



Center for Rural Entrepreneurship
empowering entrepreneurial communities



Session 2
Clarifying and Setting Goals
Advancing Philanthropy in Rural Maryland
January 19, 2018




Center for Rural Entrepreneurship
empowering entrepreneurial communities



Charlotte
Welcome – Introductions – Project Rationale
Rural Maryland Council and Foundation




Session 2 Proposed Flow



1. About Our Project
2. October Orientation Session Reviewed
3. TOW Opportunity
4. Goals Frame Up
5. Goals Discussion
6. Goal Setting
7. Homework
8. Next Sessions

Please refer to the agenda for greater detail.



About the Project

The desired outcome of this project is to capitalize on the Council's investment in Transfer of Wealth Opportunity analysis into a philanthropy initiative to growth rural Maryland legacy philanthropy in support of community economic development.

- Session 1 - October 2017 – Orientation Session
- Session 2 - January 19th – Goal Clarification and Setting
- Session 3 - February 16th – Strategy Options
- Session 4 - March 16th – Strategy Development
- Session 5 - April 20th – Moving to Action

The Center will be providing model resources and materials.



Proposed Working Process

Organized Around Working Webinars

Pre-Session Homework

Readings – Exercises - Sharing

Working Session

Content – Discussion – Decisions – Commitments

Post-Session Homework

Follow Up Work – Sharing

Repeat the Process through Each Initiative Element

Goals – Strategy – Actions



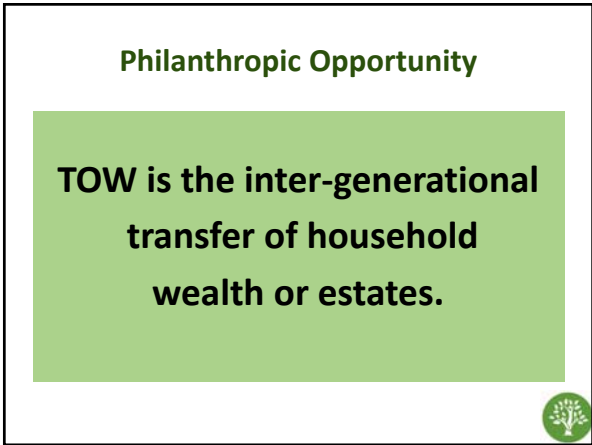
Online resource

<https://goo.gl/v5fw5r>

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2017 TOW Opportunity Findings



10-Year TOW Opportunity

U.S. = \$7.68 trillion (\$63k)

Maryland = \$219 billion (\$98k)

Rural Maryland = \$64 billion (\$99k)

5% Legacy Giving Goal

\$3.2 billion

5% Sustaining Grantmaking


\$160 million annually

\$1.6 billion every decade



Endowment Illustration

Year	Beginning Endowment Principal	Annual Earnings	Annual Grants	Ending Endowment Principal
2017	\$3,200,000,000	\$340,000,000	\$144,000,000	\$3,296,000,000
2018	\$3,296,000,000	\$247,200,000	\$148,320,000	\$3,394,880,000
2019	\$3,394,880,000	\$254,616,000	\$152,769,600	\$3,496,726,400
2020	\$3,496,726,400	\$262,254,480	\$157,352,688	\$3,601,628,192
2021	\$3,601,628,192	\$270,122,114	\$162,073,269	\$3,709,677,038
2022	\$3,709,677,038	\$278,225,778	\$166,935,467	\$3,820,967,349
2023	\$3,820,967,349	\$286,572,551	\$171,943,531	\$3,935,596,369
2024	\$3,935,596,369	\$295,169,728	\$177,101,837	\$4,053,664,260
2025	\$4,053,664,260	\$304,024,820	\$182,414,852	\$4,175,274,188
2026	\$4,175,274,188	\$313,145,564	\$187,887,338	\$4,300,532,414
2027	\$4,300,532,414	\$322,539,931	\$193,523,959	\$4,429,548,386
2028	\$4,429,548,386	\$332,216,129	\$199,329,677	\$4,562,434,838
2029	\$4,562,434,838	\$342,182,613	\$205,309,568	\$4,699,307,883
2030	\$4,699,307,883	\$352,448,091	\$211,468,855	\$4,840,287,120
2031	\$4,840,287,120	\$363,021,534	\$217,812,320	\$4,985,495,733
2032	\$4,985,495,733	\$373,912,180	\$224,347,308	\$5,135,060,605
2033	\$5,135,060,605	\$385,129,545	\$231,077,727	\$5,289,112,423
2034	\$5,289,112,423	\$396,683,432	\$238,010,059	\$5,447,785,796
2035	\$5,447,785,796	\$408,583,935	\$245,150,361	\$5,611,219,370
2036	\$5,611,219,370	\$420,841,453	\$252,504,872	\$5,779,555,951
2037	\$5,779,555,951	\$433,466,696	\$260,080,018	\$5,952,942,629
Total Grants			\$4,129,413,944	



