



## Board of Director's Meeting Agenda March 25<sup>th</sup>, 2024

3:00 – Call to Order and Welcome

Welcome Travis Perry

Mission Moment

Consent Agenda

- Approval of January Minutes
- Committee Reports--Recap

Active Agenda

Budget & Finance Update

- Dennis to update on Give a Little Love and Shamrock Shakes
  - Updates on McDonalds campaigns
- Audit April 15th

Facilities

- Fire suppression system – vote on Hawkeye Fire (rates change April 1<sup>st</sup>)
- Expansion update

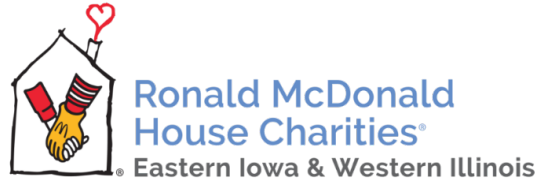
Development

- 2024 Marketing Plan (in the portal)
- Dubuque Committee and Activities
  - Alumni gathering on May 23<sup>rd</sup>
- Events
  - Red Shoe Run – Saturday, May 5<sup>th</sup>
  - Golf Outing – June 3<sup>rd</sup>
  - Bubble Walk – June 15<sup>th</sup>
- Global RMHC Rebranding
- CDO Position
  - Recruiter?
- Quad Cities Fall Event – any updates from Dennis or Kevin?

Board Items:

- Personal Relationship Policy – vote
- Must go back to license agreement with board terms
  - McDonald's owners and hospital staff
  - Amend bylaws to adhere to global guidelines
- Update on the CDO position
- Strategic Planning committee
- Meet at the House for July 11<sup>th</sup> board meeting

**Adjourn**



Board of Director's Meeting Agenda  
January 11<sup>th</sup>, 2024

Participating: Shannon Greene, Hanna Zevenbergen, Brent Hawkins, Jennifer Erdahl, Jamie Henderson, Janine Petitgout, Emily Spellman, Josh Rasmusson, Dave Phillips, Evan Diehl, Jim Von Maur

3:00 – Call to Order and Welcome – 3:10pm *official start time.*

Mission Moment: Shannon Greene shared a mission moment of a family who recently experienced the loss of their child. The family is interested in donating towards a reward for participants of the Red Shoe Run. Since the passing of their child, there has been an outpouring of support to RMHC-EIWI.

Consent Agenda

- Approval of November Minutes
  - No questions or concerns
- Committee Reports—Recap
  - No questions or concerns

Motion to approve consent agenda:

\_\_\_\_\_Evan Diehl\_\_\_\_\_ 2<sup>nd</sup>: \_\_\_\_\_Dave Phillips\_\_\_\_\_ All in favor. Motion Passed.

Active Agenda

Budget & Finance Update

- 2024 Budget approval

Motion to approve 2024 budget as recommended by Finance Committee.

\_\_\_\_\_Dave Phillips\_\_\_\_\_ 2<sup>nd</sup>: \_\_\_\_\_Josh Rasmusson\_\_\_\_\_ All in favor. Motion Passed.

- Update on how we ended the year

- a. Strong annual campaign and year end giving. Revamped campaign materials this year. Shannon met with a new donor at the House who left us with a \$10,000 check.

#### Facilities

- Expansion update
  - Ben Logsdon's board term ended in December, however, he is remaining on the Facilities Committee. Shannon Greene and Hanna Zevenbergen met with Boland Recreation, playground vendor, to develop a design and plan with the hopes of starting installation this year. Additional meetings with Solum Lang will occur in January with updates on the existing designs for expansion. The overall idea is to develop a long-term stay addition for families who are often with us for more than a few weeks.
  - Shannon invited Melissa Whisler, Interim Chief Administrative Office with UISFCH, to the House for a tour. Shannon shared that we are exploring expansion and asked for input on family needs.

#### Development

- Marketing update
  - Kate and Shannon met with Plaid Swan to review the first draft of the 2024 Marketing Plan. The plan includes adjusted marketing based on data from 2023. One new venture is advertising within the Coral Ridge Mall. We will have the ability to modify content throughout the year and the large signage includes a QR code for donations. The final 2024 Marketing Plan should be available in by January 12<sup>th</sup>.
- Year in review – Director's Report
  - Shannon shared a few highlights. Information is in the board packet. We are sharing our mission in new ways, i.e. how many showers we had, how many miles families saved in travel. In 2023 we served over 5000 people which is back to/exceeds pre-COVID numbers. Top two counties served last year were Polk County and Dubuque. The biggest changes in our operations this year included the implementation of a new IT system and the completion of the Kitchen. The board asked if we could provide comparative data from pre-COVID years.

#### Board Items:

- Update on the CDO position

- Heather's last day was January 10<sup>th</sup>. Position has been posted on a number of sites. Interviews are taking place on 01/19/2024 with Shannon and Jamie. Shannon asked the board to help spread the word and share the link via our website. We appreciate the support to take our time to find the right fit. Kate Grabe has been great to work with to help step up and covering. Shannon is taking on grant writing and major donors.

- Strategic Planning committee

It's time to update our Strategic Plan for 2025-2027. We spoke at the last meeting about creating a strategic planning committee made up of board members and staff. Board interested in participating should notify Brent.

- Review Board Contact List & committee assignments

The board reviewed the 2024 Contact List for accuracy. Board members have the opportunity to join a new committee in 2024 if they wish.

- Board Term Schedule--review

Ben finished his term in December. Jamie will roll off in May. We will have a couple of board positions open for potential new members. Please pass along suggestions for new members to the Executive Committee.

- 2024 Meeting schedule
  - Board agreed to hold July 11<sup>th</sup> meeting at RMH
  - 3-5pm as usual--Meet and greet with staff followed by board preparing evening meal
- General questions:
  - Volunteer program—shared year end stats including 4500 hours, 74% of meals donated in 2023, 54 family programs and activities held.
  - Board member asked about how the new chef position interfaces with CR. Hanna shared that all locations work with the chef on overall food planning. If there is not a volunteer group to prepare the meal, chef or staff prepare.

**Adjourn –3:45pm**

Busy spring! Our team is navigating March Madness (literally in our front yard), increasing family needs, and a bustling meal and volunteer program. We're gearing up for event season and looking forward to a great year!

## Mission Moment:

This is Harlen. Also known as staring contest baby, Gerber boy or Canada to his Iowa friends. He was born with bilateral clubfeet and our treatment journey started at just 10 days old in Saskatchewan, Canada. Unfortunately, after many trial and errors we decided Harlen's feet were too complex for the skill level of our orthopaedic and we needed to search elsewhere. Never in my wildest dreams did I think it would land us in lil Iowa City.

We are so forever grateful for our family, friends, Dr. Morquende and RMH. Without these integral pieces of the puzzle, Harlen's treatment would not have been possible. I am so at peace knowing he is in the best hands and soon he will be moving around like any other kid.

To RMH:

The value of this house to us is un-measurable. The best word for it is - Support!

I was so nervous to come to Iowa, but knowing we'd have a place to stay with families and staff around to help kept my mind more at ease. To you it may be a job, but for us and the families here it's the little things:

- A warm, not to mention amazing, meal from chef Rob.
- A supply closet with anything you might have forgot. Especially when you forget the charger to your toothbrush - oops.
- A playroom so extensive that were gonna be in trouble when we get home.
- And not to mention all the staff who go out of their day to make this lil man smile ear to ear.

After 53 days here thus far, we are now counting down the days until we can see dad and then go home. We will always think of this place fondly and continue to stay in touch with those who have captured our hearts.

### Ronald McDonald Family Room at UI Stead Family Children’s Hospital

- It’s traditionally been difficult to get many volunteer groups to sign up to make a meal at UISFCH. It’s a beautiful space but comes with extra challenges with parking, elevators, etc. We recently piloted a change where we are asking our House volunteer meal groups to consider making food for an additional 25 people. We’ve had a great response to this need, and we are now able to freeze extra portions and take to the Family Room to serve for evening meals.

UISFCH	Total Visits	Ave. Daily Visits	New Reg’s	SR	# Families Served	New Patient’s Families Served	Guests 21 or Under
				Overnight Usage			
Jan.	1145	36.9	223	15	6	85	
Feb.	1177	40	234	12	7	94	
Mar							
Apr							
May							
Jun							
Jul							
Aug							
Sept							
Oct							
Nov							
Dec							
<b>Total</b>	<b>2322</b>	<b>38.45</b>	<b>457</b>	<b>27</b>	<b>13</b>	<b>179</b>	<b>0</b>

### Ronald McDonald Family Room at UnityPoint-St. Luke’s

- We met with St. Luke’s labor & delivery staff and marketing team to explore ways to raise awareness among hospital staff and the Cedar Rapids community. Great feedback on the value of our services and how we contribute to family centered care.

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SLFR	Total Visits	Ave. Daily Visits	New Registrations	Sleep Room Nights	New Patients/Families Served
Jan-24	952	30	197	57	95
Feb.	755	26	142	24	69
Mar					
Apr					

May					
Jun					
Jul					
Aug					
Sept					
Oct					
Nov	1707	28	339	81	164
Dec					
<b>Total</b>	<b>7759</b>	<b>24.2</b>	<b>1120</b>	<b>644</b>	<b>558</b>

**Ronald McDonald House**

- Our team has demonstrated amazing care and support in some very challenging guest family situations. Added to that, we have had seven families who lost children in recent weeks. Our team conversations are focused on supporting one another and the importance of self-care.
- Our House census remains high and our rooms remain full. Plaid Swan has added the ability for us to track our hotel program in detail, to better understand how families are using it and what we can do better.

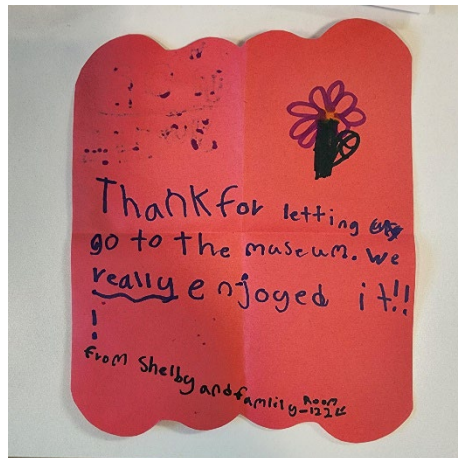
**2024 RMH Data**

Month	Average Occupancy	# Guest Families	# Family Nights	Avg. Length of Stay
January	97.58%	55	847	15.40
February	98.19%	59	759	12.86
March				
April				
May				
June				
July				
August				
September				
October				
November				
December				
<b>Totals:</b>	<b>97.89</b>	<b>114</b>	<b>1606</b>	<b>14.13</b>



## House Snapshot—fun facts from a random day at RMH (03/21/2024)

- ♥ Our youngest patient is 11 days old and our oldest is age 16.
- ♥ We have a full House with families from Iowa, Illinois, Texas and Canada.
- ♥ There are 12 families on today's wait list.
- ♥ We had 10 volunteers here throughout the day, assisting with tasks.
- ♥ Our team was out promoting the Red Shoe Run at the Coralridge Mall, complete with our mascot "Shoeburt" handing out flyers and cookies.
- ♥ Benton County 4-H Club was onsite to prepare our evening meal.
- ♥ We received a sweet thank you from a family who utilized our free passes to the Children's Museum.



## **RMH Facilities**

- Continued meeting with our architects resulting in further defined options for a future expansion. Samples are included in your board packet.
- We are welcoming back our former maintenance coordinator, Jay Fraise, to our team!
- The Facilities Committee made a recommendation to the Executive and Finance Committees on the replacement of our existing fire suppression system. WE have identified a new vendor which we believe will be more cost effective and provide better customer service. Given the cost of the project, it will go in front of the full board for vote.
- Von Maur Recreation Project: Hanna has secured bids for the much-needed demolition and removal of the gazebo, slated for April. Working with Boland Recreation, we have two initial playground designs in hand. Once we have confirmation from the University on our lease footprint, we can move forward.

## **Finance**

- Our audit is scheduled for April 15<sup>th</sup>. Pre-work has begun.
- No new estate notifications, but we learned that the final distribution for the Disselhorst estate can be expected by June. (amount unknown)

## **Fundraising and Marketing**

- I had the opportunity to present to the Cattlemen's Association to share the impact of funds raised through the Governor's Charity Steer Show.
- Submitted grant applications to Cargill, Dance Marathon, and GreatAmerica Financial Services.
- McDonald's "Give A Little Love" and Shamrock Shake campaigns kicked off in February. This is a unified effort with the three chapters (Central IA, Central IL and RMHC-EIWI).
- First-ever Dubuque Alumni Family event is scheduled for May 23<sup>rd</sup>. The event will be held at Hotel Julien with fun activities and light refreshments. This will be a great opportunity to engage alumni families in our plans to increase awareness and support in their community.

## **Events**

- See board packet for most current sponsorship and participation numbers
- Red Shoe Run--Sunday, May 5.
- The Fore the Families Golf Outing--June 3, 2024.
- The Cedar Rapids Bubble Walk--June 15, 2024.
- New Fall Event—date TBD

**RMHC-EIWI Facilities Committee**  
**01/18/2024 | 2:00p-2:45p**

Attendance: Shannon Greene, Brian Harry, Hanna Zevenbergen, Matt Traetow, Ryan Holst, Ben Logsdon, Michael Eye

**Power Outage** - Hawkeye Electric completed their work, and the fridges/freezers are now on different breakers.

**Expansion** - Shannon, Hanna, Ben, Brad, and Elyse will meet again on January 25, 2024, with additional updates on the progress of the plans and drawings of the new expansion. The university made us aware that there are two available parking spaces near the UISFCH available for our team. Shannon will follow up to confirm this remains true, and we can begin using them.

**HVAC** - We have not received a quote from AAA Mechanical for the work in the mechanical room.

**Elevator** – The elevator has been experiencing intermittent outages. Kone informed us that the elevator board needs to be replaced. Kone arrived on Friday, January 19, 2024, with parts in hand to make the necessary fixes. Monitoring of the elevator will occur going forward.

**Commercial Kitchen and Serving Room Ceiling** – On Friday, January 12, 2024, water was coming out of the commercial kitchen ceiling above the microwave and down onto the counter. AAA Mechanical confirmed it was not a plumbing related issue. ServPro was able to come out on Monday to ensure the drywall was properly dried. DrySpace was able to identify that an ice dam had formed resulting in the water leak from the ceiling. There was water leaking into the ceiling of the serving room as well which was properly addressed by ServPro. We will work with DrySpace to address the ice dams and ensure no future leaking occurs.

**ECSI – Contract Approval** – ECSI installed our new thermostats and software monitoring system back in 2020. ECSI never sent over a service contract—we've been operating without one and paying for repairs as they arise. (fortunately, they have been minimal). This was discovered during a conversation between ECSI and Wolf. An upgrade is due now to the software system, which costs around \$3000 alone. It is to our benefit to enter into the full-service agreement as it covers all upgrades (there can be more than one a year), 24/7 phone support, three annual site visits, waived trip fees, minimums, and discounted parts and labor. The cost is \$5995/year. Brian Harry shared with a colleague who has 20+ years of mechanical controls expertise to share who gave their formal recommendation and thought it was a good service agreement. The facilities committee discussed and approved the implementation of this service agreement. Ben Logsdon moved to approve, Matt Traetow seconded, and all were in favor with no objections.

**Kitchen Remodel** – We received a notice of renewal for our commercial kitchen license, but we need to determine the cost of renewal fee. Matt Traetow recommended we connect with Ecolab for a potentially free internal kitchen inspection.

**Fire Suppression System:** Midwest Alarms - Finalizing quote for complete update of the fire suppression system - Total: \$ 205,655.00. Hawkeye Communication - Finalizing quote for complete update of the fire suppression system - Total: \$95,432. Ben, Shannon, and I met with

Hawkeye Communications at the House on 12/14/2023 to discuss the quote, service contract, project timeline, and next steps. We are waiting for a finalized quote from Hawkeye Communications based on what was discussed before determining next steps.

**Temper-Pedic Mattresses:** Delivery of our new mattresses will occur on 02/27/2024.

**Elevator Phone/IT:** Kone informed us that the regulations around the elevator phone are simply that it needs to be operational and calls out to a 24-hour service line. Hanna will connect with UI Security to ensure the 24-hour phone number we use is correct. Wolf Technologies has ordered the necessary part to update the phone system within the elevator.

\*Upon our first elevator inspection following the IT transition, it was determined the phone in the elevator is not working to make outgoing calls. Shannon and I are meeting with Wolf Technologies on Thursday, December 21 to determine the next steps. On November 29<sup>th</sup>, James from Wolf Technologies visited RMHC-EIWI to address multiple outstanding IT issues. He was able to reestablish a phone and internet connection in the Loft, Conference Room, and basement guest rooms. However, we continue to have ongoing discussions with Wolf Technologies about the outstanding issues with our IT system. Examples: Elevator Phone and HVAC transition.

**RMHC-EIWI Facilities Committee**  
**02/15/2024 | 2:00p-2:45p**

Attendance: Hanna Zevenbergen, Ryan Holst, Michael Eye, Brian Harry, and Ben Logsdon

**Freezers/Fridges** – We are in need of expanding our fridge and freezer space at the House due to the continued growth of the meal program. We are looking for recommendations on full fridges or full freezers, companies to work with, commercial vs. residential, and the best next steps.

**Expansion** - Shannon, Hanna, Ben, Elyse, and Nicole met on January 25, 2024. We discussed site plan concepts, floor plans and program concepts for the expansion. Now with drawings and potential plans, Ben, Shannon, and Hanna will meet with the University to discuss extending our land footprint. Two parking spaces are available for our staff to park near the hospital, according to the University, which allows us to park there instead of paying to use the ramps. Hanna and Ben to meet with the University next week Wednesday, February 21, 2024.

**Gazebo** – We are looking for recommendations on who will be able to demolish and remove the structure. The gazebo will be one of the few structures that will not remain a part of the final outdoor space design.

**HVAC** - We have not received a quote from AAA Mechanical for the work in the mechanical room.

**Elevator** - The elevator has been in and out of service since the beginning of the year. Kone ordered parts, which they replaced Friday, February 2, and the elevator has been functional since those repairs.

**Commercial Kitchen and Serving Room Ceiling – Water** - On Friday, January 12, 2024, water was coming out of the commercial kitchen and serving room ceilings above the microwave and down onto the counter. Water is no longer coming through the commercial kitchen ceiling. However, periodic water continued to flow into the serving room ceiling. ServPro continued to service the area for about 2 weeks after our last facilities meeting. ServPro had to cut a square piece out of the drywall to ventilate it. The area has not experienced any issues since. We connected with Dean from Build to Suit (project manager for kitchen remodel) and he brought West Branch (roof vendor) on site for an inspection. The gutters flowing onto the roof and away from the room will be reexamined in the spring to prevent unnecessary water from collecting on the roof. Dean returned to RMH on Wednesday, February 14 with Hawkeye Electric to discuss installation of heat tape to prevent ice dams.

**Fire Suppression System** - Hawkeye Communications sent their finalized quote, and both quotes from Hawkeye Communications and Midwest Alarms were sent to the facilities

committee for review. Approval to move forward with Hawkeye Communications was unanimous and received from each member of the facilities committee. The Facilities Committee Chair will be in contact with the Board of Directors regarding the next steps.

**Elevator Phone/IT** – Elevator phone remains non-operational. Hanna is in contact with Wolf technologies regarding the process of addressing the issue.

**Follow Up Items**

- a. Hanna to follow-up with Wolf Technologies on status of elevator phone.
- b. New Fridges and Freezers
  - i. Hanna to inquire with Whirlpool about commercial or residential appliances and a possible donation.
- c. Gazebo
  - i. Ben Logsdon to offer recommendations on potential volunteers to remove the structure.
  - ii. Brian Harry suggested a potential landscaping company to remove the structure.

## RMHC-EIWI Finance Committee Minutes

Friday, February 16, 2024

Participating: Dennis Gendron, Brent Hawkins, Evan Diehl, Scott Soifer, Mitch Taylor (CLA), Shannon Greene

### Agenda:

- 1) Mitch Taylor, CLA—pre-audit conversation
  - Mitch shared an overview of this year’s audit process and timeline, audit to begin April 15<sup>th</sup>
  - No issues anticipated; staff communicating appropriately throughout the year; no new developments or concerns relayed by auditor or committee members
- 2) Von Maur backyard project update
  - Working with architects for backyard design, including placeholder for future expansion. The CD funds will mature in May; committee discussed drawing down expenses to date and placing remaining funds in another interest bearing account to maximize the gift.
- 3) New fire suppression system
  - Facilities committee has been discussing replacement of current fire suppression system will be recommending working with Hawkeye Communications per their submitted bid. Facilities chair will be emailing Finance and Exec committees for their input given the size of the expenditure (roughly \$100,000). Finance Committee agreed to this expense will be an appropriate use of Operation Reserve funds.
- 4) Quad Cities event updates
  - Iron Tee location has not yet opened, some difficulty in reaching owners/management to find out what is possible. McDonald’s board members have been communicating with other owner-operators to gain their support and involvement.
- 5) CDO search—recruiter suggestions
  - Brent had a suggestion for a local, reputable recruiter should Exec wish to pursue that for CDO search. Brent will email Shannon with his contact information.

## RMHC-EIWI Development Committee Meeting

February 28<sup>th</sup>, 2024 3:30-4:30pm

Participating: Seth Friedman, Jim von Maur, Josh Rasmusson, Kevin Murphy, Kate Grabe, Shannon Greene

1. 2024 Marketing Plan
  - Focus on using data to customize communications (i.e. first time donor; lapsed donor, etc.)
  - Used 2023 data to reallocated social media efforts for greatest impact
2. UnityPoint Health-St. Luke's marketing dept.
  - Meeting scheduled for March 14<sup>th</sup> to discuss sponsorship and opportunities to increase awareness
3. Dubuque committee/Alumni family event
  - May 23<sup>rd</sup>, details being finalized, intent is to gather family stories and input on how best to gain support in their community
  - Committee is discussing fundraising events including a bourbon tasting and pickleball tournament
4. McDonald's Give A Little Love & Shamrock Shake campaigns
  - In full swing, opportunity to present at next McDonald's BU meeting
5. Chief Development Officer position update
  - Challenge finding qualified candidates. Interviews to date have not resulted in a fit. Exec discussing option of engaging a recruiter.
6. RMHC-EIWI Event update
  - Red Shoe Run—May 5th
  - Fore the Families Golf Outing—June 3rd
  - Bubble Walk—June 15<sup>th</sup>
  - Quad Cities event—fall 2024, McDonald's board members have been doing legwork to put something together at Iron Tee in Bettendorf
7. RMHC Global conference highlights
  - Round Up—success of Nashville Field Office pilot program, hoping to spread to other business units.
  - Branding—with 50<sup>th</sup> anniversary, discussion of modernizing brand. McDonald's will always remain a part of our brand but examining logo and inclusion of "Ronald". Global RMHC assured chapters that any changes would include funding for chapters to implement.



## RE: [EXTERNAL] RE: RMHC-EIWI - Fire Suppression System

Brent Hawkins <bhawkins@wealthenhancement.com>

Mon 2/26/2024 12:13 PM

To: matttraetow@marcushotels.com <matttraetow@marcushotels.com>; scott.soifer@partners.mcd.com <scott.soifer@partners.mcd.com>; Phillips, Dave B. <dave.phillips@unitypoint.org>  
Cc: sfriedman@advancementresources.org <sfriedman@advancementresources.org>; Gendron Dennis (US Partners) <dennis.gendron@partners.mcd.com>; Jamie Henderson <jlhender@hbtbank.com>; evan.diehl@unitypoint.org <evan.diehl@unitypoint.org>; Shannon Greene <sgreene@rmhc-eiwi.org>; Hanna Zevenbergen <hzevenbergen@rmhc-eiwi.org>; benl@focusdevco.com <benl@focusdevco.com>

I agree with Dave on this. I am also in favor of bringing to the full board for vote and discussion. I feel like the committee has done the vetting that needs to be done.

**Brent Hawkins** | Financial Advisor

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**From:** Matt Traetow <MattTraetow@marcushotels.com>

**Sent:** Monday, February 26, 2024 10:19 AM

**To:** Soifer Scott (US Partners) <scott.soifer@partners.mcd.com>; Phillips, Dave B. <Dave.Phillips@unitypoint.org>

**Cc:** Brent Hawkins <bhawkins@wealthenhancement.com>; Seth Friedman <sfriedman@advancementresources.org>; Gendron Dennis (US Partners) <dennis.gendron@partners.mcd.com>; Jamie Henderson <JLHender@hbtbank.com>; Diehl, Evan J. <Evan.Diehl@unitypoint.org>; Shannon Greene <sgreene@rmhc-eiwi.org>; Hanna Zevenbergen <hzevenbergen@rmhc-eiwi.org>; benl@focusdevco.com

**Subject:** [EXTERNAL] RE: RMHC-EIWI - Fire Suppression System

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Thank you both. We appreciate the support.

***Matt Traetow***

T: (319) 688-4000 | M: (319) 331-2793 |

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**From:** Soifer Scott (US Partners) <[scott.soifer@partners.mcd.com](mailto:scott.soifer@partners.mcd.com)>  
**Sent:** Monday, February 26, 2024 10:16 AM  
**To:** Phillips, Dave B. <[Dave.Phillips@unitypoint.org](mailto:Dave.Phillips@unitypoint.org)>  
**Cc:** Matt Traetow <[MattTraetow@marcushotels.com](mailto:MattTraetow@marcushotels.com)>; Brent Hawkins <[bhawkins@wealthenhancement.com](mailto:bhawkins@wealthenhancement.com)>; Seth Friedman <[sfriedman@advancementresources.org](mailto:sfriedman@advancementresources.org)>; Gendron Dennis (US Partners) <[dennis.gendron@partners.mcd.com](mailto:dennis.gendron@partners.mcd.com)>; Jamie Henderson <[JLHender@hbtbank.com](mailto:JLHender@hbtbank.com)>; Diehl, Evan J. <[Evan.Diehl@unitypoint.org](mailto:Evan.Diehl@unitypoint.org)>; Shannon Greene <[sgreene@rmhc-eiwi.org](mailto:sgreene@rmhc-eiwi.org)>; Hanna Zevenbergen <[hzevenbergen@rmhc-eiwi.org](mailto:hzevenbergen@rmhc-eiwi.org)>; [benl@focusdevco.com](mailto:benl@focusdevco.com)  
**Subject:** Re: RMHC-EIWI - Fire Suppression System

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Finance committee discussed this on our last call and was thankful for the work to identify significant cost savings with a different vendor and supported paying this out of Ops Reserves.

Scott

On Feb 26, 2024, at 10:04 AM, Phillips, Dave B. <[Dave.Phillips@unitypoint.org](mailto:Dave.Phillips@unitypoint.org)> wrote:

Matt,

Thank you to you and the committee for doing this work to this point. I am in favor of bringing this to the full Board for discussion and decision, unless Brent feels it should be discussed by Executive Committee. But, I know your committee has done significant vetting on this. Thank you. Dave Phillips

Thank you,

**Dave Phillips, MSN, RN**  
**Affiliate Compliance Officer/Medical Staff Office Director**

Regions:

Cedar Rapids

Dubuque

Waterloo

Office:

Administration #2

1026 A Avenue NE

Cedar Rapids, IA 52402

319-369-7121

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**From:** Matt Traetow <[MattTraetow@marcushotels.com](mailto:MattTraetow@marcushotels.com)>

**Sent:** Friday, February 23, 2024 4:35 PM

**To:** Brent Hawkins <[bhawkins@wealthenhancement.com](mailto:bhawkins@wealthenhancement.com)>; Seth Friedman <[sfriedman@advancementresources.org](mailto:sfriedman@advancementresources.org)>; Gendron Dennis (US Partners <[dennis.gendron@partners.mcd.com](mailto:dennis.gendron@partners.mcd.com)>; Phillips, Dave B. <[dave.phillips@unitypoint.org](mailto:dave.phillips@unitypoint.org)>; Jamie Henderson <[jlhender@hbtbank.com](mailto:jlhender@hbtbank.com)>; Diehl, Evan J. <[evan.diehl@unitypoint.org](mailto:evan.diehl@unitypoint.org)>; Scott: <[scott.soifer@partners.mcd.com](mailto:scott.soifer@partners.mcd.com)>

**Cc:** Shannon Greene <[sgreene@rmhc-eiwi.org](mailto:sgreene@rmhc-eiwi.org)>; Hanna Zevenbergen <[hzevenbergen@rmhc-eiwi.org](mailto:hzevenbergen@rmhc-eiwi.org)>; [benl@focusdevco.com](mailto:benl@focusdevco.com)

**Subject:** RMHC-EIWI - Fire Suppression System

**WARNING!** This email originated from outside of the organization. Do not click links or open attachments, or scan QR codes unless you *know* the content is safe. Never provide your userID and password!

