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& COMPANY

Direct Mail is Working -
and You Should be Doing It!

Presented By:
Lisa Maska, CFRE, Partner
Lynn Mehaffy, CFRE, Account Supervisor

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Meet Eugena...

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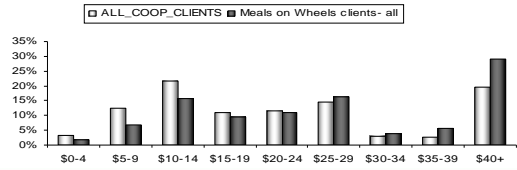
A Study of MOW Donors

- 170,000 MOW donors nationwide were analyzed to identify their demographics, age, wealth and giving behavior.
- Then the information was compared to the donors in the *National Fundraising Performance Index* who represent 72 million donors who contributed over \$2 billion dollars to 84 nonprofits.
- What did we learn?

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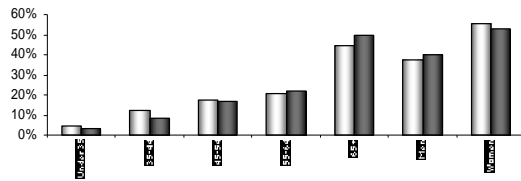
Donors Give More to MOW

- The average amount of a donor's last gift to MOW is \$36.82 - compared to other nonprofits where the average is \$28.01.
- And 32% of gifts to MOW were \$40+ - compared to 20% for other nonprofits.



MOW Donors Are Older

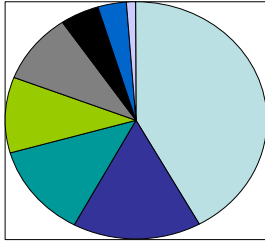
- MOW donors are older than most. 50% are over the age of 65 - compared to 44% for other nonprofits.
- 22% of MOW donors are between 55-64, 17% are 45-54, and only 8% are under the age of 45.
- More than half of MOW donors are women (53%).



MOW Donors are Very Philanthropic

- On average, the typical MOW donor supported 19 other charities - compared to the national average of 12.
- So, who are MOW donors supporting?

MOW Donors support disease research, the environment and international causes

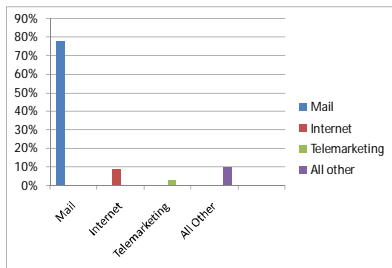


- Health Charities
- Environmental
- International Relief
- Domestic Relief
- Advocacy
- Animal Welfare
- Public Broadcasting
- Cultural/Museums

What does it mean for Fundraising?

- Your donors are getting a lot of mail - make sure enough of it is from you. Mail at least five times a year with a direct ask.
- Your donors are giving - don't be afraid to ask often and ask for more (just tell them why you need it)!
- Make your ask emotional, it's more effective for female donors.
- Invest in planned giving, your donors are making and changing their will.

Direct Mail is a Primary Source of Individual Giving



**Target Analytics - Index of National Fundraising Performance

How to get started – Analyze Your Donors:

- Determine active vs. lapsed donors.
- High dollar vs. low dollar.
- Single vs. multi givers.
- Prospects.
- Identify the number of committed, annual donors so you can cultivate them and increase giving.

What did you learn?

- Fewer than 5,000 annual donors?
- Focus on increasing new donor acquisition - and add renewals to increase annual giving.

Acquisition – Acquiring new donors

- Acquisition - sent to people who have never before supported you.
- The primary goal of acquisition is to acquire new donors.
- New donors help increase revenue each year and replace donors who stop giving.
- More people = more money!
- Most organizations need to mail at least two acquisitions annually to keep growing.

