

Excerpt of October 2021
Board Retreat data slides



Ronald McDonald “House”

A “home-away-from-home” for families, so they can stay close by their hospitalized child at little or no cost. Our House is built on the simple idea that nothing else should matter when a family is focused on the health of their child – not where they can afford to stay, where they will get their next meal or where they will lay their head at night to rest. We believe that when a child is hospitalized the love and support of family is as powerful as the strongest medicine prescribed.

Program Overview (*COVID restriction)

- \$1.1M House program expenses in 2020
- 31 rooms* (ADA accessible, 2-6 person rooms)
- Up to 15 families at partnership hotels*
- 3 free meals a day, two fully stocked kitchens
- Free laundry
- Free parking
- Fitness, technology, and library resource areas
- Game room, playground and quiet green space
- Day passes available to all services*

Outcome Data

- 2021 to date capacity: 71.61% (w/ hotels), House only: 51.59%
 - 26% BIPOC (black, indigenous, and communities of color), 4% preferred not to answer
- Guest Satisfaction Survey completion rate: 21.67%
- 80 active volunteers, approx. 80% volunteers returned post COVID

Key Strengths

- House is welcoming, safe and clean for all families
- Small, but deeply dedicated staff and volunteers
- 13 new rooms removes long waitlists for families
- New house: ADA accessible, more amenities
- BOH Campaign very successful, no debt remaining

Key Challenges

- COVID impacts: volunteers, no siblings, budget
- 1/3 more rooms no new staff, fewer volunteers, and old technology
- Staff, volunteers, and families staying in the House do not represent the diversity of Dane County
 - No access to data from AFCH for goal setting
 - Inaccurate information/program awareness in hospital partners
 - 35 miles requirement institutional barrier to access
 - Heavy reliance on volunteer staffing

Strategies identified by staff as critical to continue from 2021 to 2022:

- Safely open House to full capacity, with siblings
- Improve efficiencies of operations, including investments in technology and evaluation of staffing needs
- Expand awareness and understanding of brand, services and reach within hospital and community partners



Lunches with Love

Partnership w/ American Family Children's Hospital

Augie's Lunches with Love is named after a vibrant little boy here in Dane County, who radiates joy to those around him. He also has down syndrome, a congenital heart defect, and Hirschsprung's disease. This program provides daily healthy lunches to caregivers with children staying at AFCH.

Program Overview

- Approx. \$25K in annual 2022 RMHC funded program expenses projected, mostly in-kind and donation coordination in years prior.
- AFCH funds \$2/meal per partnership agreement, approx. \$30K each year.
- Approximately, 25,000 free health meals projected in 2022.
- 2022 new program planned to have more options and be healthier.
- Grant requests to Steve Stricker AmFam Foundation and Weed Man Lawn Care are pending for 2022 funding.

Outcome Data

- Re-launch expected October 25th 2021
- Approx. 11,490 lunches in 2019, Goal 25,000 2022
 - COVID caused the program to close in 2020 & majority of 2021
- Data desired: Customer Satisfaction Rate (%) (survey data may exist at AFCH)

Key Strengths

- The restrictions to eligibility, services a local population in need
- Plays a critical role in marketing and development locally
- Families show great appreciation in hospital surveys

Key Challenges

- COVID impacts: program largely volunteer based, volunteers are low due to COVID
- Co-branding with AFCH and Augie's together has proved challenging
- Partner relationship with AFCH regarding the program is not real clear

Strategies identified by staff as critical to continue from 2021 to 2022:

- Update collateral material and improve partner hospital information sharing and access to communication channels
- Identify opportunities for long-term financial stability



Ronald McDonald Family Room

The Family Room at St. Mary's Hospital allows the ultimate respite for families with children or infants hospitalized in the pediatric unit or NICU. The space has four private sleep rooms, shared kitchen and dining areas, laundry facilities, technology resources, and volunteer staff for assistance.