Dear Executive & Finance Committee Members,

The Ronald McDonald House fire suppression system is significantly aged and in need of replacement. Repair costs have been mounting, and we have been aware that this need was coming. Over the past several months, the Facilities Committee has been discussing options, securing bids, and reviewing scope of service to identify a vendor that best meets our needs.

The Facilities Committee has reached a decision and would like to make a formal recommendation to the board that we replace the system using Hawkeye Communication as the vendor.

We're sending this to the Executive and Finance Committee members first, given this is a large capital project with a cost near \$100,000.

Thank you for your time. Please let us know if there are any questions or concerns.

Sincerely,

**Matthew Traetow**  
General Manager

**Hyatt Regency Coralville Hotel & Conference Center**

300 E 9<sup>th</sup> Street, Coralville, IA, 52241 USA  
+1 319.688.4019 | [MattTraetow@MarcusHotels.com](mailto:MattTraetow@MarcusHotels.com)  
[hyattregencycoralville.com](http://hyattregencycoralville.com)

<image001.png>

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Providing Peace of Mind with Unique Technology Solutions

**Ronald McDonald Fire Alarm System Replacement**

**Quote #KPC002166 v1**

Prepared For:

**Ronald McDonald House**

730 Hawkins Dr  
Iowa City, IA 52246

P: (651) 238-4463

E: hzevenbergen@rmhc-eiwi.org

Prepared by:

**Hawkeye Communication**

Kevin Callanan  
97 N Center Point Rd  
Hiawatha, IA 52233

P: (319) 362-4300

M: 319-721-3703

E: kevinc@hawkeye-communication.com

Date Issued:

**01.22.2024**

Expires:

**02.29.2024**

Fire

Product Description	Quantity
S3 Fire Alarm Panel W/ Communicator	1
SLC Card for S3 Panel	1
LCD Touch screen display unit	2
A2 size, remote enclosed, black, w/inner door, LCD slot	2
Addressable Photoelectric Smoke Head, Bright White	70
Fire/Carbon Monoxide detector, Velociti only, bright white	32
Addressable single action pull station	14
Addressable Monitor Module, Class "B"	12
Strobe White, Wall Mount, "Fire"	8
Horn Strobe White, Wall Mount, "Fire"	26
Addressable Relay Module	5
Low Frequency Addressable Sounder Base	52
Bulk pack of B300-6, quantity 10, bright white	5
14-02 UNS SOL FPLP Red Jkt	8
18-02 UNS SOL FPLP Red Jkt	6
Installation Materials	1
System Design	1
Fire Alarm Permit	1
Installation Labor	1

SCOPE:

- REPLACE FIRE ALARM SYSTEM AND BRING BUILDING UP TO CURRENT CODE REQUIREMENTS

NOTE:

- THIS ESTIMATE ASSUMES THAT EXISTING WIRING WILL BE REUSED WHEN POSSIBLE

Subtotal: **\$91,165.85**



Providing Peace of Mind with Unique Technology Solutions

Quote Summary		Recurring	One-Time
Fire		\$0.00	\$91,165.85
	Subtotal:	<b>\$0.00</b>	<b>\$91,165.85</b>
	Estimated Tax:	<b>\$0.00</b>	<b>\$6,381.61</b>
	Total:	<b>\$0.00</b>	<b>\$97,547.46</b>

Shipping & handling fees are subject to change.

Acceptance	
Hawkeye Communication	Ronald McDonald House
Kevin Callanan	Hanna Zevenbergen
_____ Signature / Name	_____ Signature / Name
01/22/2024	_____ Initials
_____ Date	_____ Date



Providing Peace of Mind with Unique Technology Solutions

**Ronald McDonald House Iowa City Fire Alarm Inspection and Monitoring**

**Quote #KPC002471 v1**

Prepared For:

**Ronald McDonald House**

730 Hawkins Dr  
Iowa City, IA 52246

P: (651) 238-4463

E: hzevenbergen@rmhc-eiwi.org

Prepared by:

**Hawkeye Communication**

Kevin Callanan  
97 N Center Point Rd  
Hiawatha, IA 52233

P: (319) 362-4300

M: 319-721-3703

E: kevinc@hawkeye-communication.com

Date Issued:

**01.22.2024**

Expires:

**12.27.2023**

Annual Fire Alarm Inspection

Product Description	Quantity
Annual Fire Alarm Inspection	1
SCOPE:	
- ANNUAL FIRE ALARM TESTING 100% OF THE SYSTEM IN ACCORDANCE WITH NFPA 72	
Subtotal:	<b>\$750.00</b>

Semi-Annual Fire Alarm Inspection

Product Description	Quantity
Fire Inspection - Semi Annual	1
SCOPE:	
- SEMI-ANNUAL FIRE ALARM TESTING IN ACCORDANCE WITH NFPA 72	
Subtotal:	<b>\$175.00</b>

Annual Extinguisher Inspection

Product Description	Quantity
Fire Extinguisher Inspection	1
SCOPE:	
- ANNUAL INSPECTION OF ALL EXTINGUISHERS IN BUILDING	
NOTE:	
- PRICING SUBJECT TO CHANGE BASED ON RECHARGE / REPLACEMENT NEEDS	
Subtotal:	<b>\$185.00</b>

Semi-Annual Kitchen Suppression System

Product Description	Quantity
Fire Suppression System Inspection	1
Subtotal:	<b>\$375.00</b>



Providing Peace of Mind with Unique Technology Solutions

Sprinkler System Inspection

Product Description	Quantity
Sprinkler System Inspection	1
Domestic Back Flow Inspection	1
Subtotal:	<b>\$575.00</b>

24/7 Monitoring

Product Description	# Months	Monthly Price
Fire System Cell Dialer Monitoring	1	\$47.00
Monthly Subtotal:		<b>\$47.00</b>

Quote Summary	Recurring	One-Time
Annual Fire Alarm Inspection	\$0.00	\$750.00
Semi-Annual Fire Alarm Inspection	\$0.00	\$175.00
Annual Extinguisher Inspection	\$0.00	\$185.00
Semi-Annual Kitchen Suppression System	\$0.00	\$375.00
Sprinkler System Inspection	\$0.00	\$575.00
24/7 Monitoring	\$47.00	\$0.00
Subtotal:	<b>\$47.00</b>	<b>\$2,060.00</b>
Estimated Tax:	<b>\$3.29</b>	<b>\$144.20</b>
Total:	<b>\$50.29</b>	<b>\$2,204.20</b>

Shipping & handling fees are subject to change.

Acceptance	
Hawkeye Communication	Ronald McDonald House
Kevin Callanan	Hanna Zevenbergen
Signature / Name	Signature / Name
01/22/2024	Initials
Date	Date





## **2024 MARKETING PLAN**

Finalized By: Plaid Swan in February 2024

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## OVERVIEW

2023 has been a busy year of successful events focusing on building a foundation to increase fundraising by engaging other markets RMHC-EIWI serves.

It was determined mid-year that while the organization provides services to a substantial portion of Iowa, due to the small development team, most fundraising is being done locally in Iowa City. It was determined that we needed to make efforts in our feeder markets. Cedar Rapids, Dubuque, and the Quad Cities came on the radar.

The challenge with new market development is that potential donors, both individuals and commercial, know that RMHC-EIWI exists; however, it is perceived as an "Iowa City nonprofit" funded by the McDonald's restaurants and the University of Iowa Hospital.

Fundraising in a new market can be challenging but gratifying with the right approach. Before entering one of the new markets, we did our homework. This included researching the market size, competition, and donor demographics. This information will help tailor your development approach to the market's specific needs.

Building relationships is critical. For long-term growth, team members should attend networking events, join local business groups, and network with potential donors with the help of the local committee members. This will help you establish trust and credibility in each city. We also wanted you to stand out. So, Plaid Swan created the I've Earned My Stripes co-op billboard promotion. This program allows business donors to promote their own company and RMHC-EIWI simultaneously and allows your brand to be viewed on local billboards in the new areas. The goal is to build relationships and establish your brand on new fronts in 2024.

During 2023, we recommended and added a small brand campaign in Cedar Rapids, Iowa, to begin the efforts of educating Cedar Rapids and potential donors on the services that Ronald McDonald House Charities of Eastern Iowa and Western Illinois contributes to that market. This included messaging that accurately reflects the organization's mission and values.

For 2024, we recommend that marketing be focused on growing your donor base and your incoming donor revenue. Several areas need to be addressed for this to occur.

### 1. Reactivate Dormant Donors

- a. Reactivating dormant donors can challenge nonprofits, but several strategies can be effective. One approach is to reach out to these donors with personalized messages that remind them of the impact of their past donations and encourage them to get involved again. You can also use targeted marketing campaigns to reach out to dormant donors. This can include email campaigns, direct mail, or social media ads. These campaigns should be tailored to each donor's interests, giving history, and highlight the impact of the services RMHC-EIWI provides to their community.
- b. Another strategy is to offer incentives or exclusive content to encourage your dormant donors to re-engage. This could include free first-time access to your extraordinary events, behind-the-scenes tours of the House, or exclusive updates on the organization's efforts. We can use data analysis to identify patterns and trends among dormant donors. This can help all of us understand why donors may have stopped giving and what types of messages or incentives

are most likely to encourage them to re-engage. Using data to inform their outreach strategies can increase the likelihood of successfully reactivating dormant donors, which may lead to a significant amount of money by year-end.

2. What level are your current donors giving by individual account? Knowing this information allows you to upgrade them to the next level of giving with structured programs. Individuals giving \$50... how do we get them to move to \$100? Upgrading your donors is important because it is the most straightforward way to increase your annual revenue. Donors who give are likely to continue providing. Your current donors are the low-hanging fruit for your upcoming capital campaign. In 2024, we must determine their potential level of giving, not their current level of giving.
3. Build Fundraising Networks. Fundraising networks are groups of individuals or organizations that work together to raise money for a common cause or goal; the Governor's Steer Show is an example of this being a successful path. These networks can take many forms, from local community groups to national organizations. Some recommendations for new networks may be food companies that would include Quaker Oats, Bimbo Bakery, Kraft Heinz, etc., in the markets you serve. Manufacturing companies would be another great partnership to tie together to create a committee with the goal of raising \$100,000 in each market.
4. Reorganize the Alumni families in each market. These families have been asked to create individual small fundraising opportunities. Plaid Swan recommends that you unite them into committees with a financial goal and let them go. People love working as a team, making new friends, and feeling valued. Bring them together.
5. While efforts to locate a corporate sponsor in each market have been complicated, locating these high-level sponsors for an entire year is key. This will dramatically increase your marketing reach and give your organization an elevated level of credibility.

From an advertising "top of mind" effort, Plaid Swan recommends moving your radio and billboard dollars to Dubuque, Iowa, for at least the first half of 2024. It is a smaller market, and the committee of ambassadors is up and running. This market was also recognized as the #1 volunteer city in Iowa for 2022 in an article for the Des Moines Register and in an article by the Telegraph Herald in December of 2023 that Dubuque is 8<sup>th</sup> nationwide per capita for donations. Nonprofit organizations are very highly regarded in this extremely religious community.

Each community marketing effort should highlight families from that community in photography, videos, and social media targeting.

In the end, the development team for RMHC-EIWI is tiny for the large amount of funds needed to operate the nonprofit and the physical spread of the markets you serve. Any efforts that can be implemented where volunteer fundraisers are engaged are ideal.

## SERVICES SUMMARY

Ronald McDonald House Charities (Global) is a nonprofit organization providing accommodation and support to families of seriously ill children receiving treatment at nearby hospitals. Ronald McDonald House Charities of Eastern Iowa and Western Illinois (RMHC-EIWI) is a franchise of the global organization serving Northeast Iowa, Southwest Wisconsin, and Northeast Illinois. Families who stay at the House can stay for free, and the House provides a comfortable and supportive environment that helps to ease the stress and financial burden of having a child in the hospital. RMHC-EIWI also offers numerous services and programs to help families stay together and connected during their child's treatment. These services include things like family rooms, meal programs, and transportation services. Overall, RMHC-EIWI, as are all the Houses, is dedicated to helping families stay close to their sick children and providing them with the support they need during challenging times.

The organization accepts families with children of all ages, from newborns to teenagers. Overall, RMHC provides comfort and care to families during difficult times, regardless of the child's age.

### **Ronald McDonald House Charities of Eastern Iowa & Western Illinois**

The House is on the University of Iowa property and provides all basic linens, towels, and toiletries in each guest room. Each room also has a private bathroom.

Evening meals are provided to guests staying at the House, as well as self-serve breakfast, lunch, and snacks. The communal area kitchen is stocked with food staples. The communal area also includes a large, beautiful, multipurpose living room, quiet spaces, a game room, a playroom, an outdoor playground, a playhouse, and a deck. Staff are onsite for any immediate needs.

The House may launch a capital campaign in 2024 for a 2025 expansion.

### **Ronald McDonald Family Room at St. Luke's Hospital**

The Ronald McDonald Family Room at St. Luke's Hospital serves families of children being treated in the NICU Unit, Pediatric Unit, or Child/Adolescent Unit.

Ronald McDonald House Charities of Eastern Iowa & Western Illinois and St. Luke's Hospital partnered to provide a Ronald McDonald Family Room on the second floor of the Helen G. Nassif Center for Women's and Children's Health building.

Families can grab a snack or relax in one of the comfortable sleep rooms without leaving the hospital. At this location, evening meals are served along with self-serve breakfast and lunch, shower suites, and laundry facilities.

Ronald McDonald House of Eastern Iowa and Western Illinois also offers a Family Room on Level 3 of the University of Iowa Stead Family Children's Hospital. The Family Room includes new amenities designed to meet the unique needs of families with a patient in the Pediatric Cardiac Intensive Care Unit and Pediatric Intensive Care Unit (PCICU/PICU) and includes:

**Ronald McDonald Family Room at UI Stead Family Children's Hospital**

The Family Room includes new amenities designed to meet the unique needs of families with a patient in the Pediatric Cardiac Intensive Care Unit and Pediatric Intensive Care Unit (PICU/PCICU) and includes:

**RONALD MCDONALD FAMILY ROOM**

Through generous donations, hot meals are provided every evening. Food is also available for breakfast and lunch at no cost to the families.

The family room includes a kitchenette, dining area, and living room and is open from 8 a.m. to 8 p.m. During that time, a Ronald McDonald Family Room staff member is on-site to assist families. The living room includes a TV, reading materials, and toys.

**RONALD MCDONALD FAMILY SHOWER SUITE**

This area offers three showers, towels, and toiletries.

**RONALD MCDONALD FAMILY SLEEP ROOM**

Equipped with a queen-size bed, this private bedroom is available to adults for overnight stays and naps. Parents are welcome to spend the night in their child's room; however, the sleep room is designed as a quieter refuge away from medical equipment to enhance restful sleep.

RONALD MCDONALD House LOUNGE and basic services are provided.

## SWOT ANALYSIS

SWOT analysis is a planning tool. It helps to identify internal and external factors that can impact the organization's success. Strengths and weaknesses are internal factors, while opportunities and threats are external factors.

### Strengths

- Von Mour's gift will allow us to expand on areas that raise funds.
- We are a part of a nonprofit system that is thriving. The need is there, and the funding is there.
- The board approved the expansion exploration.
- The size of donations is growing, and we are also receiving unexpected donations.
- Our event attendance is going very well.
- We have started marketing committees to raise awareness and fundraising in Cedar Rapids and Dubuque.
- We have increased brand awareness with our commitment to traditional and online media efforts.
- We have expanded our website services and our meal program offerings.
- The University of Iowa is committed to keeping RMHC-EIWI on campus grounds and supports our upcoming expansion.
- We are not tied to state or federal funding.
- 3rd party donations are increasing.

### Weaknesses

- We still lose money on the family rooms. The hospital does not provide financial support.
- We are a small team. Ideally, we could expand our development team to cover more ground in fundraising. This results in missed opportunities and less time to research and groom potential donors.
- Iowa RMHs don't have a professional sports team like other Houses, so we miss a crucial sponsorship to the House.
- Families stay longer, which results in fewer connections with new Alumni Families.
- IT costs. The unexpected \$75,000 that we were not expecting due to the University of Iowa change.

### Opportunities

- We can tap into 3rd party donors more aggressively.
- RMHC Global is celebrating its 50th anniversary in 2024, so there is an opportunity to help promote this via 3rd party efforts.
- Help more people know our mission and reintroduce it to dormant donors.
- Find a corporate donor.
- Hopefully, we will celebrate successful Cedar Rapids, the Quad Cities and Dubuque events for new revenue streams.
- Take our media efforts further as funds increase to become more top of mind for commercial and private donors.
- Create a donor grooming process to call out dormant givers and reactivate them, as well as slowly increase giving amounts from current, active donors over time.
- Identify a food donor such as Amazon for lean times.

- Diversify and grow our board of directors. Add members from feeder markets who can assist in fundraising.
- Beter connects with hospitals.
- Build sustainable relationships with donors, financial supporters, and champions.

**Threats**

- Increases costs and inflation. Projections remain bleak for 2024.
- Families are eating at the House more due to inflation.
- Political year. Unpredictably of current world events.
- People still think we are funded by McDonald's restaurants or the University of Iowa.
- No longer receiving grants from RMHC Global. Wellness and inflation grants are not guaranteed.
- There has been an increase in natural disasters, wars, and other situations that grab donors' attention.



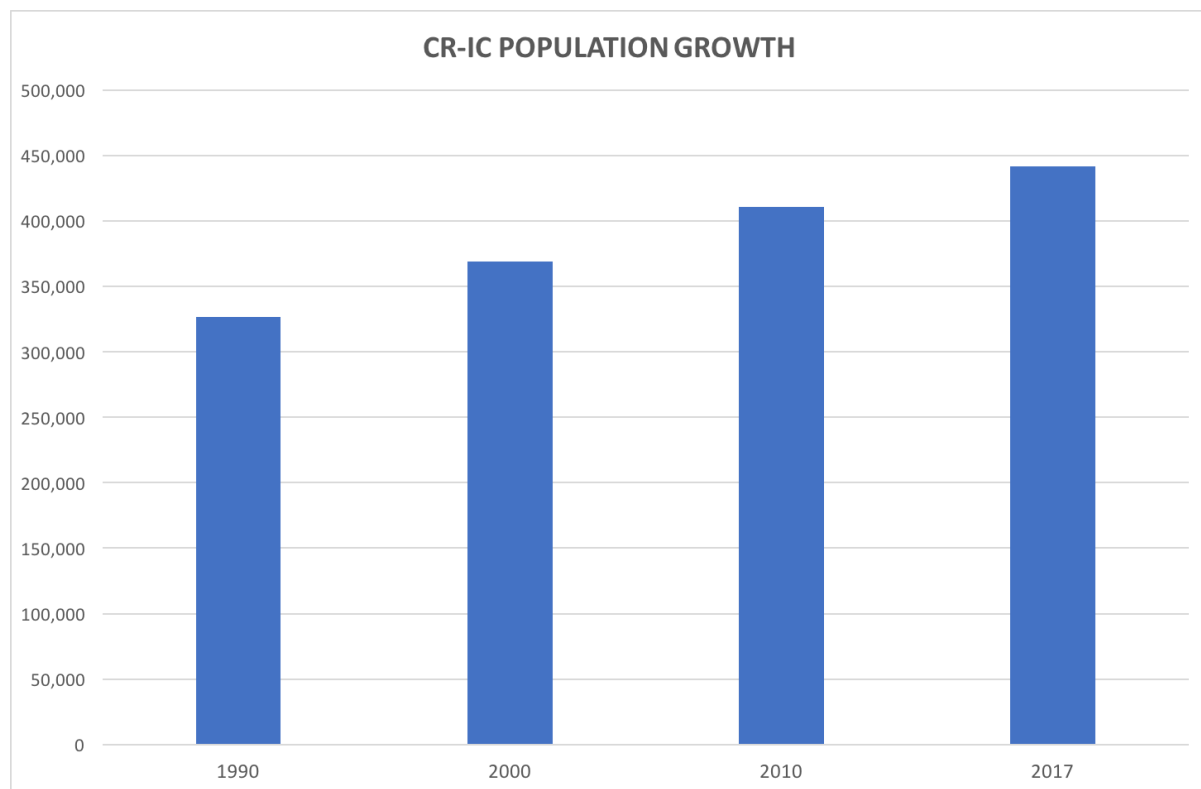
## GEOGRAPHIC MARKETS

### CEDAR RAPIDS/IOWA CITY

The Iowa City-Cedar Rapids metro is a growing region that is home to almost half a million people. This market is often referred to as the Iowa Corridor or The Corridor. The Cedar Rapids/Iowa City region (ICR) consists of seven counties, including Linn, Benton, Jones, Johnson, Washington, Iowa, and Cedar. This area has a total population of 441,784 people, which has been steadily growing over the years with an overall 7 percent growth rate between 2010 and 2017.

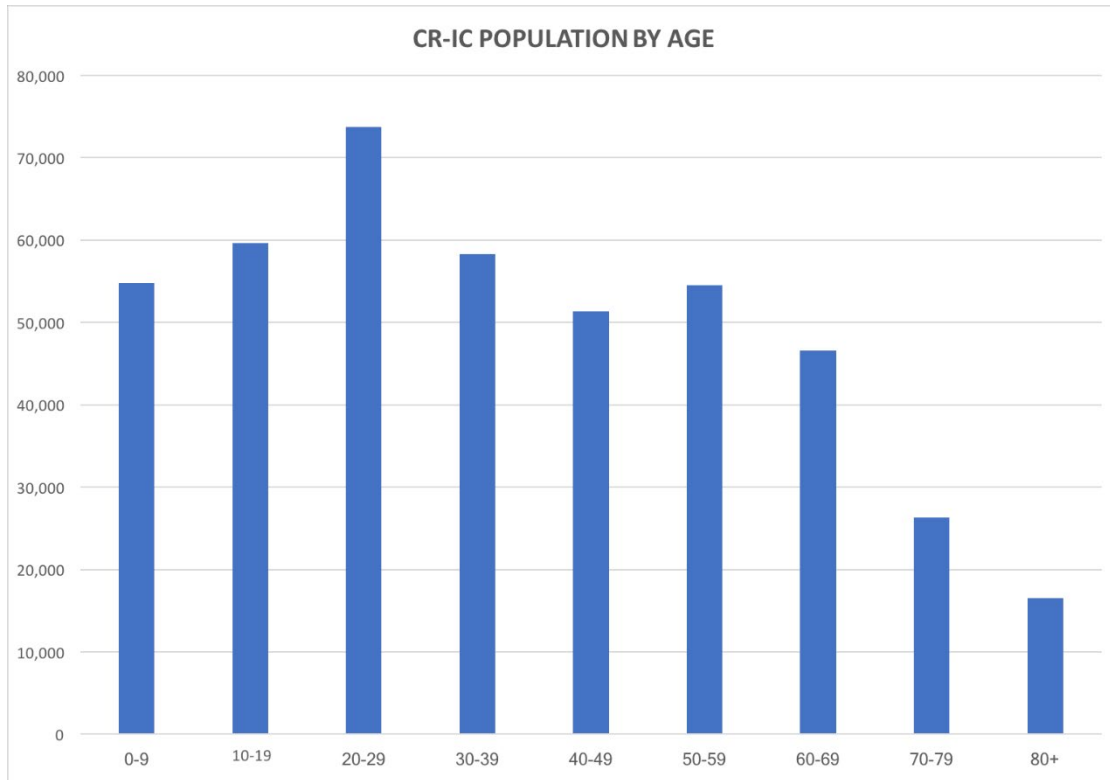
The ICR region is more educated than the national average with 95.2 percent of this area’s population age 25 and older, having a high school diploma or greater academic attainment. The national percentage is 88.2 percent. With higher education comes higher household income. The ICR median household income is \$57,928.57, compared to the national rate of \$53,889.00.

This growth has come from specific areas within the region, such as North Liberty, which is one of Iowa’s fastest growing cities. Iowa City’s 9.5 percent growth has outpaced Cedar Rapids, which has a much slower 3.7 percent growth rate, according to the U.S. Census.



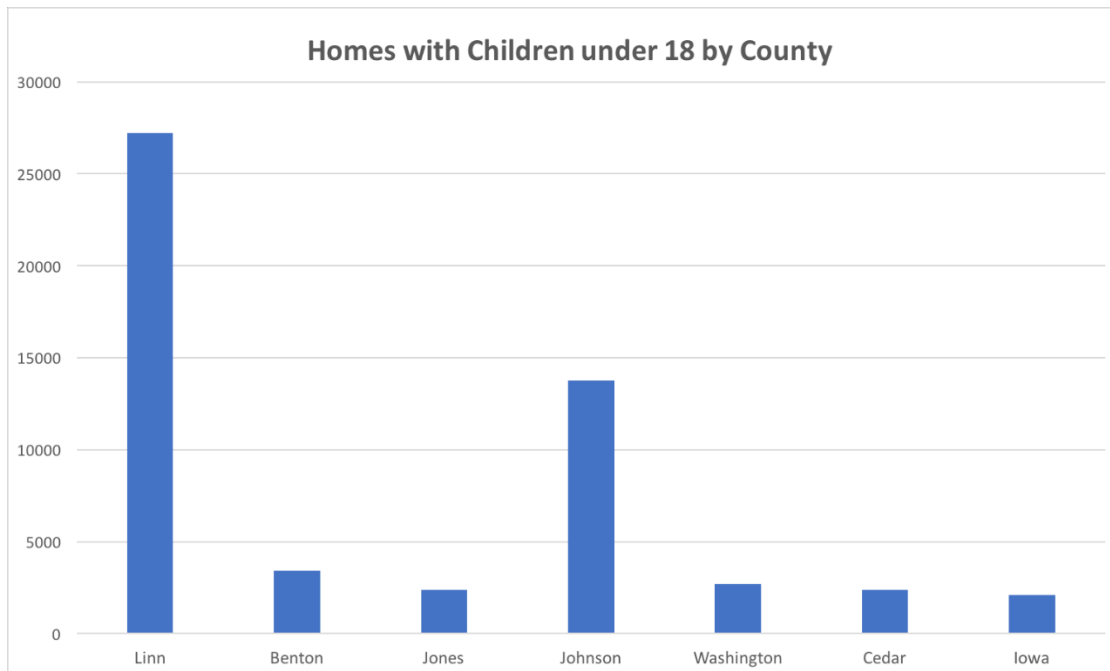
Source: CityPopulation.de

Not only is the population changing in terms of numbers, but it is also shifting generationally. With the 20 to 29-year-olds in the Millennial generation now far outpacing the 50 to 59-year-olds from the Baby Boomer generation. Overall, the ICR median age of 35.6 years is younger than the national average of 37.2 years old.



Source: CityPopulation.de

This area has almost 54,000 households with children under eighteen. Larger counties (Linn and Johnson) make up 75 percent of family households in the ICR region.

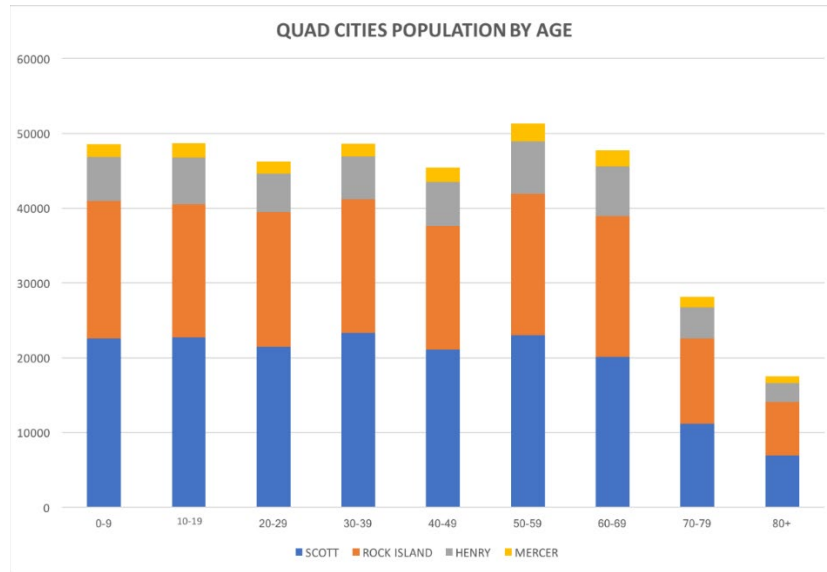


Source: Suburbanstats.org

### QUAD CITIES

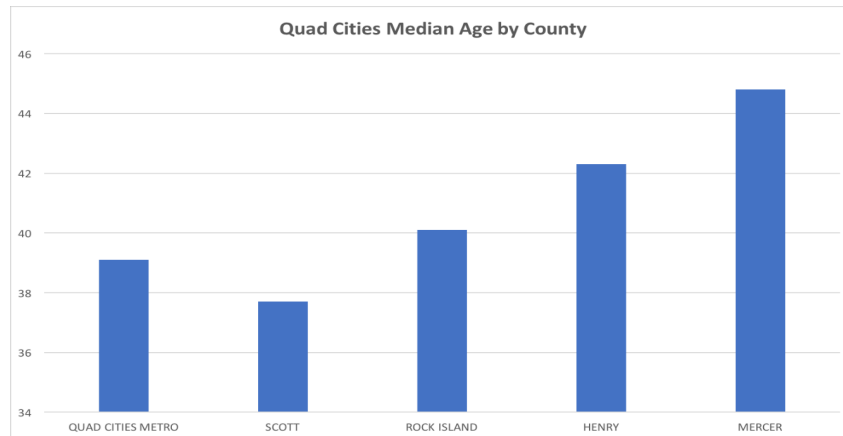
The Quad Cities Metropolitan area in Northwest Illinois and Eastern Iowa has an estimated population of 380,000, according to the U.S. Census. The Davenport–Moline–Rock Island Metropolitan Statistical Area consists of four counties: Scott County in Iowa and Henry, Mercer, and Rock Island counties in Illinois.

