



Board Agenda Item #	II.B - Information/Discussion Item
Date:	September 9, 2021
To:	Magnolia Public Schools - Development & Stakeholder Committee
From:	Alfredo Rubalcava, CEO & Superintendent
Staff Lead:	Ismael Soto, Senior Director of Development and Communications
RE:	Development Plan and Strategies 2021-22

### **PROPOSED BOARD MOTION**

This is an information item only, no action is required.

### **INTRODUCTION**

**A living document, our Development Plan and Strategy will act as our roadmap and guide us through as we build a stronger and more robust fundraising culture at Magnolia Public Schools.**

Magnolia Public Schools is a tremendous resource for families in Southern California. As we devise innovative programs to meet our students' interests and challenges and share our accomplishments, we will attract more and more friends and supporters.

The reorganized Outreach and Communications department will maximize opportunities for exposure and cultivate new relationships as well as support the Magnolia Board, Development and Stakeholder Committee, CEO & Superintendent, and Chief External Officer as they initiate activities with these same ends.

**The total amount of external financial investment will be JUST ONE measure of success:** other metrics will be:

- The number of contacts made with the philanthropic community
- The number of new donors acquired

- Magnolia board and leadership activity levels
- Readiness of Magnolia school administrators and faculty to participate in the fundraising process

This plan is based on the best information available at this time when much remains unknown about the coming year. The COVID-19 pandemic represents a challenge unlike any other in our history; therefore, we must remain open to revisiting assumptions and revising the plan.

## BACKGROUND

### Assessment of External Environment

#### What is the forecast for philanthropy for 2021-22?

From the *Chronicle of Philanthropy*, July 30, 2021: [“Inflation and Delta Variant Loom in Otherwise Strong Economic Picture for Nonprofits”](#)

- *“Most signs point to a booming economy.”*
- *“Economic output is up nationally, major stock indices continue to grow consistently, wages are rising, and consumers spent money. **For fundraisers, this should be good news: A strong economy is generally good for raising money.**”*
- *But **this optimistic outlook is tinged with persistent inflation worries and looming uncertainty about the potential impact of efforts to contain the contagious Delta variant** of the coronavirus that is wreaking havoc on unvaccinated people. Experts suggest nonprofits keep an eye on the following indicators, which showed notable developments since [our previous economic update.](#)”*
  - Consumer confidence
    - *Up 3.1 percent from May 2021*
  - Regional Indicators
    - *Rosy conditions abound, save for inflation*
  - Unemployment
    - *Continues to hover around 6 percent*
  - Stock Market
    - *Markets show strong growth midyear amid a relatively slow June 2021*
- *“Some warning signs have started flashing for fundraisers in the *Chronicle’s* monthly update on key economic indicators. While overall growth remains strong, consumer confidence fell, the stock market was flat, and unemployment remains stuck well above pre-pandemic levels.”*

- Others predict that the economy will grow rapidly in 2021 and that there will be philanthropic growth throughout 2021 and 2022.

### What is the philanthropic community saying right now?

- There has been a greater commitment to unrestricted funds among foundations, many of which pledged to provide more flexibility and more general operating support. Many have said they will make these changes permanent.
- Emphasis on resilience-building in philanthropy
- For more on trends: [11 Trends in Philanthropy for 2021 \(johnsoncenter.org\)](https://johnsoncenter.org)

### Assessment of Internal Environment

The view is generally positive that Magnolia *operates without the need for private philanthropic dollars* and has a healthy reserve without it. Yet, this climate works against establishing a culture of philanthropy, which would make the organization even stronger by hedging against cuts in public resources and increasing the number of friends and supporters.

The constituent base is extremely small. Cultivation and stewardship of this small donor pool will increase over time and with expansion. Developing strategies to initiate and strengthen relationships with both internal and external constituencies is critical to support a thriving culture of philanthropy at Magnolia.

## ANALYSIS

### Overall Strategy

Magnolia is unlike many other institutions of TK-12 education that have mature fundraising programs and large numbers of engaged donors. These institutions utilize their boards to activate their philanthropic networks and host donor cultivation events to further engage constituents.

It's been challenging to be a young development program because many foundations reconsidered their funding strategies during the pandemic and focused on shoring up current grantees. We're having conversations and figuring out where the opportunities lie for Magnolia as we head into the 2021-22 academic year.

In a young development program, it is so important to host activities that make the base of possible supporters much broader. Individual school fundraising campaigns are critical to do that. The plan is to identify prospective donors by using multidimensional fundraising marketing techniques. It looks at **Acquiring New Donors**: social media campaigns, mailers, ads, email communication, and **Retention**: email campaigns, direct marketing, mailing promotional material, invitations to in-person virtual events, or school tours.

- **Strategy 1** - Donor Relations
- **Strategy 2** - Social Media
- **Strategy 3** - Individualized MSA Annual Fundraiser Campaigns
- **Strategy 4** - Strengthen Individual Giving Program
- **Strategy 5:** Conveying Impact to Donors in Times of Change

### Funding Focus Areas for 2020-2021

In collaboration with the Magnolia Academic department and office of the CEO & Superintendent, the Outreach, Communications, and Development (OCD) office have selected the following focus areas because we expect them to be institutional priorities in 2021-2022 and they align well with funder interests. Throughout TK-12 education in the state of California, the California School Dashboard (<https://www.caschooldashboard.org/>) along with reopening for in-person instruction is driving priorities.

All of the focus areas listed below are in order of priority and address systemic improvement, student engagement, and academic success at Magnolia Public Schools. The OCD Department will align funders to these priorities.

