



Development Committee
Agenda
Monday, July 19, 2021
2:00- 3:00 pm

Via Zoom:

<https://us02web.zoom.us/j/81185406157?pwd=OENsWGVLZEtJRUw3cEVYMWxZczJJQT09>

Meeting ID: 811 8540 6157 | Passcode: 997775

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|----|-------------------------------------|---------------|
| 1. | Welcome | Tori |
| 2. | Approval of Minutes: 4/6/21 Meeting | Tori |
| 3. | Fundraising Update | Mary and Pete |
| 4. | Stewardship Sub-Committee | Owen |
| 5. | Annual Fund Template | Tori |



Development Committee Meeting Minutes
April 6, 2021

Committee Chair: Tori Robertson

Meeting Time: Tuesday, April 26, 2021 at 2:00 pm ET

Meeting Location: Held remotely via ZOOM video-conference

In attendance: Barry Cline, Janice Day, Tori Robertson, Katie Tanz,
(Staff: John Frazier V, Peter Hare, Mary Welz)

MEETING MINUTES

1. Welcome

Meeting commences at 2:11 PM ET, Tori welcomes everyone.

2. Approval of Minutes 9-24-20 and 11-30-20

Tori motions, Janice seconds, minutes are approved

3. Review of 2020 Report and Fundraising Update

Mary called the Committee's attention to the fundraising report included in the Development Committee Report. We have over \$600K in the Annual Fund so far, and gifts continue to come in. Donors have been very generous; we have seen a big jump in credit card donations. Mary also reported that:

- The John Watson Work Weekend has been cancelled, but informally, we will have a small crew of locals help perform various tasks.
- *The Northwest Wind* is at the printers and will be mailed soon.
- Theresa is leaving April 30, and has been busy cleaning up and preparing to train Michelle Daignault. There will be a formal recognition of Theresa by the Board during its April meeting.
- 2020 reports: last year we had a significant bump in parent giving through tuition donations. We went from 156 to 253 new donors; many of those new donors are parents. Reports in packet show numbers from Raiser's Edge for retention, recapture, acquisition as compared to national averages.

Pete noted that our fundraising for the year was a team effort with the personal touch of the Development office and the Development Committee. He commented that while we were afraid that Bridge the Gap might take a chunk out of Annual Fund giving, it was the

opposite: people kept giving. It will be interesting to see if we can keep these donors and continue to gain momentum in our Annual Fund going forward.

Pete reported that we will make a decision about whether to hold the Alumni Family Weekend at Dunmore by June 1.

4. Subcommittees updates and action plans

- **Stewardship Practices Subcommittee** - The subcommittee is working with Mary and is moving along, nearly ready to bring their work back to the group.
- **Young Alumni Engagement Subcommittee** - On hold while communications subcommittee works on looking at data which will inform the young alumni subcommittee.
- **Communications Subcommittee** - The Development office is still looking at finding useful data and that we may need to focus that committee's work to areas outside of Data.
- **Gift Acceptance Policies Subcommittee** - Tori reported that work on the Gift Acceptance Policies is underway, and have been expanded to include more information on pledges - and what constitutes a conditional commitment versus an unconditional commitment from , gifts from donor advised funds, and gift agreement versus Memorandum of Understanding.

5. Stewardship Update

Tori noted that there are two things that make a great Development department or fundraising campaign: *transparency* and *stewardship*. She strongly believes we need to pay particular attention to our new donors. With that in mind, she proposed a multi-month project between now and summer, which would involve having all Board members a quick phone call to new donors to say "thanks for the help when we needed it most." The Committee agreed that Tori should bring the proposal to the full Board meeting in April.

6. Adjournment

The meeting adjourned at 2:57 PMET.

Meeting Minutes prepared by John Frazier V.

MEMORANDUM

TO: The Keewaydin Foundation Board of Directors

From: Mary L. Welz, Director of Development

Date: July 15, 2021

SUBJ: Development and Alumni Relations Update for the July, 2021 Board Meeting

Following is a summary of our fundraising numbers to date:

Annual Fund	Bridge the Gap	Capital	Endowment	Total
\$674,587.68	\$431,861.85	\$2,540.00	\$2,709.00	\$1,111,698.53

Total dollars raised are slightly ahead of where we were last year at this time (\$1,018,242.86).