Program Overview

- \$121K Family Room program expenses in 2020
- 4 sleeping family rooms
- Kitchen with refrigerator, coffee and stocked pantry
- Free laundry
- Technology and library in quiet family area
- Toy Room for kids (closed currently due to COVID)

Outcome Data

- 650 nights in 2020; 617 nights 2021 to date
 - 2021: 29% BIPOC, 5% preferred not to answer
- 2020 Occupancy Rate: 53% (COVID impacts)
- 39 active volunteers, 81% volunteers returned post COVID
- Data desired: Customer Satisfaction Survey

Key Strengths

- Welcoming, safe and clean
- Small, but deeply dedicated staff and volunteers
- No long wait lists
- 9+ yr. partnership with SSM is going very well, RMHC staff feel welcome and supported
- No 35 mile requirement, allows for greater access and more diversity of programming

Key Challenges

- COVID impacts: fewer volunteers and fewer night/weekend staff available
- No cross-training with House staff to support when staffing is low
- Awareness of Family Room and services across hospital could be better
- Staff, volunteers, and families staying in the Family Room do not yet fully represent the diversity of Dane County

Strategies identified by staff as critical to continue from 2021 to 2022:

- Improve efficiencies of operations, including investments in technology and evaluation of staffing/volunteer needs
- Update collateral material and improve partner hospital information sharing and access to communication channels
- Expand awareness and understanding of brand, services and reach within hospital and community partners



Ronald McDonald Care Mobile

Partnership w/ Mercyhealth

The Care Mobile in Rockford, Illinois is a 40-foot / 26,000-pound pediatric clinic on wheels that delivers medical care, including vaccinations, to uninsured children in low-income neighborhoods, schools and community centers primarily across the northern Illinois region in Boone, Lee, Ogle, Stephenson and Winnebago Counties. The Care Mobile has provided over \$1.5 million dollars in free medical services since 2003.

Program Overview

- Approx. \$90K in annual program expenses
- Nurse Practitioner and Registered Nurse on board, employees of Mercyhealth, co-funded by RMHC
- 2 clinical exam rooms and central waiting area
- Medical technology and 2 laptops on Care Mobile with access to children's necessary health records and immunization records

Outcome Data

- 186 visits through September 2021
- Approximately \$39,000 in medical services provided for free to date in 2021 with COVID 19 limitations in place.
- Since 2003, \$2.3 million dollars in free care provided.
- 99% Satisfaction Rate on 'Care and Respect by Care Mobile staff' during visit.

Key Strengths

- Services a local population in high need in our service area
- Represents a diverse population on par with the area of which is being served from within Rockford
- Small, but deeply dedicated staff
- Relationships with schools in Rockford are very strong
- Partnership with Mercyhealth is going very well
- Care Mobile plays a role in marketing and development in Rockford area

Key Challenges

- COVID impacts: school closures, quarantines and closed indoor vehicle reduced # of visits
- Awareness of Care Mobile within Mercyhealth and within RMHC is improving but remains limited
- Care Mobile services highly dependent on relationships with school systems and community centers for access

Strategies identified by staff as critical to continue from 2021 to 2022:

- Update collateral material and improve partner hospital information sharing and access to communication channels
- Expand awareness and understanding of brand, services and reach within hospital and community partners

Operations Chapter 2020 Comparisons

(COVID impact comparisons)

Chapter Name	RMH Annual Occupancy Rate	Regular Chapter Volunteers (incl. board members)	Event-only volunteers
Ronald McDonald House Charities of Charleston SC, Inc.	45%	92	970
Ronald McDonald House Charities of Central PA, Inc.	35%	255	910
Ronald McDonald House Charities of Arkansas, Inc.	26%	186	569
Western Illinois, Inc.	55%	115	466
Ronald McDonald House Charities of Madison, Inc.	52%	77	15
Ronald McDonald House Charities of New Mexico	23%	117	516
Ronald McDonald House Charities of Greater Chattanooga, Inc.	0%	422	88
Ronald McDonald House Charities of Southern Arizona, Inc.	22%	195	0
Ronald McDonald House Charities in Omaha, Inc.	0%	75	50