- **Focus Area #1:** Mental Health Support
- **Focus Area #2:** Academic Improvement
- **Focus Area #3:** Parent Support Programs
- **Focus Area #4:** Facilities, Site Improvement, Sustainability, and Solar Energy
- **Focus Area #5:** College and Career Pathways
- **Focus Area #6:** Arts
- **Focus Area #7:** General Operating Support

### Fundraising Targets - 2021-2022 Fiscal Year (FY) Quarterly Giving Metrics

In Fiscal Year 2020-21, Magnolia Public Schools operated 10 schools with a total annual operating budget of \$63,171,162. Through fundraising, the department secured \$215,242.00, exceeding the goal of \$213,000 by \$2,242 in gifts of which four were from donors new to Magnolia. Throughout the year, the department cultivated prospective donors and created the infrastructure for an internal culture of philanthropy, culminating in a new Board of Directors standing committee, the Development and Stakeholder Committee.

***Fundraising Goal 2021-22: Increase the MPS annual fundraising goal to \$500,000, an increase of \$287,000 over the previous year.***

## **THREE FUNDRAISING TIERS**

We have identified three major categories of fundraising, Institutions, Government Supports and Grants, and Individuals.

### **Institutions:**

Includes: Foundations, Corporations, Organizations, and Matching Gifts

#### Foundations and Organizations

We will increase resources by recruiting the Chief External Officer, CEO & Superintendent, and Magnolia Board of Directors including the Development and Stakeholder Committee to build strategy, manage relationships, and build our prospect pool.

#### Corporate Giving

What can we do to be more attractive to corporations and local governments?

- Create as many points of connection with prospective and current donors as possible:
  - more face-to-face contact with individual and corporate donors/prospective donors and also employ tools like live-streaming of important events.
- MPS will think about ways to appeal to millennials, who are growing in importance as philanthropists.

### **Government Supports And Grants:**

Includes: Federal Funding, Local Government (City, State, County)

### **Individuals:**

Includes: Board members, Alumni, Faculty/Staff, Friends and Parents)

Individual donors are the lifeblood of nonprofits. Research shows these supporters account for nearly 80 percent of charitable gifts — and the amount they give grows year after year.

According to The Chronicles of Philanthropy, individual giving in 2019 accounted for \$353 billion of total giving came from individual donors, that's 79% of all charitable gifts. MPS will jump-start an individual giving program. We expect a 5-10% response rate. We will activate the MPS Development and Stakeholder Committee to identify a matching amount and each contributes.

MPS will start by building a strong base of supporters who give small amounts but provide a vital source of revenue. Such a pool of smaller donors can become a pipeline for major giving, experts say, so it is not necessary to seek big donors at the outset. There is increased giving among those who give under \$1K, in part because you can deduct \$300 without itemizing (thanks to the Cares Act) and because of high awareness of emergency needs/inequities. This model has been exercised by CMO partners such as Scholarship Prep in Orange County.

As COVID-19 begins to be in our rearview mirror, it will be time to prepare our fundraising for getting back to normal which includes face-to-face donor meetings and fundraising events, and identify which donors who are most likely and most capable of giving.

## **BUDGET IMPLICATIONS**

Budget implications include:

- JMP Grants Consulting - The current agreement is written not to exceed \$20,000 for 2021-22 for Q1-Q4
- Association of Fundraising Professionals membership = \$380
- Other items include but are not limited to:
  - Digital marketing fees for the annual fund
  - MailChimp mass emailing platform fees
  - Professional development opportunities
  - Webinar fees
  - Conference fees (Virtual or in-person)

## **EXHIBITS (attachments):**

Attachments included:

1. Development Plan and Strategies 2021-22



## **Development Plan and Strategy**

Fiscal Year 2021-2022

**Ismael Soto, Senior Director of Development & Communications**

Magnolia Public Schools

Outreach and Communications Department

Revised August 31, 2021

# Table of Contents

## Section I: Executive Summary

Summary of MPS Plan and Strategy .....

## Section II: Overview

Introduction .....

## Section III: Assessments and Historical Data

Assessment of External Environment .....

Assessment of Internal Environment .....

## Section IV: Overall Strategy

Strategies .....

## Section V: Funding Goals

Annual funding goal .....

Three fundraising tiers.....

## Section VI: Focus Areas for 2021-22

Define all MPS funding focus areas .....

## Section VII: Measuring Success

FY20-21 Year to Date (YTD) to Percent of Goal - Snapshot.....

Fundraising Targets.....

## Section VIII: Integrated Calendar (July 1, 2021-June 30, 2022)

Quarter 1 through Quarter 4 .....

## Section IX: Looking Ahead

Recommendations .....



## Section I: Executive Summary

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Magnolia Public Schools is a tremendous resource for families in Southern California. As we devise innovative programs to meet our students' interests and challenges and share our accomplishments, we will attract more partners and supporters.

The Outreach and Communications Department will maximize opportunities for exposure and cultivate new relationships as well as support the Magnolia Board, Development and Stakeholder Committee, CEO & Superintendent, and Chief External Officer as they initiate activities with these same ends.

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- Focus Area #7: General Operating Support

In Fiscal Year 2021-22, Magnolia Public Schools fundraising goal is \$500,000. We have identified three major categories of fundraising, they include Institutions, Government Supports and Grants, and Individuals.

Magnolia Public Schools will utilize the following strategies to reach our stated fundraising goals:

1. Strategy 1: Donor relations
2. Strategy 2: Social media
3. Strategy 3: Individualized msa annual fundraiser campaigns
4. Strategy 4: Strengthen individual giving program
5. Strategy 5: Conveying impact to donors in times of change

## Section II: Overview

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**A living document, our Development Plan and Strategy will act as our roadmap and guide us through as we build a more robust fundraising culture at Magnolia Public Schools.**

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Many foundations reconsidered their funding strategies during the pandemic and focused on shoring up current grantees. We're having conversations and figuring out where the opportunities lie for Magnolia as we head into the 2021-22 academic year. In a young development program, it is so important to host activities that make the base of possible supporters much broader.