Initiative Goal Clarification and Setting



Why Goals?

- Three Possible Rationales...
1. *When we set smart goals the probability of achieving desired outcomes increase significantly.*
 2. *Setting goals frames what we are trying to accomplish allowing us to be more focused increasing the chances of success.*
 3. *Exploring goals allows us to consider the possibilities and arrive at an optimal vision of what we hope to accomplish with an opportunity.*

SET GOALS

- 1.
- 2.
- 3.



Framing Goals



We recommend that we set goals by desired "outcomes" or "impacts" and then "strategy" goals.

Outcome or Impact Goals. Outcome or impact goals are those that capture our longer-term and bigger vision of what we hop will change through our work.

Strategy Goals. Strategy goals are those that will allow us to make progress towards our outcome goals.



October Session Goals

- Keep wealth in rural Maryland.*
- Engage foundations in the initiative.*
- Engage community foundations, private foundation and non-profits.*
- Support enhanced estate planning.*
- Provide best practices.*
- Help rural Maryland minority farmers.*
- Provide gap financing.*

Other items I missed?



Why is this Important?

1. Thriving communities need continuous sources of capital that can support desired and necessary community economic development work.
2. Often there is a need for subsidized or gap capital to make community economic development projects and programs viable.
3. Traditional sources of community economic development gap capital – government – is increasingly challenged.
4. Rural Maryland has massive under-developed philanthropic potential that could capitalize community focused funds and endowments.
5. Community philanthropy is regionally and locally rooted, controlled, sustainable and predictable.



Possible Outcome or Impact Goals

1. Establish community centered philanthropic development as a top priority for rural Maryland.
2. Commit to realizing a 5% legacy giving goal based on the 10-year TOW opportunity creating by 2030 \$3.2 billion in community endowments across rural Maryland.
3. Focus philanthropic resources on strategic grantmaking and impact investing strengthening rural communities across Maryland.



Possible Strategy Goals



1. Map potential community philanthropy stakeholders (e.g., foundations, non-profits & community economic development stakeholders).
2. Engage willing stakeholders in the development of a robust and sustainable community philanthropy initiative.
3. Make sure very rural community in Maryland has foundation services.
4. Evolve development visions that will catalyze donor interest and giving.
5. Enhance donor development strategies and services.



Next Steps

Do Your Session 1 Homework – Share by January 31st.

Reflect on our session and propose your preferred amendments to our "outcome" and "strategy" goals for this initiative.

Think of others who should be invited to be part of this initiative.

Do Your Session 2 Preparation – Share by February 9th.

Brainstorm and share existing community philanthropy initiatives you are aware of and possible ideas for how we can advance community philanthropy in rural Maryland.

Next Session – Session 2 – Strategy Options – February 16th



For More Information

Community Development Philanthropy
Transfer of Wealth



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