All three of the Illinois counties have been losing population since 2010, according to the U.S. Census. However, the Iowa side of the metro area has grown by about 4 percent from 2010.



Source: U.S. Census

The Quad Cities metro area overall skews a bit older than the national average at 39.1, but as the chart below shows, there is a significant difference in the median age by county. The Iowa side skews younger at 37.7 years old. This area has almost 47,525 households with children under eighteen with the larger counties, Scott, and Rock Island, making up 80 percent of those family households in the Quad Cities Metro.

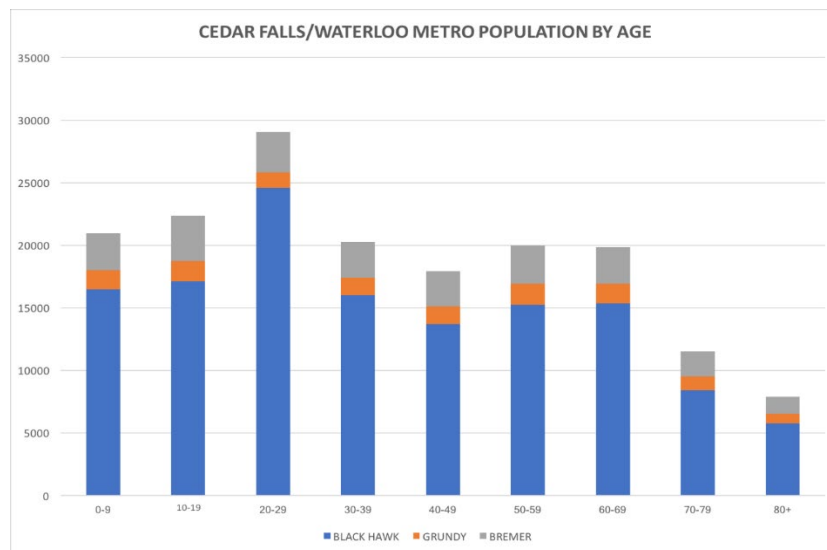


Source: Suburbanstats.org

### CEDAR FALLS/WATERLOO

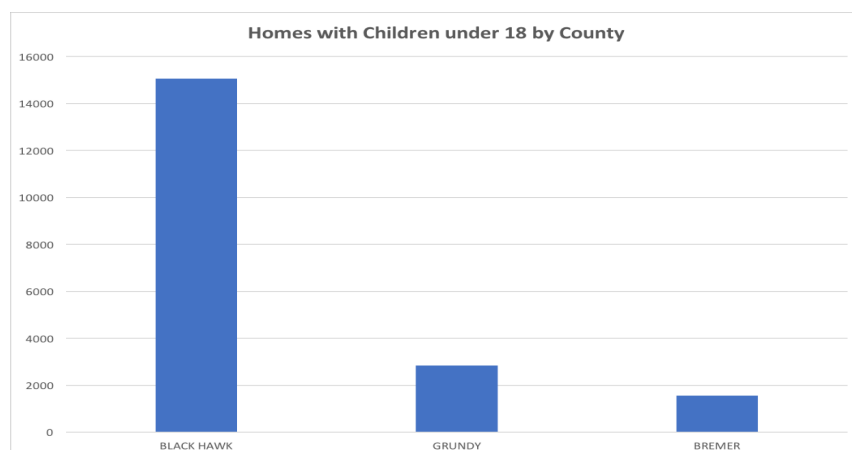
Also referred to as the Cedar Valley, the Cedar Falls and Waterloo metro area, which includes Black Hawk, Grundy, and Bremer counties, has a combined population of about 170,000 people. Since 2000, it has had a population growth of 7.55 percent.

The 20 to 24-year-old population in Black Hawk County is significantly higher than any other age group. In addition, within Black Hawk County there is a substantial age difference between cities, the median age for Cedar Falls is 27 years versus 36 years in Waterloo. This is due to the University of Northern Iowa in Cedar Falls and is attributed to the overall metro median age of 35.7, which is younger than the national average.



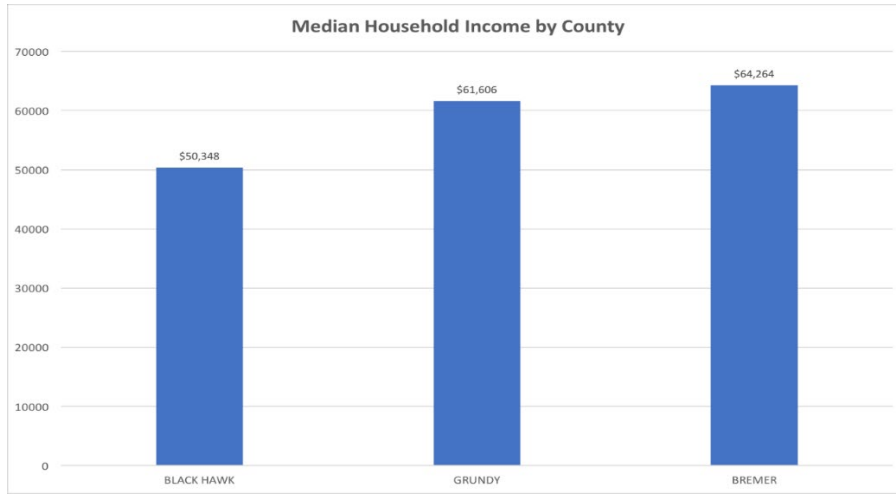
Source: [iowadatatcenter.org](http://iowadatatcenter.org)

When it comes to families, this area has 19,438 households with children under eighteen. Over three-quarters of those family households live in Black Hawk County.



Source: [Suburbanstats.org](http://Suburbanstats.org)

There is a noticeable difference in household incomes between the counties in the Waterloo-Cedar Falls area, with Bremer County having the highest median household income at \$64,264 and Black Hawk having the lowest at \$50,348.

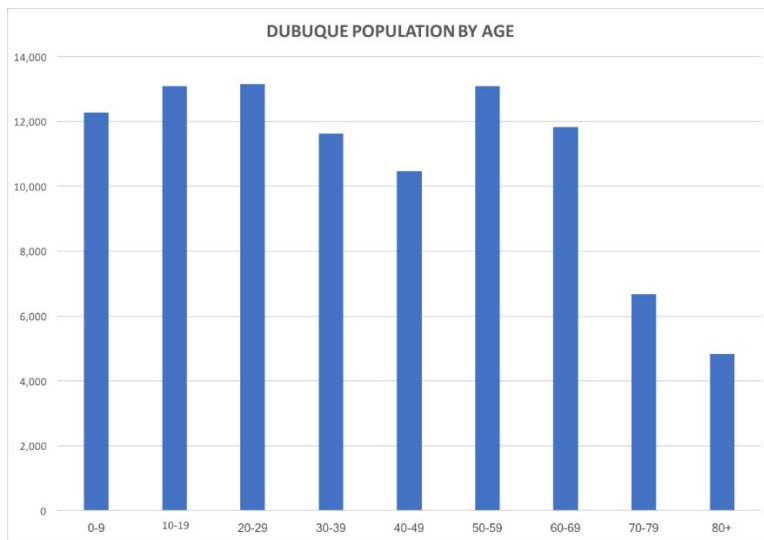


Source: U.S. Census

### DUBUQUE MARKET

According to the U.S. Census, the Dubuque MSA, which consists of Dubuque County, is slowly growing with a 3.6 percent population increase from 2010 to 97,041 in 2017, with 58,276 living within the Dubuque city limits.

The Dubuque MSA is evenly split between male and female, with the Millennial generation starting to catch up to the Baby Boomer generation. Overall, the Dubuque median age of 38.5 years is slightly older than the national average.



Source: U.S. Census

This area has approximately 11,348 households with children under eighteen, which is about 30 percent of the overall households in Dubuque County.

Dubuque has a more educated population than the national average with 92.3 percent of this area’s population having a high school diploma or higher. The Dubuque median household income is \$56,154, which is right on par with the median Iowa household income.

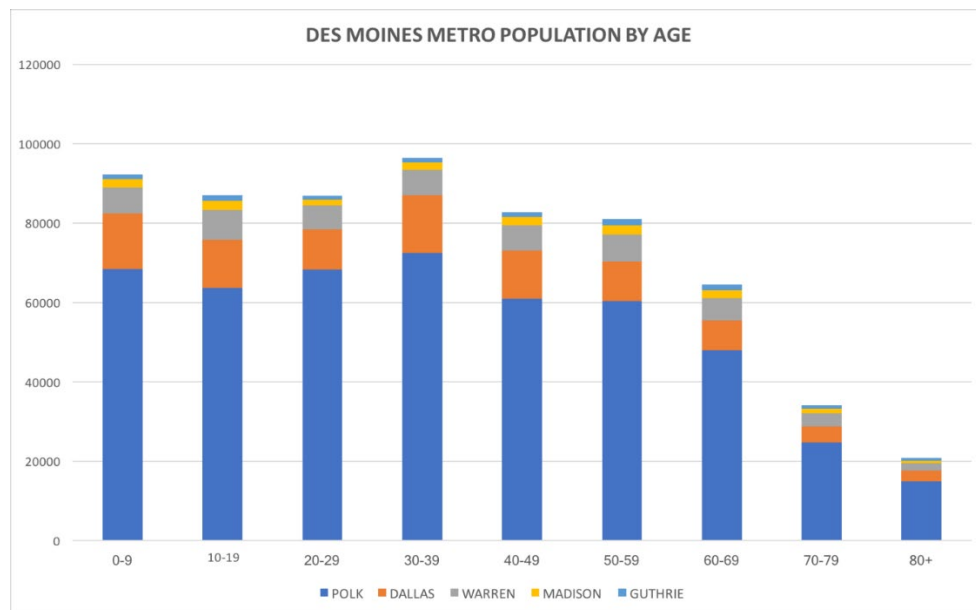
**DES MOINES MARKET**

The City of Des Moines’ growth over the past decade has been significantly faster than the rest of the country. According to the 2020 U.S. Census, the Des Moines metro population is 569,633.

The Des Moines-West Des Moines Metropolitan Area, which includes Polk, Dallas, Warren, Madison, and Guthrie counties, has a population of 645,911 people. This has been the state's fastest-growing metro area, increasing by 11.4 percent in population from 2010 to 2016.

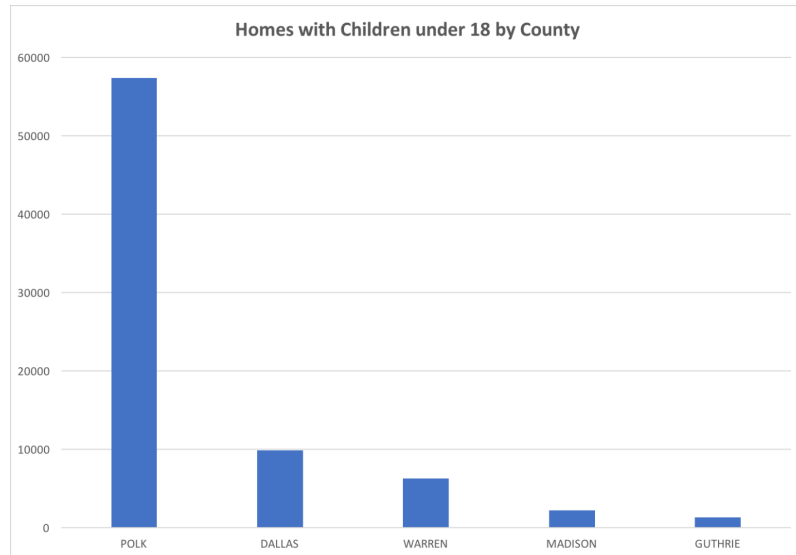
U.S. Census Bureau also shows that Dallas County, which makes up West Des Moines, was the fifth fastest-growing county with the county population increasing by more than 27 percent since 2010.

As the chart below shows, the Des Moines population skews on the younger side, with the Millennial generation outnumbering the Generation X and Baby Boomer generations.



Source: U.S. Census

The Des Moines metro area has 76,843 households with children under eighteen. The larger counties, Polk, and Dallas, make up 88 percent of those family households.



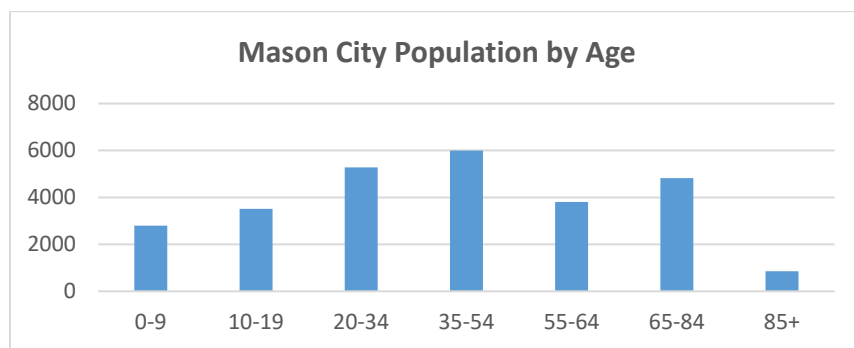
Source: *Suburbanstats.org*

The U.S. Census reported that in 2016, the median household income for the Des Moines-West Des Moines Iowa metro area was \$65,704. Des Moines median household income is \$9,457 higher than the median Iowa household income.

**MASON CITY**

According to the U.S. Census, Mason City’s population has decreased steadily since 2000. The 2020 census recorded the population at 26,523.

The average household income in Mason City is \$65,179 with a poverty rate of 11.93%. The median rental costs in recent years come to \$723 per month, and the median house value is \$114,900. The median age in Mason City is 43.3 years, 39.7 years for males, and 45.2 years for females.



Source: *U.S. Census*

This area has approximately 3,225 households with children under eighteen, which is about 26 percent of the overall households in Mason City. The majority (92%) of Mason City residents have graduated high school. The median household income is \$53,406 and on average has 2.08 people.

## TARGET AUDIENCES

Since 2023, with the implementation of these marketing plans we have developed well-defined target audiences. It is important that the development team have a clear understanding of the type of people who are most likely to support the cause. RMHC-EIWI does an excellent job of leveraging social media. Social media platforms like Facebook, Snapchat, TikTok, and Instagram are great for spreading awareness about your mission and engaging potential donors.

Nonprofit organizations are always looking for new and innovative ways to reach potential donors. With the rise of social media platforms and online fundraising platforms, there are now more opportunities than ever before to connect with people who are enthusiastic about giving back. Popular methods include utilizing social media influencers to promote fundraising campaigns, creating engaging videos to highlight the impact of donations, and hosting virtual events to raise awareness and funds. Additionally, nonprofits have started accepting digital currencies like Bitcoin and Ethereum, allowing donors to make contributions in a more modern and convenient way.

Other ways to find new donors are to ask for referrals from your current donors including Google reviews about why they give or volunteer with you. Consider asking your current sponsors if you can add signage or brochures to their business locations during nonevent seasons etc. The key, however, is ensuring that the target audiences are taken into consideration each step of the way to avoid buck-shot marketing, or just spraying asks everywhere.

Generational marketing is the practice of tailoring marketing strategies and messaging to specific age groups. Each generation has unique characteristics, values, and preferences, and understanding these differences can help RMHC-EIWI create more effective marketing campaigns. Who are your ideal donor prospects and how can you best reach them?

**Baby Boomers.** It's important to remember that this generation grew up during a time of significant cultural and social change. They tend to value hard work, financial stability, and family bonds. When crafting marketing messages for Boomers, it's important to use clear, concise language that speaks to their values and interests. Boomers prefer traditional marketing channels like TV and print ads, but they are also increasingly active on social media platforms such as Facebook. When using social media to market to Boomers, remember that they may not be as tech-savvy as younger generations, so keeping event signups and donations straightforward and easy to navigate is key.

**Gen X.** When crafting marketing messages for Gen X, it's important to use language that reflects their values and to be transparent and honest about your engagement opportunities. Gen Xers tend to be more tech-savvy than Boomers, so digital marketing channels like social media and email campaigns can be effective. However, they also prefer a more delicate touch, so incorporating personalized content and experiences/stories can be a fantastic way to grab their attention.

**Millennials** can be challenging, as this generation tends to have unique preferences and behaviors compared to previous generations. One of the key characteristics of Millennials is their reliance on technology and social media. They are constantly connected, and they expect everyone, including nonprofits to be as well. It's important to have a strong online presence with engaging and shareable content. Social media platforms such as Instagram, TikTok, and Snapchat are particularly popular among Millennials, so creating content specifically



for these platforms can be a wonderful way to reach this audience. Another important aspect of marketing to this group is authenticity.

**Gen Z,** You should be aware that this generation values authenticity, diversity, and social responsibility. They tend to be highly connected through social media and digital technology and are likelier to trust recommendations from online influencers and peer reviews. When crafting marketing messages for Gen Z, it's important to use language that reflects their values and to be transparent and honest about your success and challenges. Additionally, Gen Zers tend to be highly visual and prefer short-form content like videos and memes, so incorporating visual elements into your marketing messages can be effective. They also tend to be more interested in niche or subcultural interests, so targeted social media ads and influencer partnerships can be a fantastic way to reach them. Consider finding college kids to post about supporting RMHC-EIWI.

**Potential Event Sponsors.** Keep in mind that these companies are looking for value and a good return on investment.

1. Create a target audience for each event and share people or companies that would most clearly connect with the event due to personal interests or how it ties into their company. Targeting everyone or anyone is time-consuming and less successful than identifying the best fit. Sponsors also attract the audience's desire to attend a particular event.
2. It's important to clearly communicate the benefits that your event can offer to a potential sponsor. This can include things like exposure to a specific audience, lead generation opportunities, or brand awareness.
3. Use social media to your advantage in more ways than just posting. Tag run groups and sporting goods stores for Red Shoe Run for example.
4. Offer unique sponsorship opportunities. Think outside the box when it comes to sponsorship opportunities. Go above standard logo placement or signage space. Instead, offer unique opportunities that can help a sponsor stand out and make an impact, such as water bottles, golf balls, signage on golf carts, etc.
5. Follow up and maintain relationships. After each event, make sure to follow up with sponsors and maintain the relationship year-round. RMHC-EIWI should be touching event sponsors at least once per quarter. Year over year, getting and maintaining sponsors should become easier.

**Locating a corporate sponsor** can be a critical component of event planning, but it's important to approach the process strategically. The first step is to identify potential sponsors who are a good fit for your event and will help you attract attendees.

1. Look for companies that have a similar target audience or share a common goal with your event.
2. Develop a strong custom proposal for each company you will be speaking with, that highlights the benefits of sponsoring one of your RMHC-EIWI events. Be sure to include exposure to a specific audience, lead generation opportunities, and brand awareness.
3. Be willing and ready to negotiate the benefits that are included, and the duration of the partnership.
4. Remember to include value. It's critical to provide value to your sponsor to keep them engaged and invested in the event. This can include things such as providing regular updates on the event planning process, offering exclusive benefits to sponsors, or providing opportunities for sponsor representatives to speak at the event.
5. As with all sponsors, be sure to be available to maintain the relationship, but this one at a much higher level, including gifts, dinners, personal notes and personal small gifts.

**Legacy Donors.** Encouraging donors to include a charity in their will is an important part of building a long-term donor base.

1. When speaking to a potential legacy donor, communicate how their gift can help your organization make a real impact and leave a legacy.
2. Be clear and specific and make it clear what the donor needs to do to include your charity in their will.
3. Provide details on the information they need to include, such as your charity's full legal name and tax ID number.
4. Consider having a designed, custom packet for this effort so it looks important, official, and well planned/managed.



GENERAL PUBLIC - GEN Z

Generation Z is on track to be the most well-educated generation in USA history. They are also digital natives who have little or no memory of the world as it existed before smartphones. Generation Z highly values brand transparency. They look to brands that are honest and authentic. They want to interact with organizations that have personality and that they can truly trust.

**TRAITS**

- Extremely competitive. They want to be the best at what they do.
- Entrepreneurial. They have been raised to think they can do anything, and they believe it.
- Suffer from FUMO due to social media. (Fear of missing out.)
- Generation Z represents about two percent of overall giving, but they are incredibly powerful when they decide to raise money by influencing others through digital technologies.

**HOW TO CONNECT**

- Digital, hands down. This includes ads placed on online gaming sites, music sites, movie sites, etc.
- Prefer more communication to less. (Twitter/TikTok)
- Establish a youth advisory board to seek regular input from young people.
- Post content that Gen Z will organically share on social media. They love stories.
- Be bold with your messaging. Make it fun to interact with you.





GENERAL PUBLIC - MILLENNIALS

This generation is less willing to sacrifice their personal lives to advance their career. Millennials like to "work hard and play hard." They love events that are unusual, fast-paced, and challenging. More than any other generation, they need to understand and value your mission. The top three factors that motivate Millennials to get involved in a cause are passion, meeting people, and enhancing their expertise.

**TRAITS**

- Most educated generation in Western history
- Very civic orientated
- Technologically savvy and connected.
- Transparent. And they expect you to be as well.
- Value collaboration, team events, committee projects, and gatherings.

**HOW TO CONNECT**

- Social Media-Instagram; YouTube; Snapchat. Consider the popularity of Venmo as well, as it is not just a payment app but a social platform. Millennials use it to pay their friends, share their activities, and interact.
- Utilize influencers in their peer group.
- Millennials prefer inbound marketing (blog posts, videos, and other how-to-get-involved information) vs. outbound marketing, such as direct mail.
- Provide payment methods they prefer, offering seamless, secure, mobile-friendly donation experiences.
- Meet them live where they are. Events, farmers' markets, etc. They want to see you in the community.





GENERAL PUBLIC - GEN X

Generation X were the latchkey kids left to their own devices while both parents often worked outside the home. As a result, this generation became very self-sufficient. Gen X is also known as "the sandwich generation." Many are raising Gen Z kids while also caring for aging Boomer parents. This was only exacerbated by the COVID-19 pandemic.

**TRAITS**

- Gen Xers were the first generation to grow up with personal computers, thus becoming very tech-savvy.
- Resourceful/independent
- Dedicated to maintaining work-life balance.
- More liberal on social issues than the Boomers
- Many donors in this age group see giving to a charity as part of their personal identity; they really invest in the causes that are important to them.

**HOW TO CONNECT**

- 71.3% of Gen Xers live by mobile search. Digital ads work.
- Because they are the "sandwich" generation, this creates an exciting opportunity for omnichannel marketing. Both social and traditional ads work to connect with this group.
- These people tend to want authenticity and clear-headed marketing and clarity, so when it comes to content, get to the point.
- Social media: 95 percent use Facebook; 35 percent use LinkedIn; 25 percent post regularly on Twitter
- Personalized direct mail





GENERAL PUBLIC - BOOMERS

The Baby Boomers are a powerful generation for nonprofits. Due to their strong work ethic, competitiveness, and goal drive, they make great fundraisers. The other plus is that they are of the age to have grandchildren, which makes them very committed to helping children. They can make a personal connection to the families and their love for the child dealing with severe illness.

**TRAITS**

- Independent/Self-reliant
- Strong Work Ethic/Get it done!
- Self-Assured
- Competitive
- Goal-centric

**HOW TO CONNECT**

- Email preferred over social media
- Personalized Direct mail/(Tell them why you need them)
- Television/Radio
- Small Gatherings/handwritten note/phone call
- Volunteer opportunities





ALUMNI FAMILIES

While every family is different, studies show that families that have dealt with a tragic illness or accident among their children have or have acquired these traits due to that stressful occurrence.

**TRAITS**

- Patient
- Multi-tasking skills
- Flexible
- Leadership skills.
- Dependability
- Compassionate
- Detail orientated

**HOW TO CONNECT**

- Digital sites such as Spotify and Amazon Music
- Text/Personal Phone Call
- Email
- Personalized Direct Mail/Newsletters with Stories of Current Families
- DM on Facebook
- Fundraisers/Events/Gatherings
- Non-monetary support that promotes their business. (Can they provide house meals in trade for a sponsorship of an event?)





SMALL BUSINESS OWNERS

47.2% of all business owners are women, while 49.2% are men. The average age of an employed business owner in the United States is 44 years old. Small business owners are short on time, all the time. The best way to get their attention is short bursts of energy such as a postcard, handwritten note, text, or email.

**TRAITS**

- Driven
- Passionate
- Self-Reliant
- Confident
- Goal-Oriented
- Budget Minded

**HOW TO CONNECT**

- Spotify
- Text
- Email
- Personalized Direct Mail
- DM on Facebook
- Leave behinds, such as brochures and flyers
- Non-monetary support that promotes their business. (Can they provide house meals in trade for a sponsorship of an event?)







CORPORATE SPONSOR

There are countless corporations looking for nonprofits to sponsor, and many nonprofits are approaching them. Getting the stars to align is the trick. Potential corporate sponsors are in search of a partner that has a mission that ties in with their own, aligned audiences and a program their employees will get behind.

**TRAITS**

- Driven
- Self-Reliant
- Confident
- Goal-Oriented
- Budget Minded

**HOW TO CONNECT**

- Spotify
- Text
- Email
- Personalized Direct Mail
- DM on Facebook
- Leave behinds, such as brochures and flyers
- Non-monetary support that promotes their business. (Can they provide house meals in trade for a sponsorship of an event?)



## COMPETITIVE ANALYSIS

### UI STEAD FAMILY CHILDREN'S HOSPITAL FUND

The Ronald McDonald House of Iowa City is located on the University of Iowa campus, just three blocks from the UI Stead Family Children's Hospital, which houses the Ronald McDonald Family Room. Due to the intertwined locations and resources, donors, or supporters of RMHC-EIWI may assume that the organization benefits from donations to the hospital. It is for this reason that UI Stead Family Children's Hospital Fund is considered a competitor of RMHC-EIWI.

#### Donations

Managed by the University of Iowa Center for Advancement, the University of Iowa Stead Family Children's Hospital Fund is one of the hundreds of funds available for donors to select from on the [donate.givetoioowa.org](https://donate.givetoioowa.org) website. In addition, all donation links on the [uichildrens.org](https://uichildrens.org) website redirect donors to a [donate.givetoioowa.org](https://donate.givetoioowa.org) webpage with the UI Stead Family Children's Hospital Fund preselected. Little information is available about the fund itself. What is known is a variation of the following sentence, "Provides, at the discretion of the director and physician in chief, support for the greatest needs at University of Iowa Stead Family Children's Hospital."

The UI Center for Advancement is a nonprofit IRC Sec. 501(c)(3) independent organization and the preferred channel for private contributions that benefits all areas of the University of Iowa. The organization is governed by a volunteer board of directors and guided by a volunteer leadership council made up of alumni from the University of Iowa.

Donors can give to the UI Center for Advancement right away via online giving, phone, mail, electronic transfer, employer matching gift programs, or payroll deductions for UI faculty and staff. Donors interested in making a gift using their will, investment, or retirement account can do so using wills and living trusts, donor-advised funds, IRA charitable rollover, and stocks, bonds, or mutual funds.

According to the UI Center for Advancement's 2022 Annual Report, 58,369 people donated over \$438 million in donations, directing their gifts to the funds of their choice. The UI Stead Family Children's Hospital Fund is one of those funds.

**UNITED WAY OF JOHNSON & WASHINGTON COUNTIES**

United Way of Johnson & Washington Counties (UWJWC) is a local, non-profit organization that brings people, health and human service agencies, government entities, and community groups together to help those in need. According to their website, they research community needs and work with local government entities, human service organizations, community leaders, donors, and service organizations to address pressing community needs. The donations they receive go through a volunteer-driven fund distribution process.

**Financial Overview**

According to their 2022 Annual Report, UWJWC received the following annual campaign support.