Who you mail is more important than what you mail!

| Lists Summary By List Source | Qty Mailed | # Resp | % Resp | Gross Revenue | Ave. Gift | Cost Per Thous. | Total Cost | Net Revenue | CTRAD | Per New Don |
|-----------------------------------|---------------|------------|--------------|-----------------|----------------|-----------------|-----------------|-----------------|---------------|----------------|
| Donor Lists (16) | 12,697 | 256 | 2.02% | \$10,781 | \$42.11 | \$368 | \$4,671 | \$6,110 | \$0.43 | \$23.87 |
| Buyer & Subscriber Lists (11) | 8,778 | 116 | 1.32% | \$7,228 | \$62.31 | \$388 | \$3,405 | \$3,823 | \$0.47 | \$32.96 |
| Completed Lists (3) | 5,284 | 44 | 0.83% | \$1,955 | \$44.43 | \$320 | \$1,691 | \$264 | \$0.86 | \$6.00 |
| Multi Donors (on 2 or more lists) | 11,940 | 169 | 1.42% | \$7,591 | \$44.92 | \$368 | \$4,394 | \$3,197 | \$0.58 | \$18.92 |
| Total Mailing | 38,699 | 585 | 1.51% | \$27,555 | \$47.10 | 366 | \$14,161 | \$13,394 | \$0.51 | \$22.90 |

If you've mastered acquiring new donors and motivated them to become annual supporters ... you are ready to take it to the next level!

Donor Renewals – Raising Net Revenue

- The primary goal of a renewal appeal is to raise net revenue and increase operating funds.
- Educate donors and keep them involved in your mission.
- Allow donors to contribute when they want and to topics that appeal to them.
- Upgrade average gift per donor.
- Renew donor support annually.

Mailing Five Times or More Per Year = High Donor Retention

Some successful themes:

- January -- Year in Review
- February -- Critical Needs or Wait List
- April -- Senior Malnutrition
- Early June -- Summer Heat or Home Repair
- September -- Emergency Food Package
- November -- Holiday Meals
- December -- Follow-up or Year End

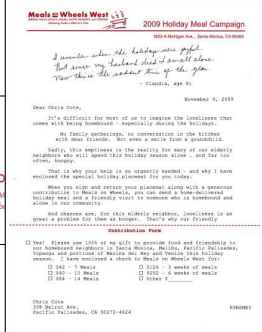
Our most successful donor renewal is our Annual Holiday Meals Campaign



1823A Highway West
Santa Monica, CA 90404

2009 HOLIDAY MEAL CAMPAIGN

Respond Now To Send Holiday Meals to Santa Monica, Malibu, Pacific Palisades, Topanga, Marina del Rey and Venice's Homeless



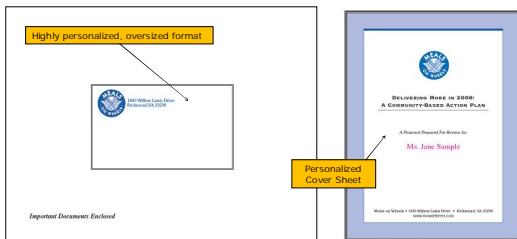
What's Our Ultimate Goal?

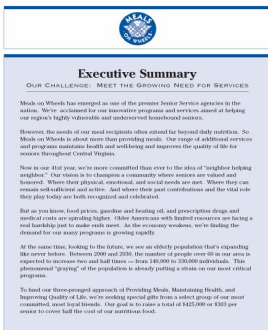


High Dollar Upgrade Mailing

- Goal: to increase annual giving.
- Target donors with a gift of \$100+ last 18 months.
- High quality, highly personalized mail which is fairly expensive.
- Usually need 1,500 donors \$100+.
- Minimum ask is \$250.
- Historically 40% of donors upgraded.


Mini Proposal Upgrade





Fund the demand for more services

Content-rich proposal highlighting the unmet need in the community and the additional funding needed to provide a solution to the problem.