## **Section III: Assessments of Internal and External Environments**

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### **Assessment of External Environment**

**What is the forecast for philanthropy for 2021-22?**

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### **Assessment of Internal Environment**

The view is generally positive that Magnolia *operates without exclusive dependency on private philanthropic dollars* and has a healthy reserve without it. Yet, this climate works against establishing a culture of philanthropy, which would make the organization even stronger by hedging against cuts in public resources and increasing the number of partners and supporters.

Magnolia is unlike many other institutions of TK-12 education that have mature fundraising programs and large numbers of engaged donors. These institutions utilize their boards to activate their philanthropic networks and host donor cultivation events to further engage constituents.

Magnolia’s development work is going into its second year of purposeful and prioritized efforts. The donor base at Magnolia remains extremely small. Cultivation and stewardship of this small donor pool will increase over time and with expansion of the development team at MPS. Developing strategies to initiate and strengthen relationships with both internal and external constituencies is critical to this work and will support a thriving culture of philanthropy at Magnolia.

**A Competitive Advantage:** At present, other Charter Management Organizations (CMO’s) have a significant advantage over Magnolia, as they have well-resourced fundraising and public relations engines:

**Comparable CMO Development & Communication Department Structures**

Charter Management Organization	Private Grants & Contributions (2019)	Cost of Fundraising	No. of External Affairs Staff	Separate Fundraising Foundation
Alliance College-Ready	\$6.1M	\$1.07M	N/A	Y
Green Dot	\$2.2M	0*	N/A	N/A
KIPP:SoCal	\$12.7M	\$1.6M	13**	Y (nat’l)

\*Fundraising costs may be captured by another entity

\*\*5 positions dedicated to the development department

**The Magnolia Fundraising Advantage:**

- We imply a collaborative approach with;
  - all MSA Principals which provides the OCD with valuable information on our school's STRENGTHS, GROWTH AREAS, and OPPORTUNITIES;
  - and all MPS home office departments including academics, finance, IT, operations, and accountability to advance organization-wide priorities that align with the newly developed Magnolia portrait of a graduate.
- Magnolia Family Approach: We will draw in alumni, current/former MPS board members, vendors, contractors, current faculty, administrators, and current and former MSA families.

**Section IV: Overall Strategy**

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Magnolia Public Schools will utilize the following strategies to reach our stated goals:

1. Strategy 1: Donor relations
2. Strategy 2: Social media
3. Strategy 3: Individualized msa annual fundraiser campaigns
4. Strategy 4: Strengthen individual giving program

5. Strategy 5: Conveying impact to donors in times of change

## STRATEGY 1: DONOR RELATIONS

Engagement should never be static. It is dynamic, fluid, and ongoing.

### Prospect Identification

Donor Database: Collecting donor data - At MPS, we will look at transitioning from a Google database to a cloud-based system which we are currently researching.

### Qualification

We will look at organizations that will connect giving aspiration to giving capacity and provide the most accurate, robust, and up-to-date prospect research tools to qualify prospective donors that have been identified on their giving capacities.

They utilize 35+ datasets along with the world's largest charitable giving database where over 500K records are added every week.

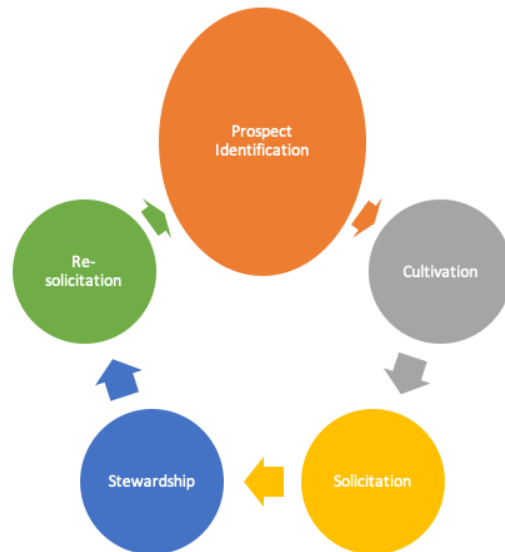
Additionally, MPS will look at other CMO donor lists to qualify donors.

### Cultivation

Cultivation means you treat the donor like a whole person, instead of just a checkbox. Additionally, cultivation is where you get to know your donors to find out things we have in common, especially what we each most like about Magnolia Public Schools, so we can talk about something besides money when we see them.

### Objectives:

1. Acquire new donors:
  - a. We will consider crowdfunding by raising small amounts of money from a large number of people, typically via the internet on digital platforms – About 32% of people donate to causes through crowdfunding. This could bring alumni into the fold with small gifts and also encourage younger donors to connect with Magnolia. Note that giving through websites has also increased.



- b. Develop other ways to appeal to Gen Z and Millennials, who are growing in importance as philanthropists.
  - c. Increase focus on social media to broaden the appeal and reach.
  - d. Thank our new prospects immediately after an event, and create a smart communications plan to keep them updated on your work. This will be accomplished by being purposeful about collecting contact information and adding them to the Magnolia Public Schools - Magnolia Minute newsletter and MPS Quarterly Report email list.
2. Acquire Mid-level and Major Donors:
    - a. Connect with prospective donors via social media campaigns, mailers, ads, email communication
    - b. CEO & Superintendent to make key introductions and asks
    - c. Utilize the Development & Stakeholder Committee of the MPS Board of Directors to activate their philanthropic networks
      - i. --Host or participate in donor cultivation events
  3. Segment Stakeholders for Tailored Asks:
    - a. Use our donor data to better understand what drives people's giving, and group supporters with similar traits so we can tailor our outreach and start to build relationships
  4. Cultivate Latinx Philanthropists and their Allies
    - a. More funding is being directed to organizations led by people of color in response to BLM and the pandemic's disproportionate impact on Black and Brown people. Foundations and corporations are interested in "long-term systems change to achieve social justice" (Weingart Fdn. blog). We are a Latino organization by virtue of our student base, superintendent, and staff. The Superintendent may wish to make bold and visible statements about his leadership as a Latino committed to a student base that is primarily Latinx. We want to connect with organizations that share our values and ask for support from organizations that recognize the value of Black, Indigenous, and people of color (BIPOC) leadership.
    - b. More \$\$ are being directed to organizations led by people of color. It is recommended the MPS CEO prioritize corporate giving and sponsorship as a source of revenue:
      - i. Create more opportunities for corporations to give, such as the STEAM Expo.
  5. Collaborate with partner CMOs, individual school sites, and community partners to acquire grants.
    - a. Prepare joint proposals
  6. Increase visibility in the institutional philanthropic community