- Ninety companies invested in corporate gifts totaling \$431,634.
- Top tier companies (\$10,000+) raised over \$1.3 million.
- Self-identified loyal (25+ Year) contributors totaled 152.
- Community and unique events raised \$130K.
- \$1.98 million in total was raised during UWJWC’s 2022-2023 annual campaign.

Their primary sources for the over \$2 million in revenues for FY 2022 were campaigns & grants totaling more than \$1.9 million, with the remaining \$221K coming from other revenue sources.

**MAKE-A-WISH IOWA**

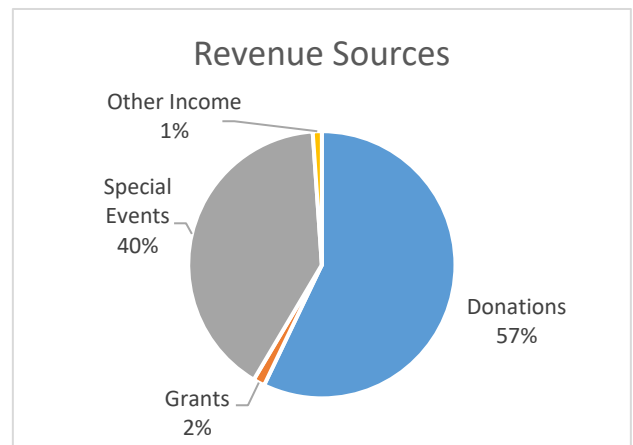
Make-A-Wish Iowa is the chapter that provides wishes to children living in the state and oversees donations and events from across the state. They have a strong presence with annual events in every major city across the state and partner with businesses and organizations for events and fundraising efforts. Their corporate office is in Urbandale, Iowa.

According to a February 2022 article on dipjar.com, since 1986, Make-A-Wish Iowa had three hundred volunteers spread across all of Iowa’s 99 counties and has granted more than 4,100 wishes. Prior to the COVID-19 pandemic, 80 percent of wishes in Iowa were for travel. That changed due to pandemic travel restrictions to fulfilling wishes from children for things like shopping sprees, custom playhouses, travel trailers, puppies, and golf carts.

The organization receives no federal or state funding. Corporate sponsorships, special events, foundation grants, and individual contributions finance their endeavors. Little information is available regarding the number of donations received, specific donors, or corporate partners.

**Financial Overview**

The chart below is based on information from the organization's financial statement for its most recent fiscal year, which ended on August 31, 2022. Donations account for almost \$2.2 million out of the \$4.14 million in total annual revenues received by the organization from various funding sources. This is a decrease of more than \$1 million year-over-year.



**RONALD MCDONALD HOUSE CHARITIES OF CENTRAL ILLINOIS**

Ronald McDonald House Charities of Central Illinois (RMHC-CI) serves a 29-county region throughout central Illinois. As a sister to RMHC-EIWI, they function under the corporate guidelines and shared mission of all Ronald McDonald House Charities chapters. RMHC-CI has two Ronald House programs in their region. They started with a 14-bedroom house in Springfield, IL, which has been open since 1986 and in December 2019 added the Peoria house with twenty-two mini-suites.

As with all RMHC chapters, funding for portions of the annual operating costs for RMHC-CI come from Owners/Operators of McDonald's restaurants in greater Central Illinois and Peoria/Bloomington through in-store campaigns. According to their 2020 annual report, McDonald's is their largest corporate donor and provides support by:

- Conducting an annual Give a Little Love fundraiser each February.
- Partnering with RMHC-CI for promotional and fundraising events.
- Serving on their Board of Directors.
- Hosting RMHC-CI donation boxes in their restaurants.
- Donating in-restaurant sales of USA Today and local newspapers.
- Conducting the National RMCH fundraiser.

The remainder of their annual operating income relies on the generosity of individual, non-profit, memorial, and corporate donors.

**Financial Overview**

According to the organization's 2020 Annual Report, which is the most recent annual report available on its website, 72 percent of RMHC-CI's income/donations come from cash contributions, with the remainder from fundraising events, government grants, and investments. After analyzing their income/donations over the three years from 2018 – 2020, it was apparent that there was a significant decrease in cash contributions from 2019 to 2020. The 2020 Annual Report attributed the significant decrease in cash contributions to the fundraising campaign for the new Peoria house that was active in 2018 & 2019.

## GOALS AND OBJECTIVES

For 2024, all efforts are focused on increasing fundraising and RMHC-EIWI's donor base.

### **INCREASE FUNDRAISING BY 20% YEAR OVER YEAR.**

- Identify potential corporate and large company sponsors.
- Determine each step of the process, from contacting to securing sponsorships from businesses.

### **REACTIVATE 25% OF DORMANT DONORS**

- Review and identify donors who haven't been active since 2020.
- Determine the process to reach out and reengage with the goal of reactivating them as donors.
- Create a process for data mining to put all your information to work.

### **GROW LEVEL OF DONATIONS RECEIVED BY EXISTING DONORS BY 25%**

- Categorize individual donors into giving categories based on their current donation activity.
- Establish a process to groom them into the next category.

### **BUILD FUNDRAISING NETWORKS TO RAISE ADDITIONAL \$50,000 IN 2024**

- Identifying groups of individuals or organizations that can work together to raise money for RMHC-EIWI.
- Provide guidance and support to help create committees focused on identifying & implementing new ways to raise funds.
- Reach out to Alumni families to create and implement small fundraising opportunities in each market.

## BRANDING AND MESSAGING

While Ronald McDonald House Charities is a nationally recognized brand, many things could be improved about this nonprofit. People believe the organization is flush with money from support from McDonald's restaurants nationwide and the hospitals they serve in each market.

Branding as an individual house is essential because it helps you differentiate yourself from your nonprofit competitors and create unique, personal relationships in your markets.

The branding has focused on the Global brand message and tagline to date. For 2024, we recommend a campaign that is donation-driven vs mission-driven. After a year of corporate branding, Plaid Swan recommends moving into a hard-driving donation phase, creating messaging that speaks to each unique market you serve.

Messaging should be focused on building donations, and connections. Messaging is essential in advertising because it is the communication channel that allows organizations to reach and connect with their target audience personally. A well-crafted message can capture the attention of potential donors, build brand awareness, and drive development efforts. Effective messaging should be clear, concise, and engaging, highlighting the unique benefits and value proposition of RMHC-EIWI. It should also be tailored to the specific needs and interests of the target audience, tugging at the heartstrings, and creating a desire to help those who view it. By creating compelling messaging, we build brand awareness, establish credibility, and increase your conversion rates.

While we started this direction in 2023, your analytics show that videos, stories, and mailers get the best response. Alumni families must be the stars of the 2024 development effort—testimonial billboards, social videos, mailers, etc. Storytelling in marketing is a powerful tool that nonprofits use to connect with their audience, build brand awareness, and drive donations. Instead of simply listing out products or services, storytelling allows you to create a narrative around your brand that resonates with donors on a deeper level. By weaving a story into their marketing efforts, nonprofits can emotionally connect with their audience, leading to increased loyalty and brand advocacy.

EVENTS

# 40th Annual Red Shoe Run & Walk 5K

May 5, 2024



This event includes a 5K run/walk, Ronald's Run for kids, prizes, a kid's zone, treats, and more. The Red Shoe Run is a major event for RMHC-EIWI fundraising efforts. Sponsors, participants, and donations have been steady or increasing year over year. We added billboards and social ads to promote the 2023 event, which increased signups.



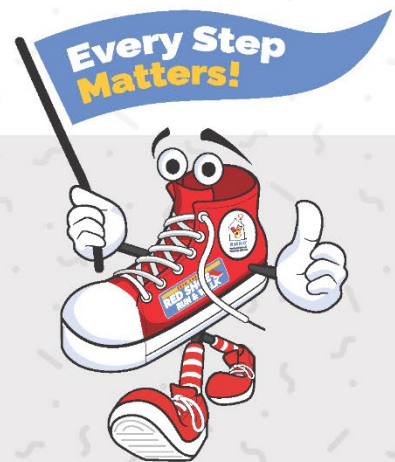
Website Banner Graphic



Screen Printed Event Tshirt



Event Medal with Ribbon



In 2023, we created the mascot ShoeBert to be used as a live mascot and allowed us to use this character for fun pre-event radio promotions and social media interaction.

## FORE! the Families

June 3, 2024



In just 23 years, "Fore the Families" has raised over \$1,000,000 for Ronald McDonald House Charities of Eastern Iowa & Western Illinois and is co-sponsored by the Iowa City Thursday Noon Rotary Club. This is a highly anticipated event by RMHC-EIWI sponsors and area businesses.



Sponsor Yard Sign



Printed 9' x 6' Postcard



Facebook Cover Photo Graphic



## Bubble Walk

June 15, 2024



Website Banner Graphic

This one-mile walk will start and end at the Woman & Children's Pavilion of UnityPoint Health and will take a stroll through the picturesque campus of Coe College. All proceeds will benefit children and families who stay in the Ronald McDonald Family Room of UnityPoint Health St. Luke's Hospital. This event is showing growth for 2024.



## Annual Governors Charity Steer Show

Date TBD



Website Banner Graphic

This year marks the 41st anniversary of the Iowa Governor's Charity Steer Show. This family-friendly event is held yearly at the Iowa State Fair and raises funds for all three Iowa RMH chapters. Iowa youth compete with their steers for best in show; local celebrities help 'lead' the steer through the ring, and thousands of fairgoers cheer for their favorites. Last year, 2023 was a record breaker, with \$750,000 raised to be shared amongst Iowa Houses.



# New in 2024 I've Earned My Stripes



This fundraising effort was created in 2023 to accomplish two goals. First, to create awareness of the organization, utilize outdoor media to educate the community on how we serve their area's families. Second, it is a way to engage locale business leaders so they see an immediate return on their \$3,000 investment and help RMHC-EIWI build credibility and acceptance in each market.

### Earn Your Stripes.

Support Ronald McDonald House Charities of Eastern Iowa and Western Illinois and help us bring all the comforts of home to the families of Dubuque who must travel together the necessary medical care for their child.

**Ronald McDonald House Charities**  
Eastern Iowa & Western Illinois  
Keeping Families Close®

### I've Earned My Stripes.

Keeping Families Close®

John Smith Acme Company

**Ronald McDonald House Charities**  
Eastern Iowa & Western Illinois  
rmhc-eiwi.org

**DONATE**

The Ronald McDonald House Charities of Eastern Iowa and Western Illinois helps families feel at home, even when they can't be.

We provide comfort, care, and kindness to families when they must travel for needed medical care for their child.

Keeping Families Close® is at the heart of what we do. Sponsoring us while promoting your organization on a digital billboard helps bring awareness of the over 1200 families we have served from the Dubuque area. It helps us provide support to the families staying with us today and in the future.

Dubuque Families

- Each billboard design runs for 90 days on a digital billboard in the Dubuque, Iowa community. The billboard contains your photo, name, title, and company.
- We will schedule a photo shoot of you wearing our fun striped socks to appear on the billboard.
- You will have the opportunity to review and approve your billboard before it goes live.
- This opportunity is available with a \$3,000 donation to Ronald McDonald House of Eastern Iowa & Western Illinois.

**Ronald McDonald House Charities**  
Eastern Iowa & Western Illinois

For questions, reach out to  
**Heather Croskrey**  
at [hcroskrey@rmhc-eiwi.org](mailto:hcroskrey@rmhc-eiwi.org)  
[rmhc-eiwi.org](http://rmhc-eiwi.org)

*Thank you for your help.* Area families appreciate it more than you know.

Brochure Sent to Gain Interest in the Program

## New Market Development

In 2023, it was decided to branch out into the feeder markets served by the nonprofit in an effort to both increase the donor base, raise new monies, and provide the marketing and development team with volunteer support. Committees have been established in Dubuque, Iowa, and Cedar Rapids, Iowa. A group will be formed in the Quad Cities beginning in 2024. The goal is for each market to create an annual event that will raise \$50,000–\$75,000 each. In 2024, we are planning on Dubuque raising \$75,000 while Cedar Rapids and Quad Cities are focused year one on awareness development.

### Dubuque, Iowa Committee

This committee is made up of fundraisers and others who move seamlessly through the community as part of their daily lives.

To date, they have been very committed to the creation of multiple events that will benefit RMHC-EIWI. At the time of this plan, a bourbon tasting is being investigated for a summer event in Galena, Illinois, a block party in downtown Dubuque hosted by three popular night spots with live music, and a pickleball tournament in the summer of 2024.

### Quad Cities, Iowa

A group of leaders in the Quad City market are investigating the opportunity to hold a golf event at the all-new Iron Tee location in Bettendorf, Iowa. This sports event center is expected to be open in the Spring of 2024.

### Cedar Rapids, Iowa

A committee in the Cedar Rapids area continues to be developed. More will be announced when this team is solidified.

## SOCIAL MEDIA

RMHC-EIWI has an established presence on a few social media platforms. Facebook has the largest following, but the organization also has Twitter, Instagram, YouTube, and TikTok accounts. This section will summarize the current social media presence of RMHC-EIWI as it compares to three of its competitors – Make-A-Wish Iowa, RMHC Central Illinois, and United Way JWC. All data & charts are from January 1 to December 15, 2023, and were retrieved from Rival IQ’s competitive public data. The landscape referenced in this section refers to the average of all four companies analyzed.

Links to RMHC-EIWI’s social accounts on Facebook, Twitter, YouTube, and Instagram are available in the lower right corner of its website. The Instagram link connects to an unclaimed account rather than the organization’s established account. The organization’s embedded Facebook feed is on the website homepage, with the ability to like the page by clicking a button.

### CROSS-CHANNEL

Below is an overview of RMHC-EIWI’s key social metrics across all social channels.



### RMHC-EIWI’s Top Posts by Channel

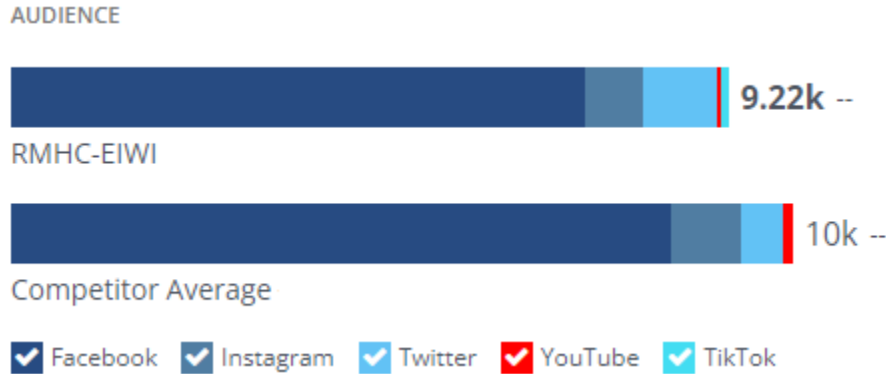
The most engaging post on RMHC-EIWI’s channels, by total engagement, is shown below with a summary of how it performed.

<p>Ronald McDo... 185 Engagement Total</p>	<p><b>f</b> TOP FACEBOOK POST</p> <p>This post received 79% of its total engagement from shares, which increases visibility on your post!</p>	<p>Ronald McDo... 39 Engagement Total</p>	<p><b>ig</b> TOP INSTAGRAM POST</p> <p>This post received 9 more total engagements than your top Instagram post last period.</p>
<p>Ronald McDo... 0 Engagement Total</p>	<p><b>yt</b> TOP YOUTUBE POST</p> <p>None of your posts received any engagement during this period.</p>	<p>Ronald McDo... 43 Engagement Total</p>	<p><b>tt</b> TOP TIKTOK VIDEO</p> <p>This video received 3.3x more total engagement than your top TikTok video last period.</p>

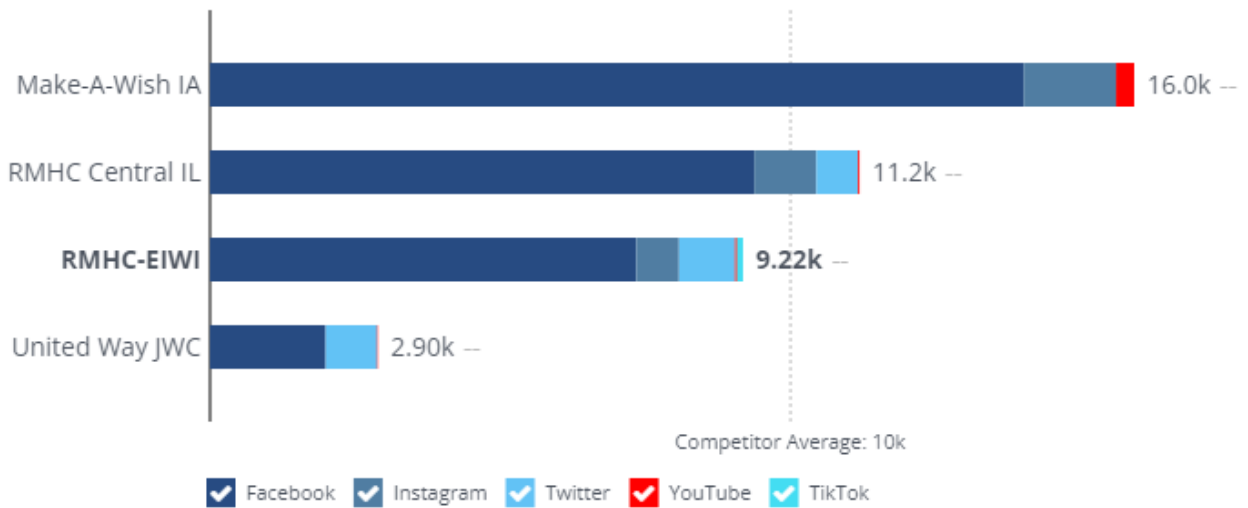
### Cross-Channel Audience

RMHC-EIWI’s audience increased from 8,147 in April 2022 to 9,222 in December 2023. Most of the growth occurred on Facebook, Instagram, YouTube, and TikTok. Twitter followers fell – due to RMHC-EIWI not being active on that channel during 2023.

The chart below shows the total number of followers across all tracked social channels.

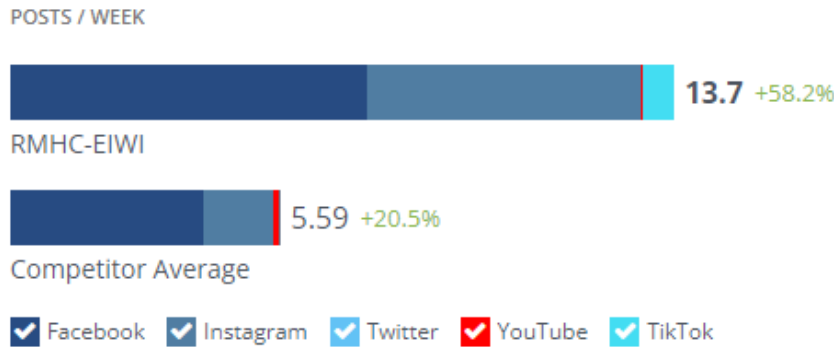


RMHC-EIWI ranked 3<sup>rd</sup> in terms of total audience. It is remarkably close to the competitor’s average of 10k.



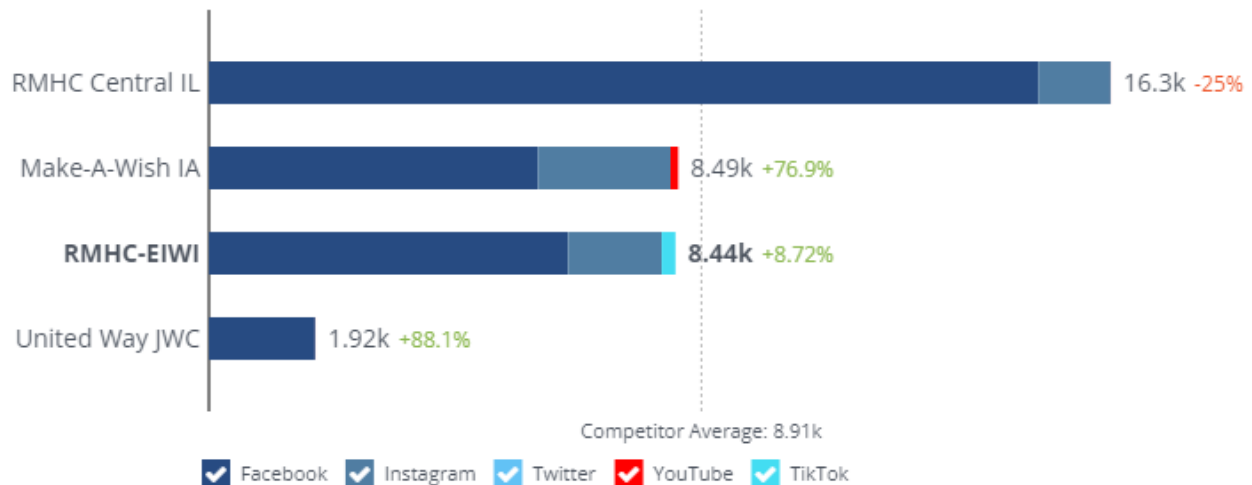
### Cross-Channel Activity

Cross-channel activity measures the average number of posts published each week across all tracked social channels. In 2023, RMHC-EIWI posted more than twice as often as its competitors, with about 14 weekly posts compared to the competitor average of approximately 6.



### Cross-Channel Engagement

The chart below shows the total engagement actions across all tracked social channels. Despite ranking 3 out of 4, RMHC-EIWI is on the right track. Its total engagement increased year-over-year, with the most significant increase occurring on Instagram. RMHC-EIWI is close to surpassing Make-A-Wish IA.



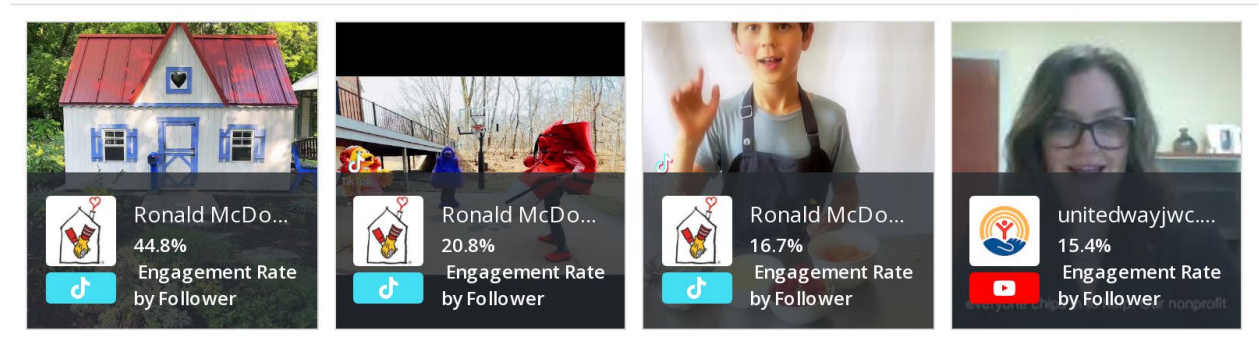
### Social Posts Overview

Summarized below are RMHC-EIWI’s activity and engagement by post content. Each metric is compared to the average value across all organizations evaluated or the average value across all posts published by all organizations in 2023.



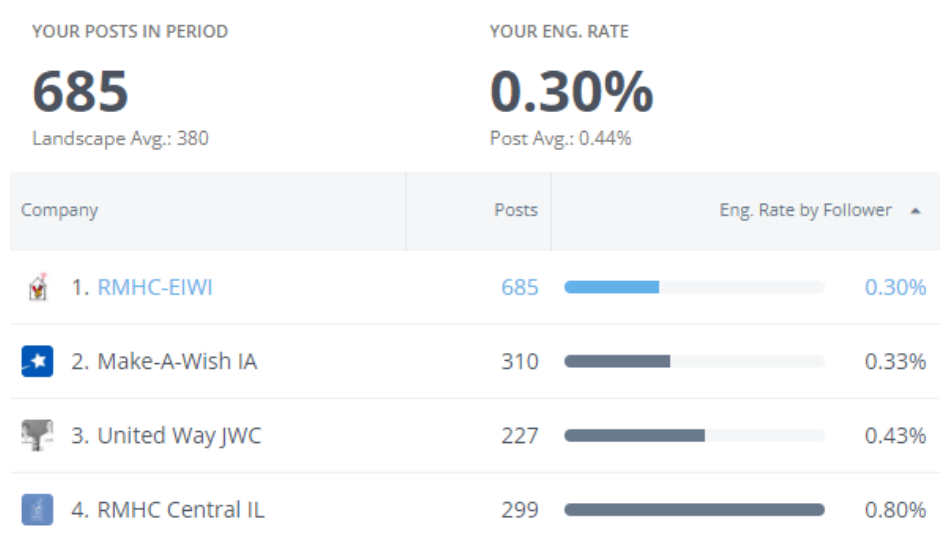
### Top Landscape Posts

Below are the top posts across all organizations and channels based on engagement rate by followers. RMHC-EIWI's TikTok videos received a higher follower engagement rate than any of its competitors. It is worth noting that none of RMHC-EIWI's competitors are on TikTok.



### Activity & Engagement

Posting totals and average engagement per post, on a per-company basis, are shown below. While RMHC-EIWI posted more often than its competitors, it received the lowest overall follower engagement rate. However, this is skewed by RMHC Central IL's extremely high engagement rate.





### Popular Topics

Rival IQ uses natural language processing (NLP) to determine popular topics to pull out common phrases across posts in the landscape analyzed to help spot usage and engagement patterns. At least three posts must contain the common phrase to be listed in this panel.

Of the eight most universally used Popular Topics, posts that included “huge thank” generated the highest engagement rate by followers. RMHC-EIWI used all popular topic content in posts.

Topic	Companies Posting	Posts	Eng. Total / Post	Eng. Rate by Follower	Eng. Rate Lift
holiday season	4	26	21.8	0.049%	-1.44x
families	4	20	29.2	0.56%	+8.01x
give back	4	17	12.3	0.067%	-1.05x
huge thank	4	14	44	0.74%	+10.5x
every day	4	6	31.5	0.57%	+7.99x
click	4	6	9.17	0.38%	+5.38x
wish list	3	36	16.8	0.34%	+4.88x
amazon wish list	3	25	17.7	0.36%	+5.12x

■ Topics in your posts   
 ■ Topics not in your posts

### Hashtags

The table below summarizes hashtag usage and engagement across the landscape. Of the eight most universally used hashtags, #MissionMoment generated the highest engagement rate by followers.

Hashtag	Companies Using	Posts Using	Eng. Rate by Follower
#ThankYou	4	5	0.85%
#GivingTuesday	3	15	0.024%
#donation	3	6	0.94%
#ThrowbackThursday	3	4	0.46%
#keepingfamiliesclose	2	253	1.15%
#missionmonday	2	4	1.22%
#GetInvolved	2	4	1.27%
#MissionMoment	2	3	2.26%

■ Hashtags you used   
 ■ Hashtags you didn't use

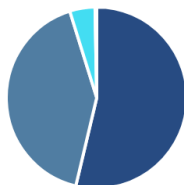
### Post Channels

The charts below summarize the average activity and engagement per post by social channel. The left side illustrates RMHC-EIWI's per-day activity. The right side covers the landscape's activity and engagement.

Unsurprisingly, RMHC-EIWI's most active channel is Facebook. The channel that generates the highest engagement is TikTok. RMHC-EIWI is the only organization in the landscape with a presence on TikTok. After TikTok, YouTube offers the highest engagement rate by followers. Twitter offers the least engagement rate by followers across the landscape.

YOUR ACTIVITY BY CHANNEL

Post Channel	Posts / Day
Facebook	1.05 / day
Instagram	0.81 / day
TikTok	0.09 / day
YouTube	<0.01 / day



LANDSCAPE ACTIVITY AND ENGAGEMENT BY CHANNEL

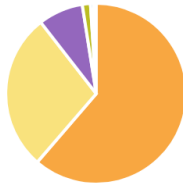
Post Channel	Posts per Day per Company	Engagement Rate by Follower
TikTok	0.02 / day	8.35%
YouTube	0.02 / day	4.07%
Instagram	0.36 / day	1.08%
Facebook	0.69 / day	0.40%
Twitter	0.21 / day	0.023%

### Post Types

The panel below summarizes average activity and engagement per post-by-post type. The left side illustrates RMHC-EIWI’s per-day activity. The right side covers the landscape’s activity and engagement. The most common post type for RMHC-EIWI is a photo. However, carousels generate the highest engagement.

