

HBS Club of NY Community Partners Brainstorming Session with American Lung Association Metro NY Chapter March 5, 2019

Objective of the session:

Help ALA determine ways to enhance the effectiveness of its NY Metro Board, both in engagement and fundraising, with an eye toward replicating successful strategies in other local and regional boards.

This report is divided into two sections:

1. Ways to increase fundraising immediately
2. Ways to increase board dynamism and engagement. These actions will be essential to foster the development and sustainability of the board moving forward.

Of course, the two are intimately inter-connected.

Ways to Increase Fundraising

Phase 1: Maximize Current Donor Populations (“love the one you’re with”)

- a) Maximize current individual giving donor pool. ALA can access “a gold mine” by better leveraging its database of existing donors, which represents the Chapter’s second biggest source of funding (after government funding)
 - Tier the donors and upgrade each donor one level of contact and \$ ask
 - Move from email solicitation to a call or meeting:
 - Find out why people give. Document and use those stories to raise personal giving levels
 - Determine who works at what company (linked in search) and use that data and those donors to develop programs to encourage colleagues to participate in activities
- b) Maximize current Corporate giving donor pool
 - Better understand why a corporation has been giving in the past to better ensure they continue to give in the future
 - Explore including matching gift links with Individual Giving mailings
 - Publish matching gift information in your newsletters and on your website
 - United Way and payroll deductions
 - Look to match corporate sponsors to information you learn about where your individual donors are employed
- c) Maximize current Board Members
 - Increase the local “give/get” if possible, given organizational restrictions.

- a. Consider working with other chapters to make the case for National to increase the give/get across the organization to a level that is in line with other highly esteemed non-profit organizations (“Give/get under \$20,000 is virtually unheard of”)
- Provide board members with tools to help them raise money. (The board is made up with of people with an affinity / passion for ALA’s work, but most people do not like asking for money, especially when they are not trained in fundraising.) Some suggestions include:
 - Run a mandatory workshop with the dual purpose of providing training and expressing the expectation that board members are fundraisers
 - State clear expectations for: give/get, number of outreach calls/month,
 - Provide scripts, email verbiage, etc
 - Actively assist Board actions with staff support.
 - Work with the new Chief Marketing Officer

Phase 2: Broaden ALA Base to New Donors

a) Broaden to new individuals

- Aggressively seek out and engage millennials around clean air
- Engage them at their companies (e.g. JPNC)

b) Broaden to new corporates for potential partnerships, sponsorships, pilot programs.

- Research corporate philanthropy and corporate social responsibility programs for Top 50 companies in NY area by number of employees -- key to find corporations with a natural fit / alignment / shared values with ALA as companies declare where they will put a stake in the ground
- Consider different campaigns for Cure Disease vs Health vs Air Quality
 - Health and wellness angle as “anyone in the health business has an interest in supporting ALA”
 - Athletic gear manufacturers, insurance companies, CVS, Walgreens,
 - Recruit people such as a famous mountain climber who “knows lungs” to promote an ALA fundraiser
 - Clean air angle
 - Brand it a “Clean Air Program” with ALA Logo
 - Pilot program with Fedex or UPS trucks – PR for them as the official delivery service for the American Lung Association / makes your air cleaner
 - International Maritime Organization has a clean air by 2020 initiative. Others must as well.
 - Citigroup re Cltibike – put a clean air/ALA sticker on each bike and give x cents/ride
 - Engage millennials/younger employees who are passionate about clean air- give them direction, have them advertise a climb at their companies (eg Jpmorgan, Citi, etc)

- Consider a campaign that focuses on the *marriage* of health effects + the environment as this is a less crowded value proposition
- In Kind donations from companies – give companies the opportunity for their employees to donate their time to help an ALA initiative

d) Broaden to new board members

- Launch a Young Professionals Group and/or a Junior Board that appeals to people who are passionate
 - Provide them with tools to help them succeed and have impact
 - Clearly identify responsibilities such as:
 - Promote ALA within their companies and/or
 - Organize and promote events (e.g. bar night)
 - Etc.
 - Sources of this pipeline: NYU, Columbia, major corporations with millennials (e.g. JPNC)

Ways to better engage board members

Currently, ALA NY Metro Board members are encouraged to become involved in any number of activities on behalf of the organization, and to help as much as possible.

But Board members could be a terrific resource to drive the initiatives above – for people who are passionate about ALAs work, it can be extremely satisfying to dig into an initiative and see real results.

The earlier model of focusing on C Suite access is probably not where ALA Metro should focus its efforts (especially given the regional and national hierarchical realities) . As an alternative, actions by the staff should be directed at seeking new board members who are likely to increase engagement within a younger and more socially conscious community.

Best practices in both non-profit and for-profit Board management is to create small **committees** with clear responsibilities, ownership and accountability. In return, the organization must support each committee with resources and ‘manpower’. To be successful, it is recommended that ALA NY Metro start small, with a few new committees and expand after it experiences success.

Critical to success, each committee should have:

- Clear ownership and clearly delineated responsibilities
- Clear accountability – specific goals and objectives
- A system to set specific targets and then a series of metrics to measure program effectiveness
- People who are passionate about the work of the committee

Listed below are a number of ideas for potential committees that are in line with ALA NY Metro's ambitious fundraising goals and opportunities sited in Part 1:

- Marketing Committee: develop marketing materials to help the board members approach people to raise money and create programs at their companies and/or industry partnerships
 - Could be several committees: Health Marketing Committee, Environment Marketing Committee, etc
- Direct mail database –figure out how to mine and leverage ALA Metro NY's database of existing donors
- Social media and digital marketing Committee
- Industry Partnerships Committee – research industries / companies with shared values or an interest in ALAs work
- Events or Activities Committee – organize and promote new events such as dinners, cocktail parties, etc

Other suggestions

- Develop a path / ladder/ incentive structure for people to be noticed and also to work their way up to regional board then national board
- Distribute giveaways such as lung capacity airball testers with ALA logo
- Have a staff member follow obituaries for very wealthy people – who just died of lung disease?