

W O M E N ' S



C A R I N G P R O G R A M

**Campaign Framework and Timeline**

**February 2010**



## **Women's Caring Program Executive Summary**

During these challenging economic times, reporters and politicians often frame remarks and references in the context of unemployment, recessions and market declines. Unfortunately, these formal, impersonal buzzwords too often mask the very real economic and personal pain being faced by our most vulnerable citizens – infants and children under the age of five. These children are the members of our society whose lives are most directly impacted by financial hardship, and yet in all of the debate and discussion they are rendered mute. They do not know what an economic indicator is, but they do understand that mommy and daddy are stressed and that life can be filled with disappointments, hunger and hurt.

Unfortunately, the part of deprivation being experienced by nearly one in four of today's Michigan children will not end when the economy picks up again. Studies show that the physical, mental and emotional effects of poverty literally last a lifetime. Children whose formative years are colored by poverty often experience academic, social, physical and emotional challenges throughout their lives, leading them to sometimes make choices that affect the safety and economic wellbeing of our society as a whole.

Of course, society is not deaf to these concerns. Many public, non-profit and faith-based assistance programs exist to help the poorest of the poor, those who are without employment, housing or even hope. However, there is an entire population among us that is not supported by these types of assistance programs. Approximately 26 percent of all Michigan families fall into the category of the "working poor" – adults who are employed but still unable to make ends meet. This adds an entirely new dimension to the poverty equation: who cares for the child when a parent is out trying to earn enough money to put food on the table? Who stimulates the child's mind and builds the critical foundation for the person he or she will one day become?

It is at this critical point on the socio-economic spectrum that the Women's Caring Program (WCP) has set its sights. For 30 years, the WCP has supported children and families by offering financial support for quality childcare and early education. The WCP's signature program, ChildCare Commitment, is the only statewide program that supports quality childcare and early education for children of working disadvantaged families. Now it is time to bring that program to scale.

In 2008, the WCP undertook and completed a comprehensive strategic planning process, mapping out new strategies and directions in the area of advocacy, program development, leadership, marketing, fund raising, research and education with the goal of expanding ChildCare Commitment to maximize the reach to children who need a helping hand.

The WCP now seeks financial support to expand and fully target its efforts. With this additional funding, the WCP can begin to eradicate the pain and personal loss associated with poverty and build bright new futures for Michigan's most vulnerable residents – its young children.



## Women's Caring Program Campaign Overview

### **Goals:**

- Immediate goal of \$5 million for programs, projects and endowment with significant campaign leadership from statewide, regional and national funding sources to include corporations, foundations and individuals.
- Secondary, but concurrent, goal of \$500,000 for infrastructure, capacity building and operations.
- Post-campaign endowment and operating annual goals to be determined after successful initial phases for the programmatic and endowment campaign and after evaluation of endowment income needs to support institutional sustainability. Ultimate use to be determined at the appropriate time.
- Creation of an organizational culture of philanthropy through donor-focused and research-driven initiatives.

### **Understanding:**

- All funds to be generated from private sources.
- Five year campaign pledges and commitments are acceptable.
- Target completion date for programmatic and endowment portion is ideally 18 – 24 months after inception.
- Programmatic and endowment campaign goal of \$5 million to be developed simultaneously with a capacity building and infrastructure initiative, understanding that this segment of the campaign will serve to enhance the core modules and organizational sustainability.
- Initial feasibility study and market assessment help confirm campaign goal and timeline.
- Need for leadership gift support is critical during the first twelve months of the campaign.
- Campaign Steering Committee members and Board members will be willing to assist directly in presentations to potential donors, cultivation and solicitation meetings, follow up meetings and closures.
- Board members must be 100% committed to the campaign. A strong financial initiative from the Board will be expected from the community.