- a. Connect as frequently as possible with foundation program officers, representatives of corporate responsibility programs, marketing staff at corporations, and government officials.
  - i. --Philanthropic event attendance such as the Association of Fundraising Professionals (AFP) National Philanthropy Day Conference & Awards.
7. Create special campaigns around key moments
  - a. Make asks around Giving Tuesday, Magnolia anniversaries, etc.
8. Build stronger relationships with government representatives and agencies
  - a. Get to know the Education Deputies for the County Supervisorial Districts in which Magnolia schools reside.
  - b. Get to know elected officials.

## Solicitation

In simple terms, soliciting is asking for a donation. Asking for donations can take many forms at Magnolia and may include;

- hosting fundraising events;
- mailing appeal letters;
- making phone calls;
- and sending emails.

We will also solicit donations via our MPS and school website “Donate Now” buttons.

## Stewardship

Donor stewardship is the process that occurs once a donor has given to your organization. Specifically, stewardship refers to the relationship-building and communications that take place after the gift has been received.

Performance Goal:

1. Systematize communications with current donors.
2. Ensure that 40% or more of 20-21 donors renew or increase their gifts in 2021-22.

Objectives:

1. Retain donors:
  - a. Create as many points of connection with current donors as possible:
    - i. face-to-face contact with MPS staff/students/other donors/Board members through in-person and virtual events and also employ tools like live-streaming of important events.
  - b. Acknowledge gifts in a highly visible way:

- i. In the Magnolia Minute newsletters, do short pieces on donors and then send it to them to thank them again for their gifts.
  - c. Connect higher-level donors to the CEO & Superintendent for personalized thanks and interactions.
- 2. Engage New Donors:
  - a. Encourage current donors to take action:
    - i. Send videos to one another, give a small amount to a specific project, advocate around a charter school issue.
  - b. Communicate consistently with donors through *The Quarterly News* (Q1, Q2, Q3, Q4), a CEO & Superintendent external report with an aim on the philanthropic community.

## Re-solicitation

In simple terms, re-soliciting is asking for a follow-up donation after an initial gift has been made.

## STRATEGY 2: SOCIAL MEDIA

Led by the Communications and Charter Renewal Manager

1. Use social media to broaden our reach.
2. Develop a peer-to-peer campaign
  - a. For people who are close to our organization, such as trustees, volunteers, or alumni, to help share it.
3. Develop messages and materials people will want to share with their networks like a compelling video, infographic, or story.
  - a. One such example is the promotion of the newly devised Portrait of a Graduate.
4. Focus events for Social Media:
  - a. Giving Tuesday
  - b. Live streaming the STEAM Expo 2021

## STRATEGY 3: INDIVIDUALIZED MSA ANNUAL FUNDRAISER CAMPAIGNS

We will expand the Magnolia school-site annual fund campaign direct support from two MSAs to four. We will appeal to people who have been part of the Magnolia family for some time, drawing in alumni, current/former board members, vendors, contractors, and current and former faculty, administrators, and former families. We anticipate using a multidimensional strategy that will involve a social media appeal, personal outreach, *matching funds from committed supporters*, and perhaps even incentives to participate like giveaway items.



Historical Data from 2020-2021:

MSA-San Diego Big Give Campaign	Annual Fundraiser	Chromebooks	\$19,710.00
MSA-Santa Ana Campaign	Annual Fundraiser	Signage, gym and playground equipment	\$19,690.00

Performance Goal:

1. Increase the number of individual MSA fundraiser campaigns the OCD Department will support to at least 4, an increase of 2+ from the previous year to launch an MPS-wide annual fundraiser by 2022-23.
2. Increase fundraiser giving by faculty, staff, friends of MPS, and school parents to \$60,000, an increase of \$20,000 over the previous year.

Objective:

1. Appeal to people who are part of the Magnolia family.
  - a. Draw in alumni, current/former MPS board members, vendors, contractors, current faculty, administrators, and former MSA families.
    - i. Use a multidimensional strategy that will involve social media appeals and personal outreach.
    - ii. Matching funds (such as that from Qualcomm in 2020) from committed supporters, and perhaps even incentives to participate like giveaway items.
    - iii. Develop a peer-to-peer campaign. This is an online fundraising strategy that empowers individuals to fundraise on behalf of a worthy cause. People who are close to our organization, such as MPS board members, volunteers, students, or alumni, help share it.
    - iv. Develop messages and materials people will want to share with their networks like a compelling video, infographic, or a story about how the school redirected funds to a cause that's important to their community.
2. Provide donors with easy access online via the MPS and MSA website/s.
  - a. Promote the “Donate Now-Support our School” feature on all MSA websites that is directly tied to the MPS merchant accounts.
  - b. Revamp/streamline donation pages to optimize according to best practices.

College and Career Readiness Program and TOSA Coordinator Support

As we continue to engage alumni through the annual fund and other activities over the next few years, we expect to launch a separate alumni giving campaign in collaboration with the College and Career Readiness Program.

### **Principal Fundraising Survey Input:**

The OC Department is proactive in connecting with each MSA site leader to better understand their fundraising goals for the 2021-22 academic school year. Each Principal was invited to complete a survey that captured their growth, opportunity, strength, and individual fundraising ideas.

