



Purplegrass
CHARITY CONSULTING

Proposal to Muscular Dystrophy Ireland

Creating a Sustainable Future through Effective Revenue Generation

Presented by Purplegrass Consulting

October 2019

Situation Analysis

Background

Muscular Dystrophy Ireland (MDI) is a national membership based organisation, which provides support to people and their families who are affected by muscular dystrophy and allied neuromuscular conditions. The organisation offers a range of services from information, respite, youth and family support, lending equipment, providing transport and a home from home apartment in Dublin.

Current Funding Situation

MDI is currently receives over 85% of its funding from the HSE. It receives its funding via 7 CHO's which can be complex and challenging to attribute the right level of expenditure to each CHO area. MDI has produced a small operating surplus in the last few years and holds €2.5 million of unrestricted reserves. MDI is keen to explore whether it can increase its net revenue from fundraising activities and other non-HSE sources and diversify its funding base.

Over the last few years, the organisation has gradually built its income from fundraising and donations, increasing from €134,000 in 2014 to €233,000 in 2018 (figures stated are gross and before costs of fundraising).

Funds are raised through donations, grants and fundraising activities and events. Some of the local branches raise funds for MDI but following a recent restructure of the branch offices, all fundraising income now goes directly to MDI head office.

The Brief

Having recently completed a new strategic plan for the organisation, MDI is keen to review its fundraising and revenue generation activities and explore how it can raise more funds and improve the cost effectiveness of its current fundraising activities. MDI has approached Purplegrass Consulting to present a proposal on how it could assist in achieving this.

Our approach would be to carry out a review and analysis of MDI's current fundraising and revenue generation activities, identify new opportunities and areas for improving return on investment in fundraising and to make recommendations and provide support on delivering improved net fundraising revenues in 2020 and beyond. The outcome of the review will be a 3 year fundraising plan, with forecast income and expenditure.

This project will involve a number of tasks including:

- undertaking a revenue and fundraising audit
- review of profitability of all current revenue generation activities
- scanning for national and international opportunities for new revenue streams
- discussions with members and local branches and a review of head office
- identifying a clear, achievable set of fundraising objectives
- developing the best case/s for support to attract new donors
- developing specific plans for key target areas for securing support e.g. corporate support, government grants, trading revenue, local fundraising
- outlining timelines, budget and resources required to make the plan a success.

Methodology

We have set out a proposal below for developing a comprehensive revenue generation plan for MDI based on the following methodology:

PHASE 1: EXPLORE

Our overall objective in this phase is to understand MDI's financial and strategic objectives, and examine current national revenue streams. We will analyse who the current donors and fundraisers are, what is working well and what can be tweaked to improve profitability. We will also review the structures in place to support and grow fundraising, look at how MDI interacts with its branches, its donors and its fundraisers, as well as its fundraising policies on restricted and non-restricted income. This will be delivered via a combination of desk research and meetings with MDI staff and stakeholders and will include:

- Review all literature, research, website, donor/sponsor literature
- Review range of programmes delivered by MDI and how these can be presented as a range of fundraising propositions tailored to different target audiences
- Review profitability of all current revenue streams, including fundraising, membership and trading revenues.
- Understand MDI's vision and values
- One to one interviews with key staff and stakeholders for more in-depth insight into current fundraising and revenue generation activity.

PHASE 2: ASSESS NEW OPPORTUNITIES

In this phase of work we will look for opportunities for MDI to expand its revenue generating activities. This will include opportunities to develop new revenue streams from corporate supporters, sponsorship, grant funding and fundraising activities.

- Research potential grants from a range of funders, including corporate, trusts, philanthropic and government sources
- Review potential new donor solicitation and fundraising ideas
- Review the networks associated with the organization and identify potential funding prospects.
- Identify any potential barriers to fundraising development and how to overcome these.

PHASE 3: INTEGRATE

Our overall objective in this phase is to ensure that new business and fundraising opportunities are translated into a practical and achievable revenue generation plan for MDI. This will include:

- A revenue generation strategy, clearly setting out MDI's fundraising goals
- An operational plan or roadmap to deliver these goals, with recommendations on any organisational development requirements.
- Key targets for new revenue opportunities
- Recommendations on grant funding opportunities and how best to approach these.
- Suggestions for a range of funding propositions that could be offered to potential donors at different levels.

PHASE 4: IMPLEMENTATION

Once the strategy has been delivered and approved, there is the option to extend Purplegrass' involvement to support full implementation of the plan, if required.

This could be offered as a day a month (at a reduced rate), providing support and coaching to the existing fundraising team, and/or support on the implementation of certain elements of the strategy, for example developing new corporate partners.

Project Delivery

A detailed timeframe for delivering this project will be agreed following the kick-off/scoping meeting.