### **Board Role and Responsibilities**

The Women's Caring Program (WCP) Board of Directors is comprised of community and corporate leaders who are elected for a term of office as outlined in the by-laws. Primary responsibilities are outlined and communicated as appropriate in Board orientation. In addition, the following are considered relative to continuing Board involvement in operational, project and programmatic fund raising:

- Set policy and work with audit partner to oversee management of restricted, unrestricted and endowment funds.
- Establish investment and reinvestment guidelines for endowment funds.
- Review grant process for overall stewardship and dissemination of donated funds.
- Promote public knowledge of WCP mission and goals for enhancement of community support and recognition of organizational values.
- Assist in creation of a network designed to identify potential corporate partners and individuals; help facilitate introductions, presentations, and relationships.
- Circulate information about ways in which potential donors might become involved with the organization; adopt role of ambassador for the organization.
- Assist in identification of new Board members and submit names and biographical information to the Nominating Committee for consideration.
- Promote Board interest in projects and programs that lend themselves to external funding.
- Work closely with volunteers and consultants to cultivate and solicit potential donors.
- Send thank you notes or make personal calls recognizing donors for support of projects and programs.

In addition to meetings, participation in organizational development and community relations activities, an annual financial contribution toward one or more of the WCP fund raising efforts is expected.



### **Campaign Steering Committee Activities**

- Each committee member to assist in identification of at least twenty major donor prospects.
- Describe key contacts (1st and 2nd tier) and possible course of action for both cultivation and solicitation, including name and background of best contact person.
- Provide any available personal or financial background on each prospective donor to help determine appropriate gift solicitation level and strategy.
- Help develop cultivation and solicitation strategies for individuals, foundations and corporate donors in local, statewide and regional markets.
- Maintain visibility and network of contacts throughout duration of the WCP campaign.
- Participate in site visits, meetings and presentations with donors and potential donors and work with Board members and consultants to develop appropriate contact teams, cultivation and solicitation strategies.
- Continue to provide names of new contacts and possible donors throughout duration of campaign.
- Help identify potential donors for operating, programmatic and endowment gifts in concert with post-campaign activities.
- Provide in-kind donations as appropriate in given field of specialization as evidence of campaign support.
- Continue to identify and help recruit new Steering Committee members who may be helpful to the overall campaign goals.
- Assist in development and implementation of a comprehensive donor recognition system consistent with the mission and values of the organization.
- Contact donors (including foundations and corporations) after the gift or commitment to express gratitude on behalf of campaign leadership.
- Function as ambassadors to the community on behalf of the Women's Caring Program.



### **Campaign Structure**

- Media, marketing, banking and audit partners will be secured as early as possible with the understanding that they will provide campaign enhancements and in-kind donations.
- Eighteen to twenty-four month campaign to establish programmatic and endowment funding combined with cultivation and solicitation of potential donors for infrastructure and capacity funding; include two year-end, tax-advantaged giving periods.
- Emphasis on leadership and major gifts without immediate focus on annual fund activities. Utilize special events as feeder mechanism for growth of donor base, identification of future potential donors and enhanced visibility of the campaign.
- Focus on commitments of \$50,000 and over from inside Michigan. Utilize all national contacts as appropriate to identify potential funding sources in the areas of statewide leadership and community resource development.
- Public kick-off of campaign only after 40 percent of the goal is committed or in hand.
- Elevate campaign to regional status through network and influence of Campaign Steering Committee and Board members.
- Establish uniqueness of family and community initiatives combined with strong emotional appeal early in the campaign.
- Utilize single focus projects to attract and entice major donor prospects who may not otherwise be interested in supporting long-term structure.
- Focus early cultivation and solicitation efforts on foundations and corporations whose names imply successful campaigns. Concurrently attract well-known individual donors whose early contributions will encourage and motivate others to participate in the campaign.
- Provide maximum visibility for projects that generate “emotional giving” and safety net funding.
- Utilize Campaign Steering Committee members sparingly and keep meetings to a bare minimum. Keep members focused on high level networks and major gift prospects.



