONS</p> <p>Calculate percentage of prior year's donors who gave in subsequent year (e.g., from 2008 to 2009).</p>	<p>INSTRUCTIONS</p> <p>Determine % who report being inspired by a volunteer or donor to initially make their gift or become involved with the organization.</p>	<p>INSTRUCTIONS</p> <p>Calculate median of all gifts per year. Do not confuse with mode or mean.</p> <p>See reverse for review of the distinction between mean, median and mode.</p>	<p>INSTRUCTIONS</p> <p>It is acceptable to set a goal ratio for non-ask contacts and use this as a benchmark, instead of measuring every single contact.</p>	<p>INSTRUCTIONS</p> <p>Count number of new donors added per year.</p>	<p>INSTRUCTIONS</p> <p>Twice a year, have all board and staff members answer the following: "On a scale of 1 to 10, how confident are you that we consistently & compellingly explain what we do and why we do it?"</p>	<p>INSTRUCTIONS</p> <p>List dollar amount of current pledges to become payable over the next three (or five) years.</p>
	<p>FOR GREATER DEPTH</p> <p>Only after retention rate is adequately measured and managed, determine % of retained donors who increase, decrease or maintain gift size. Additionally, segmenting retention per gift range is very helpful.</p>	<p>FOR GREATER DEPTH</p> <p>Ask what inspired first-time donors to become involved or give. Identify whether the reasons change over time and build on these strengths in programming and marketing.</p>	<p>FOR GREATER DEPTH</p> <p>Set annual goals regarding increasing median gift size. Be conservatively ambitious.</p>	<p>FOR GREATER DEPTH</p> <p>Be creative, innovative and strategic with increasing quality contacts with donors that do not involve asking for money.</p>	<p>FOR GREATER DEPTH</p> <p>Segment new donor numbers for relevance – whether by gift size, geography, or program area.</p>	<p>FOR GREATER DEPTH</p> <p>Once a year, conduct an inventory to see how/if brand and marketing tools such as logo and messaging are used in materials, both on & off-line. Make them consistent.</p>	<p>FOR GREATER DEPTH</p> <p>Set goals regarding the number of additional pledges to be made annually – then measure and manage performance.</p>

PROSPECTS

WHO ARE THEY?

HOW DO WE IDENTIFY THEM?

WHERE ARE THEY?

HOW DO WE REACH THEM?

There is no such thing as a "typical" giving prospect - everyone is a prospect! Be careful not to put potential prospects in categories such as small, in-kind only, etc. Instead, promote the overall long-term needs of the organization to everyone.

Prospects - Who Are They?

- a. Current donors (capital, annual, special event, etc.)
- b. Alumni (past board members, volunteers)
- c. Current policy, program and fundraising volunteers
- d. Members / Participants
- e. Spouses and friends
- f. Staff – current and past
- g. Community

Prospects – Where Are They?

- a. Usually within our service area, county or city
- b. Within our membership, donor or mailing lists
- c. Within our areas of influence within the community – neighborhood, schools, circle of friends, workplace, teams, hobby clubs, community service clubs, etc.

Prospect – How Do We Identify Them?

- a. Loyalty to organization
- b. Interest in mission / program
- c. Volunteers with causes like ours
- d. Alumni with our organization or another like ours
- e. Age
- f. Active in community

Prospects - How Do We Reach Them?

(Active and Passive Prospecting)

- a. Passive Prospecting: Direct mail, return card, newsletter articles, e-newsletters, web site, etc.
- b. Active Prospecting: Review prospect lists and identify those who can be cultivated toward greater involvement with face-to-face visits, event invites, volunteer for organization, personal meeting or notes, etc.

Collective Leadership

Engaging Staff & Volunteers to Expand Friend Raising / Fundraising

Things That Get in the Way of Raising Resources Joyfully

1. *Expectations are Unclear* – It's about building relationships, bonding others to the organization (not to you as an individual) – procuring dollars and resources.
2. *The Context is Cloudy* – Be able to articulate what your organization does (make sure you can do this in 10 seconds or less). Why is the organization distinct? How do you compare nationally, locally, etc.?
3. *Don't Know the Budget and/or Case* – What are the goals, vision, and challenges. What are we raising money for?
4. *The Mission is Muddy*
5. *Outcomes are Vague* – Tie outcomes to goals. Need to be clear about the numbers affected and the difference it will make.
6. *Leaders aren't Equipped to be Compelling Ambassadors* – Build menu of open ended questions, train on where / how to report information back, importance of your role not explained.