Proposed Project Plan

Phase	Key Tasks/Activities	Output
1.	<p>Phase 1: Explore - Planning and Review</p> <p>Define the project and scope of work and agree timeline.</p> <p>Review all current documentation, budgets and financial plans.</p> <p>Assess strategic goals and identify specific projects and areas of work that will require funding.</p>	<p>Scope of work finalised and agreement signed between MDI and Purplegrass.</p>
2.	<p>Phase 1: Explore - Internal Review</p> <p>Meetings with the fundraising team, assessment of current activity and fundraising processes.</p> <p>Meeting with Financial Controller to understand financial reporting and requirements.</p> <p>Understanding of MDI's services and current financial requirements.</p> <p>Meetings with board members and key stakeholders (as agreed with CEO and fundraising team). I have included 1 day outside of Dublin travel.</p>	<p>Understanding of current activity and successes.</p> <p>Identify gaps and potential opportunities as well as cost savings/ efficiencies.</p> <p>Meet local fundraisers and branch members.</p>
3.	<p>Phase 2: Assess New Opportunities</p> <p>Explore donor development opportunities</p> <p>Explore potential corporate partners – developing appropriate corporate donor propositions, looking for lead generation opportunities.</p>	<p>Identification of new business opportunities gap analysis in current fundraising strategy</p>

	Grant research from a variety of sources. Donor analysis	
4.	Phase 3: Recommendations on a Revenue Generation Strategy Scope out strategic choices and priorities for fundraising and revenue generation activities. Develop a revenue generation strategy, identifying key priorities and areas of activity. Recommendations on a future nationwide fundraising structure for MDI.	Fundraising strategies reviewed and assessed. Draft Strategic Priorities document to CEO and Board for discussion and sign off.
5.	Phase 3: Develop a 3 year plan and roadmap for operations Scope out a 3 year plan of operations with key projects and areas of activity.	Draft 3 year revenue generation plan and targets
6.	Phase 3: Resourcing Requirements and Financial Forecast Review of organizational development requirements, including resourcing and infrastructure. Purplegrass to create a simple financial model and template to help generate financial budget forecasts. Complete final draft of revenue generation plan.	Establish organizational development requirements 3 year outline financial plan for

Deliverables for the Project

The deliverables from this piece of work will be:

- Initial review with the team at MDI to assess current revenue generation activity, identify new opportunities and audit current programme/range of donor propositions. This will involve consultation with some of the branch network and other key stakeholders, such as the Board (as agreed with the CEO).
- The creation of a revenue generation strategy, which will clearly set out MDI's strategic revenue generation goals with a focus on return on investment in all activities.
- An operational plan or roadmap to deliver these goals, with recommendations on any organisational development requirements and a national fundraising structure.
- A 3 year financial forecast setting out anticipated income and expenditure¹.

¹ In some cases, such as new donor acquisitions, payback periods can be longer so it may be necessary to forecast up to 5 years ahead to show returns.

- The option to extend Purplegrass' involvement to support the team during implementation of the plan, if required.

This would usually be delivered over an 8-9 week time period and a project timeline will be agreed at the kick-off meeting.

Fees for the Project

Based on the proposal set out above, I have estimated 11 days for the project at a daily rate of €730 +VAT at 23%. This would make the total project fee €8,030 (€9,877 including VAT) plus an additional, optional €3900 +VAT @23% (€4,797 including VAT) for 6 months ongoing coaching and implementation support (based on 1 day a month @ the discounted rate of €650 a day plus VAT).

Fees include all reasonable expenses, with the exception of any outside of Dublin travel. Any additional expenses will be claimed through the submission of receipts and will be agreed in advance with the client. Any mileage incurred will be invoiced at €0.53/km.

Company Profile

Purplegrass Consulting Ltd provides strategic fundraising services to not for profit organisations and provides support in the development, implementation and resourcing of fundraising strategies.

Purplegrass was established in 2011 by Gaby Murphy, a veteran fundraiser with 25 years' experience raising funds in Ireland, the UK, Europe and the US. Gaby has raised tens of millions of euro during her career for medical research, healthcare, children's charities, disability charities and a range of other causes. Over the last 8 years, Gaby has built up an impressive client list as a consultant, including the Irish Cancer Society, Temple St Children's Hospital, the Asthma Society of Ireland, Medecins Sans Frontieres All Ireland Institute of Hospice and Palliative Care, Galway Simon Community and LauraLynn. For a full biography of Gaby Murphy and recent Purplegrass case studies, see Appendix 1.

Purplegrass is a member of Brakeley Europe and Partners, an international network of fundraising consultants which provides access to fundraising resources and support in Europe, the US and beyond. The benefit of this alliance for our clients is that it provides Purplegrass with quick and easy access to fundraising experts across the world who can advise on international sources of funding. www.brakeleyeurope.com

Organisational Structure

To keep costs as low as possible for our clients, Purplegrass Consulting keeps a minimum level of staff and works with associates in Ireland and internationally to bring in specific expertise where required.