Senior Community Centers
SUPPORTIVE HOUSING INITIATIVE 2007

Executive Summary

THE CHALLENGE: HOMELESS SENIORS

With the rising cost of living in San Diego, homelessness among our elderly population has been rapidly increasing over the last few years. Sadly, many seniors become homeless due to unforeseen poverty or unexpected events such as a medical problem or the death of a spouse, which can leave them with very little money to live on.

Many seniors do not receive enough Social Security benefits to be able to pay rent in San Diego. With the shortage of affordable housing, frail seniors with no resources have nowhere to go. There is no safety net for these seniors and they simply fall through the cracks.

Landlords today have long waiting lists of paying tenants, so if a senior falls behind in their rent, many find themselves out on the streets. Others have no choice but to live in single-room occupancy hotels (SROs) because it is all that they can afford. These facilities are often in undesirable neighborhoods and do not offer private bathrooms. Thus, they are dangerous for frail, elderly people, especially women.

Incivally, homeless seniors are in danger of losing the income they so desperately need because Social Security can be suspended when a senior lives in "homes" addresses where they can receive benefits. This forces vulnerable seniors into a continuous cycle of poverty.

THE SOLUTION: SUPPORTIVE HOUSING

Senior Community Centers is committed to providing long-term housing solutions for low-income elderly people who are homeless or on the brink of homelessness. To this end, we support our first supportive housing project, Foster Family Senior Residences, in 2003. We are committed to providing the 200 of our residents:

- A safe, dignified place to live independently with our support
- Free case management services to help address their housing needs
- Health screening and to help seniors with transportation and other health issues, as well as their choices for obtaining services in other ways

Senior Community Centers relies on the support of our most loyal friends and supporters to raise the funding needed for this critical project.

Fund Supportive Senior Housing

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Start small: One Simple Upgrade Technique

MEALS ON WHEELS CONTRIBUTION FORM

Not a 100% tax receipt. This is for tracking purposes only. For more information contact: 619-444-9933

\$20 \$35 \$70 \$105 Other \$ _____

Please check one of the boxes below and attach this order form with your contribution. Your donation is 100% tax-deductible.

\$35 MEAL TICKET
ONE MEAL OF SUPPORTIVE MEALS

\$70 MEAL TICKET
TWO MEALS OF SUPPORTIVE MEALS

\$105 MEAL TICKET
THREE MEALS OF SUPPORTIVE MEALS

\$ MEAL TICKET
ONE OF ANY MEALS WILL HELP

- Coupon style reply form.
- Show donors the value of a larger gift.
- Can easily be personalized by donor's last gift for larger amounts ... \$140 provides a month of meals ... \$560 provide four months of meals.

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Additional Upgrade Techniques

- Altering the ask line order.
- Upgrade personalization on the reply, to emphasize higher amounts.
- Highest previous contribution (HPC) vs. MRC.
- Matching gift.
- Naming opportunities.

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Multi-channel Donors Give More*

- Dual channel donors had a 26% increase in lifetime value.
- Dual channel donors continue to give as much through the mail.
- Adding online channel for mail donors increases donor value by \$44.71 over 12 months (a 39% increase).

*Convio Study (2007)