### **Assumptions**

- Programmatic and endowment goal of \$5 million with an additional \$500,000 for infrastructure, capacity-building and operations.
- All funds to be generated from private sources.
- Five year campaign commitments acceptable.
- Target completion date December 31, 2011 for the formal phase of the campaign.
- The quiet phase will include all activities, gifts and commitments up to 40 percent of the goal.
- Infrastructure and operational funding may be realized during the programmatic and endowment phase.
- Campaign should be benchmarked at \$500,000.
- Need for leadership gift support is critical, both in financial commitments and quality of donor base. Campaign Steering Committee and Board will provide 100 percent financial support early in the campaign.
- Flexibility will be maintained throughout the duration of the campaign to accommodate donor interests and foundation guidelines/priorities.
- Media, marketing, banking and audit partners will be secured as early as possible with the understanding that they will provide campaign enhancements and in-kind donations.
- All opportunities to secure in-kind donations will be pursued if they meet overall campaign criteria.
- Less than 8% of cash funds raised will be used to cover the cash costs of fundraising operations.
- Campaign cultivation, solicitation and recognition will result in long-term sustainable relationships with donors.



## **Campaign Action Plan and Proposed Timeline**

### **January, 2010 through May, 2010:**

- Create Campaign Steering Committee and identify group of key individuals willing to actively serve in that role; develop and expand current Board to help facilitate networks instrumental to the campaign. Consider statewide networking possibilities.
- Develop and build lists of potential donors and prospects and plan at least two committee/Board review sessions to evaluate potential donors and appropriate strategies.
- Identify key naming opportunities within both programmatic and endowment campaign segments with recognition beginning at the \$10,000 level.
- Prepare case statement (consider short and long versions) and associated collateral materials.
- Identify menu of opportunities for potential donor involvement in programmatic and endowment funding as well as ancillary components that may be viewed as part of the overall campaign.
- Identify Campaign Steering Committee members and Board members to function as ambassadors for the campaign in the community.
- Identify similar campaigns at regional and national level to identify strategies that may be appropriate for use in the WCP campaign.
- Prepare draft of “core” proposal for overall campaign as well as various components.
- Identify and solicit leadership gifts based on level of financial commitment and quality of donor, utilizing Campaign Steering Committee and Board members when appropriate.
- Identify campaign personality and prepare documents for use in all correspondence and contact with individuals, corporations and foundations.
- Utilizing prospect list, identify, cultivate and solicit \$2 million in commitments with emphasis on gifts in the \$100,000 to \$250,000 range.
- Research, prepare and present proposals/grant requests to at least 30 foundations and corporations; follow up with telephone calls, meetings and luncheons.
- Prepare and send letters of intent, preproposals, applications and campaign information to at least 75 major donor prospects and follow up with telephone calls, personal presentations, meetings, luncheons, etc.
- Solicit and obtain 100 percent financial participation from Board members and Campaign Steering Committee members in any component of the campaign.
- Identify and recruit media, marketing, banking and audit partners for the campaign and offer membership on the Campaign Steering Committee.



**June, 2010 through November, 2010:**

- Refine case statement for use in major gift solicitation; obtain input from Campaign Steering Committee members relative to use and donor reaction.
- Continue to identify and solicit sources of unrestricted gifts and leadership commitments.
- Identify, recruit and contact at least three networks for sources of major and leadership gifts.
- Submit proposals and case statements to major gift prospects identified during the first stage of the campaign.
- Identify cultivation and solicitation teams for second stage leadership prospects.
- Research donor expectations for recognition within campaign; develop donor recognition system and promote this as part of the campaign.
- Recruit and solicit at least three out-of-state donors with the understanding that their names and gifts can be recognized and promoted.
- Identify, cultivate and solicit an additional \$1.5 million in pledges and commitments for year-end close; be willing to accept planned gifts for endowment during this time frame as well.
- Identify, cultivate and solicit at least twelve foundations, corporations and individuals with the capacity and inclination to make a gift at the \$250,000 level, working through Campaign Steering Committee members and encouraging their personal involvement.
- Schedule and implement Board planning session to review campaign progress and strategy and expectations for timely completion.
- Work closely with media partner (or partners) to provide press coverage for major gifts and campaign initiatives.
- Research, plan and implement year-end mailing to include appeal letter, mini case statement and business reply envelope and utilizing mailing list based on donor profile parameters.
- Evaluate progress against goal, campaign strategies and activities at the conclusion of the quiet phase.