	Times Meals Provided	Total family nights (inc. Hotel lodging)	Hotel Lodging Total	Formalized Preventative Maintenance Program
Ronald McDonald House Charities of Charleston SC, Inc.	2659	3943	133	NO
Ronald McDonald House Charities of Central PA, Inc.	108	3849	1546	NO
Ronald McDonald House Charities of Arkansas, Inc.	365	3042	0	YES
Ronald McDonald House Charities of Eastern Iowa and Western Illinois, Inc.	198	2434	1035	NO
Ronald McDonald House Charities of Madison, Inc.	300	4195	1672	NO
Ronald McDonald House Charities of New Mexico	365	2529	0	YES
Ronald McDonald House Charities of Greater Chattanooga, Inc.	0	2871	15	UNK
Ronald McDonald House Charities of Southern Arizona, Inc.	70	2058	0	YES
Ronald McDonald House Charities in Omaha, Inc.	0	4387	0	UNK

Madison's outcome measures are on par or exceed our Chapter Partner comparisons.

Hotel partners drive our comparison success – InnTowner and North Central Group (NCG) relationship is unique!

Our Financial Metrics w/ Global

10042 - Ronald McDonald House Charities of Madison, Inc.				Comments	Range		
Financial Metric	Calculation	Chapter Calculation	Chapter Result	Required if red, optional if green or yellow.	Acceptable	Monitor	Unacceptable
Program Expense Ratio	Program service expenses ÷ (Total operating expenses – Cost of direct benefits to donors)	805,159 ÷ (1,964,054 - 18,991)	41%	We are finishing up on a Capital Campaign which created our fundraising expenses to be higher, and revenue/operating expenses to fund the expansion of the house do not neatly line up year to year. Additionally, 2020 impacts of COVID 19 restrictions saw lower variable program costs, # of guests in the house, lower utilities, etc. but expenses for staff remain fixed costs.	≥ 75%	65% - 74%	< 65%
Fundraising Expense Ratio	Fundraising expenses ÷ (Total operating expenses – Cost of direct benefits to donors)	289,119 ÷ (1,964,054 - 18,991)	15%	We are finishing up on a Capital Campaign which created our fundraising expenses to be higher, and revenue/operating expenses to fund the expansion of the house do not neatly line up year to year.	≤ 10%	11% - 20%	> 20%
Management and General Expense Ratio	Management and general expenses ÷ (Total operating expenses – Cost of direct benefits to donors)	284,786 ÷ (1,964,054 - 18,991)	15%		≤ 15%	16% - 20%	> 20%
Fundraising Efficiency Ratio	(Fundraising expenses ÷ Cost of direct benefits to donors) ÷ (Total contributions ÷ Gross special events revenue)	(289,119 ÷ 18,991) ÷ (1,454,798 ÷ 156,385)	0.19	We are finishing up on a Capital Campaign which created our fundraising expenses to be higher, and revenue/operating expenses to fund the expansion of the house do not neatly line up year to year.	≤ 0.20	0.21 - 0.35	> 0.35
Current Ratio	Current assets – Current liabilities	1,044,967 – 64,858	16		≥ 2	≥ 1	< 1
Days of Cash	((Cash + short-term investments) ÷ 365) ÷ (Total operating expenses – noncash expenses)	((341,636 + 815,093) ÷ 365) ÷ (1,964,054 - 539,544)	296		≥ 180 days	30 – 179 days	< 30 days
Operating Reserve Ratio	((Net Assets without restriction – Property and equipment, net) ÷ Total operating expenses) × 12	((15,543,266 - 11,004,953) ÷ 1,964,054) × 12	28		> 12 months (1 year) and < 36 months (3 years)	6 – 12 months	< 6 months

Key Strengths

- Cash on hand and solvency are great.

Key Challenges

- Management & General Expenses need to be looked at in greater detail, especially depreciation methodology
- Programmatic investments need to keep up with the needs of the program and the fundraising successful efforts
- Stewardship of major gift donors and new potential donors with limited staffing

Opportunities

- Leverage cash on hand to:
 - Invest in one technology
 - Right size program maintenance budget
 - Consider grant giving program in the future

Financial Metrics Chapter Comparison

Madison financial metrics perform on par.

McDonald's per restaurant box receipts and Round-Up, we are near the top!