Gaby Murphy will be the consultant delivering this project on behalf of Purplegrass Consulting.

Purplegrass Consulting is member EU Consult and abides by international codes of fundraising best practice. Gaby Murphy is a member of the Institute of Fundraising, UK.

Standard Conditions of Agreement

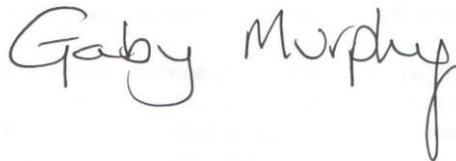
Payment: We would invoice you for the project in three parts. One third of the fee would be payable at the outset, one third on the presentation of the Strategic Priorities document and the final third on the presentation of our final report. Terms of payment are 14 days. Payment for any additional implementation support would be invoiced on a monthly basis in arrears.

Confidentiality: Confidentiality would be guaranteed on both sides for the duration of the consulting period and beyond.

Validity of this Proposal: This proposal and its terms are valid for two months from the date of this proposal. Any work additional to that described in this proposal would require a separate letter of agreement.

I would be delighted to discuss this proposal with you and look forward to talking to you over the next few weeks.

With best regards

A handwritten signature in black ink that reads "Gaby Murphy". The signature is written in a cursive, flowing style.

Gaby Murphy
Managing Director, Purplegrass Consulting
T: 087 277 5047 E: gaby@purplegrass.ie

Appendix 1

Gabrielle Murphy

Gabrielle has over 25 years' experience of working with not for profit organisations in the UK and Ireland. She has a wealth of hands-on experience in delivering organisational strategies at senior management level and leading successful fundraising teams to deliver challenging revenue targets.

Gabrielle was Managing Director of Kanchi, the dynamic social enterprise that created the Ability Awards, which she led through its transition from a successful start-up organisation to a multi-project, international operation.

Prior to this, Gabrielle was on the senior management team of children's cancer charity, Barretstown in Co. Kildare, and as Director of Development, delivered an 80% increase in operating income at the charity. She gained valuable experience of managing a diverse fundraising operation, raising income both in Ireland and internationally, focusing particularly on corporate gifts and developing grass roots community support.

Gabrielle's particular areas of expertise are in:

- development of fundraising strategy
- implementation and delivery of fundraising plans
- resourcing and operational review
- new business development

Gabrielle is a Director and Co-Founder of Fundraising Ireland, the association for professional fundraisers in Ireland. She has recently been invited to join the Advisory Board of the Centre for Sustainable Philanthropy at the University of Plymouth, which is the leading academic institution for fundraising and philanthropy in the UK and Ireland.

Gabrielle has an MBA from the Smurfit School of Business, UCD and is a former Director of Arts Disability Ireland and a founding Director of Fundraising Ireland which merged with ICTRG to form Charities Institute Ireland.

Purplegrass Case Studies

LauraLynn

Gaby worked earlier this year with LauraLynn to develop a 5 year fundraising strategy to support the organisation's new Five Year Plan. She worked closely with the Board of Directors, the CEO and the fundraising team to ensure buy in across the organisation and delivered a clear strategy, 3 year budget and operational plan.

National Gallery of Ireland

Gaby worked with the National Gallery of Ireland on an 18 month project following the re-opening of its newly refurbished historic wings in 2017. She wrote a 3 year fundraising strategy, recommended a new structure for the team and worked with the executive leadership team and the Board to deliver the strategy. She was personally responsible for raising over €700,000 from a newly re-launched Corporate Partnerships

programme and continues to work with the Gallery, now leading a €10 million capital redevelopment project.

Asthma Society of Ireland

Gaby worked with the Asthma Society of Ireland to review its fundraising operations and develop a completely new fundraising strategy for the organisation. The strategy included corporate, trust, individual donors and a new approach towards members of the organisation. Gaby worked with the team and the Board to secure full support for the strategy, which represented a radical shift for the organisation. The results to date have been excellent, with 100% increase in net income from non-lottery fundraising sources and a staggering 2,900% increase in the number of members.

Médecins Sans Frontières (MSF)

Purplegrass has worked with MSF since 2012, when we were contracted to develop a new fundraising strategy for MSF Ireland. We worked across the organisation with stakeholders in both Ireland and the UK and created an integrated strategy for dynamic growth over a 3 year period. The strategy included plans for donor recruitment, donor care and development, major gifts and corporate and foundations. We worked closely with the MSF Director to secure commitment to the growth strategy from both the Irish and UK Boards and between 2012 and 2014 MSF's net income from fundraising increased from €675,000 to €2,063,000 following the implementation of this strategy.