YOUR ACTIVITY BY POST TYPE

Post Type	Posts / Day
Photo	1.20 / day
Video	0.55 / day
Reel	0.16 / day
Carousel	0.03 / day
Status Update	0.01 / day
Link	<0.01 / day



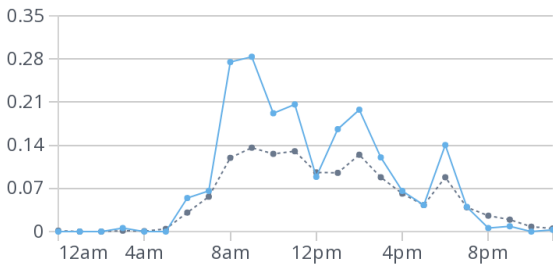
LANDSCAPE ACTIVITY AND ENGAGEMENT BY POST TYPE

Post Type	Posts per Day per Company	Engagement Rate by Follower
Carousel	0.05 / day	1.93%
Reel	0.05 / day	0.80%
Photo	0.73 / day	0.45%
Video	0.19 / day	0.21%
Status Update	0.03 / day	0.12%
Link	0.25 / day	0.029%

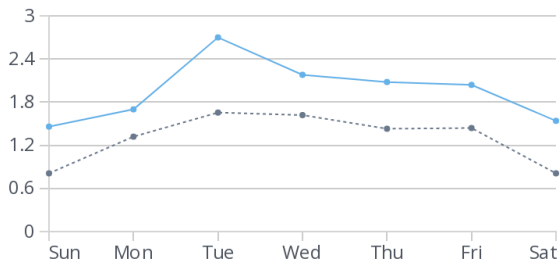
**Post Times**

The charts below summarize the average activity and engagement per post by hour-of-day and day-of-week. The charts on the left illustrate hour-of-day metrics, with average activity per company at the top and average engagement per post at the bottom. The charts on the right relate to day-of-week metrics, with average activity per company on top and average engagement per post on the bottom.

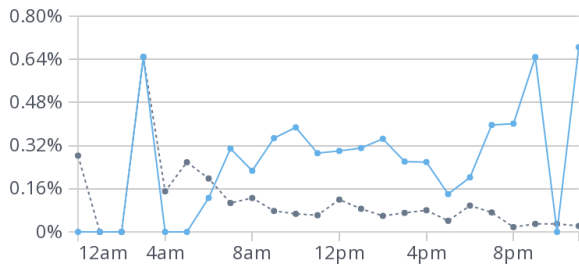
AVERAGE ACTIVITY PER PUBLISHED HOUR (CST)



AVERAGE ACTIVITY PER PUBLISHED DAY (CST)

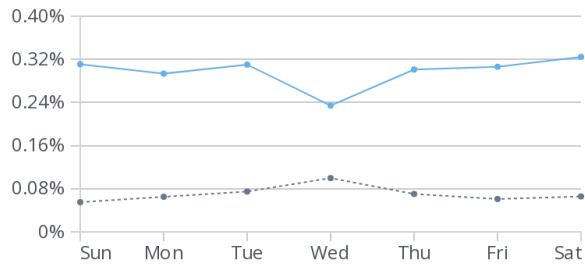


AVERAGE ENGAGEMENT RATE PER PUBLISHED HOUR (CST)



— Ronald McDonald House Charities of Eastern Iowa and Western Illinois  
 - - - Landscape

AVERAGE ENGAGEMENT RATE PER PUBLISHED DAY (CST)



— Ronald McDonald House Charities of Eastern Iowa and Western Illinois  
 - - - Landscape

**URLs by Company**

The activity and engagement on posts containing URLs for each organization in this landscape are summarized below. RMHC-EIWI is close to the average for all items except for engagement rate by follower, which ranks last. This indicates a need for a stronger call to action, driving people to the URLs shared in social posts.

YOUR UNIQUE URLS

**25**

Landscape Avg.: 33

YOUR TOTAL POSTS WITH URL

**87**

Landscape Avg.: 73

YOUR AVG. POSTS / URL

**3.48**

Landscape Avg.: 2.32

YOUR ENG. RATE BY FOLLOWER

**0.16%**

Landscape Avg.: 0.29%

Company	Uniq. URLs	Total Posts	Avg. Posts / URL	Eng. Rate by Follower
1. United Way JWC	38	73	1.92	0.36%
2. Make-A-Wish IA	37	61	1.65	0.18%
3. RMHC Central IL	32	71	2.22	0.53%
4. RMHC-EIWI	25	87	3.48	0.16%

### Owned vs. Curated URLs

The activity and engagement on posts containing URLs for each organization are summarized below. A URL is considered owned if it links to content on the company website and considered curated if it links to 3<sup>rd</sup> party content. Ideally, RMHC-EIWI should maximize driving people to URLs located on the company website as much as possible. This is especially true when it comes to requesting donations, as it improves donor confidence that their funds are going to the organization directly.

Company	% Curated URLs	Owned URLs	Curated URLs	Owned Eng. Rate by Follower	Curated Eng. Rate by Follower	Avg. Posts / URL
1. RMHC Central IL	40.6%	19	13	<b>0.60%</b>	0.29%	2.22
2. RMHC-EIWI	36%	16	9	<b>0.17%</b>	0.13%	3.48
3. United Way JWC	63.2%	14	24	<b>0.47%</b>	0.26%	1.92
4. Make-A-Wish IA	70.3%	11	26	0.16%	<b>0.19%</b>	1.65

### TWITTER

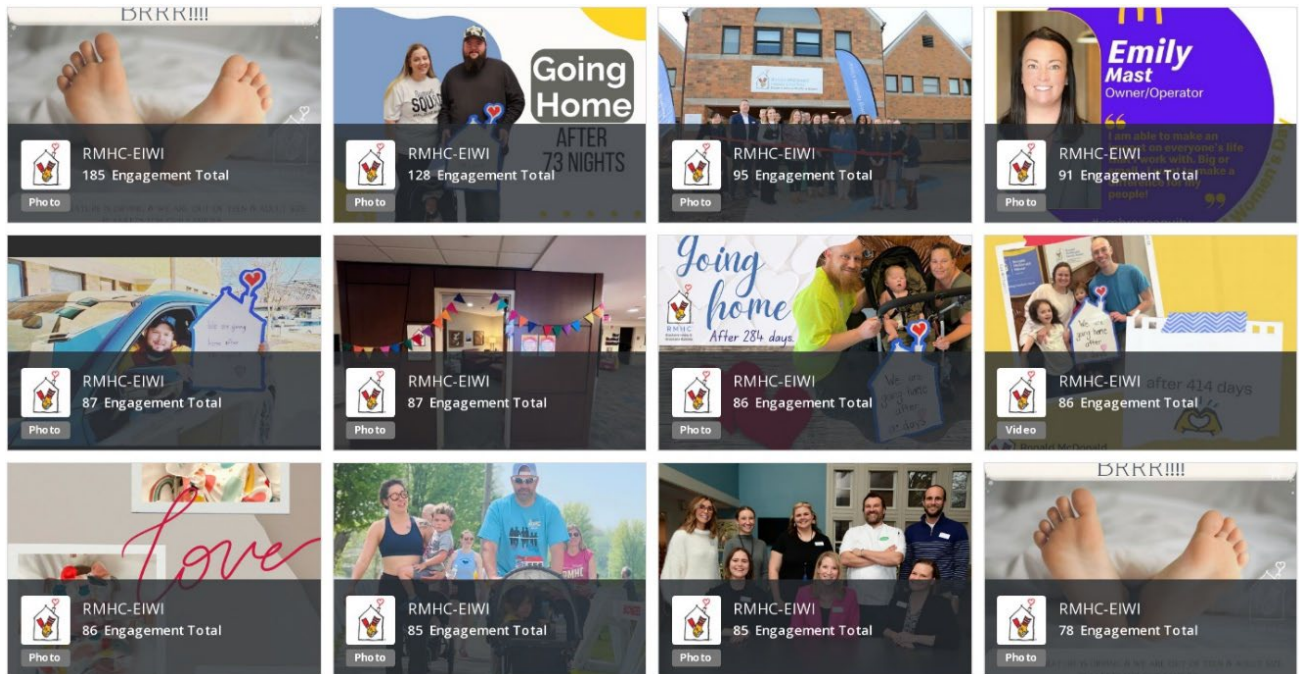
None of the organizations analyzed were active on Twitter during 2023. Therefore, a deeper analysis of this social channel is not included in this analysis.

FACEBOOK

Below is an overview of RMHC-EIWI’s key social metrics on Facebook compared to the average of its competitors. While RMHC-EIWI has had greater growth in fans & shares more posts than its competitors, its post engagement is down. Reviewing past posts and focusing efforts on sharing content RMHC-EIWI’s fans engage with is important to improve its engagement rate.

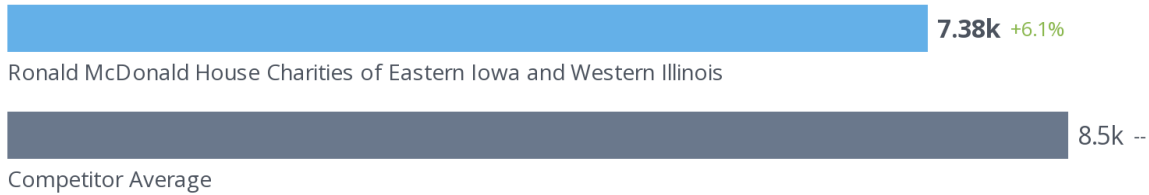


The most engaging posts on Facebook, sorted by total engagement, are provided below. On average, RMHC-EIWI’s top 10 posts earned 7x more engagement than its other posts.



Facebook Page Fans

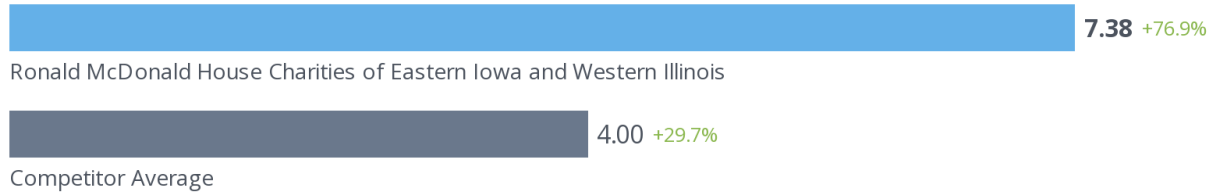
RMHC-EIWI is below average for Facebook page fans, ranking third of four companies. RMHC-EIWI grew its Facebook page fans by 6.1% in the past year.



### Facebook Posts

RMHC-EIWI published 368 posts in the period analyzed. This equates to posting about seven posts per week, ahead of its competitor's average of about four. Consider posting less frequently with a focus on increasing post engagement.

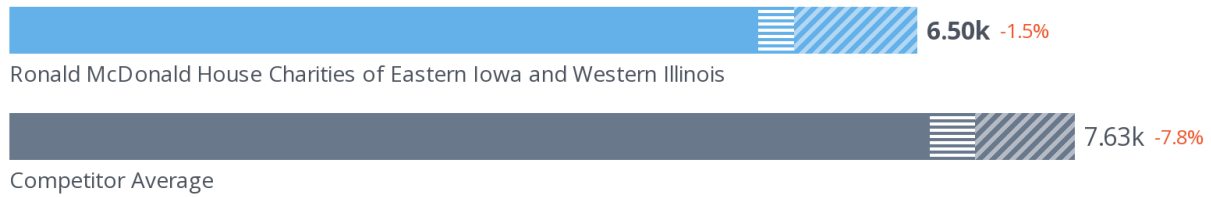
POSTS / WEEK



### Facebook Engagement

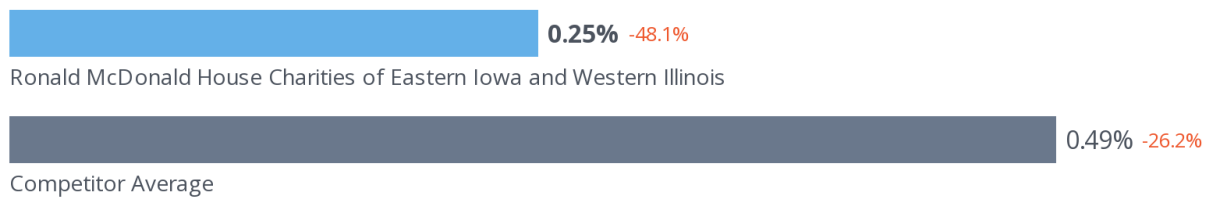
RMHC-EIWI ranks second out of the four organizations for Facebook engagement total and maintained total engagement, while its average competitor saw a decrease. However, the Facebook engagement rate by followers for RMHC-EIWI ranks last out of the four organizations. Sharing engaging content less frequently will improve this ranking.

ENGAGEMENT TOTAL



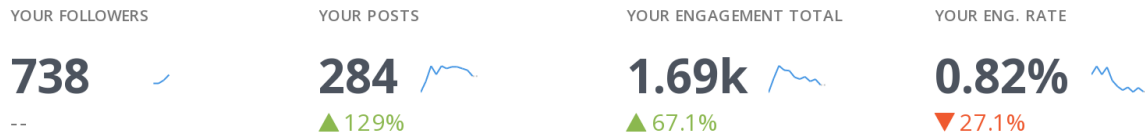
Reactions  Comments  Shares

ENGAGEMENT RATE BY FOLLOWER

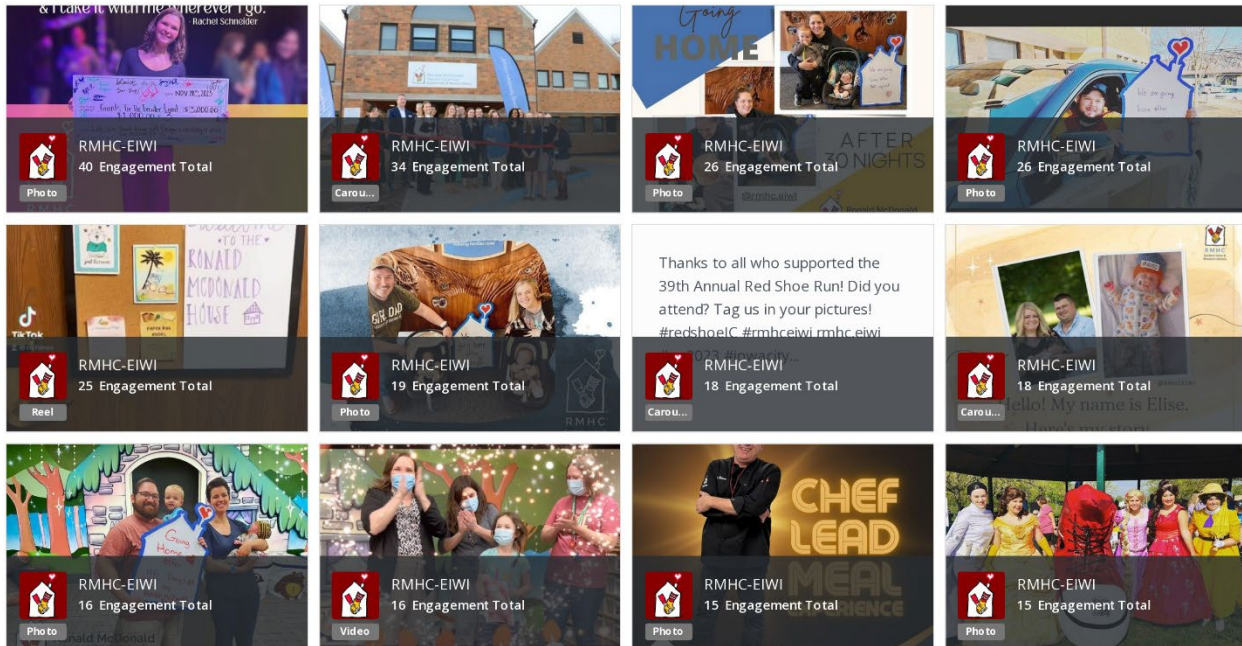


INSTAGRAM

Below is an overview of RMHC-EIWI’s key social metrics on Instagram compared to the average of its competitors. RMHC-EIWI’s followers remained flat throughout 2023, while posts and total engagement increased. However, the engagement rate by followers decreased, indicating that posts could be shared less frequently, given they are highly engaging.

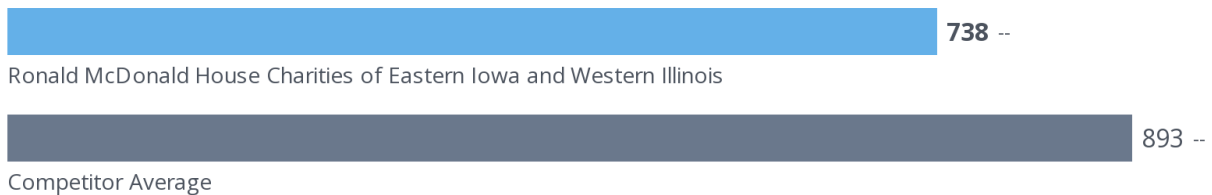


The most engaging posts on Instagram, sorted by total engagement, are provided below. On average, RMHC-EIWI’s top 10 posts earned 4.5x more engagement than its other posts. The hashtags #keepingfamilyclose and #rmhceiwi were used in RMHC-EIWI’s 10 most engaging posts.



Instagram Followers

RMHC-EIWI is below average for Instagram followers, ranking third of four companies.

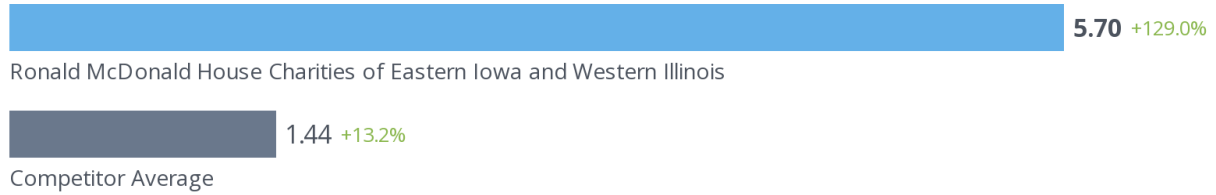




### Instagram Posts

RMHC-EIWI published 284 posts in the period analyzed. This equates to posting about six posts per week, ahead of its competitor's average of about one. Consider posting less frequently with a focus on increasing post engagement.

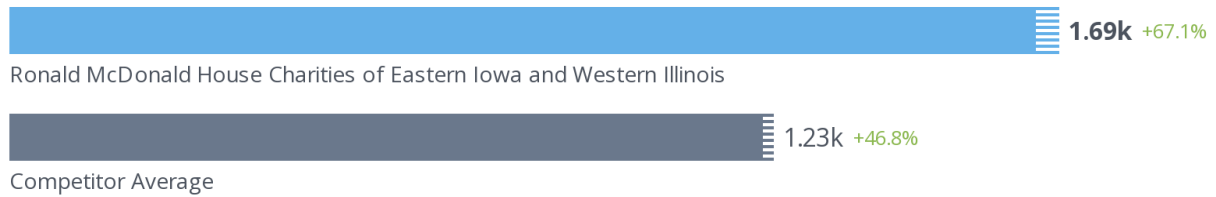
POSTS / WEEK



### Instagram Engagement

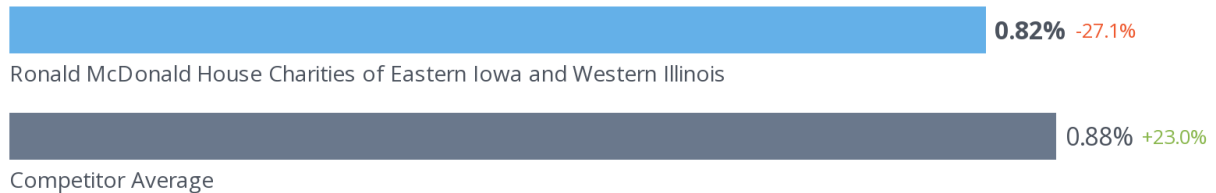
RMHC-EIWI ranks second out of the four organizations for Instagram engagement total and increased total engagement, outpacing its average competitor. However, the Instagram engagement rate by followers for RMHC-EIWI ranks third out of the four organizations.

ENGAGEMENT TOTAL



Likes  Comments

ENGAGEMENT RATE BY FOLLOWER

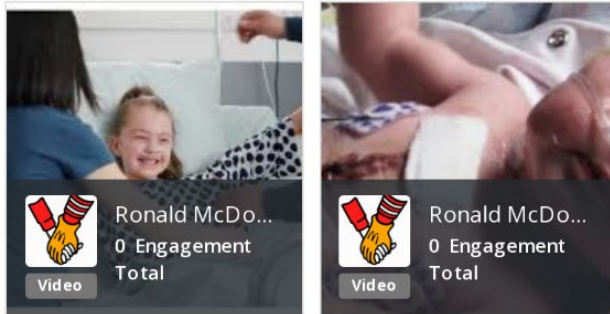


YOUTUBE

Below is an overview of RMHC-EIWI’s key social metrics on YouTube compared to the average of its competitors. RMHC-EIWI’s followers increased by 3%; however, engagement was at zero.



The two videos that RMHC-EIWI posted to YouTube in 2023 are shown below.



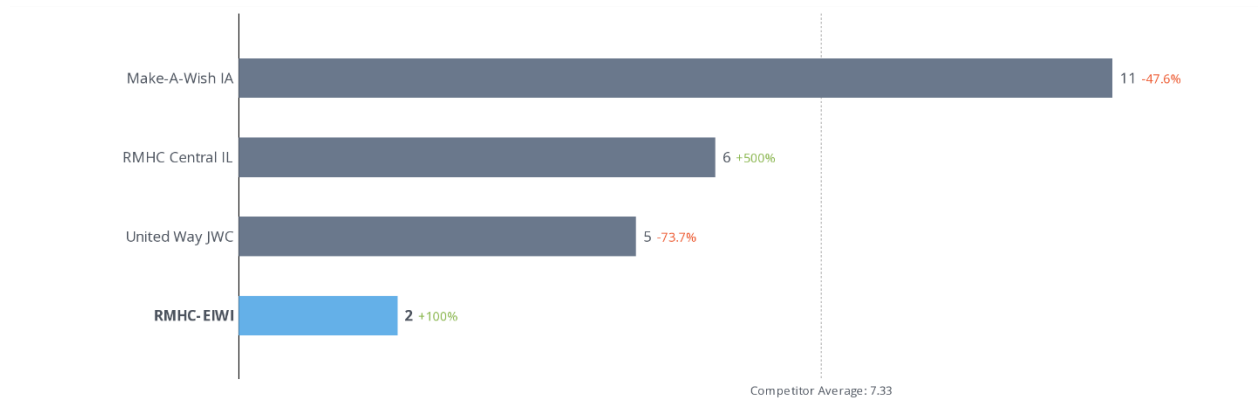
YouTube Subscribers

RMHC-EIWI ranked second of four organizations. Make-A-Wish Iowa is extremely active on YouTube, skewing the competitor average significantly.



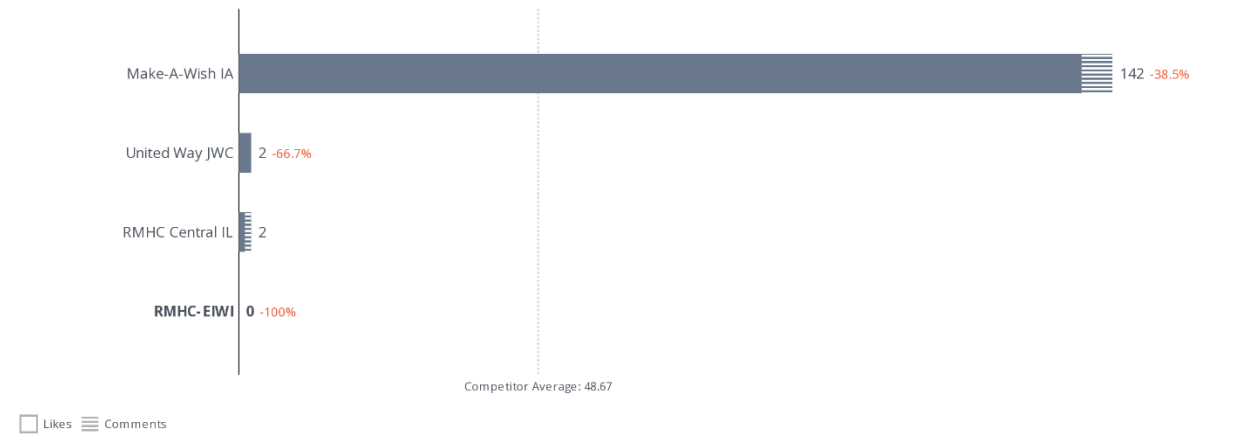
### YouTube Posts

RMHC-EIWI posted two videos in 2023, significantly less than all the other organizations.



### YouTube Engagement

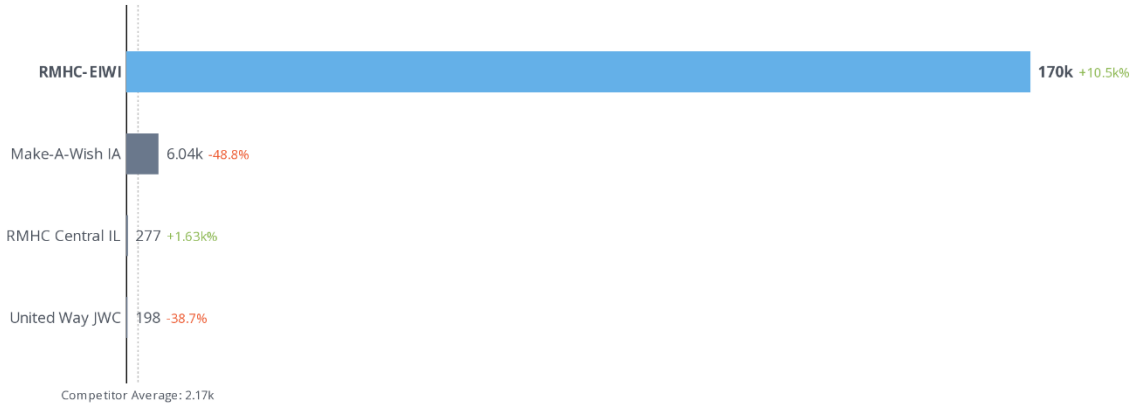
RMHC-EIWI received zero total engagements on its YouTube videos. Adding cards that encourage people to like and comment is needed to increase engagement.



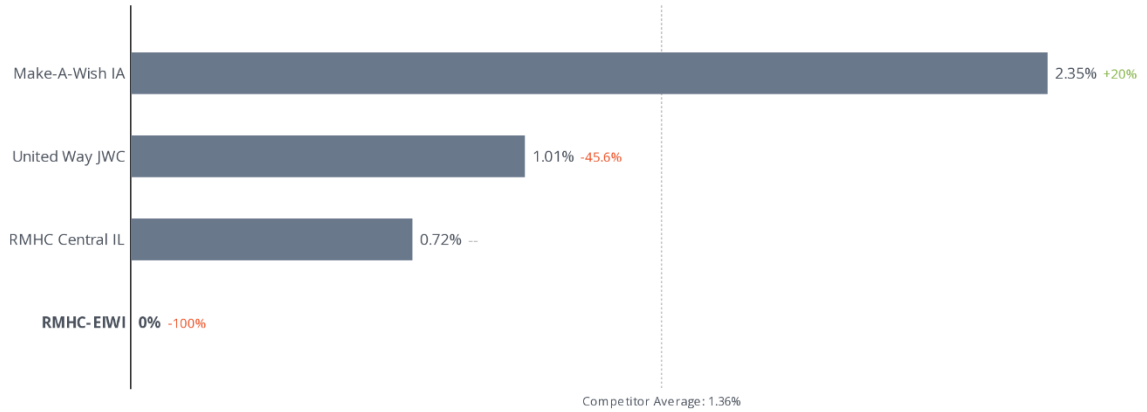
**YouTube Views**

RMHC-EIWI ranks first for YouTube video views. The number of video views increased by over 10,000% due to YouTube advertising. Despite all the views received, there was no engagement with these videos. Emphasizing calls to action using cards and other YouTube elements is necessary to encourage engagement.