**STRENGTHS:** What have been the strengths of your school program?

- Principal responses: Academic program, relationships, collaboration, sense of community, nimble and flexible approach to learning

**GROWTH:** What are the internal weaknesses and/or deficiencies that are hindering your schools' ability to accomplish its goals? (ex. lack of an afterschool program)

- Principal responses: Parent involvement and resources, community partnerships to build a referral network, sports, facilities, extracurricular programs such as arts and language

**OPPORTUNITIES:** What future opportunities will most dramatically enhance the quality of our school program and make it stand out from other Magnolia schools? (ex. CTE program, MSA Engineering Focus School)

- Principal responses: Makerspace studio, CIF sports programs, enhanced computer science programs, and a Visual and Performing Arts focused school

**Annual School-Site Fundraiser Survey Feedback:**

- MSA-1:
  - Fundraising goal: n/a
  - Focus Area: Creating a better environment for our students.
- MSA-3:
  - Fundraising goal: n/a
  - Focus Area: Strengthen sports (CIF) and academic clubs (*Robotics, Science Olympiad*)
- MSA-5:
  - Fundraising goal: n/a
  - Focus Area: Senior funds
- MSA-6:
  - Fundraising goal: \$50,000
  - Focus Area: Community Engagement and marketing

- MSA-7:
  - Fundraising goal: \$30,000-\$40,000
  - Focus Area: Playground shade structure or Visual and Performing Arts
- MSA-8:
  - Fundraising goal: n/a
  - Focus Area: On-site/hands-on trainings related to SEL and high quality instructional practices
- MSA-Santa Ana:
  - Fundraising goal: \$75,000
  - Focus Area: Together We Thrive to purchase shade canopies for the lunch and playground areas

## STRATEGY 4: STRENGTHEN INDIVIDUAL GIVING PROGRAM

**Why focus on individual giving: In 2019, \$353 billion of total giving came from individual donors, equating to 78% of all charitable gifts.**

Magnolia will be making contact with prospective donors in meaningful ways and will:

1. Take a targeted approach:
  - a. Use our donor data to better understand what drives people’s giving, and group supporters with similar traits so we can tailor our outreach and start to build relationships.
  - b. Segmenting is going to be our friend. We can’t tackle the entire list and you can’t tackle it the same way for everyone.
2. Be transparent about our organization’s needs:
  - a. Be honest about our challenges, needs, and explain how donors can help make a difference
3. Meet donors where they are:
  - a. If a supporter tells us they can’t give right now but wants to stay up to date and involved, keep engaging them.
  - b. At MPS, we have received this feedback from prospective donors. As long as people can hear from us and keep seeing the good work that we’re doing, they will eventually come back or give for the first time.
4. Tap into our MPS Board member networks:
  - a. If able in a safe manner, organize a small series of “friendraisers” — intimate gatherings that the Development and Stakeholder Committee board members

can attend and invite their friends or colleagues who they think may support our cause.

## STRATEGY 5: CONVEYING IMPACT TO DONORS IN TIMES OF CHANGE

Newsletters:

We will share stories of our participants and the different gifts made. Additionally, there will be an ask on the back page of the newsletter.

Strategies:

1. We will be more donor-centric, sharing info on their impact and motivation
2. Adding fundraising appeal to communications pieces that until now haven't had that ask

### Key Things To Remember In Conveying Our MPS Message

- Continue to tell our story (no one else will)
- Two Key Things to Keep in Mind:
  1. Authenticity (Honest)
  2. Gratitude (that they are part of the MPS family)
- Donors do not want to feel needed and appreciated, they want to feel valued
- All donors want to know that their investment enables
- We consume lots of information each day - so do our donors, give them:
  - Headlines
  - Motivation stories
  - Easy to scan information
  - Compelling content for the dedicated

Donors are STRESSED. Attention spans are getting shorter. Shorten our content and invest in social media

- Make everything mobile-friendly
  - Up to 75% of donors are mobile users
  - 25% are desktop users
- Donors are looking at the bigger picture:
  - Show our donors: Impact - What will they achieve by investing in MPS?
  - Collaboration: How is MPS working with others in our education space?
  - Connection: How does our work fit with current events?
- Donor calls:

- Focus more on how we want your donor to feel after the call, verses on what we want to tell them.
- Share Portrait of a Graduate strategic plan
- Humanize our Impact
  - Homegrown videos convey authenticity
  - Easy to consume information
  - How the dollars were spent
  - Scale and scope
  - Pictures: Demonstrate impact visually
- Annual Impact Report
  - Donors want to know they are on a winning team
  - Easy-to-understand framing
  - Spotlight on progress
  - A useful tool for donor conversations
  - Details for long-term investors
  - Utilize infographics: Again, clean and simple

## Section V: Funding Goals

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### ANNUAL FUNDRAISING GOAL

In Fiscal Year 2020-21, Magnolia Public Schools operated 10 schools with a total annual operating budget of \$63,171,162. Through fundraising, the department secured \$215,242.00, exceeding the goal of \$213,000 by \$2,242 in gifts of which four were from donors new to Magnolia. Throughout the year, the department cultivated prospective donors and created the infrastructure for an internal culture of philanthropy, culminating in a new Board of Directors standing committee, the Development and Stakeholder Committee.

***Fundraising Goal 2021-22: Increase the MPS annual fundraising goal to \$500,000, an increase of \$287,000 over the previous year.***

### THREE FUNDRAISING TIERS

We have identified three major categories of fundraising, they include Institutions, Government Supports and Grants, and Individuals.

#### **Institutions:**

Includes: Foundations, Corporations, Organizations, and Matching Gifts

### Foundations and Organizations

We will increase resources by recruiting the Chief External Officer, CEO & Superintendent, and Magnolia Board of Directors including the Development and Stakeholder Committee to build strategy, manage relationships, and build our prospect pool.

### Corporate Giving

What can we do to be more attractive to corporations and local governments?

