

Community Foundation Spark Session

Business Models for Family Philanthropy Services

Featuring:
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NATIONAL CENTER FOR
FAMILY PHILANTHROPY

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NCFP Community Foundation Network

Launched in 2015: 50 subscribers & growing

Spark Session Goal = Peer sharing of ideas, advice, and practices

Agenda = Context, speaker perspectives, then questions and discussion



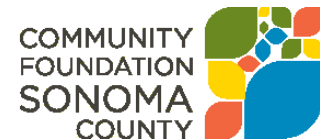
Tony Macklin, CAP®

Consultant

*NCFP Community
Foundation Network*

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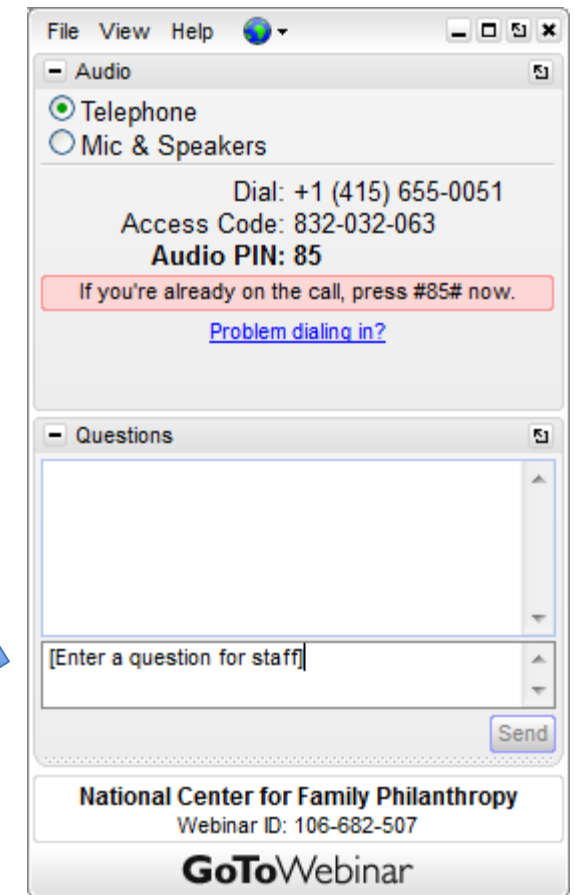
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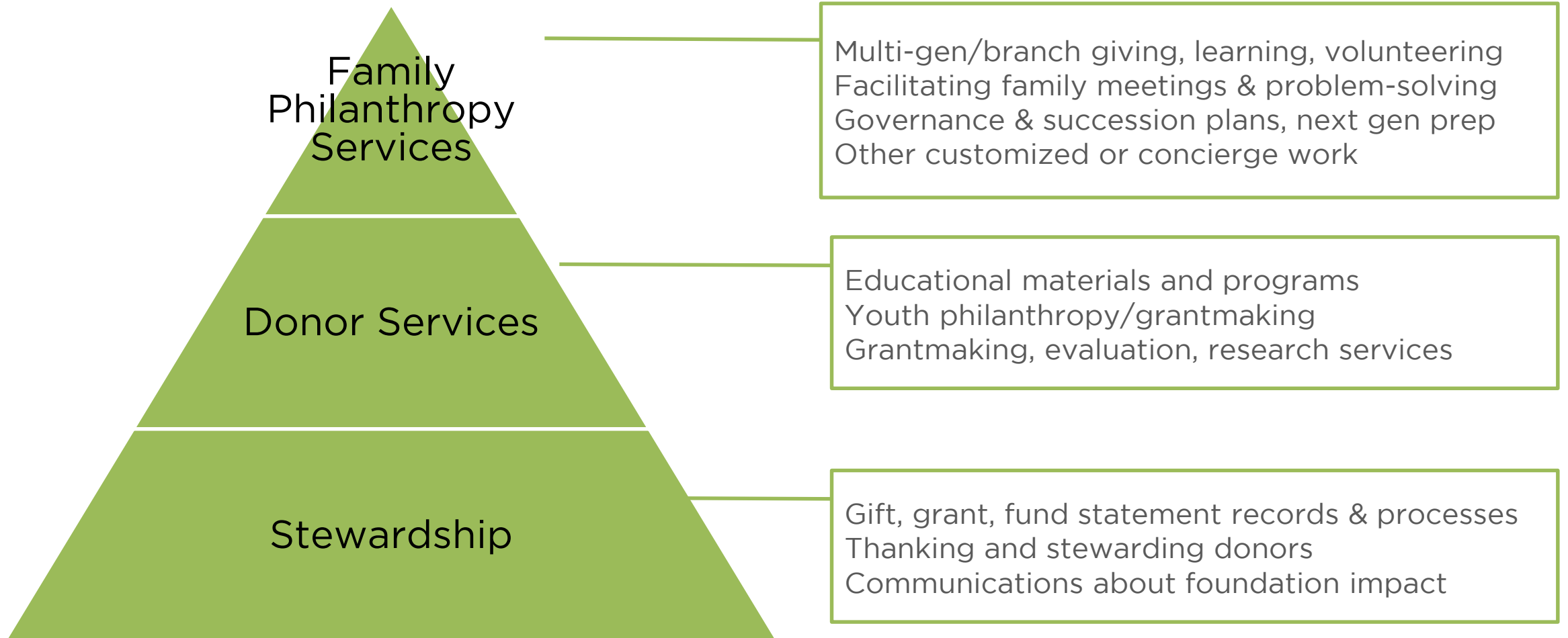
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Ask your questions through the box of your control panel on the right side of your screen.