Ever mindful of the Annual Fund and its importance on helping us to meet our financial obligations, we anticipate the following revenue by the fiscal year end:

Activity	Estimated Revenue	Totals
FY2021 ANNUAL FUND GOAL		\$550,000
Balance as of 7/15/2021		\$674,588
Anticipated Thru 10/31		
Spring Appeal	\$20,000	
Parent Appeal	\$20,000	
Green Canoe Reminder	\$13,000	
E-Appeal	\$8,000	
Staff Appeal	\$6,000	
Recurring Gifts	\$8,000	
Other Expected Gifts	\$20,000	
Total Anticipated Funds		\$95,000
Total Anticipated as of 10/31/21		\$769,588
Total Anticipated Percentage Increase Over Goal		40%

As you would expect, we are pleased by our annual fund revenue totals! These crucial funds will help offset some of the losses incurred as a result of the continued suspension of camp activities at Temagami. Our alumni, parents, and other supporters have stood by us during these challenging times; we are extremely fortunate to have such a loyal donor base!

Development Committee Activities

The Sub-Committee on Stewardship has completed its report on its evaluation of stewardship activities at Keewaydin. The report speaks highly to our efforts and makes a few recommendations to continue to enhance the quality of our stewardship. Their report is attached to this document.

John and I will soon submit a report to the **Sub-Committee on Communications**. This report reflects the guidance that we received from the Sub-Committee on where to place our focus given our access to data and limited staff resources.

The **Sub-Committee on Alumni Engagement** has put their work on hold, pending the Sub-Committee on Communications Report. They will pick up their work in the fall after the completion of the Communications Report.

Stewardship

We are so grateful for the work of the Board in reaching out to those first-time donors who supported our Bridge the Gap effort. From all accounts, this was a positive experience for the donors and Board members. The process did underscore, however, the challenges we face in getting people to update their contact information with us. This is something that John and I will address in our report to the Sub-Committee on Communications.

Alumni Activities

Alumni Family Reunion Weekend to be held August 26-29 at Dunmore. To date, 75 people are registered to attend the reunion (in contrast to 62 who attended in 2019!). Three special events will occur over the weekend:

- The celebration of the life of Dan Patch at 11 am on Saturday, August 28
- The dedication of the Lolly McPhee Burton Trip Building, at 5 pm on Saturday, August 28
- The celebration of the life of Peggy Breed Marsh at 11 am on Sunday, August 29

The alums that I have spoken to who are coming for the weekend are thrilled to be coming back to camp...and we cannot wait to welcome them! Please know that you are welcomed to attend this special weekend if your schedule allows.

We are trying to secure a location for the Alumni Reception to be held following the Board meeting on October 25. As a reminder, we will award John Frazier (Sr.) with this year's Alumni Service Award. The Roger Smith Hotel has re-appropriated the majority of its meeting spaces and suspended its catering operations. Thus we can no longer use their event space (we still have access to one room to accommodate our Board meeting). The Roger Smith Hotel generously underwrote a significant portion of the costs related to our alumni reception. I've contact several alums, parents, and Keewaydin friends, soliciting their ideas. At this juncture, available space will increase our costs by ten-fold. We will continue to think creatively for alternative, more affordable locations.

Grant Activities

We recently submitted a \$100,000 grant to the Ingalls Foundation; \$50K unrestricted, and \$50,000 for reserves. The Ingalls Foundation is comprised of the Davidson and Ingalls boys, all of whom are Temagami alums. Work is underway for the submission of a grant request to the Cantor Fund, with Stu Fraser serving as our sponsor. We will also submit a small grant request of \$5,000 to the Knudsen Foundation, whose only connection to us is through the Wertz Family. They were kind enough to allows us to redirect endowment earnings last year and reached out to us to ask us to submit an application for the fall grant round. While not a large amount, it speaks to our respect in the camping world, and to the willingness of people to help during tough times.

Staffing

We had a wonderful send-off for Theresa at the end of May, with lots of laughter and story-telling, and great food! Unfortunately, the woman that we hired to replace her decided that she didn't enjoy the work, and she resigned in mid-May. We have advertised the position but the application pool has not been as strong as we would hope. In the meantime, I've been learning more than I ever imagined about gift processing and Raisers' Edge, which has been a positive experience for me. Annette Franklin will begin pinch-hitting for us in the Development Office on July 18, assisting with gift processing and data management. Pete and I are in conversations about next steps and are grateful that all of this has occurred at the only time of the year when the Development Office is relatively quiet!

Meanwhile, John Frazier was able to cross the border and is busy at Temagami in his role as Associate Director. Despite slow internet speeds, John has been available to handle technological issues related to the website or website design.