**December, 2010 through June, 2011:**

- Identify additional potential major donors by asking for referrals from current donors.
- Prepare revised core proposal for corporations and foundations with specific emphasis on statewide initiatives and community outreach.
- Correspond with donors and potential donors on a regular basis, particularly in the area of campaign progress reports; design and develop campaign newsletter.
- Identify, cultivate and solicit an additional \$3 million for programs and endowment, with emphasis on gifts at the \$25,000 and over level.
- Identify, cultivate and solicit at least ten individual donors in the \$50,000 to \$150,000 range with corresponding naming opportunities.
- Work closely with audit partners to complete campaign accounting materials for progress reports to donors.
- Plan major campaign event/function with major donors and prospects to recognize leadership gifts and announce community campaign.
- Analyze and evaluate campaign strategy to completion; prepare plan revisions if needed in concert with guidance from Campaign Steering Committee.
- Explore all opportunities for challenge grants.
- Research and explore sources of “last dollar” funding through foundations, individuals and corporations.
- Develop and implement follow-up system for contacting prospects to present other funding opportunities.



**July, 2011 through December, 2011:**

- Correspond with current donors via campaign newsletter or letter from Chair of Campaign Steering Committee.
- Identify, cultivate and solicit an additional \$2.0 million for campaign close with emphasis on gifts \$25,000 and over.
- Begin solicitation of bequests and planned gifts as support for operating endowments and emergency funds.
- Follow up on all referrals from network contacts, Committee and Board members and current donors.
- Revisit corporations, foundations and individuals who were contacted early in the campaign but declined support at that time; present another opportunity for participation.
- Focus on “last dollar” funding opportunities.
- Identify and begin cultivation of post-campaign donors.
- Hold major event to recognize major gifts and support of Boards, Campaign Steering Committee and Campaign Chair(s).
- Conclude campaign at or over goal and prepare full campaign accounting report.



## **Achieving WCP Aspirations Requires Action From All Constituencies**

### **Board of Directors**

Uphold commitments to donors.  
Expand committees to enable a broader set of cultivation efforts.  
Determine personal strategy necessary to unlock major gift potential.  
Collaborate with consultants to identify and manage potential donors.

### **Administration**

Manage all administrative tasks of major gift process including donor retention.  
Leverage available resources to catalyze initiatives.  
Identify and recruit candidates to teams.  
Assess resource options to support key initiatives.

### **Steering Committee**

Launch effective networks.  
Create communication vehicles to broaden relationships.  
Serve as door openers and relationship leads to expand contact pool.  
Commit to ongoing contact with potential donors.

### **Consultants**

Initiate all donor research, asset tracing and sequencing.  
Provide daily oversight on all activities.  
Manage donor priorities within the context of organizational needs.  
Provide direct link to trust and foundation advisors.



## **Major and Leadership Gifts**

Major Gift Opportunity with Individual Philanthropists, Charitable Trusts and Family Foundations

The addressable market for major gifts is growing rapidly:

- High net worth households are projected to outpace general population growth.
- Foundation giving to safety net and family service organizations is consistent with other areas of support.

The Women's Caring Program has a viable opportunity to generate significant funding for programs and projects and additional endowment support from individual philanthropists, charitable trusts and private or family foundations. This is best accomplished through relationship-based cultivation and solicitation efforts that focus on maximizing total lifetime value of donors.