Integrated campaign results

| Meals On Wheels Holiday Meals Campaigns | | | | | | | | | | |
|--|--------------|---------------|--------------|---------------|------------------|-----------------|----------------|------------------|-------------------|--|
| Holiday Meals Campaign | Solicit Date | Qty Solicited | # Resp. | % Resp. | Gross Revenue | Ave Gift | Total Cost | Net Revenue | Cost to Raise \$1 | |
| Mail Campaigns | | | | | | | | | | |
| November Renewal | 11/12/2007 | 10,579 | 1,088 | 10.28% | \$91,710 | \$84.29 | \$4,362 | \$87,348 | \$0.05 | |
| December Renewal | 12/3/2007 | 9,883 | 846 | 8.56% | \$67,077 | \$79.29 | \$3,873 | \$63,204 | \$0.06 | |
| Total Raised | | 20,462 | 1,934 | 9.45% | \$158,787 | \$82.10 | \$8,235 | \$150,552 | \$0.05 | |
| Total Goal | | 19,000 | 2,005 | 10.55% | \$140,350 | \$70.00 | \$9,138 | \$131,212 | \$0.07 | |
| Online Campaigns | | | | | | | | | | |
| November E-Blast | 11/9/2007 | 7,969 | 38 | 0.48% | \$3,722 | \$97.95 | \$110 | \$3,612 | \$0.03 | 629 opened, 132 people, clicked 144 links, 49 unsubscribed |
| December E-Blast | 12/11/2007 | 7,644 | 52 | 0.68% | \$7,060 | \$135.77 | \$110 | \$6,950 | \$0.02 | 655 opened, 107 people clicked 113 links, 41 unsubscribed |
| Total Raised | | 15,613 | 90 | 0.58% | \$10,782 | \$119.80 | \$220 | \$10,562 | \$0.02 | |
| Total Integrated Campaign | | 2,024 | 2,005 | | \$169,569 | \$83.78 | \$8,455 | \$161,114 | \$0.05 | |
| Total Goal | | 19,000 | 2,005 | | \$140,350 | \$70.00 | \$9,138 | \$131,212 | \$0.07 | |

Invest in Email Marketing

- E-Appends are the easiest way to build your list.
- Asking for email in direct mail hurts revenue.
- Include email messages that don't ask for a gift.
- Make it fun for donors!

E-appeals work!

| Partner City | # of Email Campaigns | Total # of Emails | # of Gifts | Gross Revenue | Average Gift |
|---------------|----------------------|-------------------|------------|---------------|--------------|
| Denver | 9 | 4,700 | 281 | \$31,436 | \$112.00 |
| San Francisco | 2 | 1,870 | 30 | \$4,321 | \$154.00 |
| Shohomish | 7 | 1,688 | 54 | \$4,744 | \$91.00 |

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Integrated Holiday Meals E-appeal that coordinates with two mail campaigns in November and December.

The email is personalized for each donor based on their last gift.

From: Meals on Wheels of San Francisco <info@meals.org>
 Sent: Tuesday, November 24, 2009 10:02 AM
 To: Mrs. Powell <powell@meals.org>
 Subject: It's not too late to help a senior this holiday.

2009 Holiday Meal Campaign
 1575 Folsom Avenue, San Francisco, CA 94116

Dear Ms. Powell,

It's not too late! The staff here tries to make a difference in the life of a vulnerable senior San Francisco, the caring support of Meals on Wheels of San Francisco, your gift will help us feed more of our neighbors.

We need to eat because the giving season is already here. Help us get our last night's dinner for ourselves, for ourselves, and for ourselves. We've decided to give to you.

Your gift to our Holiday Meal Campaign will make a difference.
 • **Send a holiday meal, tonight!**
 • **Send a holiday meal, tonight!**
 • **Send a holiday meal, tonight!**

Help us get our last night's dinner for ourselves, for ourselves, and for ourselves. We've decided to give to you.

Send a holiday meal, tonight!

Thank you for your ongoing support and generosity. Together, we'll make sure to every elderly man and woman who needs us this holiday.

Best wishes,
 Audrey C. McKeown
 Executive Director

P.S. Your unbelievable gift today will make a world of difference. Thank you.

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Once a link is clicked the donor goes to a coordinated giving page that tracks revenue specifically to this campaign.

The giving form is pre-populated with a donor's name and address to make it easy for them to give.

2009 Holiday Meal Campaign
 1575 Folsom Avenue, San Francisco, CA 94116

Help us get our last night's dinner for ourselves, for ourselves, and for ourselves. We've decided to give to you.

Thank you for your ongoing support and generosity. Together, we'll make sure to every elderly man and woman who needs us this holiday.

Best wishes,
 Audrey C. McKeown
 Executive Director

P.S. Your unbelievable gift today will make a world of difference. Thank you.