- Create as many points of connection with prospective and current donors as possible:
  - more face-to-face contact with individual and corporate donors/prospective donors and also employ tools like live-streaming of important events.
- MPS will think about ways to appeal to millennials, who are growing in importance as philanthropists.

### **Government Supports And Grants:**

Includes: Federal Funding, Local Government (City, State, County)

A government grant is a financial award given by the federal, state, or local government to fund some type of beneficial project. Because government grants are funded by tax dollars, they include stringent compliance and reporting measures to ensure the money is well-spent.

### **Individuals:**

Includes: Board members, Alumni, Faculty/Staff, Friends, and Parents)

Individual donors are the lifeblood of nonprofits. Research shows these supporters account for nearly 80 percent of charitable gifts — and the amount they give grows year after year.

According to The Chronicles of Philanthropy, individual giving in 2019 accounted for \$353 billion of total giving came from individual donors, that's 79% of all charitable gifts. MPS will jump-start an individual giving program. We expect a 5-10% response rate. We will activate the MPS Development and Stakeholder Committee to identify a matching amount and each contributes.

MPS will start by building a strong base of supporters who give small amounts but provide a vital source of revenue. Such a pool of smaller donors can become a pipeline for major giving, experts say, so it is not necessary to seek big donors at the outset. There is increased giving among those who give under \$1K, in part because you can deduct \$300 without itemizing (thanks to the Cares Act) and because of high awareness of emergency needs/inequities. This model has been exercised by CMO partners such as Scholarship Prep in Orange County.

As COVID-19 begins to be in our rearview mirror, it will be time to prepare our fundraising for getting back to normal which includes face-to-face donor meetings and fundraising events, and identify which donors are most likely and most capable of giving.

Prospective Individual Donors at \$250-\$499 level

1. Give or Get - MPS C-Team members (\$250)

Prospective Individual Donors at \$500-\$999 level

1. Give or Get - MPS Board members (\$500)

Prospective Individual Donors at \$1,000-\$2,499 level

1. Mekan Muhammedov (MPS Board Member)
  - a. Giving history:
    - i. \$1,200 Give or Get donation in 2020-21

Prospective Individual Donors at \$2,500-\$4,999 level

1. Dr. Salih Dikbas (MPS Board Member)
  - a. Giving History:
    - i. \$2,000 Give or Get donation + \$2,000 Qualcomm matching funds = \$4,000 in 2020-21

Prospective Individual Donors at \$5,000-\$9,999 level

1. Oltmans Construction
  - a. Giving history:
    - i. \$5,000 to MSA-1 in 2019 and 2020

Prospective Individual Donors at \$10,000-\$14,999 level

1. Dr. Remzi Oten (Previous MPS Board Member)

Prospective Individual Donors at \$15,000-\$24,999 level

1. n/a

### Prospective Individual Donors at \$25,000-\$49,999 level

1. n/a

### Alumni Giving

- This is a good time to acquire lower- and mid-level donors.
  - We will consider crowdfunding on digital platforms – About 32% of people donate to causes through crowdfunding.
- This will bring alumni into the fold with small gifts and also encourage younger donors to connect with Magnolia. Note that giving through websites has also increased.
  - Begin database with alumni and parents' corporate affiliations in collaboration with the Magnolia College and Career Readiness Program team.

### Performance Goal

- 1. Increase the MPS annual fundraising goal to \$500,000 with a stretch goal of \$1,000,000, a base increase of \$286,000 over the 2020-21 school year.**
  - a. Increase individual (current and former MPS board members, parents, friends of Magnolia) giving to \$118,000, an increase of \$106,500 over the previous year.
    - i. Increase alumni outreach and giving to \$2000, an increase of \$2,000 over the previous year.
  - b. Increase government support and grants giving to \$125,000, an increase by \$75,000 from the prior year.
  - c. Increase institutional giving to \$257,000, an increase by \$112,000 from the prior year.

## **Section VI: Focus Areas for 2021-22**

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In collaboration with the Magnolia Academic department and office of the CEO & Superintendent, the Outreach and Communications Department (OCD) office have selected the following focus areas because we expect them to be institutional priorities in 2021-2022 and they align well with funder interests. Throughout TK-12 education in the state of California, the California School Dashboard (<https://www.caschooldashboard.org/>) along with reopening for in-person instruction is driving priorities.

All of the focus areas listed below are in order of priority and address systemic improvement, student engagement, and academic success at Magnolia Public Schools. The OCD Department will align funders to these priorities.



## **Focus Area #1: Mental Health Support**

MPS seeks to build capacity to proactively address the mental health needs of our students. A veteran of the public education system, our CEO and Superintendent notes, “the troubling truth is that many of our graduates, including some of our highest-performing students, continue to grapple with personal crises.” Grant funding will support other programs as well for English Language Learners, Students with Disabilities (SWD), and students performing below grade level.

### Areas of Interest

1. Multi-Tiered Systems of Support (MTSS)
  - a. Academic enrichment, intervention, and student support (*Academic-Goal 2, action 3*)
  - b. PBIS and SEL support (*Academic-Goal 4, action 3*)
2. Social-Emotional Learning (SEL)
3. Trauma support

## **Focus Area #2: Academic Improvement**

Tied to the MPS Portrait of a Graduate goal “Basic Services for a High-Quality Learning Environment,” fundraising in 2021-22 will focus on enriching the academic program and utilizing innovative approaches in STEAM education to deepen the academic experience for our students.

### Areas of Interest

1. Instructional materials (*Academic-Goal 1, action 2*)
2. Technology (*Academic-Goal 1, action 2*)
3. Broad course of study and standards-based curriculum (*Academic-Goal 2, action 1*)
4. Professional development for high-quality instruction (*Academic-Goal 2, action 2*)
5. Designated and integrated ELD programs (*Academic-Goal 2, action 4*)
6. Support for students with disabilities (*Academic-Goal 2, action 5*)
7. Digital literacy and citizenship programs (*Academic-Goal 3, action 3*)
8. Physical education, activity, and fitness (*Academic-Goal 3, action 4*)

## **Focus Area #3: Parent Support Programs**

Elevating voice and choice with our Magnolia parents is a priority.