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Family philanthropy services



Philanthropic Services Business Model Canvas

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DATE _____ VSN _____

PRODUCT/SERVICE

PARTNERS	SUPPORT ACTIVITIES	SOCIAL VALUE PROPOSITION	DESIRED RELATIONSHIP	CUSTOMERS
	CORE CAPACITY		CHANNELS	

FINANCIAL MODEL	IMPACT MEASURES
-----------------	-----------------

RISKS/BARRIERS	 NATIONAL CENTER FOR FAMILY PHILANTHROPY
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Philanthropic Services Business Model Canvas

DATE _____ VSN _____

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PRODUCT/SERVICE

PARTNERS

SUPPORT ACTIVITIES

SOCIAL VALUE PROPOSITION

DESIRED RELATIONSHIP

CUSTOMERS

*3. How you
deliver
value*

*2. How you
create value*

*1. Your
customers
& their
goals*

FINANCIAL MODEL

KEY MEASURES

*4. How you
capture value
back*

RISKS/BARRIERS



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FAMILY PHILANTHROPY

Presenters

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Kirsten Kilchenstein

VP of Donor Relations

The Oregon Community Foundation

 @TheOregonCF



Phillip P. Lanham, CAP®

VP, Donor & Private Foundation Services

The Greater Cincinnati Foundation

 @grcincfdn

The Oregon Community Foundation



Incorporated: 1973

Total assets: \$2.2 Billion

Total gifts: \$118.4 Million

Nonprofits served: 2,200

Total funds: 2,749

Donor Relations staff: 16

Family Giving Center (FGC)

Launched: 2016

Dedicated staff: 1.5

Notes: Numbers are from 2017; total gifts includes grants and scholarships; 2,749 funds includes ~1,000 Donor Advised Funds

[illegible]

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Value proposition and customer segmentation



Image credit: Karen Cammack

Private Family Foundations
and existing Donor Advised
Funds

Highly personalized support
based on needs and goals

Emphasis on co-creating
tailored solutions

Relationship-driven
marketing approach



Focus on the joy of giving
via values-based strategy

Leverage OCF's reputation
and diverse skill-set

Expertise in philanthropy
and community needs in
Oregon

Emphasis on multi-
generational relationships

Cost-revenue model



Three-year pilot period approved by the board

Combined strategy with both flat-rate services and hourly rate

Expect to build a profit to facilitate program growth and ensure high-quality services are sustained

Progress & success measures



Quality of client relationships

Feedback that services aligned with family's needs

Depth of skills we are able to develop to meet the needs of families over time

Financial sustainability of the program

Level of joy in giving and providing meaningful support to the community

Tips and lessons



THE OREGON COMMUNITY FOUNDATION
Here for Oregon. Here for Good.