First Name *
 Last Name *
 Address *
 City *
 State *
 Zip *
 Send

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Once a gift has been made, donors go to a coordinated thank you screen.

Links at the bottom give the donor an opportunity to take a second action.

meals on wheels
2009 Holiday Meal Campaign
1375 Fairfax Avenue, San Francisco, CA 94124

Thank you for your holiday gift!

Lynn, thank you for feeding a senior this holiday. Your gift will tell them "you are not forgotten." The support of caring neighbors like you truly does make a difference.

Your Receipt:
Donation Information
Donor Name: Lynn McHaffey
Donation Amount: \$36.00
Donor Address:
1750 Rhode Island Ave NW
Washington, DC 20090

[Meals on Wheels San Francisco](#) | [Volunteer Opportunities](#) | [Share](#) | [Save](#) | [Print](#)

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Donors get an immediate email thank you in response to their gift.

The message further reinforces the opportunity to take a second action and increase their interaction with the online community.

From: Meals On Wheels of San Francisco <giving@moawsd.org>
Date: Wednesday, May 26, 2009 5:23 PM
To: Sean Powell <seanpowell@meals.org>
Subject: Thank you for your gift

meals on wheels
2009 Holiday Meal Campaign
1375 Fairfax Avenue, San Francisco, CA 94124

Dear Lynn,

I can't thank you enough for your recent gift of \$36. Your gift will feed a homebound senior in San Francisco who has nowhere left to turn this holiday season.

Please know that your action today will bring joy to someone's face and will nourish their body ... and soul.

I encourage you to learn more about Meals On Wheels of San Francisco and the services we provide to our homebound seniors. You can do so by:

- [Going online to learn more about our mission.](#) This is a great way to see the depth of our programs — and how your gift helps!
- [Checking out our Volunteer Opportunities](#) — there are many ways to help during the holidays or any time of year.

Thanks again and you have my best wishes this holiday!

Ashley C. McCumber
Ashley C. McCumber
Executive Director

Meals On Wheels of San Francisco is a 501(c)(3) nonprofit organization and our Federal Employer ID# is 94-1741155. Since you received no goods or services your gift should be fully tax-deductible.

Receipt
Gift Date: 05/26/09
Gift Amount: \$36
Credit Card: xxxx-xxxx-xxxx-1111

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Monthly Giving

- Goal: is to upgrade low dollar donors.
- Target active donors > \$100, multi donors and new donors.
- Generally need 10,000 donors or more to make it cost-effective.
- Offer EFT and credit card giving options.
- Specific terms and legal language is necessary.
- Offer mail and online.
- Telemarketing is most effective.

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Start Small – Offer monthly giving on existing mailings

I WOULD LIKE TO MAKE A ONE-TIME GIFT OF \$ _____.

Please charge the amount written above to my:
 VISA MasterCard American Express Discover

Card Number: _____ Exp Date: ____/____/____

Name on Card: _____

Signature: _____

- Please send me information on volunteering.
 Please send me information on how to remember Meals on Wheels in my will.

A copy of our most recent annual report may be obtained by writing: Meals on Wheels, 1600 Willow Lawn Drive, Richmond, VA 23220 or by visiting our Web site: www.mowdflva.com

I WOULD LIKE TO JOIN THE MEALS ON WHEELS MONTHLY GIVING PROGRAM WITH A MONTHLY GIFT OF \$ _____.

Please charge the amount written above to my:
 VISA MasterCard American Express Discover

Card Number: _____ Exp Date: ____/____/____

Name on Card: _____

Signature: _____

I authorize MOW to charge my debit or credit card each month for the amount stated above until I notify MOW of any change and they have had a reasonable time to act on it. A record of cash payment in my monthly bank or credit card statement will serve as my receipt and MOW will provide me with a statement of my annual gifts.

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New Donor Welcome Package

Meals on Wheels and More
Meals on Wheels and More

Our Mission is to sustain and enrich the lives of the neighborhood and other people in need through programs that promote dignity and independent living.