The WCP Board of Directors has taken the steps necessary to develop the building blocks for a successful campaign:

- Identifying key donor motivations and fund raising strategies to enable customization of efforts.
- Developing a comprehensive prospect list, a target donor coverage model and program management process to prioritize and structure fund development activities.
- Creating a pipeline management tool to track efforts and ensure accountability.
- Demonstrating a strong commitment to stewardship and resource management.



### **Requirements for Cultivation Efforts**

Approximately ten active cultivation and solicitation efforts with qualified donors are required to yield one leadership or major gift:

- Board of Directors, steering committee members and consultants must manage multiple and concurrent cultivation/solicitation efforts to reach full potential.
- A pipeline indicative of a 2.4 to 1 close ratio must be maintained at all times.
- Given donor lifecycles, 3 to 6 qualified asks are required for each leadership or major gift.

A comprehensive prospect list has been compiled and is actively updated and managed based on the following criteria and filters:

- Asset base adequate to support leadership or major giving.
- Strength of relationship with WCP or Board members.
- Affinity to the cause and mission.
- History of giving to like organizations.
- Propensity to give in the next 3 to 24 months.

The cultivation process for individual donors and trustees is typically 12 to 24 months and requires touch points every 30 to 60 days.



## **Women's Caring Program Process for Successful Major Gift Solicitation**

### **Generate Prospect List**

Include list of potential donors in target market area.  
Evaluate relationships.  
Profile donors to other similar organizations.  
Include proprietary lists and public databases.

### **Qualify Lists Based on Relationships and Affinity**

Qualify lists for degrees of separation through network relationships.  
Establish affinity through networks and giving patterns.  
Utilize network contacts.  
Identify short list and rolling list of high potential targets.  
Focus on specific anchor donations with benchmark capacity.

### **Develop Funding Menu**

Develop comprehensive menu of fund raising options.  
Consider options for mixed-asset gifts and estate gifts.  
Develop list of programmatic and endowment naming opportunities.

### **Cultivate Relationships**

Identify enablers most appropriate for each target.  
Coordinate efforts across platforms.  
Manage lists and networks.  
Manage relationships for total lifetime value.

Consistent messaging and approach should be customized to meet the needs of the donor.



## **Responsibilities in Relationship and Program Management**

### **Relationship Management**

- Agree on donor capacity with research consultants.
- Prepare for meetings with background, collateral and team definition.
- Attend scheduled meetings and execute on cultivation plan.
- Recruit additional door openers to volunteer base.
- Leverage resources as needed to strengthen cultivation effort.
- Maintain good internal and external working relationships.
- Maintain strict confidentiality regarding donor financial information.
- Celebrate successes as team members.
- Assign ownership to all constituencies.
- Manage long-term relationships for sustainability and productivity.

### **Program Management**

- Manage target donor prioritization.
- Monitor progress on each solicitation and schedule follow up discussions.
- Research targets and prepare team members.
- Limit volunteer involvement to relationship management.
- Prepare collateral for donor meetings, leveraging community resources.
- Update pipeline management tool regularly and publish status reports.

Review format will also be utilized to re-evaluate the status of fund development activities and reprioritize prospects for the next cycle as necessary.



## **Grant Opportunities with Private and Family Foundations**

Foundation grants represent a unique category of major gifts and annual gifts as they typically function without benefit of personal or campaign relationships. The process is removed from the standard major gift cultivation and solicitation approach based on relationship management and Board interaction.

The key factors to receiving grant-based gifts have been researched and reviewed. This data indicates that the Women's Caring Program has the opportunity to generate between \$150,000 and \$285,000 in annual revenues by implementing a structured grant research and application approach.

