

## STRATEGIC PLANNING COMMITTEE / PHILANTHROPY TASKFORCE

### Meeting Minutes

January 28, 2019

**Present** Jennifer Bailey, Alan Crain, Susan Eagan, Lynette Ladenburg, Bob Nichols, Mary Polensky, Paula Rimmer, Kent Shane, Helen Stoll and Chris Vernon-Cole

**Call to Order** – Helen Stoll, *Chairperson / Strategic Planning Committee*

Called to order at 3:33PM.

**Approval of Meeting Minutes** – Helen

MOTION – Approve the November 26, 2018 Strategic Planning Committee / Philanthropy Taskforce Meeting Minutes. The motion carried.

**Building Communities Fund (BCF) Grant Projects** – Chris Vernon-Cole, *Chief Operations & Strategy Officer*

Chris provided an update on current projects underway that are funded by the Building Communities Fund grant. He announced that the Bay Dining Room and Marina Dining Room remodels were completed and that work on the Marina Nursing Core and Marina TV Room was now underway. The Garden Nursing Core will be started up once these projects are done, followed by the Garden Dining Room.

Lynette reported that a Norcliffe Foundation grant for \$50,000 was received in December. These monies will be applied toward the Garden Dining Room project. Norcliffe last granted \$15,000 to Martha & Mary in 2013. Those funds were used to help pay for a call-light system. Lynette thanked Paula Rimmer, *Director of Development*, for her work on the grant, which was submitted in November 2018. She also noted that the Organization was grateful to Michael Felts and Greta Stough who helped complete the grant application that garnered this funding.

**Philanthropy Taskforce** – Paula Rimmer, *Director of Development*

Paula reviewed the taskforce's accomplishments and next steps, noting that the taskforce is currently in the report and recommend stage. Accomplishments were highlighted per four distinct stages (Metrics, Analysis, Community and Opportunity), as follows:

#### METRICS

- What does it cost the Organization to raise \$1.00? While the standard is \$0.20 - \$0.35, Martha & Mary spends about \$0.50 to raise a \$1.00. Bringing in more funds is necessary to improve that ratio.

- What is Martha & Mary's donor retention rate? On annual basis, the Organization retains 40%-50% of donors. More research is required to determine a good acquisition goal for Martha & Mary, and this data suggests modifications be made to the annual fundraising appeal schedule and strategy.
- What else might be measure philanthropic efforts? Ideas include counting 1-on-1 meetings with donors and number of attendees to events. Helen suggested tracking volunteer hours could be helpful. Lynette indicated this information was already tracked and is included as part of the Organization's annual tax return, but was unsure if the Organization was tracking Trustee hours. Jennifer Bailey, *Development Committee Member*, offered to follow-up on this question.

#### ANALYSIS

- Reviewed development program to understand strengths and weaknesses.
- Analyzed a past feasibility study conducted by Martha & Mary to build a proposed rehab center on Bainbridge Island. Excellent information was included in this report, which might be useful moving forward.

#### COMMUNITY

- Engaged community leaders in discussion about the value of Martha & Mary and fundraising potential for the Organization.

#### OPPORTUNITY

- Planned Giving is an area that Martha & Mary's philanthropic efforts should put greater focus going forward. The emerging Leave10 For Kitsap program, just now being launched by the Kitsap Community Foundation, has increased interest and energy around Planned Giving with nonprofit organizations throughout the region.
- Bob Nichols, *Development Committee Member*, suggested that it might be useful to conduct a survey to attain a better understanding of the community's knowledge and thinking about Martha & Mary. Lynette commented that she was curious how philanthropic behavior may modify in coming years due to IRS tax withholding changes.

Paula went on to discuss the next steps for the taskforce, as follows:

#### RESTRUCTURE

- Define how Martha & Mary will raise money and why the Organization needs financial support

#### METRICS

- The Development Committee will track and monitor metric measures of success.

#### VISION

- Coordinate closely with the Strategic Planning Committee to understand new projects in time to create fundraising strategies around them.

Discussion ensued among taskforce members. Lynette suggested building upon the Development Committee's efforts by adding non-Trustee community members to that

committee. Alan Crain, *Strategic Planning Committee Member*, commented that Trustees and Committee Members should all be agents for Martha & Mary. Paula indicated that she would like to see a document created whereby expectations for Trustee giving and/or fundraising participation is noted. Alan then asked about the idea of including more staff on the Development Committee. Lynette replied that she would like to see the Development Committee grow to 15-20 members to support Development plans and programs.

Paula concluded by asking the taskforce to review the materials she provided and to return to the next Strategic Planning Committee / Philanthropy Taskforce Meeting with comments. She plans to bring goals for the taskforce to the next meeting in February.

**Next Meeting**

Monday, February 25, 2019 at 3:30PM – 4:45PM in Toleffson

**Adjournment**

Meeting adjourned at 4:58PM