Family Giving Center Intake

Family / Organization: _____

OCF DAF? ☐ No ☐ Yes If so, what type? ☐ P ☐ WE

Value of DAF? ☐ < \$100K ☐ \$100K - \$2M ☐ > \$2M

Contact Name(s): _____

Does this work directly benefit the donor? ☐ No ☐ Yes How? _____

About this donor/advisor/fund/foundation: _____

What challenges or desires led to engaging the Family Giving Center? What is happening?

What is the family/foundation hoping to achieve with the Family Giving Center's assistance? What are the desired outcomes and/or deliverables? (If this is for a research project, what is the approximate budget they have in mind? Does the family plan on collaborating with other donors to fund or promote research?)

Family Giving Center Project Feasibility Estimates

Fund: _____

Project: _____

Department / Role	Min. Hours	Max. Hours	Comments
Donor Relations	0	0	
Grants and Programs	0	0	
Development	0	0	
Communications	0	0	
Finance	0	0	
Range			
Midpoint			

Pricing Estimates

E (Exec) O (Officer) A (Associate)

Level	Low	High
Dir.	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
GAP	\$ -	\$ -
Dev	\$ -	\$ -
Coms	\$ -	\$ -
Finance	\$ -	\$ -
Range	\$ -	\$ -
Midpoint	\$ -	\$ -

Family Giving Center Intake and Approval Process Overview

The goal of this process is to understand the needs of the donor and to engage in Family Giving Center (FGC) work. The goal is to ensure the best possible results for both the donor and OCF staff. This is a continuous process that evolves over time.

1. Needs are identified

- Donor identifies a need or opportunity.
- Donor provides information about the need or opportunity.
- Donor provides information about the need or opportunity.

2. Needs are documented

- Donor provides information about the need or opportunity.
- Donor provides information about the need or opportunity.
- Donor provides information about the need or opportunity.

3. Feasibility is determined

- Donor provides information about the need or opportunity.
- Donor provides information about the need or opportunity.
- Donor provides information about the need or opportunity.

4. Approved to proceed

- Donor provides information about the need or opportunity.
- Donor provides information about the need or opportunity.
- Donor provides information about the need or opportunity.

5. Work is completed

- Donor provides information about the need or opportunity.
- Donor provides information about the need or opportunity.
- Donor provides information about the need or opportunity.

1. Track your time to ensure your pricing theory works in practice
2. Effective intakes support successful projects
3. Internal partnerships are as important as client partnerships

- **Net assets:** \$649 million as of 2017
- **Department staffing:** 10.5 FTEs; 2.5 FTEs focused to private foundation services
- **Funds:** 1921 (947 DAFs)
- **Clients:** 12 (6 funds)



2. Customer segments

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- Family Foundations with multiple generations
- Large donor advised funds with enhanced services
- Committee-advised funds with complex grantmaking requirements
- Corporate DAFs requiring enhanced services



3. Value proposition

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- Strategy design and focus
- Grant management and support
- Board meeting coordination and support
- Recordkeeping and report
- Accounting and tax preparation coordination
- Communication and marketing
- Customized services



4. Desired customer experience

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- Meet each client where they are
- Deliver a customized experience for each client
- Scope of work (SOW) for each client
- Amplified by our connections in the community



5. Channels and partners

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- Direct prospecting
- Professional advisors
- Existing client referrals



6. Resources

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- Vice President – .10 FTE
- Program Officers – 1.25 FTE
- Grants Managers – 1.25 FTE

Support from Marketing, Finance and CEO



7. Cost-revenue model

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- Focus energy on scope of work
- Cost calculated by staff hourly rate plus overhead rate
- Track time per client in payroll system



8. Progress & success measures

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Family/Client: Achieve their goals outlined in SOW

Foundation: Amplify philanthropy in our region, increases connections in our community

Community: Increase dollars to our community



Time for your questions

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**Oregon Community
Foundation**