Meals on Wheels and More was founded in 1979 to help neighbors to prevent hunger among our aging neighbors and to ensure their ability to remain healthy and independent in their own homes for as long as possible. Today we are a not-for-profit organization with 116,000 members and serve 2,200,000 neighborhood seniors and disabled youth daily.

Our Meals on Wheels services the senior, frail, and chronically ill and disabled persons in Austin and Travis County, Texas. We serve hot and nutritious meals, color and white foods, and transportation and other meals.

Statutes show that proper nutrition is the key to staying healthy, and that lack of adequate nutrition can lead to hospitalization, nursing home placement and possibly death.

Compassion in Action

Meals on Wheels and More



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Donor Cultivation Package with No Ask

OSCAR S. BIRD
Meals on Wheels Program
Institute of Family Services Branch
2001 Lyndon Street
Beverly Hills, CA 90212



Special Program Update Enclosed

This is a photo of Oscar, a photo of my mother who lives here with the Bird Trust. She never realized that she would be able to see and depend on others for her next meal.

Volunteers of America Colorado Branch

Our Goal is to feed, shelter and support the most vulnerable persons in our community by providing them with the critical services they need to ensure their quality of life.

Our Meals on Wheels program was founded to provide a nutritious meal for people who are frail, ill, and disabled in their own homes. Our goal is to ensure that every person who is unable to prepare their own meals has a nutritious meal delivered to their door. We serve the senior, frail, ill, and disabled in the Boulder, Colorado and Ft. Collins, Colorado areas. Without adequate nutrition, people are more likely to be hospitalized and suffer from dementia and other complications.

Statutes show that proper nutrition is the key to staying healthy, and that lack of adequate nutrition can lead to hospitalization, nursing home placement and possibly death.

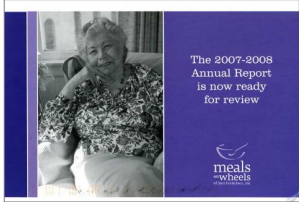
That's why we offer home-delivered meals and other services to our seniors. Our Meals on Wheels program is a critical service to our community. We are committed to ensuring every senior has a nutritious meal delivered to their door.

we feed, we shelter, we support.

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Postcards are inexpensive and easy.



Planned Giving Promotion

- Include PG information in acknowledgments.
- Include PG check-off boxes on reply forms.
- Make bequest language available on your website, annual report, etc.
- Use a recognition society for acknowledgment.
- Don't stop mailing donors who make planned gifts!

About the Direct Mail Co-op

- A cooperative fundraising campaign with 22 partners in 10 states nationwide in AR, CA, CO, GA, LA, IL, MI, TX, VA, WA.
- Campaign offers two new donor acquisitions, seven donor renewals, high dollar donor upgrades, donor cultivation and E-Appeals.
- Co-op partners increase revenue with help from outside expertise and reduce mailing costs by sharing expenses (printing, postage, copywriting, design, list purchases, etc).
- Testing MOW message and creative helps you capitalize on what's working and avoid what's not.

What You Can Achieve With Direct Mail

| | MOW Providers | Active Donors | Annual Gross Rev. | Number of Partners |
|--------------|---------------|----------------|--------------------|--------------------|
| Arkansas | | 2,100 | \$87,200 | 1 |
| California | | 31,500 | \$1,756,550 | 6 |
| Colorado | | 18,500 | \$934,825 | 2 |
| Georgia | | 1,900 | \$22,619 | 1 |
| Illinois | | 13,000 | \$453,420 | 1 |
| Louisiana | | 1,200 | \$22,700 | 1 |
| Michigan | | 4,200 | \$152,872 | 1 |
| Texas | | 14,300 | \$807,055 | 4 |
| Virginia | | 13,200 | \$624,311 | 1 |
| Washington | | 15,600 | \$1,024,255 | 2 |
| Total | | 115,500 | \$5,885,807 | 20 |

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Thank you!

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