Looking Ahead

I am anxious to get on the road to meet with our donors and prospective donors, but feel that there is still a bit of reticence about meeting with me... particularly if it involves travel through airports on my part! This will likely diminish as Covid cases continue to decline and immunization rates increase. In the meantime, we are busy recruiting parents for our parents' appeal, planning the theme for the next issue of the *Northwest Wind*, coming up with ideas for our holiday cards, and developing messaging for our FY2022 appeal. Always busy, always moving forward, and always, always rewarding work.

Respectfully submitted,



Mary L. Welz
Director of Development



REPORT OF THE SUB-COMMITTEE ON STEWARDSHIP SPRING, 2021

Members: Owen Gutfreund (Lead), Janice Day, Barry Cline, Tori Robertson, Mary Welz (staff)

Introduction: Organizations like Keewaydin that depend on philanthropic support engage in a series of stewardship activities to motivate donors to continue giving and to give to their fullest potential.

Building and maintaining strong donor relationships is a responsibility shared by Keewaydin's leadership, staff and volunteers. The Development staff are assigned the tasks to deliver gift acknowledgements, inform and engage donors, and to supervise volunteer efforts related to stewardship.

Process: The Sub-Committee on Stewardship was charged to review Keewaydin's existing stewardship program and to determine its efficacy. A concrete measurement of the effectiveness of a non-profit's stewardship practices can be directly linked to donor retention rates and to average gift value.

Staff was asked to develop a diagram that depicts the gift acknowledgement process as well as all other stewardship practices: from special notes to thank you calls, events to report, etc. Staff was also asked to provide data on donor retention rates and average gift amounts.

The sub-committee chose to focus its data collection on 2019 and preceding years because the Covid-caused financial crisis stimulated a 25% increase in the number of donors giving in 2020, and positively impacted the average gift amount. Giving in 2020 increased by \$1.35M over the previous year. Of that amount \$1.12M was raised for our Covid-relief efforts.

Overall Findings: We believe that stewardship is an area where Keewaydin excels.

Fact: From 2016-2019, Keewaydin's donor retention rate has held steady in the mid 60 percentiles. The average non-profit donor retention rate is in the mid-50 percentiles.

Fact: Total donations to Keewaydin fluctuate from year to year in large part due to our solicitation efforts surrounding capital needs and capital solicitation. This is particularly true during a capital campaign and after a campaign while pledges are being paid down. The annual fund, important source of revenue for our annual budget needs, has seen a

steady increase in giving over the years, with the occasional increase for special initiatives (such as the 125th anniversary at Temagami). The average size of the gift has increased, also.

The chart below reflects total dollars raised FY16-FY2020.

FISCAL YEAR	FY20	FY19	FY18	FY17	FY16	yearly avg.
TOTALS (ALL CONSTITUENCIES)	FUNDRAISING REVENUE					
Annual Fund	\$539,953	\$541,409	\$650,517	\$508,117	\$487,119	\$545,423
Bridge the Gap	\$1,122,129					
Capital	\$282,235	\$211,791	\$1,035,016	\$534,511	\$463,588	\$505,428
Scholarship Endowment	\$412,956	\$276,882	\$444,444	\$1,042,975	\$1,550,183	\$745,488
Other Endowment	\$37,277	\$15,345	\$9,695	\$55,067	\$25,731	\$28,623
TOTAL GIVING ALL FUNDS	\$2,394,550	\$1,045,427	\$2,139,672	\$2,140,670	\$2,526,621	\$2,049,388

Suggestions:

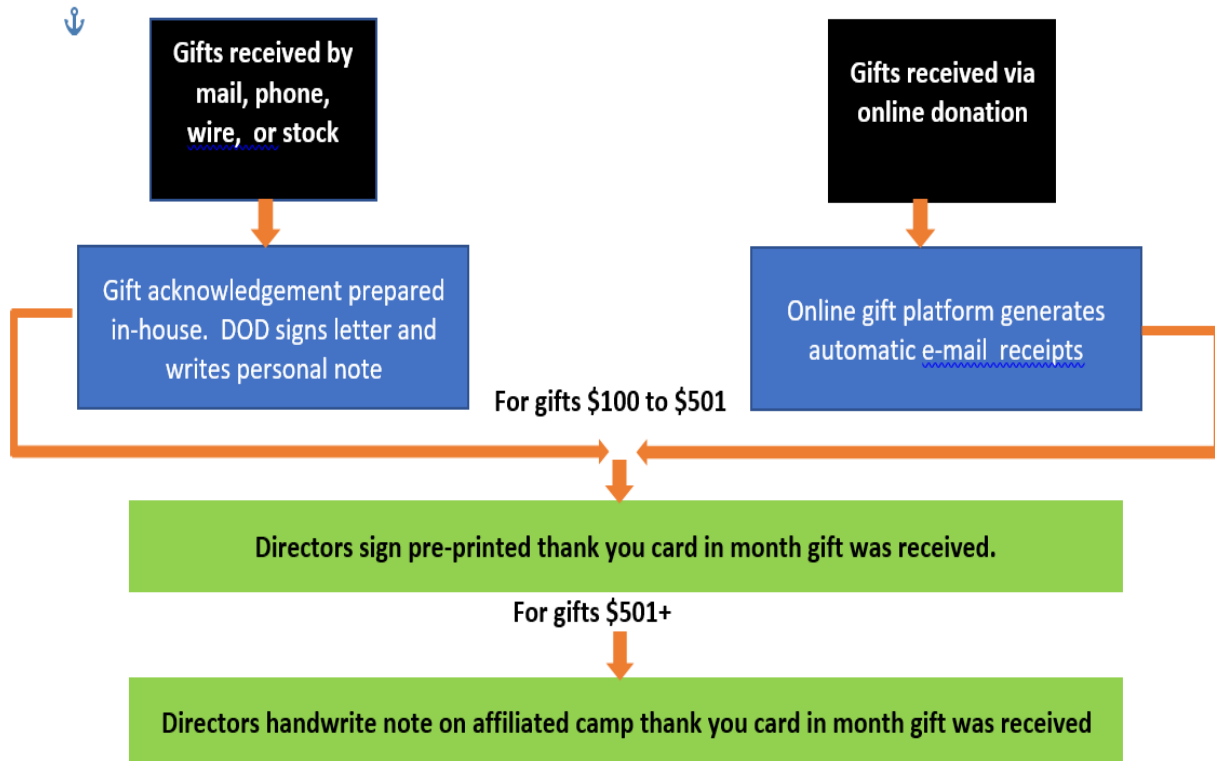
1. That the Development Committee conduct an annual review of benchmark results of donor retention rates and average gift amount. This keeps us focused in these areas and may impact our annual stewardship practices, including determining if we are using our limited staff resources wisely and effectively.
2. The committee suggests that the Development Office give consideration to future activities. For example:
 - a. Videos should be more prominent in our stewardship program, but should be used strategically. Camp experiences resonate with our donors and rekindle their memories! Videos should focus on our campers first and foremost; avoid the use of talking heads. Consideration should be given to using video in the end-of-year e-appeal, and in our February stewardship outreach.
 - b. Continue Zoom “town meetings” for major donors. These meetings help keep our donors across the country (and across the world), engaged, and should occur each fall and spring and include a “State of the Camps” message from Pete.
Note: invitation language should be clear that the event is specifically for those who have demonstrated their commitment to Keewaydin.
 - c. When possible, bring major donors together around the country during our recruitment efforts (or should we do that only in campaigns)? This is a great cultivation opportunity for our next campaign.
 - d. Personal stewardship phone calls should be part of the Board’s regular activities, including to major donors. The decision about who to call should be strategic and reflect the Development Office’s priorities including increasing average gift size, retaining donors, adding new donors, and keeping major donors engaged.

3. For those who do want their gifts to feel more targeted, and want to see some accountability for outcomes related to their designations, the Committee also suggests that the use of tailored letters/reports for designated gifts – received by mail and through the online donation site, is something worth considering, if it can be automated. As noted on current stewardship practices graphic, some of this already happens, but is perhaps not ensconced formally.

The following three pages contain documents that capture the Foundation's Stewardship practices and include:

- a. Gift Acknowledgement Process
- b. Summary of annual stewardship activities
- c. Stewardship Continuum

KEEWAYDIN FOUNDATION'S GIFT ACKNOWLEDGEMENT PROCESS



KEEWAYDIN FOUNDATION'S STANDARD STEWARDSHIP PRACTICES

Special Letters

- Welcome New Donors (w/ decal)
- Welcome Green Canoe Society (w/lapel pin)
- Welcome Silver Paddle Society (w/ lapel pin)
- Holiday Cards (alumni, donors)
- Personalized Holiday Card from Directors: Current campers, current staff, VIPs (major donors and others selected by Directors from list generated by Development)
- Valentine's Thank You (video or card) (Temagami-Thanksgiving)