YouTube Views

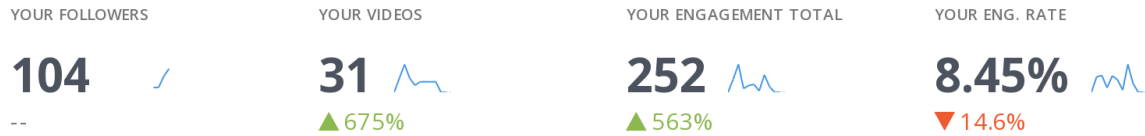


YouTube Engagement Rate by View

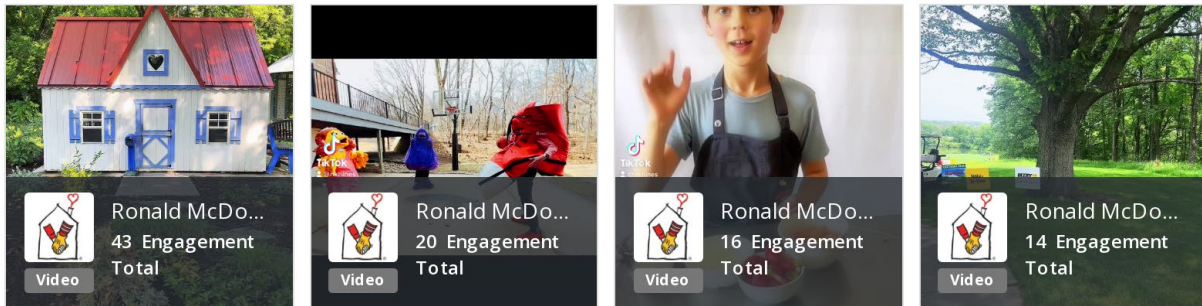


TIKTOK

Below is an overview of RMHC-EIWI’s key social metrics on TikTok compared to the nonprofit industry average. RMHC-EIWI gained 104 followers in the brief time it has been active on TikTok, sharing 31 videos and earning an above-average engagement total. While the engagement rate by follower is down, it is not down by much.



RMHC-EIWI’s top videos on TikTok, sorted by total engagement, are provided below. On average, RMHC-EIWI’s top four videos earned 3.9x more engagement than its other videos.



RMHC-EIWI is the only nonprofit organization out of the four analyzed that is already actively using TikTok. This positions it ahead of its competitors on this highly popular social channel.

## WEBSITE

The amount of content and layout of the current RMHC-EIWI website can pose challenges to users who may be overwhelmed by the amount of data and variety of calls to action available. For 2024, it is recommended to create web pages that align with each campaign that runs to make it easier for people to complete the desired call to action. This approach will also allow for a continuity of experience as the design elements and video for the campaign will help users feel confident they are in the right place. It also helps solidify messaging and communicate the brand story and impact of RMHC-EIWI by market while providing another level of data for tracking and benchmarking.

In 2023, Plaid Swan suggested redesigning the RMHC-EIWI website to improve user experience, address plugin conflicts, improve search engine rankings, and incorporate technological advancements. For these reasons, a website redesign proposal was submitted for consideration. The proposal has been tabled until 2025 or sooner, pending the identification of a funding resource.

With the focus for 2024 being on fundraising, it is hoped that the funds will be raised to update the website in 2025.

The goal and purpose of the website redesign project are:

- To create an effective online platform to highlight RMHC-EIWI for families, donors, volunteers, staff, and the public.
- To increase returning visitors to the website and encourage donations.
- To have a website that is/has:
  - Easy to navigate
  - Strategically placed & compelling call to actions
  - User-friendly and informative
  - Fast loading
  - Clean/minimalistic design
- Convey the personality, history, and expertise of the organization
- Improve search engine ranking through recognition strategies and tactics
- Simple site update capabilities supporting frequent posting changes

## ONLINE REVIEWS

Online reviews are the internet equivalent of word-of-mouth marketing. People (whether they be clients, donors, volunteers, business owners, or employees) want to know about the cause, mission, and impact of a nonprofit organization before deciding to support or join it.

According to a 2023 survey by BrightLocal, 87% of consumers read online reviews for local businesses & organizations before making a purchasing decision, highlighting the considerable influence of online feedback. Nonprofit organizations that take advantage of the power of online reviews will reap benefits and have the following key advantages.

- **Build Trust and Credibility:** New donors look to reviews to determine if a nonprofit is trustworthy and dependable. 78% of people trust online reviews as much as recommendations from a friend or a family member.
- **Influence Purchasing Decisions:** According to Statista, approximately 70% of online consumers read online reviews before purchasing or donating. Positive feedback can tip the balance in favor of your organization over other nonprofits.
- **Enhances Local SEO:** Google Reviews play a role in search engine optimization. An organization with numerous quality reviews will rank higher in local search results, making it easier for potential customers to find.
- **Provides Valuable Feedback:** Reviews serve as a direct line of consumer communication. They offer insights into what's working well and where improvements might be needed, aiding donor development.
- **Encourages Engagement:** Responding to positive and negative reviews shows your commitment to customer satisfaction. This active engagement fosters loyalty and encourages repeat donations.

Online Reviews are powerful tools that drive traffic, build trust, and boost donations.

### Get More Positive Reviews

Organizations that have a plan in place to actively and consistently encourage consumers to leave reviews reap the biggest benefits. Below are three tips to proactively encourage families, volunteers, staff, and donors to leave reviews for RMHC-EIWI.

1. **Ask for them.** One of the simplest ways to get more reviews is to ask for them. Train your employees to ask people to leave a review when they are departing the house or family room, recently volunteered, or following a donation.
2. **Use review generator links.** Many review sites allow organizations to create a direct link to their review page. These review generator links make it easy for your audience to find your page and leave a review. Use QR codes on your marketing materials to make it even easier for people to leave a review. Remember: The modern consumer loves convenience and ease.
3. **Respond to reviews.** Responding to reviews shows that you value consumer feedback and are committed to fostering long term relationships. Whether the review is positive, negative, or neutral, responding helps build a personal connection with your audience.

**Fake news has taken its toll on the value of online reviews.**

As many as 30 percent to 40 percent of online reviews are fabricated or otherwise not genuine, consumer advocacy groups and researchers like U.S. PIRG estimate. However, the rate of fakes can vary widely by industry and website. While nonprofits aren’t exempt from fake reviews, most are left for high-end products and prolific retailers like Amazon.

All fake reviews are positive endorsements, such as four-star and five-star reviews, that the businesses write themselves or are created by digital marketers, whose services can be purchased online for as little as a few dollars per review. Many deceptive marketers are based overseas, limiting the Federal Trade Commission’s power to police the problem. And artificial intelligence tools, such as ChatGPT, threaten to supercharge the industry by making fake reviews easier to write, the agency warned.

In the summer of 2023, the Federal Trade Commission proposed a rule that would punish businesses for buying or selling fake reviews, among other restrictions. In October, several online platforms, including Amazon and Expedia, announced a coalition to share information and resources among companies to combat review fraud.

Online reviews should not be ignored. If anything, encouraging people to leave authentic reviews is more important than ever. Reviews are a numbers game. The more positive and authentic an organization’s reviews are, the less weight and impact fake or negative reviews hold.

**Reviews Summary for RMHC-EIWI**


Most nonprofit organizations have online accounts where clients and donors can rate and review them. Reviews for RMHC-EIWI were easily found on Google, Facebook, Handshake, Indeed, and Foursquare, with the opportunity for people to leave reviews on other websites, including VolunteerMatch.org and GreatNonprofits.org.

RMHC-EIWI reviews are overwhelmingly positive and primarily available on either Google or Facebook. The table below provides a snapshot of relevant information related to the reviews for RMHC-EIWI on Google and Facebook. Data for the table was collected on 12/18/2023. The previous information is in parentheses.


Source	# Reviews	Rating	# Rating Only	# Negative	Date of Latest
Google	91 (69)	4.9 out of 5 (4.8)	33 (22)	3 (3)	Dec 2023
Facebook	69 (35)	4.8 out of 5 (4.9)	9 (9)	0 (0)	Oct 12, 2021



Google reviews increased by 32% since April 2022. Since they were all 4 or 5 stars, the overall rating increased to 4.9. While most were left by families who stayed with the organization during a child’s health situation, several were left by donors. A few examples of these are provided below.

 **Sunshine On a Cloudy Day**  
 Local Guide · 353 reviews · 123 photos  
 ★★★★★ 4 months ago

Shared some pop tabs with them and they were very gracious. They took info from me and said they would send my class a thank you letter. It is a great cause and for very little, you can give a whole lot. It costs nothing to collect tabs, but it helps so many families.

 **Ghost Storm**  
 Local Guide · 6 reviews · 5 photos  
 ★★★★★ 8 months ago

Great place to go and a good place to donate your money of looking. They help alot of people in need while their children are in the hospital. They even prepare meals once a day and have a kitchen where you can do your own cooking and fridges you can store your own food. So many different activities they offer.for those staying longer term and the staff and volunteers are great and friendly. I do recommend this place to those that truly want to help out children and their family's with the proper donations that they are allowed to accept bc they do use it for the needs of others.

While Facebook has almost doubled its reviews since April 2022, that number is misleading as it was due to fake reviews for investors that were reported as SPAM. There were no new valid reviews left since the one below from October 12, 2021.

 **Amy Elaine Marie**  recommends **Ronald McDonald House Charities of Eastern Iowa & Western Illinois.**  
 October 12, 2021 · 

Was able to stay here while my daughter was in the NICU at the U of I& I’m so thankful for the hospitality, food& being able to stay within half a mile of the hospital& be close to my daughter when she needed me the most! Again thank you guys for the hospitality& everything you do to keep families close together when they need it the most!

**Recommendations for RMHC-EIWI Online Reviews**

The opportunity to monitor and manage online reviews remains available to RMHC-EIWI. Implementing a consistent process to request positive reviews from families, donors, and volunteers while actively engaging and responding to reviews will assist the organization in growing its online footprint, building its reputation, and improving its search engine ranking.

Below are tactics to get started:

- Claim listings where reviews are currently available. Implement a process to find new review sources quarterly. When found, try to claim them.

- Frequently check and respond to reviews on behalf of RMHC-EIWI. Report fake reviews as spam to remove/hide them from your account.
- Actively ask for reviews by including links to the most popular places to leave reviews – especially for Google and Facebook.
  - Google My Business has a tool that provides a friendly link to share when asking people to leave a review on Google.
- Consider implementing a review management tool or plugin to aggregate reviews on the website and encourage people to leave a review.
- Develop a handout with a QR code to the web page to leave a Google review. Hand cards out to people when they are at or leaving the house or family rooms.

## PUBLIC RELATIONS

Public relations (PR) refers to the practice of managing and building relationships between an organization and its stakeholders, including the public, media, customers, employees, sponsors, and other interested parties. The goal of PR is to create and maintain a positive image and reputation for the organization while fostering goodwill and trust with its various stakeholders. This can be achieved through a variety of tactics, such as media relations, event planning, social media management, crisis communication, and community outreach. Plaid Swan works to develop and implement strategic communication plans that align with Ronald McDonald House's goals and values. Overall, PR plays a critical role in shaping public perception and building credibility for your organization in a fast-paced and ever-changing media landscape.

- **Strategic communications.**

These are structured, planned speaking opportunities at public events such as Rotary, Chamber of Commerce events, and so on. It is also important to communicate 1-2 times each year to corporate sponsors and large donors in a personalized letter. Ask your event sponsors if you can talk to their employees at their next internal meeting, schedule coffee meetings with small TIPS clubs, etc. This should be a scheduled effort so it is not forgotten during the year.

- **Media relations.**

This relationship needs to be nurtured with thank you cards to reporters who cover your events, treats for holidays, etc. Never forget that they have the option to not show up or give you coverage. Build personal relationships with reporters, and they will fight for you to get coverage for your events or news story. This is an area that Plaid Swan will be more focused on in 2024 as the news is harder to enter with a press release due to world events consuming the news cycle.

- **Community relations.**

Community relations help you create and mold public attitudes about RMHC-EIWI and shape the understanding and respect for what you provide to families within the communities you serve. The new market events have been implemented to assist with building these relationships.

- **Crisis communications.**

There are four key components – Readiness, Response, Reassurance, and Recovery. Every organization should have a Crisis PR plan ready. Plaid Swan will be creating one prior to the capital campaign kickoff to ensure a line of protection is in place should an unexpected event occur.

- **Public Affairs.**

The goal of public affairs is to influence public policy and work for change in regulations that benefit your organization, all while maintaining a powerful reputation. Plaid Swan will look for media opportunities in which Shannon Greene can be highlighted as an expert when it comes to healthcare support systems and partnerships.

- **Online and social media communications.**

Social media has become an increasingly valuable tool for public relations efforts to connect with stakeholders and manage an organization's reputation. Social media platforms, such as Facebook, Twitter, Instagram, and LinkedIn, allow us to share news, updates, and other relevant information with your audience in real-time. Social media can also be used to engage with donors, volunteers, and

other stakeholders, respond to inquiries and feedback, and address any concerns or issues that may arise. Additionally, social media can be a valuable tool for crisis communication, as it allows RMHC-EIWI to communicate with stakeholders quickly and effectively during a crisis. Overall, social media has revolutionized the way that communication occurs across the world.

## ADVERTISING

For RMHC-EIWI to successfully acquire new donors – especially outside the Iowa City area – advertising is necessary. For 2024, Plaid Swan recommends, and RMHC-EIWI leadership agreed to move most of the advertising budget to Dubuque.

### WHY DUBUQUE?

Dubuque is a market that RMHC-EIWI has a long and consistent history of alumni families having already made efforts to donate requested items for the Ronald McDonald House in IA City. In addition, a marketing committee was formed in Dubuque in 2023 with the goal of creating a new fundraising event in this market.

The biggest reason for focusing 2024 advertising on Dubuque is the fact that is an extremely generous community. In fact, according to 2020 income-tax returns analyzed by Upgraded Points, a travel and business website, almost 42% of Dubuque's tax returns included charitable contributions, making the city the sixth-most-charitable small metropolitan area in the country. The same report shared that the average contribution amount for donors in Dubuque was \$2,199 in 2020 based on more than 20,000 tax returns with charitable contributions.

In addition, there have been changes in the leadership at a few of Dubuque's key nonprofits, which have led many individuals and businesses to donate to organizations they previously did not. This opens the door to opportunity for RMHC-EIWI to highlight its support of Dubuque-area families to cultivate new donors and the potential to attract a major corporate sponsor.

### ADVERTISING APPROACH

While most of the 2024 budget is allocated to Dubuque, the plan also includes continuing to reach other key markets primarily utilizing digital tactics. Below is a summary of the advertising approach for Dubuque and other markets.

#### DUBUQUE

The 2024 advertising approach uses a combination of different advertising channels to raise awareness of the impact of RMHC-EIWI on Dubuque families while highlighting the need for donations to continue that support. The recommended advertising channels specifically targeting the Dubuque area include a publication, local radio, cable television, and digital billboards. Each channel helps to increase awareness of RMHC-EIWI while maximizing the number of touchpoints for potential donors.

- **Publication – 365 Ink**  
365 Ink is a biweekly event magazine printed on newsprint that covers what is going on in the Dubuque area, opportunities to get involved, and articles relevant to Dubuque area residents. Readers of 365ink choose to pick up a free copy of the publication every two weeks. 10,000 copies are distributed in highly trafficked locations every two weeks. It is available for pickup in Dubuque, Iowa; Galena, Illinois; Platteville, Wisconsin; and surrounding communities. Nonprofits are offered an annual contract rate (12x) for anything they run. All ads are in full color. The budget recommendation includes running a quarter-page ad (4.5" w x 5" t) in one issue each month. The ad is due the week prior to the publication date.

- **Local Radio – Radio Dubuque**  
Radio Dubuque owns four local radio stations in Dubuque. Their stations include KAT-FM 92.9 (KATF), 97.3 The Rock (KGRR), The River 101.1 (WVRE), and KDTH AM 1370. The Rock offers active rock, KATF plays Adult Contemporary, WVRE’s focus is new country music, and KDTH offers adult standards, oldies, classic big band, news, sports, and other special programming. The budget includes 20 thirty-second commercials running on each of all four stations weekly for 52 weeks.
- **Cable TV – Holiday Programming on Hallmark & Lifetime Channels to reach Mediacom subscribers**  
Each holiday season, Hallmark and Lifetime offer packages to advertise one thirty-second commercial in each holiday movie premier weekly starting late October through late December. Also included are around 60 commercials running in other programming on the identified channels. These programs have high viewership with families and grandparents and are a wonderful way to highlight the Annual Appeal campaign and drive end-of-year donations. The budget includes advertising in Freeform, Lifetime and Hallmark packages for the Dubuque zone of OnMedia (Mediacom’s advertising division). Historically, OnMedia has also included both Freeform & Lifetime for the same fee as buying just one.
- **Billboards – Lamar Digital Billboards**  
Lamar has several excellent digital billboard locations at highly trafficked intersections across Dubuque. The approach includes advertising on digital posters and bulletins, rotating to a different location weekly to reach drivers as they commute or run errands each month. The six locations included are identified in the 2024 advertising budget.

#### CEDAR RAPIDS & IOWA CITY

- **Outdoor – Coral Ridge Mall Kiosk Poster**  
An opportunity to advertise on a kiosk in Coral Ridge Mall in Coralville became available. The kiosk location is near the ice arena, Iowa Children’s Museum and one of the entrances used to access the movie theater. The location is excellent for reaching families and grandparents. The budget includes a 52-week commitment for the same location. With a 52-week commitment, there is no cost for ad production, so it can change monthly if desired. This flexibility allows for promoting upcoming events, like the Red Shoe Run, volunteer opportunities, and donations. Using a QR code, we can track the activity sent to the website for the calls-to-action identified on the poster. We also recommend adding summer billboards and radio for events to ensure attendance goals are met.
- **Local Radio – KZIA**  
A portion of the budget has been set aside for a three-month campaign to promote summer events on KZIA radio. KZIA has supported the Red Shoe Run event in the past and was a key part of the 2023 advertising campaign in Cedar Rapids. The planned approach includes 2 weeks per month on the station and it is anticipated the schedule will start running mid-March to promote the Red Shoe Run and end in mid-June just prior to the Bubble Walk.
- **Billboards – Lamar Digital Billboards**  
Just like with KZIA, a three-month commitment to run on the same digital billboard locations in Cedar Rapids as the 2023 marketing plan was added. The schedule would run from March 18 thru June 9, 2024, rotating to a different digital billboard location weekly.

## ALL MARKETS – ONLINE ADVERTISING

Social and digital advertising can reach all desired markets and audiences with the same or similar messages that can be crafted to highlight families as appropriate to each market. Additionally, the creative messages and calls to action can be changed as needed to address the most immediate needs. Multiple messages can be run simultaneously within the same budget.

The plan for 2024 is to continue to advertise on Facebook, Instagram, YouTube, and Google search and display networks. Google search and YouTube will be used for a long-term strategy based on brand and primary keyword search terms. YouTube ads will include cards with calls-to-action to subscribe or donate via the link. Plaid Swan to optimize RMHC-EIWI YouTube brand account and investigate and guide the process for RMHC-EIWI to obtain access to Google for Nonprofits.

Facebook, Instagram, and Google display advertising will change frequently – monthly at a minimum is recommended to avoid reaching creative fatigue and guarantee primary ad effectiveness – particularly on Facebook and Instagram. All online ads will include calls-to-action that drives people to the RMHC-EIWI website to convert.

2024 ADVERTISING BUDGET

RMHC-EIWI	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	TOTALS
<b>Print Publications</b>														
DBQ - 365 Ink		\$ 199.00	\$ 199.00	\$ 199.00	\$ 199.00	\$ 199.00	\$ 199.00	\$ 199.00	\$ 199.00	\$ 199.00	\$ 199.00	\$ 199.00	\$ 199.00	\$ 2,388.00
<b>Local Radio</b>														
Radio DBQ - KATF, KOTH, KGRR, WVRE		\$ 960.00	\$ 960.00	\$ 960.00	\$ 1,200.00	\$ 960.00	\$ 1,200.00	\$ 960.00	\$ 1,200.00	\$ 960.00	\$ 960.00	\$ 1,200.00	\$ 480.00	\$ 12,000.00
KZIA - 2 weeks/month			\$ 500.00	\$ 1,000.00	\$ 1,000.00	\$ 500.00								\$ 3,000.00
<b>Television</b>														
OnMedia - Hallmark - DBQ zone										\$ 378.00	\$ 378.00	\$ 378.00		\$ 1,134.00
OnMedia - Lifetime - DBQ zone										\$ 300.00	\$ 300.00	\$ 300.00		\$ 900.00
<b>Billboards</b>														
DBQ - Lamar - University & Asbury Rd	\$ 442.00							\$ 883.00				\$ 883.00		\$ 2,208.00
DBQ - Lamar - US 61/151 Connector @ Locust St	\$ 1,324.00			\$ 883.00			\$ 883.00			\$ 883.00				\$ 3,973.00
DBQ - Lamar - JFK N/O Asbury		\$ 883.00			\$ 883.00				\$ 883.00					\$ 2,649.00
DBQ - Lamar - US 20 W/O Century Dr			\$ 883.00			\$ 883.00								\$ 1,766.00
DBQ - Lamar - JFK S/O Hillcrest			\$ 883.00				\$ 883.00				\$ 883.00			\$ 2,649.00
DBQ - Lamar - NW Arterial @ Pennsylvania												\$ 883.00		\$ 883.00
CR - Lamar - 242 Blairs Ferry Rd NE			\$ 265.00	\$ 530.00	\$ 265.00									\$ 1,060.00
CR - Lamar - 5455 Council St NE			\$ 265.00	\$ 265.00	\$ 265.00	\$ 265.00								\$ 1,060.00
CR - Lamar - EDGEWOOD & WILSON SW				\$ 265.00	\$ 530.00	\$ 265.00								\$ 1,060.00
<b>Outdoor</b>														
Coral Ridge Mall - Display 10B		\$ 340.00	\$ 340.00	\$ 340.00	\$ 340.00	\$ 340.00	\$ 340.00	\$ 340.00	\$ 340.00	\$ 340.00	\$ 340.00	\$ 340.00	\$ 340.00	\$ 4,080.00
<b>Online</b>														
Facebook/Instagram Ads		\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00		\$ 5,500.00
Google Search/Display Ads		\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 6,000.00
YouTube Ads		\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00		\$ 5,500.00
<b>Agency Fees</b>														
Google AdWords Mgmt Fee		\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 9,000.00
<b>TOTALS</b>	<b>\$ 1,766.00</b>	<b>\$ 4,632.00</b>	<b>\$ 6,545.00</b>	<b>\$ 6,692.00</b>	<b>\$ 6,932.00</b>	<b>\$ 5,662.00</b>	<b>\$ 5,755.00</b>	<b>\$ 4,632.00</b>	<b>\$ 4,872.00</b>	<b>\$ 5,310.00</b>	<b>\$ 5,310.00</b>	<b>\$ 6,433.00</b>	<b>\$ 2,269.00</b>	<b>\$ 66,810.00</b>
														<b>Total Budget</b>
														<b>Remaining Budget</b>
														\$ 190.00



## BENCHMARKS AND MEASUREMENT

Key Performance Indicators (KPIs) are used by organizations to measure progress towards achieving strategic goals. Measuring the right KPIs and tracking their progress allows companies to create actionable items to elevate them above their competition.

The primary data measurement methods should come from Donor Perfect and Google Analytics.

### Donor Perfect

Donor Perfect is the online tool RMHC-EIWI uses to track donors and donation activity. The information available from Donor Perfect will be the most accurate measurement tool to track progress toward the goals identified earlier in this plan. Some measurement metrics that can currently be reported via Donor Perfect include:

- Top Lifetime Donors
- Donation Categories
- Growth in Giving
- Donor Retention
- Total Donors
- Average Gift
- Donor Lifetime Value
- Gift Comparison by Time Period
- Gifts by Date
- Gifts by Market
- New Donors

### Google Analytics

Google Analytics provides a wealth of data regarding the actions people take on the RMHC-EIWI website. With the switch to GA4 and Google Tag Manager and the use of QR Codes, a lot of data is available for analysis. While it can be overwhelming, focusing on data that contributes to the goals for 2024 is where efforts should be focused.

Plaid Swan created Google Analytics reports based on the events (button clicks, form submissions, etc.) that occur on the RMHC-EIWI website. The report that was created is available for review at

[https://lookerstudio.google.com/reporting/e97a1754-47ad-4cc8-8bcf-5945780963fd/page/p\\_xqw34v2fdd](https://lookerstudio.google.com/reporting/e97a1754-47ad-4cc8-8bcf-5945780963fd/page/p_xqw34v2fdd).

The key metrics that are currently available on that report include:

- Donation Button Clicks
- Get Involved Events
- Paid Traffic
- Contacts
- Hotel Guide
- File Downloads

Ideally, each campaign would have its own hashtag and landing page on the RMHC-EIWI website so we can better track the overall interest and performance of the campaign. An additional benefit is that the landing page could more closely match the advertising, ensuring that people feel comfortable making a donation. Most of the campaigns that ran in 2023 sent people to the general donation page on the website, which made tracking by campaign more challenging.

## SUMMARY

In 2024, marketing should focus on driving donations, whether from individuals or companies. A multi-pronged approach that utilizes existing donor data maximizes relationships, highlights storytelling, and emphasizes the need for donations while providing transparency in terms of how the funds are used is of primary importance.

Reactivating dormant donors is a main priority. Reaching out and rebuilding the previously existing relationship in a strategic way can be extremely effective in increasing donations from individuals. As much as possible, finding ways to personalize touchpoints and build engaging and emotional connections will be important to ensure a consistent message and campaign are provided every step of the way.

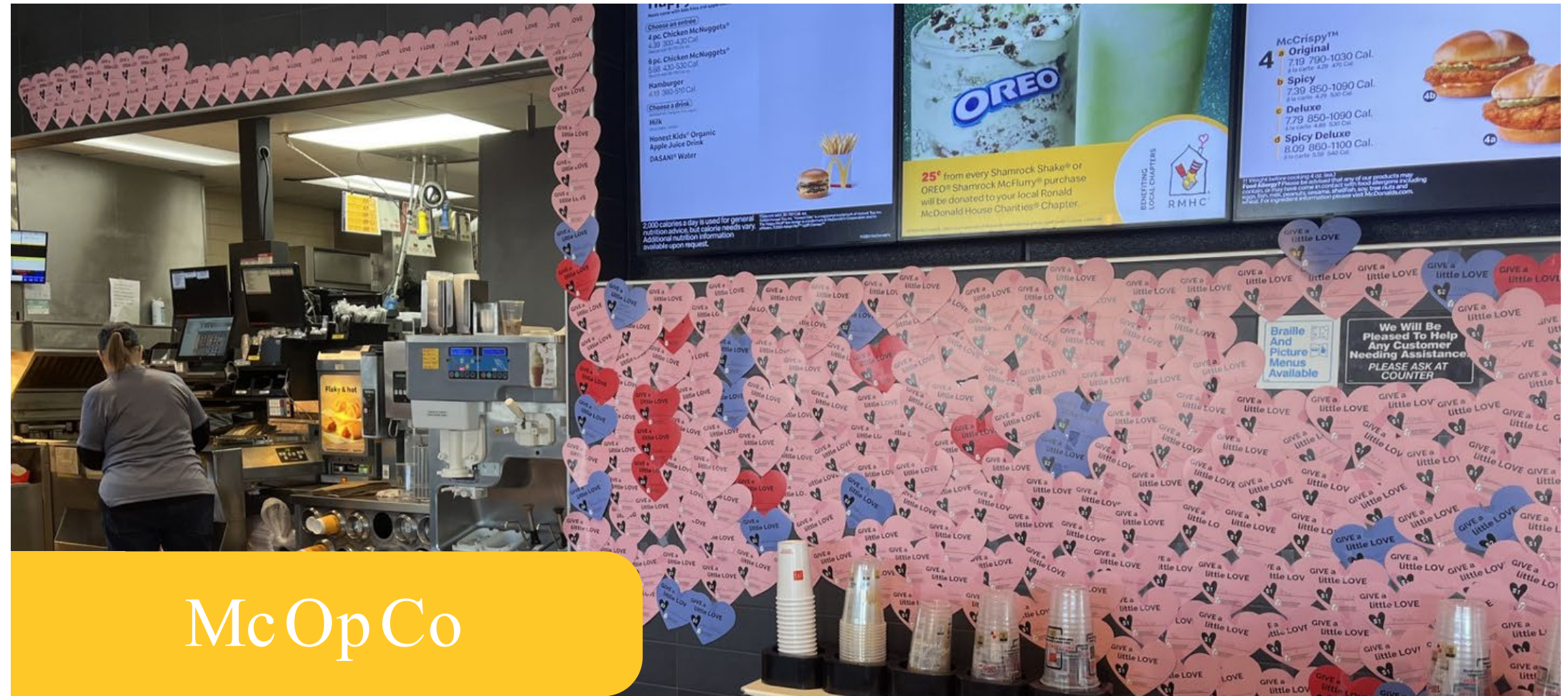
Using the data available in Donor Perfect and Google Analytics will be a necessary first step to identifying opportunities with existing and dormant donors. Categorizing them by total donated yearly and identifying a process to encourage them to increase their annual donation amount offers a clear and well-thought-out approach to growing overall donations. Personal touchpoints, email, and social media marketing will be important tools to assist with this effort.

Building relationships with corporate sponsors and donors remains a priority for 2024. Securing an annual corporate sponsor will help alleviate concerns arising from increasing costs and unexpected expenses and will position the organization for future success.

RMHC-EIWI would benefit from developing a donor recruitment and retention process along with the strategic marketing effort outlined in this plan. This will ensure efforts are not wasted. Consistently sharing and reviewing key reporting and benchmark data will help to keep everyone working towards the same end goals.