### Areas/Partners of Interest

1. Parent Education Bridge for Student Achievement Foundation ([PEBSAF](#)) dba. Family Engagement Institute (FEI)

2. [United Parents And Students \(UPAS\)](#)
  - a. Mission: Committed to empowering communities to become powerful self-advocates for quality schools and sustainable neighborhood revitalization. UPAS partners with local public schools and community-based organizations to create training centers that teach families the formal skills of community organizing and authentic civic engagement.
3. [Partnership with Los Angeles Schools](#)
  - a. Parent College Program
4. [Families in Schools](#)
  - a. Family education courses

## **Focus Area #4: Facilities, Site Improvement, Sustainability, and Solar Energy**

Magnolia will seek funding to support the department of facilities at MPS

### Areas of Interest

1. CA Energy Commission - Cal-SHAPE program grant
  - a. **MSA-1 Existing Middle**
  - b. MSA-5 new site
  - c. **MSA-7 Existing building**
  - d. MSA-8 proposed High School
  - e. MSA-Santa Ana
  - f. MSA-San Diego Existing site
2. IT Infrastructure
  - a. WiFi across all MSA'S
  - b. Connectivity
  - c. E-rate
3. Technology
  - a. Security cameras
4. Solar Energy
  - a. Focus School/s: MSA-1

## **Focus Area #5: College and Career Pathways**

### Areas of Interest

1. College/Career readiness programs and activities (*Academic-Goal 3, action 1*)
2. STEAM and Gifted and Talented Education (GATE) programs (*Academic-Goal 3, action 2*)
3. Career and Technical Education (CTE)
4. Dual-enrollment programs

## **Focus Area #6: Arts**

During the 2016-2017 academic year, Magnolia Public Schools arts advisor Ismael Soto with support from the governing board of directors worked closely with an Arts Ed Collective coach, and the Community Arts Team consisting of Magnolia stakeholders to create the first-ever Magnolia Public Schools - *Strategic Arts Plan*. In 2017, during the annual STEM Expo, Magnolia announced that it was a STEAM organization and would subsequently change the name to the STEAM Expo in future years. The Strategic Arts plan was brought to a wider audience at MPS where initial steps were successfully implemented. However, Magnolia does not have adequate resources to equally service all ten Magnolia schools and drive the three goals by focus areas including:

### Areas of Interest

1. SEL and Arts intervention
2. Arts TOSA and Arts Leads development and support
  - a. Including: Professional development opportunities for Arts TOSA and Leads program members
3. Arts integration (ex. Performing arts to enhance English Language Arts)
4. Performing arts - teaching artist residency programs

## **Focus Area #7: General Operating Support**

Magnolia will seek general operating support as a strategy to increase the impact the Home Office has with the ten schools it operates by financially leveraging the existing budget.

## **Section VII: Measuring Success**

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### **FY20-21 Year to Date (YTD) to Percent of Goal - Snapshot**

Grants include both donations and awards. Grant awards and payments that are due for program services already rendered are recorded as income (whether deferred or current) at the time they are promised or earned, even though the award has not yet been received.

See snapshot below of the Development Year to Date work folder for FY 2020-21:

SOURCE OF REVENUE	FY20-21 Goal	Q1	Q2	Q3	Q4	FY20-21 Totals
<b>INSTITUTIONS</b>						
Foundations	\$140,000	\$54,100	\$54,100		\$26,000	\$134,200.00
Subcontracts from Organizations		\$0.00				\$0.00
Corporations	\$5,000	\$0.00		\$0	\$5,000	\$5,000.00
<b>Subtotal, Institutions</b>	<b>\$145,000</b>	<b>\$0.00</b>				
<b>GOVERNMENT SUPPORT &amp; GRANTS</b>						
Federal Funding		\$0				\$0.00
Local Government (City, State, County)	\$50,000	\$0	\$80,500			\$80,500.00
<b>Subtotal, Government Grants</b>	<b>\$50,000</b>	<b>\$0</b>				<b>\$0.00</b>
<b>INDIVIDUALS</b>						
Board Members (\$500 each - Give or Get)	\$4,000	\$4,000	\$0		\$1,400	\$5,400.00
Alumni	\$5,000	\$0				\$0.00
Other (Faculty/Staff, Friends, Parents)	\$2,500	\$0	\$39,400			\$39,400.00
<b>Subtotal, Individuals</b>	<b>\$11,500</b>	<b>\$0</b>				
<b>YTD TOTAL GIVING</b>	<b>\$213,000</b>	<b>\$58,100</b>	<b>\$174,000</b>	<b>\$183,000</b>	<b>\$27,400</b>	<b>\$259,500</b>

## Section VIII: Integrated Calendar (July 1, 2021 - June 30, 2022)

These activities are in addition to ongoing meetings and interactions with current donors and prospective donors, as well as researching, preparing, and submitting foundation proposals and letters of intent.

The first quarter (Q1) of the United States federal government's fiscal year in July, August, and September, (Q2) are October, November, and December, (Q3) is January, February, and March, and (Q4) is April, May, and June.