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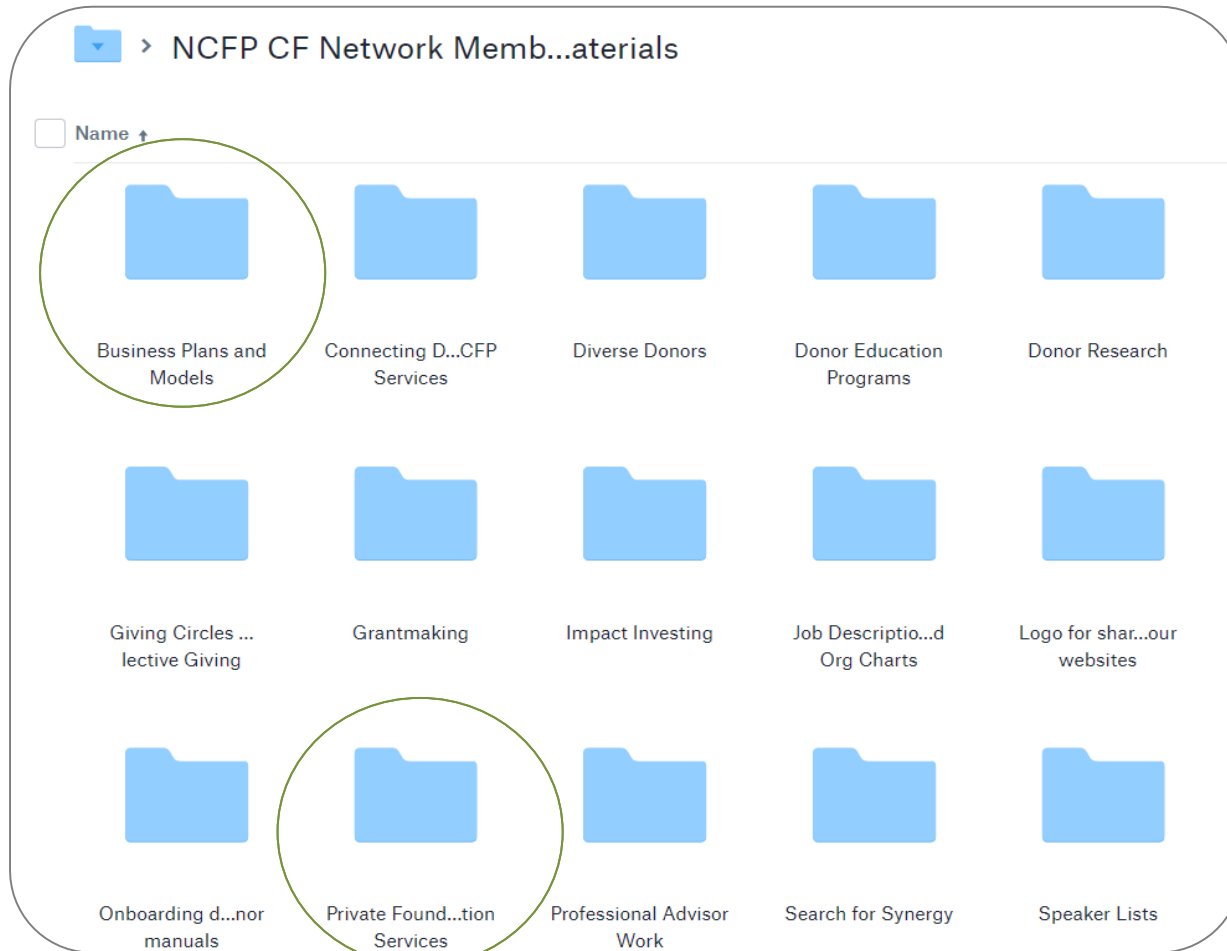
Tony Macklin
NCFP