Karpinske/  
Newman



McOpCo



Soifer



RMHC®  
Eastern Iowa &  
Western Illinois



Soifer



Karpinske/  
Newman



McOpCo



RMHC  
Eastern Iowa &  
Western Illinois

# EVENT UPDATES

3.25.2024





As of 3.20	2024	2023
Volunteers	57	123 (FINAL)
Participants	151	222
Sponsorships	\$31,000	\$25,000 (FINAL)





# Red Shoe Run & Walk



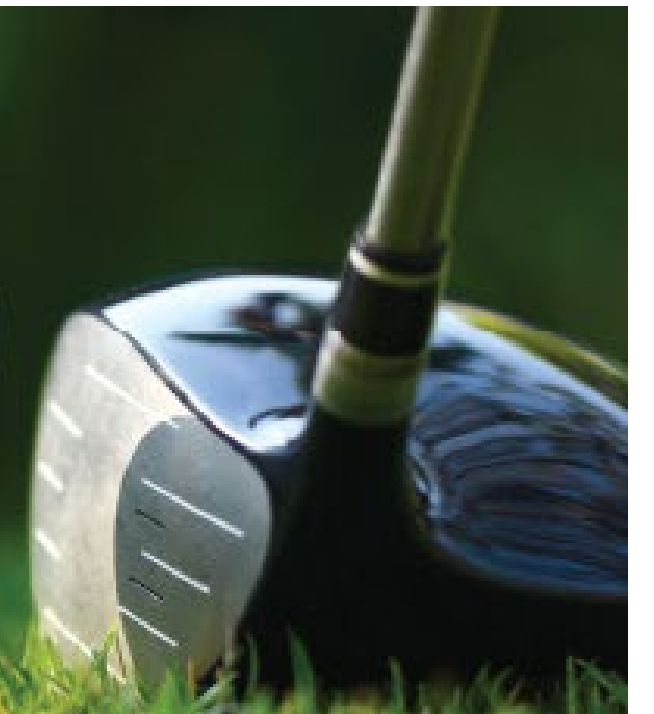


**FORE**  
THE FAMILIES

23rd Annual Golf Outing

*Save the Date!*

MONDAY  
**JUNE 3RD, 2024**



As of 3.20	2024	2023
Volunteers	5	48 (FINAL)
Participants	52	25
Sponsorships	\$20,500	\$35,300 (FINAL)



Ronald  
McDonald  
Family Room®  
ST. LUKE'S HOSPITAL



**June 15,  
2024**

As of 3.20	2024	2023
Volunteers	4	48 (FINAL)
Participants	0	150 (FINAL)
Sponsorships	\$4,500	\$2,000 (FINAL)

# RMHC Impact Strategy Framework

*Supporting Chapter Leader  
engagement with Chapter Chairs  
and Chapter Boards*

January 2024

# Key messages for Chapter Boards

01

A System-wide co-creational process over the past 15 months has led to the development of the **RMHC Impact Strategy Framework**, that was launched to Chapter Leaders on the regional calls in January 2024. The Impact Strategy Framework includes a **new purpose, vision and mission statement, refreshed values statements and strategic priorities** for the System.

02

The 2025-2027 Impact Strategy Framework reflects the **collective aspirations and perspectives of the System**, while **respecting Chapter diversity** and enabling and **encouraging locally-relevant responses** in mission delivery.

03

System adoption will involve each **Chapter Leader working with their Chapter Board** to understand and adopt the Impact Strategy Framework as part of Chapter-level strategic planning. Chapter Leaders, in consultation with Chapter Chairs, are responsible for deciding the appropriate time and approach to strategic planning and adoption of the Impact Strategy Framework.

04

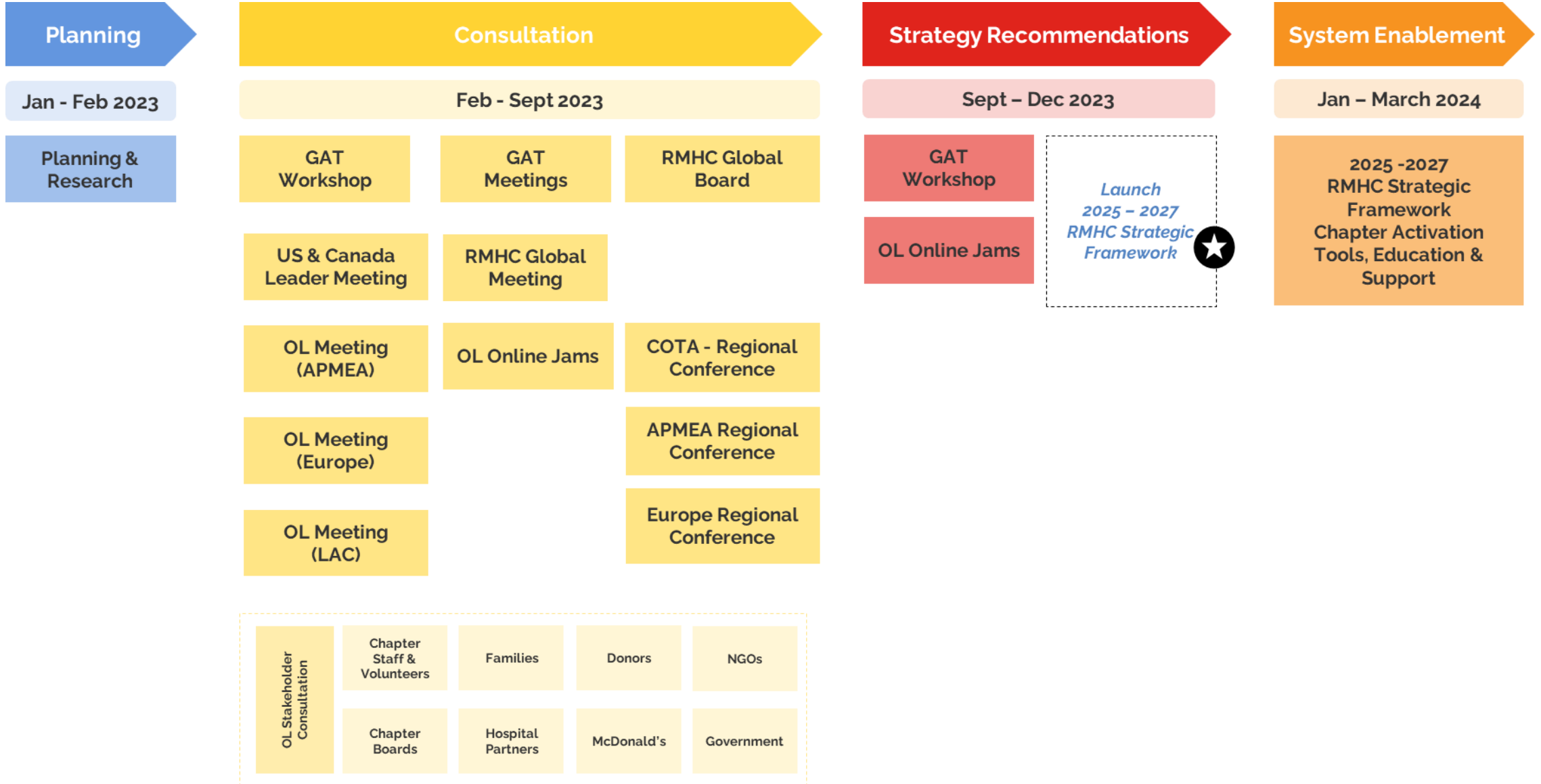
A **comprehensive implementation toolkit** has been prepared to support Chapters and their Boards with Chapter strategic planning in a flexible, locally-relevant way, and an **Impact Strategy Framework Resource Center** is available to enable convenient access to helpful materials and information.

05

Chapter Leaders will have the opportunity to hear more detail and discuss the Impact Strategy Framework, and the approach to Chapter-level strategic planning, at the **upcoming Q1 regional organizational leader meetings**. The Field Operations Team is also available to answer questions and provide ongoing additional support to Chapters.

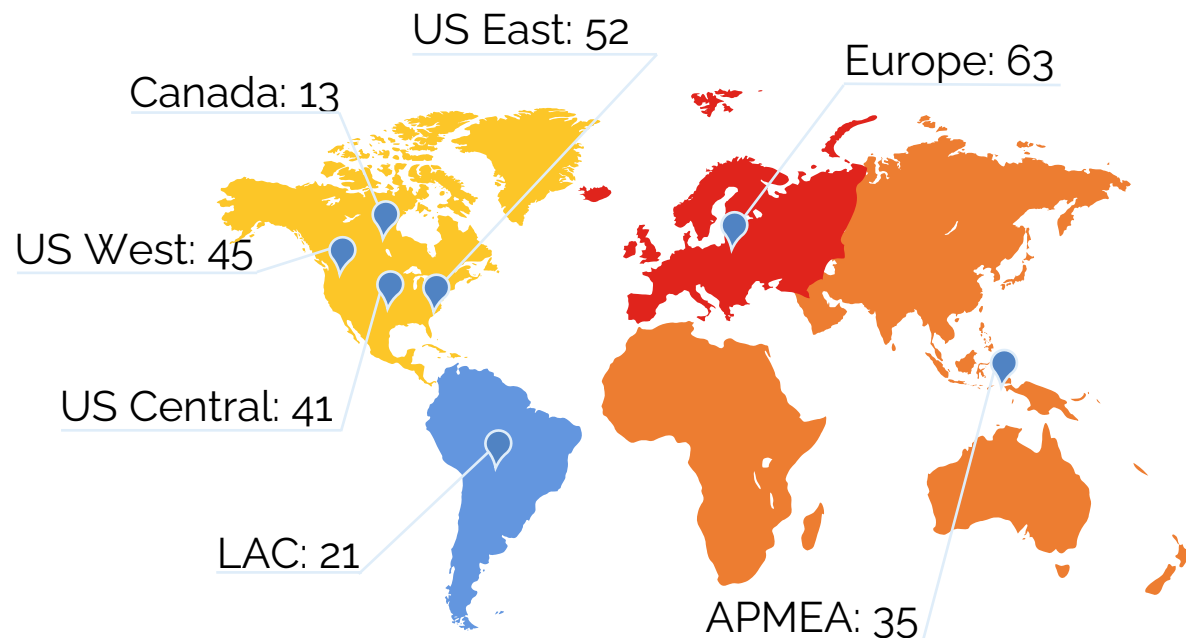
# **Recapping the System's journey**

# Impact Strategy Project Overview



# System-Wide Engagement

We are proud that 99% of chapters around the world participated in at least 1 engagement opportunity.



## Surveys

- All Chapters invited, 145 OL responses
- 3 internal, 6 external stakeholder groups represented globally

## Online Jams

- 6 Online Polling Sessions with OLs

## System-Wide Workshops

- 17 Impact Strategy Workshops
- 4 OL Summits
- 3 Regional Conferences
- 7 GAT Meetings and Workshops

## Global Feedback Sessions

- 2 Global Board of Trustees Meetings
- 10 Core Project Team Meetings
- 2 RMHC Global Workshops



# What is the Impact Strategy Framework?

Throughout 2023, every Chapter was invited to participate in a collaborative, co-creational process, to help develop a simple, shared framework that incorporates powerful co-created statements of our **mission, vision, and purpose**, defines our **strategic priorities** and focus areas as a System, and expresses a unified set of **values** that guide us.

In addition, feedback from the System has identified **enablers** and **foundations** for RMHC that are crucial to enhancing our ability to support more families, better than ever before.

The 2025-2027 Impact Strategy Framework is designed to authentically reflect the aspirations and perspectives of all Chapters, while respecting Chapter diversity and allowing for flexibility and a localized response in mission delivery.

The hope is that every Chapter will embrace and align with the Impact Strategy Framework, so that collectively we can focus our efforts, increase our impact and measure our collective success.



# RMHC® Impact Strategy Framework

## PURPOSE

Caring for families with children who are ill or injured.

## VISION

A world where every family has what they need to ensure the best health outcomes for their children.

## MISSION

We provide essential services that remove barriers, strengthen families, and promote healing when children need healthcare.

## 2025 – 2027 STRATEGIC PRIORITIES



### Serve More Families, Better

- Understand unmet family needs
- Innovate along continuum of care to meet local needs
- Enrich family experience



### Enhance Collaboration

- Share practices across Chapters
- Strive for excellence together
- Foster external partnerships

## VALUES

We lead with compassion  
We are deeply respectful  
We act with integrity  
We are firmly committed



### Drive Engagement

- Align + elevate our brand
- Diversify + increase funding
- Advocate for our mission



### Prioritize People

- Attract + retain the best talent
- Support wellbeing
- Uplift skills + capabilities

ENABLERS: Research + Insights Technology

FOUNDATIONS: McDonald's Partnership Equity, Diversity + Inclusion Hospital/Healthcare Partners Family-Centered Care

The background consists of several overlapping geometric shapes in shades of yellow and orange. A large yellow shape is in the top right, a smaller orange shape is in the top left, and a large orange shape is in the bottom left. The text is centered in the white space between these shapes.

# **Next Steps: Chapters and their Boards**

# Why does alignment matter?

As a diverse system of over 260 Chapters spanning 60 countries, we understand the vital role each Chapter plays in meeting local needs. However, the real magic happens when we come together, unlocking the potential for a collective impact on a global scale.

By aligning together, we can fortify our foundations, streamline operations, and significantly elevate the assistance we provide to the families we serve—all while honoring the richness of our diverse system and the importance of maintaining the flexibility to address local needs.

## **The Impact Strategy Framework doesn't stifle individuality; it empowers it.**

Every Chapter is encouraged to join this collective endeavor. Through it, ours will become a shared journey where individual efforts harmonize, leading to a collective impact that will enable us to serve more families, better than ever before.

### **Better CLARITY to**

- align objectives
- integrate activities
- focus efforts

### **Better EFFICIENCY to**

- leverage resources
- coordinate programs
- collaborate around leading practices

### **Better ADAPTABILITY to**

- scale leading practices
- respond to sector changes
- address stakeholder needs



# Key messages on System 'adoption'

## WHAT?

It is ***hoped and expected*** that because the framework has been co-created, through extensive consultation with the RHMC system and stakeholders globally, RMHC Global and each Chapter ***will adopt the new purpose, vision, and mission statements, and the refreshed values, and develop locally relevant initiatives*** that align to the strategic priorities in the framework.

## WHY?

Global alignment and universal adoption enables greater efficiencies for our System, serves to increase brand awareness and understanding and, coupled with locally relevant implementation, ultimately ***helps to accelerate and enhance our collective impact for the families and children we serve.***

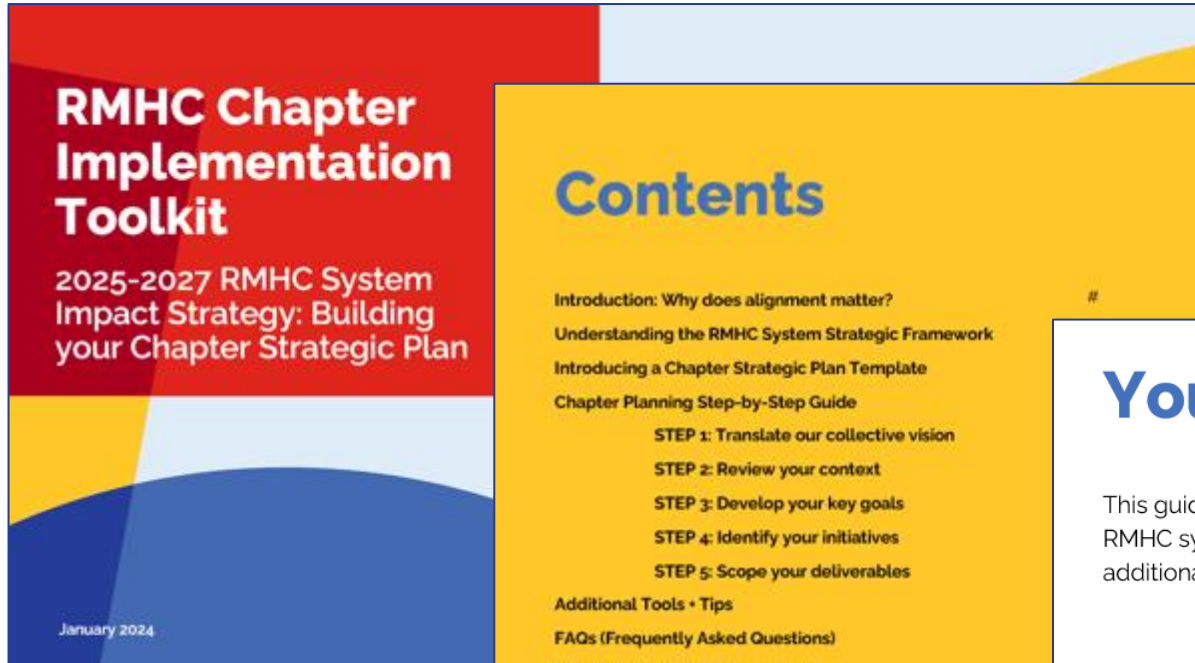
## WHEN?

The 2025-2027 strategy framework was officially ***launched in January 2024*** (together with a library of resources) to enable Chapter planning. Acknowledging that Chapters are at different stages and levels of strategic planning, it is expected that ***Chapter adoption will occur throughout 2024, or even after.***

## HOW?

A comprehensive ***implementation toolkit*** includes sample Chapter initiatives and tools and templates and FAQs, support will be provided at the upcoming ***OL leadership meetings***, and there will be ***ongoing outreach and support*** from the Field Ops team.

# Supporting Chapter adoption

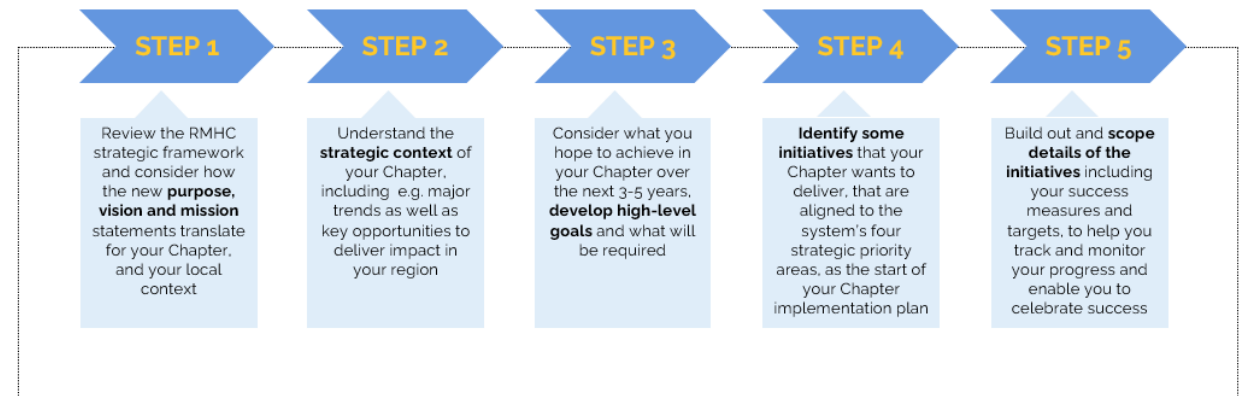


## Contents

- Introduction: Why does alignment matter?
- Understanding the RMHC System Strategic Framework
- Introducing a Chapter Strategic Plan Template
- Chapter Planning Step-by-Step Guide
  - STEP 1: Translate our collective vision
  - STEP 2: Review your context
  - STEP 3: Develop your key goals
  - STEP 4: Identify your initiatives
  - STEP 5: Scope your deliverables
- Additional Tools • Tips
- FAQs (Frequently Asked Questions)
- Where to Find More Information

## Your step-by-step guide

This guide is designed to provide each Chapter with flexible support and guidance to enable adoption of the RMHC system impact strategic framework, in a locally relevant way. The toolkit also includes a selection of additional tools, templates and tips to help Chapters with strategic planning.



# Sample Chapter tools and templates

## Chapter initiatives for inspiration

Serve More Families, Better

Program along the continuum of care:

- Develop and deliver new sibling support programs
- Ensure mental health support is available to all families
- Develop programs to provide post-hospital or transitional support (e.g. retreats, virtual programs to better support remote care, partnerships with post-stay providers)

Innovate in response to local needs:



System Strategic Pr  
 ✓ Deliver along cont  
 ✓ breadth, breadth an  
 ✓ Innovate in respon  
 ✓ Enhance + enrich t

## Chapter initiative brainstorm

Serve More Families, Better

**My Chapter Initiatives**  
 Capture the 3-5 specific initiatives your Chapter would prefer to focus on for this area:

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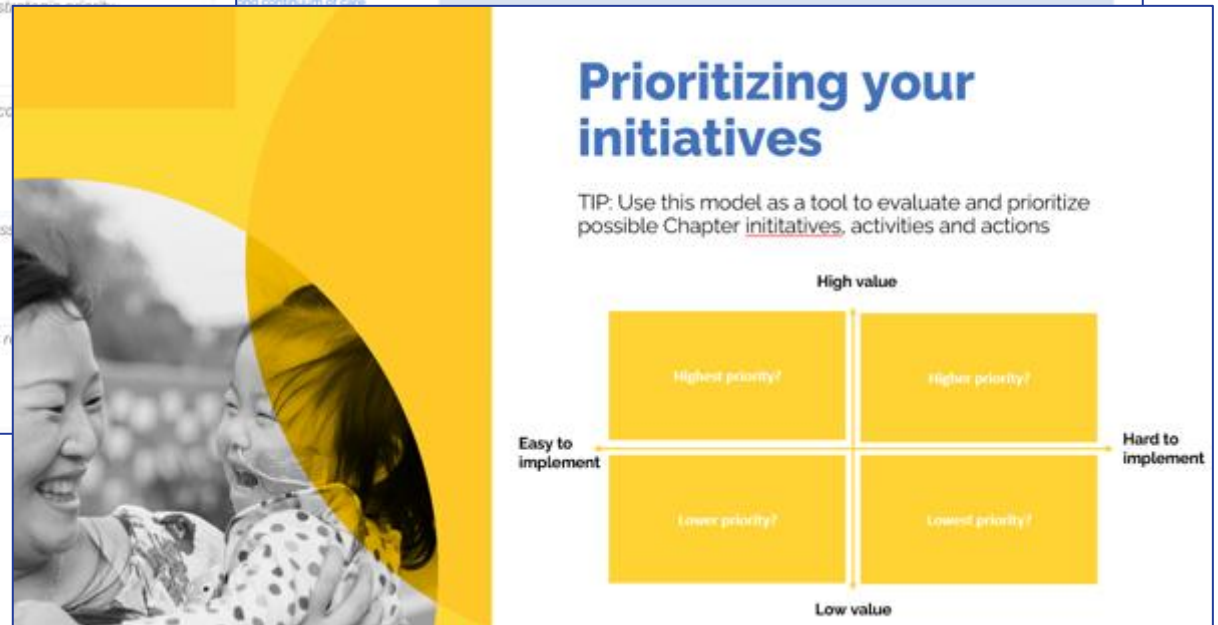
Strategic Priorities  
 See continuum of care

## Chapter initiative template

<b>Chapter initiative</b> Insert description of what will be delivered and the key steps	<b>Strategic alignment</b> Identify the relevant system strategic priorities
<b>Outlets/OPNs</b>	Insert description of what success looks like for this initiative, and by when
<b>Risks</b>	Insert possible risks to success and how you will mitigate these risks
<b>Key responsibilities</b>	Insert who in your Chapter is responsible for this initiative
<b>Benefits</b> Insert description of why this initiative is important	

## Prioritizing your initiatives

TIP: Use this model as a tool to evaluate and prioritize possible Chapter initiatives, activities and actions



	Easy to implement	Hard to implement	
High value	Highest priority?	Higher priority?	
Low value	Lower priority?	Lowest priority?	

# Chapter Strategic Plan Template

Include Your Chapter Name Here

## PURPOSE

Caring for families with children who are ill or injured.

## VISION

A world where every family has what they need to ensure the best health outcomes for their children.

## MISSION

We provide essential services that remove barriers, strengthen families, and promote healing when children need healthcare.

## 2025 – 2027 STRATEGIC PRIORITIES



### Serve More Families, Better

- Add your initiatives here



### Enhance Collaboration

- Add your initiatives here

## VALUES

We lead with compassion  
We are deeply respectful  
We act with integrity  
We are firmly committed



### Drive Engagement

- Add your initiatives here



### Prioritize People

- Add your initiatives here

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# Impact Strategy Framework Resource Center



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## Impact Strategy Framework

For the past 50 years, RMHC been a unique source of strength and support to families when their child is ill or injured. Each year, we strive to support more families, to meet even more of their needs, and to do so better than ever before.

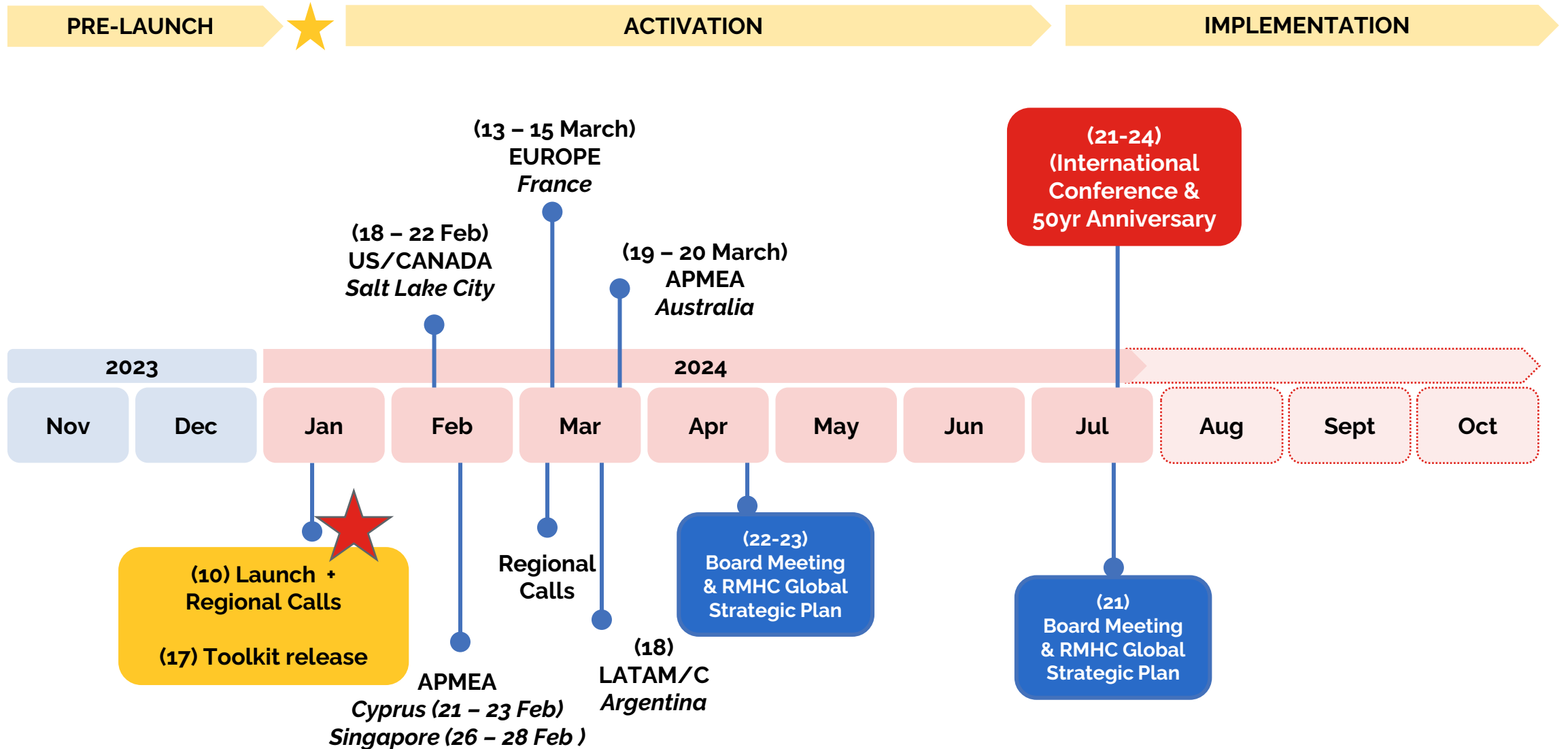
That is why we embarked on a transformative, collaborative journey in 2023 to unite our diverse global network so we can further amplify our impact. The RMHC Impact Strategy Framework was co-created by the system to help us achieve strategic alignment and to enable us all to move forward as a system, with greater cohesion and impact than ever before.

