

To: Richard Fruchter
From: Keith Krivitzky
Date: 10/13/08
Re: Strategies for maximizing dollars in the current economic situation

The current economic turmoil will probably continue throughout the next several weeks. Not only is Wall Street still bracing for shocks, and concerns spreading through the consumer credit markets - this economic unrest is only beginning to filter through the labor markets and "Main Street" and has not yet hit most corporate earnings. When that happens, there will be more troubles on Wall Street and a further erosion of confidence. It is likely this downturn will not bottom out for at least 6-9 months.

This makes for a very challenging philanthropic environment, something of greater magnitude than any recent softening. We need to be prepared and up front in terms of our key leaders. In terms of strategy, there are several recommendations/steps we can take to try and ensure a solid campaign in the face of these worries:

- Launch the campaign as early as possible, and encourage individual conversations between the Donor Engagement Team and donors quickly and often.
- Expand fundraising to non-donors and to lapsed givers.
- Expand our cachement area to other metro regions and expand efforts in Tacoma (perhaps for targeted big ticket items already funded through our Community Campaign).
- Package as many programs currently funded as part of the Community Campaign as stand-alone sellable pieces for donors not giving at capacity and for Donor Advised Funds and Supporting Foundations.
- Expand focus on corporate networks and fundraising, to people and places we know have healthy employment, such as Microsoft, Costco, Boeing, Amazon.
- Intensify efforts to develop key affinity groups whose annual income may remain relatively unscathed by current turmoil, such as doctors and lawyers.
- Target new and current major gift prospects with new giving tier invites and targeted giving opportunities.
- Ensure we take advantage of corporate matching gifts, where available.
- Recoup as many 2008 gifts (still) and apply them to 2009.
- Offer multiple/repeat campaign asks and giving opportunities throughout the year, including possible supplemental campaigns and incremental upgrade asks.
- Send thank you's as quickly as possible with return envelopes, as well as send regular billing statements.
- Intensify efforts to collect outstanding pledges from 2008, 2007 and previous years.

Additionally, we need to communicate often with our constituents about how we are responding to these gyrations, highlighting how we are meeting increased needs and how their support is critical. To whatever degree we can be solicitous of their concerns and needs, the better.

Practically, this means building on the Poverty campaign and sharing how the Federation is helping people in need, locally and around the world, and what local resources are available. Once the immediate market turmoil subsides, we need to launch our campaign to our key supporters (\$500+ donors) as well as to lower-end donors and non-donors. That should be followed by an Executive update from Richard to our key leadership and constituents (in early November) and revamped talking points for our Board and the Donor Engagement Team.

Additionally, we should prepare a strategy and practical recommendations for our local partners in advance of the next Partner Agency meeting on November 6th.