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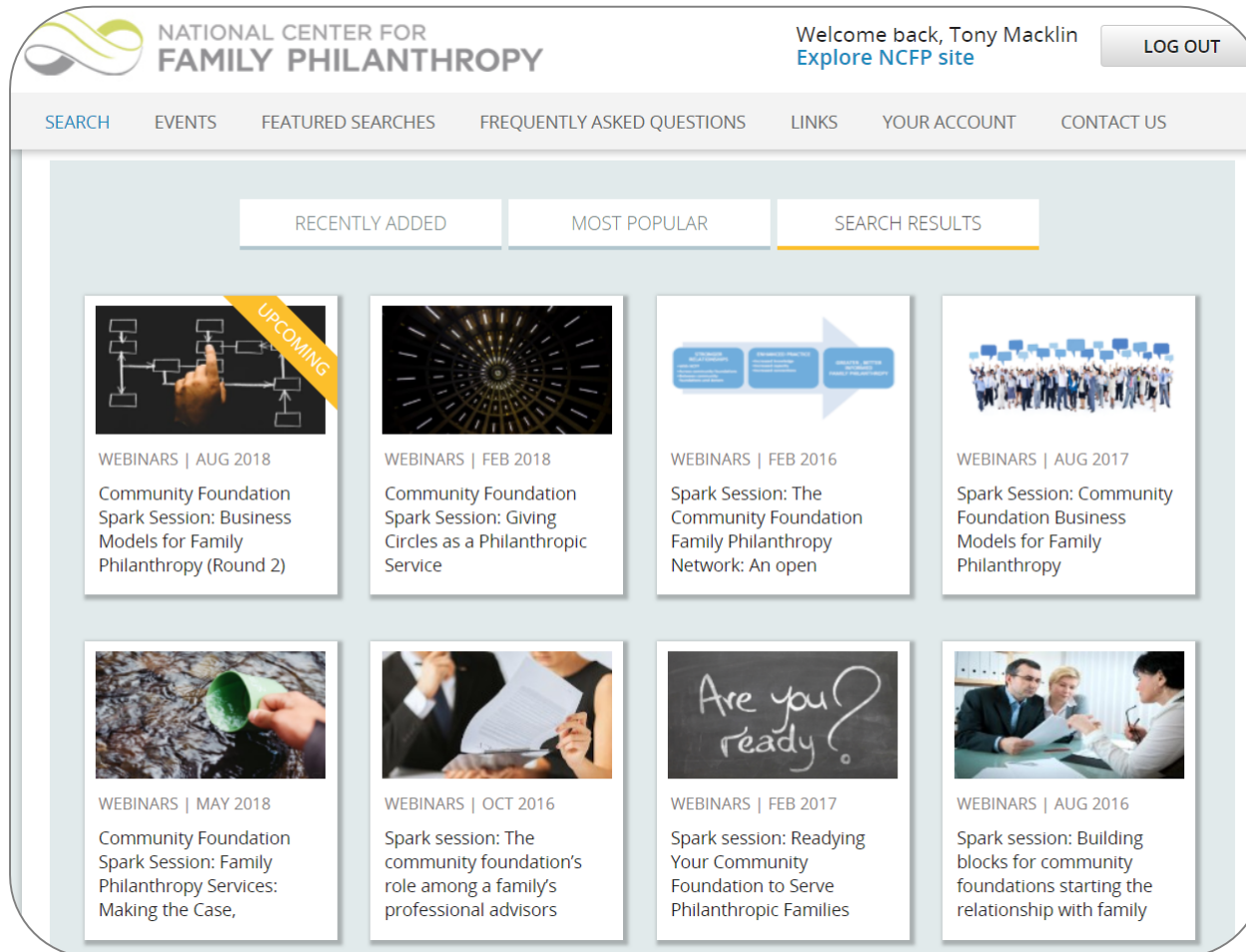


Community Foundation Network Dropbox

For the link, email
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Resources for subscribers

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NCFP Knowledge Center

- *May 2018 webinar with Akron*
- *Aug. 2017 webinar with CF Northeast Florida & Seattle Foundation*

Upcoming attractions: ncfp.org/resource/events/

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Sep **Community Foundation Workshop San Francisco**
12-13 *Family facilitation training – Lisa Parker*
Peer-led learning

Nov **Webinar: Working with Enterprising Families**
15 *Morgan Bishop Fraser, Arizona CF*
Laily Pirbhai, Calgary Foundation
Mark Weber, author, The Legacy Spectrum

Upcoming attractions

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*We have a special focus on giving families.
Through our partnership, donors have access to peer
learning opportunities and educational resources.*

Seeking your feedback

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Your feedback is critical to our work.

An evaluation survey will appear promptly after the end of this webinar.

Contact community@ncfp.org with questions or ideas for future webinars and services.

Thank you!

National Center for Family Philanthropy

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