Together, over the next several years, **we can create a world where every family has what they need to ensure the best health outcomes for their child.**





# 2024 Implementation & Adoption Milestones



# FAQs

# FAQs

## How and why was the Impact Strategy Framework created?

In November 2022, the RMHC Global team set out to engage the System in developing our first co-created, globally aligned, locally relevant and universally adopted strategic framework that articulates a shared purpose, vision, mission, values, and strategic priorities to guide us as we enter our next 50 years.

## How is this system-wide framework different?

Prior to this approach, the RMHC System has never had a shared framework created by the System, for the entire System.

We believe development and universal adoption of a shared framework will enable us to grow support for the mission, better tell the story of our impact, deliver greater efficiencies, increase brand awareness and understanding and - coupled with locally relevant implementation - ultimately accelerate and enhance our collective impact for the families and children we serve.

## How was the system engaged in developing the framework?

Throughout 2023, the process involved extensive engagement with Chapters, RMHC Global and external stakeholders in several ways. This approach was adopted to ensure the output would best reflect the diverse context, experiences and aspirations of Chapters and other parts of the RMHC ecosystem.

During the consultation phase, every Organizational Leader was invited and had the opportunity to provide perspectives on their strategic context and the key strategic questions. In addition, key stakeholders of Chapters (including Chapter staff and volunteers, Chapter Boards, families, hospital partners, donors, McDonald's partners, NGOs and government agencies) provided rich input and insights to inform the future strategic direction for RMHC.

In November 2023, the Impact Strategy Global Advisory Team convened in Chicago, as representatives of the system, for a three-day interactive workshop to comprehensively review the data, insights and feedback gathered throughout the process and to finalize the 2025-2027 Impact Strategy Framework.

## How will the Impact Strategy Framework be used?

The framework is intended as a guide for how Chapters can each align with the collective aspirations of the System through a unified narrative and areas for focus, while allowing for flexibility and a localized response in execution. It also provides an overarching framework for how RMHC may channel its efforts to amplify its impact as it enters its next 50 years of supporting families with ill and injured children across the world.

Importantly, with the exception of the purpose, mission and vision statements, the framework is largely internally facing. Further work is being done as part of the Brand modernization project to leverage the framework in the development of externally-facing messaging.

# FAQs continued...

## Who should use the implementation toolkit?

The toolkit is designed for Organizational Leaders to work with their Chapters and Boards. It is intended to be highly flexible and the tools and templates can be customized for various audiences within Chapters, to ensure relevance and effective collaboration.

## Who is responsible for implementing the Impact Strategy Framework for each Chapter?

Each Organizational Leader has overall responsibility for communicating with and working with their Boards and determining how they will adopt the Impact Strategy Framework, and when.

## Can the templates in the toolkit be customized for our Chapter's specific needs?

Yes! RMHC is a very diverse system, so the toolkit is designed to be highly flexible. You can tailor the tools and templates or select only the tools that are helpful for your Chapter and Board in its strategic planning. You might also prefer to undertake your Chapter planning in an entirely different way - the choice is yours.

## What resources are available to support implementation?

The Organizational Leader summits will be an opportunity to learn more and discuss the Impact Strategy Framework and the strategy planning process for Chapters. There will also be ongoing support provided by the Field Operations Team. You should also refer to "Where to Find More Information" in this toolkit.

## What is the timeline for implementation and are there specific dates to be aware of?

It is hoped and expected that, where this aligns with strategic planning cycles, Chapters will adopt the Impact Strategy Framework during 2024, in readiness for 2025. However, it is understood that Chapters are at different stages of planning, so it may take longer for some Chapters to align with the framework.

## How does this strategy affect our key stakeholders (including families, donors, staff and volunteers)?

The Impact Strategy Framework incorporates feedback from all key stakeholders that was gathered through an extensive engagement and consultation process, enabled by Chapters. The Impact Strategy Framework is an internal guide for the System, although you should feel free to proudly communicate our new purpose, vision and mission statements to your external stakeholders.

## How will success of the strategy be measured?

Each Chapter will develop its own strategic plan aligned to the Impact Strategy Framework, with its own success measures that it will track and monitor. In addition, there will be measures of success developed for the System as a whole, that will begin being launched at the International Conference in July 2024. This is an exciting opportunity to set some bold aspirations, targets and ways to measure our impact as a system. RMHC Global will be responsible for tracking and monitoring the success measures for the System.

## How do we share feedback and insights on the implementation process?

We are always looking for improvement opportunities and Chapter feedback. Please connect with the Field Operations Team if you have feedback.



RMHC®

Keeping families close®



**Ronald McDonald House Charities of Eastern Iowa & Western Illinois**

**Title: Personal Relationships in the Workplace**

**Number: HR-1025**

**Revisions/Reviews/Approvals:**

**PURPOSE**

Employees are encouraged to socialize and develop professional relationships in the workplace provided that these relationships do not interfere with the work performance of either individual, with the effective functioning of the workplace, or with the delivery of Ronald McDonald House Charities of Eastern Iowa Western Illinois' (RMHC-EIWI) mission to families. Personal relationships (including romantic and sexual relationships) in the workplace quickly raise concerns about favoritism, bias, ethics and conflict of interest and can erode staff morale and trust.

For the purpose of this policy, the definition of "personal relationship" includes any familial relationship by blood or marriage, any present or former romantic, dating or sexual relationship, or any other close relationship wherein the judgment of the employee may be unduly influenced.

This policy applies to all employees regardless of gender, sexual orientation or other protected characteristics. RMHC-EIWI explicitly prohibits non-consensual relationships.

**SCOPE**

Personal Relationships in Inherently Unequal Positions in the Organization

RMHC-EIWI prohibits employees engaging in a "personal relationship" wherein the parties are in inherently unequal positions within the organizational hierarchy. Examples of unequal positions include supervisor and supervisee or any situation where one employee is "above" the other in the organizational hierarchy.

Higher ranking parties are responsible for disclosing any such relationship of this nature to the Chief Executive Officer or Chief Operating Officer. Upon learning or being informed of the existence of such a relationship, the appropriate senior management members may take all steps that they deem appropriate, including and up to and including termination of the higher-ranking employee.

Employees occupying the lower position in the organizational hierarchy are strongly encouraged to disclose the relationship but upon doing so will not face demotion, disciplinary action, or loss of benefits.

Personal Relationships between Peers

If a personal relationship develops between two peers, the team members must notify the Chief Operating Officer or the Chief Executive Officer as soon as possible to discuss how best to

manage the relationship and minimize disruption to the workplace and to mission delivery. If the relationship causes disruption to the workplace or impacts the employee's ability to adequately complete their job responsibilities, the employee will receive disciplinary action up to and including immediate termination.

The Chief Operating Officer and the Chief Executive Officer reserve the right to make the best decisions for the organization in these situations.



**BYLAWS OF  
RONALD McDONALD HOUSE CHARITIES (RMHC)  
OF EASTERN IOWA & WESTERN ILLINOIS, INC.**

**ARTICLE I**

**OFFICES**

Section 1.1. Principal offices. The principal office of the corporation shall be 730 Hawkins Drive, Iowa City, Iowa 52246.

Section 1.2. Registered Office. The registered office of the corporation shall be 730 Hawkins Drive, Iowa City, Iowa 52246.

**ARTICLE II**

**PURPOSES**

Section 2.1. The purposes and objects for which the Corporation is organized and the powers of the Corporation shall be:

2.1.1. To operate exclusively for charitable, religious, educational and scientific purposes, including, for such purposes, the making of distributions to other Section 501(c)(3) organizations as a nonprofit corporation within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, or corresponding provisions of any subsequent federal tax law, with all of its activities so conducted;

2.1.2. To establish, maintain, operate and support either directly, through subsidiary organizations, or in cooperation with other organizations, such activities, facilities and programs as a nonprofit corporation within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986 and its regulations as they now exist or as amended from time to time; and

2.1.3. To possess and exercise all of the rights, powers and privileges now or hereafter conferred upon nonprofit corporations by the Iowa Revised Nonprofit Corporation Act, Chapter 504 of the Code of Iowa (2013), as amended from time to time.



## **ARTICLE III**

### **LIMITATIONS AND CONDITIONS**

Section 3.1. The Corporation shall be subject to the following limitations and conditions:

3.1.1. The Corporation shall be operated exclusively for those purposes allowed an exempt organization under Section 501(c)(3) of the Internal Revenue Code of 1986 and its regulations as they now exist or the corresponding provisions of any future United States Internal Revenue Tax Law;

3.1.2. No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to, its directors, officers or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered;

3.1.3. No substantial part of the activities of the Corporation shall be the carrying on of propaganda or otherwise attempting to influence legislation, and the Corporation shall not participate in or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office;

3.1.4. Notwithstanding any other provisions of these Articles, the Corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1986 or the corresponding provisions of any future United States Internal Revenue law or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code of 1986 or the corresponding provisions of any future United States Internal Revenue law; and

3.1.5. If at any time this Corporation is dissolved or liquidated, wholly or partially, all of the assets of the Corporation remaining after payment of all liabilities and obligations shall be disposed of exclusively for the purposes of the Corporation in such manner, or to such organization or organizations organized and operated exclusively for charitable, religious, educational or scientific purposes as shall at the time qualify as an exempt organization or organizations under Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provisions of any future United States Internal Revenue law), or to a local, state or Federal Government to be used exclusively for public purposes, as the Board of Directors shall determine.

## **ARTICLE IV**

### **BOARD OF DIRECTORS**

Section 4.1. General Powers. The property, business and affairs of the

Corporation shall be managed under the direction of the Board of Directors (the "Board"). The Board shall have full power, authority, responsibilities and obligations given the Board of Directors of a nonprofit corporation under the laws of the State of Iowa, provided, however, that the following actions shall not be authorized or implemented until approved by the Member:

4.1.1. the interpretation of or any change in a statement of mission, philosophy, role, or purpose of the Corporation or any affiliate;

4.1.2. the adoption of amendments to the Articles of Incorporation, Bylaws or other governing documents of the Corporation or any affiliate;

4.1.3. the merger, dissolution, consolidation or reorganization of the Corporation or any affiliate;

4.1.4. the formation or restructuring of affiliates;

4.1.5. the acquisition, sale, lease, transfer, encumbrance, or other alienation of property of the Corporation or any affiliate, other than in the usual and regular course, when such acquisition, sale lease, transfer, encumbrance, or other alienation is above specified financial levels set in accordance with policies established by the Member;

4.1.6. the adoption or authorization of annual capital and operating budgets of the Corporation or any affiliate or the making of non-budgeted expenditures (including donations, contributions, grants or gifts) in excess of financial levels set in accordance with policies established by the Member;

4.1.7. the incurrence of debt or the guarantee of the debt of another by the Corporation or an affiliate which is in excess of such limits as are established by the Member;

4.1.8. the adoption of a plan of distribution or disposition of the assets of the Corporation or any affiliate at the time of its dissolution;

4.1.9. the adoption or approval of strategic and long-range financial plans for the Corporation or any affiliate;

4.1.10. the adoption of an internal auditing program for the Corporation or any affiliate;

4.1.11. the adoption of or amendment to any grant making policy, procedure or practice which provides for the approval or making of grants and

gifts under terms which vary from any financial control policy or other policy of the Member; and

4.1.12. any action which is reserved as the right and power of the Member in the Articles of Incorporation or these Bylaws.

For purposes of these Bylaws, an affiliate means any corporation, association, partnership, trust, joint venture or other entity directly or indirectly controlled by the Corporation, either through the ability to elect, appoint or approve the appointment of a majority of the members of the board or other governing body of the entity or through the ability to elect, appoint or approve the appointment of a majority of the corporate members thereof.

Section 4.2. Number. The number of Directors of the corporation shall be between three (3) and seventeen (17). The number of Directors, within the limits prescribed, shall be determined annually by the Executive Committee. Any Director may be removed from office at any time, with or without cause, upon a vote of two-thirds (2/3) of the other Directors then in office, at a general or special meeting called for such removal purpose.

Section 4.3. Appointment, Tenure and Qualification. The term of all Directors shall be three (3) years. A Director currently serving as President may serve one additional three-year term. Directors may serve two (2) consecutive three (3) year terms. A director having served two (2) consecutive three (3) year terms may be eligible for nomination to the Board of Directors after a one-year absence from membership on the Board of Directors. **The one-year absence requirement does not apply to categories (1) and (2) below: McDonald's Corporation owners, operators, employees or representatives OR professional, medical or administrative staff members employed by hospitals located in the geographic region served by RMHC.** (remove highlighted text)

Terms shall be staggered. The length of term for the Board of Directors constituted May 14, 1996, will be staggered one-, two- and three-year terms, as determined by the drawing of lots. A Director elected May 14, 1996, shall be eligible for re-election to two (2) three (3) year terms.

Appointment to the Board of Directors is a privilege which shall be extended only to Citizens of the United States who have attained the age of eighteen (18) years and whose background, experience, community reputation and abilities would significantly contribute to their fulfillment of the Board of Directors responsibilities as the governing board of the Corporation. Directors need not be residents of the State of Iowa. Appointment to the Board of Directors shall not be denied solely on the basis of race, color, sex, creed or national origin.

Members of the Board of Directors may be selected from one or more of the following categories of individuals:

1. McDonald's Corporation owners, operators, employees or representatives.
2. Professional, medical, or administrative staff members

employed by hospitals located in the geographic region served by RMHC.

3. Parents, guardians, or immediate family members of current or former House guests and/or current, active volunteers for RMHC.
4. Community members- at-large interested in furthering the goals and purposes of the corporation, irrespective of where they are employed.
5. The Executive Committee shall have the power to appoint advisory members to the Board of Directors. Such advisory members shall not have the power to vote on any matter and shall not be part of any closed session as determined by the Executive Committee.

Section 4.4. Stewardship. Individuals serving as directors are expected to demonstrate stewardship for the corporation through furthering the goals and purposes of the corporation and its Committees. Expectations for responsible stewardship include advocacy, timely review of Board and Committee materials, participation in RMHC events, financial and in-kind support, and regular attendance and participation at Board and Committee meetings.

Board Members are expected to participate on at least one (1) Committee.

Prior notification to the RMHC Chief Executive Officer, Board President, or Committee Chair regarding the inability to attend a scheduled meeting is expected courtesy and will be deemed an excused absence. A failure to notify as described above will be deemed an unexcused absence. Three consecutive unexcused absences from meetings of the Board and/ or Committees shall constitute automatic cause for removal from membership on the Board. This requirement may be waived by the Board for good cause.

Section 4.5. Annual Meeting. An annual meeting of the Board of Directors shall be held each year at such time and place as determined by the Board of Directors. Such meeting may, by vote of the board members present, be adjourned to any subsequent date.

Section 4.6. Regular Meetings. The Board of Directors may provide, by resolution, the time and place, either within or without the State of Iowa, for the holding of additional regular meetings without other notice than such resolution.

Section 4.7. Special Meetings. Special meetings of the Board of Directors may be called by or at the request of the President or any two (2) directors. The person or persons authorized to call special meetings of the Board of Directors may fix any place, either within or without the State of Iowa, as the place for holding any special meeting of the Board of Directors.

Section 4.8. Notice. Notice of any special meeting shall be given at least

twenty-four (24) hours previous thereto by written or oral notice delivered or telephoned to each director at his or her business address. A record of the delivery of notice shall be made at the meeting for which the notice was given. Alternatively, notice may be given by mail, posted at least two (2) days previous to the meeting, addressed to each director's business address and with postage prepaid. Any director may serve notice of any meeting and the attendance of a director at a meeting shall constitute his waiver of notice thereof. Neither the business to be transacted at any meeting, nor the purpose thereof, need be specified in the notice or waiver of notice of such meeting.

Section 4.9. Quorum. A majority of the members of the Board shall constitute a quorum for the transaction of business. After a quorum has been established at a meeting of the Board, the subsequent withdrawal of Directors from the meeting so as to reduce the number of Directors present to fewer than the number required for a quorum shall not affect the validity of any action taken by the Board at the meeting or any adjournment thereof so long as at least one-third (1/3) of the Directors in office are present when any such action is taken. However, the President may but is not required to, adjourn any meeting where the number of Directors present falls below a quorum.

Section 4.10. Manner of Acting. Each Director shall be entitled to one vote on each matter presented to the Board. Except as otherwise required by law or these Bylaws, the act of a majority of the Directors present at a meeting at which a quorum is present, shall be the act of the Board.

Section 4.11. Proxies. Proxy voting is prohibited. A Director unable to attend a meeting of the Board of Directors may participate via conference call or convey in writing to the Board of Directors a position on an issue that may come before the Board; however, votes of record will be confined to those directors actually participating (in attendance or by conference call) in the meeting.

Section 4.12. Presumption of Assent. A director of the Corporation who is present at a meeting of the Board of Directors at which action on any matter is taken shall be presumed to have assented to the action taken unless his dissent shall be entered in the minutes of the meeting or unless he shall file his written dissent to such action with the person acting as the Secretary of the meeting before the adjournment thereof or shall forward such dissent by registered mail to the Secretary of the Corporation immediately after the adjournment of the meeting. Such right to dissent shall not apply to a director who voted in favor of such action.

Section 4.13. Informal Action by Directors. Any action required to be taken at a meeting of the directors, or any other action which may be taken at a meeting of the directors, may be taken without a meeting if a consent in writing, setting forth the action so taken, shall be signed by all of the directors entitled to vote with respect to the subject matter thereof.

Section 4.14. Committees. The Board of Directors may appoint such committees as it deems desirable to assist it in its duties, which committees may,

in the discretion of the Board of Directors, contain members who are not members of the Board of Directors.

Section 4.15. Indemnification. This Corporation shall indemnify any present or former director, officer, employee, or volunteer of the Corporation, and each such person who is serving or who has served, at the request of this Corporation, as a director, officer, partner, trustee, employee or agent of another corporation, partnership, joint venture, trust or other enterprise or employee benefit plan to the fullest extent possible against expense, including attorneys' fees, judgments, fines, settlements and reasonable expenses, actually incurred by such person relating to his conduct as a director, officer, employee, or volunteer of this Corporation or as a director, officer, partner, trustee, employee or agent of another corporation, partnership, joint venture, trust, other enterprise or employee benefit plan, except that the mandatory indemnification required by this sentence shall not apply:

1. to a breach of the duty of loyalty to the Corporation;
2. for acts or omissions in good faith or which involve intentional misconduct or knowing violation of the law; or
3. for a transaction from which such person derived an improper personal benefit.

Section 4.16. Personal Liability. A Director or Officer, of this corporation is not liable on the corporation's debts nor obligations; a Director, Officer, or other volunteer is not personally liable in any capacity, for a claim based upon an act or omission of the person performed in the discharge of the person's duties, except for a breach of the duty of loyalty to the corporation, for acts or omissions not in good faith or which involve intentional misconduct or knowing violation of the law, or for a transaction from which the person derives an improper personal benefit.

Section 4.17. Compensation. Each Director may be reimbursed for actual expenditures reasonably incurred in connection with business of the corporation. No Director shall be entitled to any salary or other compensation from Directorship services.

Section 4.18. Conflict of Interest. Avoidance of and declaration of Conflict of Interest is required. Any Board member shall abstain from voting upon any issue involving any other entity or individual in which or with whom the Officer or Director (or his/her family members) may be involved financially, or otherwise interested in.

Section 4.19. Informal Action by Directors. Any action required to be taken at a meeting of the Directors, or any action which may be taken at a meeting of Directors, may be taken without a meeting if a consent in writing setting for the action so taken, shall be signed by all of the Directors.

## **ARTICLE V**

### **OFFICERS**

**Section 5.1. Number.** The Officers of the corporation shall be President, Past President, Vice President, Secretary, Treasurer and such other officers as may be determined and prescribed by the Board of Directors.

**Section 5.2. Election and Term of Office.** The Officers of the corporation shall be elected by the Board of Directors at the Annual Meeting. The term of the President and Vice President is two years; the term of the Past President, Treasurer, and Secretary is one year.

**Section 5.3. Removal.** Any Officer may be removed by a majority vote of Directors present at any regular meeting or special meeting called for such purpose.

**Section 5.4. Vacancies.** A vacancy in any office may be filled by the Board of Directors for the unexpired portion of the term.

**Section 5.5. President.** The President shall be the principal executive officer of the corporation, and subject to the control of the Board of Directors of the corporation. The President shall, when present, preside at all meetings of the Board of Directors. He or she may sign, with the Secretary or any other proper officer of the Corporation thereunto authorized by the Board of Directors, any deeds, mortgages, bonds, contracts, or other instruments which the Board of Directors has authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Directors or by these Bylaws to some other officer or agent of the Corporation; or shall be required by law to be otherwise signed or executed; and in general shall perform all duties incident to the office of President and such other duties as may be prescribed by the Board of Directors from time to time.

**Section 5.6. Past President.** Following the term as President, the President will serve a one-year term as Past President. The Past President will serve as advisor to the President, a member of the Executive Committee, and a member of the Board of Directors.

**Section 5.7. Vice President.** In the absence of the President, or the inability or refusal of the President to act, the Vice President shall perform the duties of the President, and when so acting, shall have all the powers of and be subject to all the restrictions upon the President. The Vice President shall perform, from time to time, duties as assigned by the President or by the Board of Directors.

**Section 5.8. Treasurer.** The Treasurer shall have charge and be responsible for all funds of the corporation, receive and give receipts for moneys due and payable to the corporation, deposit all such moneys in the name of the

corporation in such depositories as shall be selected in accordance with Article V of the Bylaws, and perform other duties as assigned by the President.

Section 5.9. Secretary. The Secretary shall: (a) keep the minutes of the Board of Directors' meetings in one or more books provided for that purpose; (b) see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law; (c) be custodian of all Corporation records; (d) keep a register of the post office address of each member of the Board of Directors which shall be furnished to the Secretary by such member; and (e) in general perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned to the Secretary by the President or by the Board of Directors.

Section 5.10. Compensation. No Officer shall receive compensation for any services rendered to the corporation in performance of duties. Each Officer shall be reimbursed for actual expenditures reasonably incurred in connection with the business of the corporation.

## **ARTICLE VI**

### **CONTRACTS, LOANS, CHECKS, DRAFTS, DEPOSITS, GIFTS**

Section 6.1. Contracts. The Board of Directors may authorize any Officer(s) or agent(s) to enter into any contract or execute any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to a specific instance.

Section 6.2. Loans. No loans or extensions of credit of any kind shall be contracted on behalf of the corporation and no evidences of indebtedness shall be issued in its name unless authorized by a vote of the Board of Directors. Such authority may be general or confined to specific instances.

Section 6.3. Checks, Drafts, etc. All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the corporation, shall be signed by such Officer(s) or employee(s) or agent(s) of the corporation and in such manner as shall from time to time be determined by resolution of the Board of Directors.

Section 6.4. Deposits. All funds of the corporation shall be deposited to the credit of the corporation in such depositories as the Board of Directors may select.

Section 6.5. Gifts. The Board of Directors may accept on behalf of the corporation any contributions, gifts, bequests, or devises. Acceptance of certain unusual, tangible or cash gifts may require review by the Executive Committee as determined by the Chief Executive Officer of the corporation.

Section 6.6. Real Estate. All documents relating to real estate shall be



executed by the President and counter-signed by the Secretary. The corporation has no seal.

## **ARTICLE VII**

### **COMMITTEES**

**Section 7.1. Designation.** The Committees of the Board of Directors shall be standing or special. Standing committees shall be an Executive Committee, Board Development Committee, Programs and Services Committee, Finance and Investment Committee, Operations Committee, Resource Development Committee, and such other standing committees as the Board of Directors may authorize. The Board shall adopt a Charter for each standing committee, describing the composition, duties and manner of acting for the committee. Except for those committees for which the composition is expressly set forth in committee's Charter, the Chair shall annually appoint the chair and members of each committee subject to approval by the Board.

**Section 7.2. Executive Committee.** The Executive Committee shall be composed of the Officers of the Board of Directors, Past President, and Directors so appointed by the President. The Executive Committee shall be responsible for general oversight of the operations of the corporation, financial oversight and planning. The Executive Committee shall meet at least four (4) times per year.

**Section 7.3. Special Committees.** Special committees may be appointed by the Board for such special tasks as circumstances warrant. A special committee shall limit its activities to the accomplishment of the task for which it is appointed and shall have no power to act except as specifically conferred by action of the Board.

**Section 7.4. Term of Office.** Each member of a committee shall continue as such until the next Annual Meeting of the members of the corporation, or, in the event of a vacancy, until a successor is appointed by the President.

**Section 7.5. Chair.** One member of each Committee shall be appointed Chair by the President. Committee Chairs shall be Board members.

**Section 7.6. Resignation or Removal of Committee Members.** A member of any committee may resign at any time by tendering a resignation in writing to the Chair of such committee. Resignation as a Director shall also constitute resignation as a member of all committees of the Board of which the Director was a member. The Board may at any time remove any member from any committee, with or without cause.

**Section 7.7. Vacancies.** Vacancies in the membership of any Committee may be filled by appointments made in the same manner as provided in the case of the original appointments.

Section 7.8. Quorum. A majority of the committee members present shall constitute a quorum.

Section 7.9. Proxies. Proxy voting is prohibited. A committee member unable to participate in a meeting may convey in writing to the Committee Chair a position on an issue that may come before the Committee; however, votes of record will be confined to those committee members actually participating (in attendance or by conference call) in the meeting.

## **ARTICLE VIII**

### **BOOKS AND RECORDS**

Section 8.1. The corporation shall keep correct and complete books and records of account and shall keep minutes of the proceedings of its Board of Directors and committees, and shall keep at the registered office or principal office a record giving the names and addresses of the Directors entitled to vote. All books and records of the corporation may be inspected by any Director for any proper purpose at any reasonable time.

## **ARTICLE IX**

### **FISCAL YEAR**

Section 9.1. The fiscal year of the corporation shall be identical to the calendar year.

## **ARTICLE X**

### **WAIVER OF NOTICE**

Section 10.1. Whenever any notice is required to be given to any Director of the corporation under the provisions of the Bylaws, the Articles of Incorporation, the Iowa Nonprofit Corporation Act, a waiver thereof in writing signed by the person or persons entitled to such notice, shall be deemed equivalent to the giving of the notice.

## **ARTICLE XI**

### **SEAL**

Section 11.1. The Corporation shall not have a corporate seal.

## **ARTICLE XII**

### **DISSOLUTION**

Section 12.1. The Corporation may be voluntarily dissolved in the manner provided in the Iowa Revised Nonprofit Corporation Act. In the event of liquidation or dissolution of the Corporation, whether voluntary or involuntary, the assets of the Corporation received from any source whatever, after the payment of all debts and obligations of the Corporation, shall be used or distributed, subject to the laws of the State of Iowa, exclusively for the purposes of the Corporation in such manner, or to such organization or organizations organized and operated exclusively for recreation, pleasure, or other non-profitable purposes as shall at the time qualify as an exempt organization or organizations under Section 501(c)(3) of the Internal Revenue Code of 1986 or any corresponding provision of any future United States Internal Revenue Law, as the Board of Directors shall determine.

**ARTICLE XIII**

**AMENDMENTS**

Section 13.1. The Bylaws of the Corporation may be altered, amended, or repealed by a two-thirds (2/3) vote of the Board at any regular or special meeting with concurrent approval of the Member, or upon action initiated by the Member in the manner provided by law. In no event shall an amendment be adopted which deprives the Corporation of its tax-exempt status of the Internal Revenue Code of 1986, as amended.

\_\_\_\_\_ Secretary

ATTEST: \_\_\_\_\_ President

- Approved May 14, 1996
- Amended:
- October 21, 2004
- April 19, 2007
- October 18, 2007
- July 17, 2008
- January 15, 2009
- October 20, 2011
- July 26, 2012
- January 17, 2013
- January 15, 2020
- July 25, 2022

## Excerpt from License Agreement with RMHC Global

10.7 Board Make-Up and Governance. Licensee acknowledges and agrees that its board must include representatives of the medical community, McDonald's (or its subsidiaries, affiliates, developmental licensees or franchisees), and volunteers from the community at large on a continuing basis. Licensee acknowledges and agrees that no one stakeholder group (e.g., neither board representatives from the medical community nor McDonald's) may individually represent a majority of the board membership. Licensee acknowledges that terms for board membership should be no less than two years and no greater than three years, with term limits of no more than two terms. Licensee may allow retiring board members to be reconsidered for board membership after a minimum of one year. To avoid any conflict of interest, an individual may only serve on one local RMHC board at a time. Board positions should be filled on a voluntary basis. Board members should serve without compensation or remuneration, but may be reimbursed for actual, reasonable and necessary expenses incurred in their performance of duties as a board member, consistent with the board policies and standard as adopted by the Licensee board. Licensee acknowledges and agrees that all proposed changes to documents governing each organization in the RMHC system, which may include but are not limited to Bylaws and Articles of Association, must be submitted to RMHC for review for compliance with the Standards prior to formal board action and subsequent filing with the appropriate government authorities.