The WCP Board of Directors has taken the initial steps to develop the building blocks for a successful grant initiative:

- Identified an initial list of target foundations that operate on the basis of grant applications.
- Outlined the grant writing process and developed the contacts and skills through consultants.
- Defined the grant writing process as beneficial to the long-term sustainability of the organization.

To unlock the full potential of this opportunity, the following approach will be implemented:

- Pursue most promising foundations to test concepts and expand foundation base.
- Utilize consultant to pursue grant based support and track applications.
- Leverage organizations such as Guidestar and Foundation Center to access grant applications.
- Integrate grant program into annual fund.
- Work with research consultants to target high probability grant requests.



## Evaluation of Success Factors for Funding

### **Key Success Factors:**

Demonstrate sustainable streams of income;  
Include a diversified fund raising portfolio.

Develop compelling case; demonstrate need.  
needs.

menu.

Demonstrate uniqueness in achieving mission.

Quantify desired impact on programs;  
Monitor progress;  
Demonstrate ability to achieve targets.

Demonstrate principles of good governance.

Demonstrate cost effectiveness of activities.

### **Women's Caring Program Evaluation:**

Approximately 68% driven by non-foundation  
sources.

Gap exists between project funding and program.

Virtually limitless opportunity for full funding.

Perspective on prioritization.

Focus on projects and programmatic initiatives;  
Outreach efforts increasing in penetration.

External targets tracked through internal tools.

Cost of fund raising to remain below 13 percent.



### **Corporate Relations Opportunities**

There are approximately 220 companies in Michigan with revenue over \$100 million, but the Board of WCP has interacted with only a subset. A strong corporate relations initiative presents a viable opportunity to generate an incremental \$130,000 to \$215,000 in annual revenues through existing platforms and new sponsorships and partnerships.

Corporate relations initiatives should focus on three types of relationships based on the needs of corporate donors:

- Partnerships with corporations that have strategic connections to the community.
- Executive relationships with corporations looking to increase involvement in the community.
- Broad set of relationships with corporations that aim to be good corporate citizens.

The WCP Board of Directors will take the initial steps to jumpstart the corporate relations effort:

- Development of an initial prospect list for each needs-based segment in line with the funding venue for target corporations.
- Pipeline management to track efforts and ensure personal accountability.

The initial focus will include a narrow set of corporations to deliver early success and evaluation of efforts through Board members, steering committee and volunteers. This model will include structured teams that split roles by relationship management or program management. This initiative will require customized positioning and partnership options through annual events and/or project objectives.



## **Keys to Success in Major and Leadership Gifts, Foundation Funding and Corporate Partnerships**

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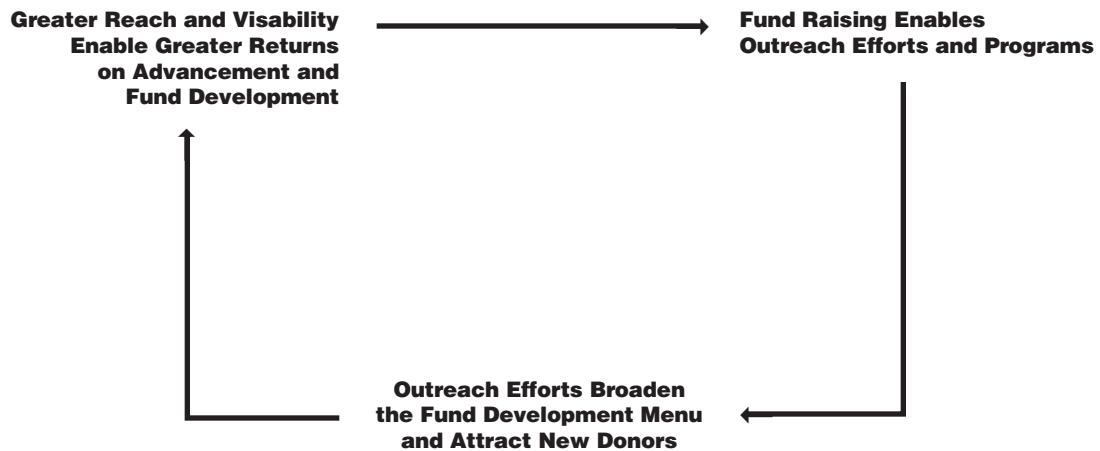
The following were identified and evaluated in the context of recently conducted market assessment updates:

- An overall positive perception of the need for resource allocation in the context of community services, programmatic partnerships and enhanced outreach.
- An active, committed steering committee and volunteer base to serve as relationship leads and cultivation managers.
- Uniqueness of the WCP mission and vision.
- Formalization of strategic partnerships with corporations, philanthropic entities and individual donors willing to invest time and resources toward successful outcomes.
- Adoption and finalization of budgets with immediate and corresponding availability to donors, potential donors, financial advisors and other related constituencies.
- Implementation of a comprehensive reinvestment policy for management of endowment funds and cash reserves.
- Development of a comprehensive funding menu and implementation of a donor relations policy.
- Significant growth of internal resources with continued commitment to relationship-based fund raising and institutional advancement.
- Immediate implementation of a stewardship policy that incorporates the specifics of gift or grant acceptance and donor recognition in accordance with Section 501 of the Internal Revenue Code.
- Documented integrity, transparency and oversight in all financial matters and management of donated funds.



## Critical Enablers

### Outreach Initiatives Serve as Drivers



In addition to fostering achievement of the WCP mission and vision, outreach initiatives will serve as drivers for organizational growth and sustainability.

- The WCP fund development initiative will offer ancillary funding menus to attract and cultivate new donors prior to engagement.
- Outreach initiatives will focus on identification of new funding sources and development of relationships with potential donors.
- Outreach program teams will focus on cyclic funding sources as a vehicle for building and enhancing the donor base.
- Volunteer base will be leveraged and charged with network expansion and will include outreach drivers in funding compendium.
- Fund raising facilitators will develop milestones as predictors of campaign need.



### **Culture and History as Relationship Enablers**

Leadership and major gift donors are inclined to support organizations with a history of sound fiscal management, stewardship of donated funds and a commitment to the community. Additionally, positive personal relationships dramatically impact the success of fund development programs. Board relationships will serve as strong enablers in attracting and retaining long term donors and investors.



## **RESOURCE CAPACITY IN CAMPAIGN INITIATIVES**

### **Executive Director:**

- To provide creative leadership and to develop and implement an overall vision and direction for the organization. To formulate and prioritize institutional goals, balancing the needs and resources of the WCP. To facilitate communication among committee and volunteer groups to assure achievement of campaign goals and to ensure collaboration in the development of fund raising efforts and programs.
- To provide a high degree of community visibility by serving as chief spokesperson for the WCP campaign to all governmental, professional, civic and private agencies as well as to the media.
- To direct and coordinate all administrative aspects of the organization and campaign. To develop and maintain an effective organization with respect to structure, personnel and resources, and to establish and maintain continual planning cycles.

To serve as internal and external management advisor.

To lead and participate in comprehensive fund raising and development programs, working closely with the Board of Directors, committee, consultants and volunteer groups; to assume a strong leadership role in identifying, cultivating and soliciting major gifts and donations, and to increase the level of reserves, including a strong focus on endowment.

- To participate in the review of grant proposals to ensure that the grants are duly administered and funds are spent according to the conditions of the grant.
- To recruit, train and retain Board members and volunteers and to provide appropriate training and leadership to stimulate growth and effectiveness in volunteers.
- To facilitate and participate in project review and selection and oversee tracking, monitoring and facilitation of funded projects.



## ADDENDA

The following are available on request:

- Federal Tax Exempt Letter
- Board of Directors Roster
- Business Plan
- IRS Form 990
- Operating budget
- Audit