Chapter Name	2020 Expense Ratios			
	Total Expenses	% Program Expenses	% Management & General	% Fundraising Expenses
Ronald McDonald House Charities of Charleston SC, Inc.	\$ 2,009,436	77%	7%	16%
Ronald McDonald House Charities of Arkansas, Inc.	\$ 1,676,267	48%	15%	37%
Ronald McDonald House Charities of Eastern Iowa and Western Illinois, Inc.	\$ 1,654,442	75%	9%	16%
Ronald McDonald House Charities of Madison, Inc.	\$ 1,857,793	62%	15%	15%
Ronald McDonald House Charities of Greater Chattanooga, Inc.	\$ 1,740,133	67%	15%	18%
Ronald McDonald House Charities of Southern Arizona, Inc.	\$ 1,604,866	65%	10%	25%

RMHC Chapter Name	# of Restaurants *	2020 Average per Restaurant	2020 YTD Donation Box Receipts
RMHC of Central PA, Inc.	89	1,163	103,497
RMHC of the Miami Valley Region, Inc.	83	1,581	131,224
RMHC of Eastern Iowa and Western Illinois, Inc.	84	1,924	161,599
RMHC of Madison, Inc.	79	1,985	156,806
RMHC of New Mexico, Inc.	88	672	59,114
RMHC of Greater Chattanooga, Inc.	49	1,963	96,170
RMHC of Southern Arizona, Inc.	52	1,079	56,084
RMHC in Omaha, Inc.	80	1,432	114,564

RMHC Chapter Name	# of Restaurants *	2020 Average per Restaurant*	Round-Up 2020 YTD Total
RMHC in Omaha, Inc.	80	902	72,198
RMHC of Central PA, Inc.	89	228	20,267
RMHC of Eastern Iowa and Western Illinois, Inc.	84	506	42,487
RMHC of Greater Chattanooga, Inc.	49	1,154	56,530
RMHC of Madison, Inc.	79	1,267	100,085
RMHC of New Mexico, Inc.	88	151	13,322
RMHC of Southern Arizona, Inc.	52	2,512	130,621
RMHC of the Miami Valley Region, Inc.	83	920	76,379

Entry Plan Themes

People Themes:

- Strong leadership team, but burn out is a high risk
- Opportunity to attract a younger and more diverse group of volunteers and donors
- Successful strategy execution should include diversity, equity, and inclusion training and focus for staff and volunteers
- Consider staffing needs with new, bigger house when fully open

Mission and Reach Themes:

- Ensure RMHC-Madison is a well-known and understood entity in Dane County and Rockford market with community outreach
- Find ways to make services more inclusive
- Promote new House/Hope Park alongside the Family Room and Care Mobile
- Capitalize on new donors and new engagement opportunities with corporate partners and their employees

Operational Themes:

- New resources/technologies for guest services, volunteer management, house maintenance management, and perhaps communications/marketing
- Re-engage in in-person activities and volunteer engagement post-COVID
- Work with hospital partners to better leverage partnership and shared resources and assets

Fundraising Themes:

- Major changes to main events proven to be successful
- Stronger support and commitment of the McDonald's owner/operator group (Roundup focus)
- Add and diversify fundraising/development to allow for additional community outreach
- Leverage Raiser's Edge, set foundation for future with planned giving

Financial Stability

RONALD McDONALD HOUSE CHARITIES OF MADISON, INC.
STATEMENTS OF ACTIVITIES
Years Ended December 31, 2020 and 2019