### QUARTER 1 - (July, August, September)

#### July 2021

- [INSTITUTION] [Arts Ed Collective](#) - Advancement Grant 2021 (Matching Grant)

#### August 2021

1. [INSTITUTION] [Walton Family Foundation](#)
2. [INSTITUTION] GPSN - Accelerate Grant Program

### **September 2021**

1. [INSTITUTION] [N.D. - Union Bank Foundation](#)

### **November 2021**

1. [INSTITUTION] [The Ahmanson Foundation](#)
2. [INSTITUTION] [Crail-Johnson Foundation](#)
3. [INDIVIDUAL] MSA-San Diego - Big Give Campaign

## **QUARTER 2 (October, November, December)**

### **December 2021**

1. [GOVT. SUPPORT AND GRANTS] ASES - Afterschool Grants
  - o Vendor: Think Together - Afterschool Expanded Learning Programs

### **December 2021**

1. [INSTITUTION] [Joseph Drown Foundation](#)
  - o Focus: General Support, diversity, equity, and inclusion, and COVID-19
2. [Great Public Schools Now](#)
  - o Lifting to Great Grant Program (\$250,000 available funding in 2020/21)

## **QUARTER 3 (January, February, March)**

We will continue working through opportunities for the second half of the year.

### **February 2022**

1. [INSTITUTION] GPSN - Lifting to Great Grant Program

## **QUARTER 4 (April, May, June)**

### **May 2022**

1. [INSTITUTION] [Ralph M. Parsons Foundation](#)
  - a. History:
    - i. Eligible to reapply with a LOI May 20, 2022

## Section IX: Looking Ahead

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### **Recommendations - Magnolia CEO & Superintendent and Chief External Officer (CXO)**

The CEO and CXO may partner with the Outreach and Communications Department staff to make key introductions and steward major gifts. The Senior Director of Development and Communications will be arranging opportunities for them to connect with external supporters, as they are the best ambassadors for our work and will influence the outcome.

### **Recommendations - Development & Stakeholder Committee**

The Outreach and Communications Department proposes to brief the CEO and the MPS Development and Stakeholder Committee chair quarterly on all development-related items including:

- Total dollars raised
- Renewed donors
- New donors
- Donor cultivation
- Grant Opportunities
- Philanthropy event opportunities
- Fundraising goal update

### Culture of Giving

If we want to attract wealthy supporters, our MPS board is a smart place to start, experts say, because trustees may be able to connect you to people with the interest and capacity to make sizable gifts. “This is only going to work if we’ve got a board that is philanthropically inclined itself,” says Lindsay Kosnik, vice president for development at the African Wildlife Foundation.

Although we initiated the Magnolia Give of Get initiative in 2020-21, our MPS Board members are not already expected or required to give each year.

### Performance Goal:

1. Ensure that all Board members make personal restricted or unrestricted gifts - or secure their equivalent- by June 30, 2022
2. Ensure that each Board member introduces Magnolia to 3+ prospective donors/partners before June 30, 2022

### Objectives:

1. Give or Get - Achieve 100% giving among Board members
  - a. Work with the Development and Stakeholder Committee chair to ensure all MPS Board members commit to “give or get” and are solicited in a timely way.
  - b. Drive additional giving and strengthen the organization's reputation and processes
    - i. Recommendations: Development and Stakeholder Committee chair to lead the Give or Get initiative with fellow MPS board members for a minimum Give or Get contribution of \$500.
  
2. Mobilize board members to tap into their philanthropic networks
  - a. Acknowledge peer-to-peer introductions and funding asks in MPS Board meetings and other settings. Provide direct support to board members - send any materials they need to solicit their contacts.
  - b. Assist Board members in organizing small “friendraisers” — intimate gatherings that MPS board members can attend and invite their friends or colleagues who they think may support our cause.
    - i. --The key to doing these types of events and engaging our volunteers is follow-up.
    - ii. --If we’re going to ask our MPS board members to invite their contacts, we should work with them to create a tailored follow-up strategy that they are comfortable with.

### MPS Board of Directors Expansion

It is a recommendation that Board expansion be prioritized to meet the size of the CMO annual budget, which in the July 2020-21 annual budget reflects a budget of \$58,984,935. The expansion will be key to developing corporate and individual giving.

#### Performance Goal:

1. Support the Nominating/Governance Committee by inviting at least two-three new Board and/or Advisory Council members by June 30, 2022
  - a. Strengths:
    - i. **Philanthropy**
    - ii. Legal
    - iii. Facilities

#### Objectives:

1. Expand the MPS Board of Directors:

- a. Filling Vacant Board Seats: Initiate January 18, 2018, Board resolution “*Filling vacant MPS board seats*” to recruit new MPS board members with philanthropic connections utilizing the Board-approved recruitment tool. New Board members will tap into their philanthropic networks and help establish funder partnerships and financial resources for MPS. Utilize the “*Tips\_Vacant\_Board\_Seats\_Process*” document that was attached to the resolution to guide the recruitment process.
  
- b. Advisory Council: Activate the Board-approved December 17, 2017, resolution to launch the *Magnolia Advisory Council, specific to Development*. The *Development Advisory Committee* will also share their expertise and experience in specific areas with key members of the MPS executive team and Board of Directors to make informed decisions for all MSA schools.

## **Staffing Up By July 2022**

### Where to Invest in 2022-23 - Development Department at MPS

- Staffing and program budget - when analysis shows positive movement
- Infrastructure to support fundraising:
  - Research
  - Donor relations
  - Technology

Fundraisers should ideally bring a 3-to-1 return on investment at a minimum. The desired return goes up with the level of position. The proposed staffing addition of a Grants and Development Manager will create, implement, and evaluate the annual fund strategy.

### Grants and Development Manager:

The Grants and Development Manager will be responsible for all grant writing, grant management activities, and occasional communications writing projects to support the fundraising and external communications goals of Magnolia Public Schools. S/he maintains a deep understanding of Magnolia’s work and manages stakeholders from across the organization to develop compelling proposals and report on progress.

### How much more can the Outreach and Communications Department raise with another fundraiser on board?

For individual giving: Before hiring a fundraiser to focus on boosting giving from individuals, our organization should be raising from annual gifts the equivalent of three times the total compensation for this position. For example, if the staff member were to earn \$50,000 in annual wages, our nonprofit should be able to generate \$150,000 a year from individual gifts at a minimum.