Thank You Calls

- Summer Staff Thankathon
- Trustee Thankathon (occasional)
- Director of Development and Foundation Executive Director

Thank You Gifts

- End of Year: volunteers, VIPS AFC, and Board
- Donor Visits
- Recruitment or Donor gathering Hosts

Events/Gatherings

- Leadership Luncheon (\$50K+ donors and special guests)
- Zoom "Town Hall" Meetings for Major Donors
- Young Alumni Gathering in NYC (April)
- All Alumni Gathering in NYC (presentation of Service Award)
- Alumni Weekends (at Dunmore and Temagami)
- Work Weekends (at Songa, Dunmore, and Temagami)

Capitol Gift Updates

- Photos and updates on construction projects

Reporting

- Endowment Reports (which includes a staff report and photo on at least one scholarship recipient)
- *Northwest Wind* Annual Report on Giving

Additional Practices Implemented at Development Directors Discretion

- Special Thank you cards from Board (occasional)
- Special thanks (DoD, Directors, and Foundation Director)

Stewardship Continuum by Donor Type

Stewardship Type	Communication Type	Timeline	new donors	loyal donors	mid-level donors	major donors	legacy donors	Former Board
Acknowledgement	Check - Mail	Three days	x	x		x	x	x
	Credit Card	Auto-Response	x	x		x		x
	Director's note w/ Sig \$100+	Monthly	x	x		x		x
	Director's handwritten note \$500+	Monthly	x	x		x		x
	New Donor Welcome Letter	Twice Yearly	x					
	Silver Paddle Welcome Letter	As they sign up (one time)					x	x
	Possible areas to improve:							
Recognition	Phone Calls (regular, not one off)					x		
	Annual Report Listing	Annually	x	x		x	x	x
	Zoom Leaders Invitations	Twice Yearly (?)				x		x
Reporting	NYC Annual Luncheon	Yearly				x		x
	Donor Impact Report	Yearly	x	x		x	x	x
Ongoing Engagement	Endowed Scholarship Reports	Yearly				x		
	Videos (Thank you or Ongoing)	Yearly	x	x		x	x	x
	Foundation E-Newsletter	Twice Yearly	x	x		x	x	x
	Northwest Wind	Yearly	x	x		x	x	x



ANNUAL FUND INDIVIDUAL GIVING COMMITMENT
KEEWAYDIN BOARD OF TRUSTEES

To be **individualized** and distributed to Trustees at the October meeting

As outlined in the Board Manual of the Keewaydin Foundation, Trustees are expected to make a financial commitment to Keewaydin that is significant for them, and to consider Keewaydin as one of their most significant philanthropic endeavors. This includes contributions to the Annual Fund, which provides much needed financial support for scholarships, programs, and facilities. By personally contributing, a board member recognizes this responsibility and demonstrates a commitment.

Last year, you supported the Keewaydin Foundation's Annual Fund with a gift of **\$<xxxxxxx>**. Thank you! We hope that you will consider giving at this level again, or, if possible, increase your annual gift.

In November, Mary Welz or a member of the Board of Directors will contact you to discuss your commitment to this <enter year> Annual Fund.

Thank you for your service to the Keewaydin Foundation and the communities of campers and staff that we serve: Keewaydin Dunmore, Songadeewin, and Keewaydin Temagami.



GIFT REVENUE AS OF 7/15/2021
TOTAL CONTRIBUTIONS: \$1,111,698.53

Budget Relief		Capital Projects			Endowment	
Annual Fund	Bridge the Gap	Dunmore	Songadeewin	Temagami	Scholarship	Other
\$674,587.68	\$431,861.85	\$0	\$40	\$2,500	\$709	\$2,000

*Amounts are rounded to the nearest dollar.

Annual Fund Gift Totals

Fiscal Year (Nov.1-Oct.31)	Revenue	Budgeted	Difference From Budget
2021 thru 7/15*	\$674,588	\$550,000	\$124,588
2020	\$539,953	\$525,000	\$32,851
2019	\$541,409	\$495,000	\$46,409
2018	\$650,517	\$485,000	\$165,517
2017	\$508,117	\$475,000	\$33,117
2016	\$471,168	\$450,000	\$21,168
2015	\$482,347	\$400,000	\$82,347
2014	\$387,596	\$337,000	\$50,596
2013	\$332,009	\$300,000	\$32,009
2012	\$268,593	\$225,000	\$43,593
2011	\$194,391	\$240,000	(\$45,609)

*Gifts are still being processed