	2020			2019		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
SUPPORT AND REVENUE						
Cash contributions	\$ 1,300,698	\$ 2,715	\$ 1,303,413	\$ 1,038,516	\$ 2,300	\$ 1,040,816
Non-cash contributions	219,562	-	219,562	262,023	-	262,023
Room donations	17,947	-	17,947	27,241	-	27,241
Program fees	4,694	-	4,694	24,350	-	24,350
Merchandise	1,661	-	1,661	4,066	-	4,066
Investment return	256,631	-	256,631	481,404	-	481,404
Other	19,017	-	19,017	47,015	-	47,015
Capital campaign contributions	-	44,889	44,889	-	542,560	542,560
Non-cash capital campaign contributions	-	-	-	-	295,602	295,602
Total support and revenue	1,820,210	47,604	1,867,814	1,884,615	840,462	2,725,077
EXPENSES						
Program services						
House operations	1,132,763	-	1,132,763	835,637	-	835,637
St. Mary's Family Room	120,690	-	120,690	140,890	-	140,890
Care mobile	49,406	-	49,406	87,485	-	87,485
Total program services	1,302,859	-	1,302,859	1,064,012	-	1,064,012
Supporting activities						
Management and general	303,409	-	303,409	537,018	-	537,018
Fundraising	309,017	-	309,017	197,925	-	197,925
Capital campaign	48,769	-	48,769	360,798	-	360,798
Total supporting activities	661,195	-	661,195	1,095,741	-	1,095,741
Total expenses	1,964,054	-	1,964,054	2,159,753	-	2,159,753
NET ASSETS RELEASED FROM RESTRICTIONS						
Satisfaction of purpose restriction	245,049	(245,049)	-	9,564,237	(9,564,237)	-
Change in net assets	101,205	(197,445)	(96,240)	9,289,099	(8,723,775)	565,324
Net assets at beginning of year	15,442,061	197,445	15,639,506	6,152,962	8,921,220	15,074,182
Net assets at end of year	<u>\$ 15,543,266</u>	<u>\$ -</u>	<u>\$ 15,543,266</u>	<u>\$ 15,442,061</u>	<u>\$ 197,445</u>	<u>\$ 15,639,506</u>

Key Strengths

- 2019 & 2020 Successful BOH Capital Campaign & Pledge collection
- Investment Portfolio is strong
- Few restricted resources
- 2021 showing a return to healthier cash balances
- 2021 Revenues & Expenses better aligned

Key Challenges

- 2020 was a hard year with so many unknown COVID-19 impacts
- 2021 Stewardship of major gift donors and new potential donors with limited staffing

Program Expenses

RONALD McDONALD HOUSE CHARITIES OF MADISON, INC.
STATEMENT OF FUNCTIONAL EXPENSES
Year Ended December 31, 2020

	House Operations	St. Mary's Family Room	Care Mobile	Management and General	Fundraising	Capital Campaign	Total Expenses
Wages and salaries	\$ 247,060	\$ 64,711	\$ 1,304	\$ 157,759	\$ 172,782	\$ 33,230	\$ 676,846
Benefits	51,025	27,659	278	46,907	32,375	6,221	164,465
Professional fees	-	-	-	26,151	-	1,017	27,168
Insurance	34,125	1,566	14	1,797	1,801	347	39,650
Meeting expense	268	83	-	184	184	36	755
Staff development	2,636	817	14	1,810	1,814	348	7,439
Miscellaneous	-	-	-	17,590	-	-	17,590
Depreciation and amortization	283,619	4,718	-	16,540	19,898	3,323	328,098
Grounds maintenance and repair	4,634	-	-	-	-	-	4,634
House maintenance and repairs	42,524	1,312	262	5,251	2,625	525	52,499
Utilities	47,654	1,471	294	5,883	2,942	588	58,832
Supplies	54,181	9,290	83	10,673	64,088	2,056	140,371
Hotel and transportation	58,785	-	-	-	-	-	58,785
Gifts/prizes	5,655	-	-	-	4,867	-	10,522
Grants	-	-	46,618	-	-	-	46,618
Public relations and marketing	10,244	30	-	-	250	-	10,524
Payment in lieu of taxes	87,328	2,695	539	10,781	5,391	1,078	107,812
Non-cash materials, services, and facilities	203,025	6,338	-	2,083	-	-	211,446
Total expenses	\$ 1,132,763	\$ 120,690	\$ 49,406	\$ 303,409	\$ 309,017	\$ 48,769	\$ 1,964,054

Key Strengths

- Strong Capital Campaign
- Family room and Care Mobile partnership balances investments and impact well

Key Challenges

- House hasn't been fully open for a full year, many annual expenses still unknown
- Program expenses flat or down
- Depreciation and other M&GE need deeper review