



COMPANY PROFILE

TYLER MANKINEN

Management of Nonprofit Arts Organizations
Professor Kimberley Worrell
December 9, 2024
Fall 2024

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MISSION VISION GOALS



Mission Statement

Together, we create life-changing wishes for children with critical illnesses.

Vision Statement

The vision of Make-A-Wish is to grant the wish of every eligible child with a critical illness. Make-A-Wish believes that a wish can be a vital part of a child's treatment and can help them believe in themselves and fight their disease.

VALUES

Child Focus

The children are at the forefront of the Make-A-Wish foundation. Every decision, fundraiser, and community event is geared towards improving the quality of life for every Wish Kid.

Impact

Make-A-Wish prides itself on not only improving the quality of life for the Wish Kids but also the families, volunteers, medical professionals, and other members of the community.

Community

Make-A-Wish is an organization composed of a diverse group of people working towards the common goal of fulfilling the wishes of those suffering terminal illnesses. The entirety of the board, employees, and volunteers contribute to the diverse nature of the community impacted by the Make-A-Wish Foundation.

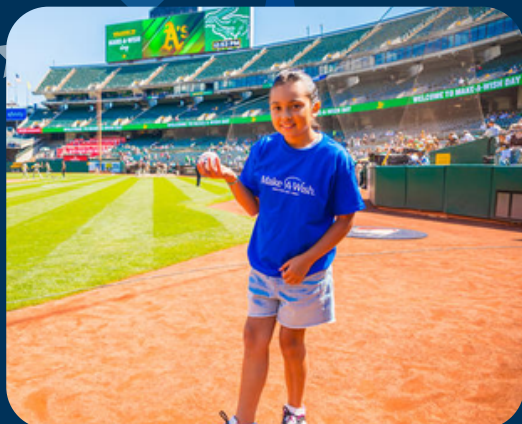
Integrity

As a 501(c)(3) non-profit organization, Make-A-Wish values honesty, transparency, and respect in regard to all interactions of the organization. This extends to volunteers, corporate sponsors, and all individuals involved in the organization

Innovation

The creativity and imagination required to fulfill the wishes set Make-A-Wish apart from other non-profit organizations. The executive board is composed of numerous individuals with connections to large companies which provides a team of leadership with various ideas, solutions, and innovation.

GOALS



Year One Goals

*Increase local chapter staff by 20% nationwide by **December 31, 2025**. This will decrease the “corporate” nature of the organization and make each wish feel more personable.*



Year Two Goals

*Introduce a new regulation where 20% of a Make-A-Wish expense is dedicated to paying for the Wish Kids' medical bills. This will be implemented at a 50% success rate by **July 1st, 2026**.*



Year Three Goals

*Increase international engagement of Make-A-Wish by increasing international chapter locations by 10% (specifically in Asia) while also increasing international wishes by 5%. This should be accomplished by **December 31, 2027**.*

AT OUR CORE

Make-A-Wish serves children impacted by terminal illness by granting their wishes to promote a higher quality of life. Make-A-Wish is widely recognized as one of the largest give-back organizations in the nation. In addition to fulfilling the wishes of terminally ill children, the non-profit is known for its collaboration with local non-profits, large organizations, and community volunteers to help improve the quality of life for everyone in the community. Make-A-Wish engages mainly with local volunteers who can help carry out the mission of Make-A-Wish. This includes philanthropy organizations as well as local professionals such as firefighters, police officers, and other professions that Wish Kids want to try out. Furthermore, the non-profit collaborates with large corporations such as Disney, the Savannah Bananas, and Top Golf encouraging giving back to the community.



ARTICLES OF INCORPORATION NONPROFIT CORPORATION

Read the Instructions [C011i](#)

1. ENTITY NAME – see [Instructions C011i](#) for naming requirements – give the exact name of the corporation:

Make-A-Wish

2. CHARACTER OF AFFAIRS - briefly describe the character of affairs the corporation initially intends to conduct in Arizona. **NOTE** that the character of affairs that the corporation ultimately conducts is not limited by the description provided.

_T_r_a_n_s_f_o_r_m__l_i_v_e_s__b_y__g_r_a_n_t_i_n_g__w_i_s_h_e_s__t_o__c_h_i_l_d_r_e_n__(a_g_e_s__2__1/_2__t_o__18

3. MEMBERS – check one:
- ☒ The corporation WILL have members.
☐ The corporation WILL NOT have members.

4. ARIZONA KNOWN PLACE OF BUSINESS ADDRESS:

- 4.1 Is the Arizona known place of business address the same as the **street address** of the statutory agent?

☐ Yes – go to number 5 and continue
☒ No – go to number 4.2 and continue

- 4.2 If you answered “No” to number 4.1, give the **physical or street address** (not a P.O. Box) of the known place of business of the corporation in Arizona:

Attention (optional)		
1702 E. Highland Avenue		
Address 1		
Suite 400		
Address 2 (optional)		
Phoenix	AZ	85016
City	State or Province	Zip
Country	UNITED STATES	

5. **DIRECTORS** - list the name and business address of each and every Director of the corporation. If more space is needed, check this box ☒ and complete and attach the [Director Attachment form C082](#).

Derrick Hall				Reba Dominski			
Name 401 East Jefferson Street				Name 800 Nicollet Mall			
Address 1				Address 1			
Address 2 (optional) Phoenix		AZ	85004	Address 2 (optional) Minneapolis		MN	55402
City	Country	State or Province	Zip	City	Country	State or Province	Zip
	UNITED STATES				UNITED STATES		
Orlando Ashford				Dolf A. Berle			
Name 8100 Nations Way Jacksonville				Name 4560 Belt Line Road			
Address 1				Address 1			
Address 2 (optional) Jacksonville		FL	32256	Address 2 (optional) Addison		TX	75001
City	Country	State or Province	Zip	City	Country	State or Province	Zip
	UNITED STATES				UNITED STATES		
Scooter Braun				Phil Colaco			
Name 1755 Broadway				Name 111 South Wacker Drive			
Address 1				Address 1			
Address 2 (optional) New York		NY	10019	Address 2 (optional) Chicago		IL	60606
City	Country	State or Province	Zip	City	Country	State or Province	Zip
	UNITED STATES				UNITED STATES		

6. STATUTORY AGENT – [see Instructions C011i](#)

6.1 REQUIRED – give the name (can be an individual or an entity) and <i>physical or street address</i> (not a P.O. Box) in Arizona of the statutory agent:				6.2 OPTIONAL – mailing address in Arizona of statutory agent (can be a P.O. Box):			
Tyler Mankinen							
Statutory Agent Name (required)							
Attention (optional)				Attention (optional)			
491 Cambridge Court							
Address 1				Address 1			
Address 2 (optional)		AZ	85034	Address 2 (optional)		State	Zip
City	Phoenix	State	Zip	City		State	Zip
6.3 REQUIRED - the Statutory Agent Acceptance form M002 must be submitted along with these Articles of Incorporation.							

7. **REQUIRED** - you must complete and submit with the Articles a [Certificate of Disclosure](#).
The Articles will be rejected if the Certificate of Disclosure is not simultaneously submitted.
8. **INCORPORATORS** - list the **name and address**, and the **signature**, of each and every incorporator - minimum of one is required. If more space is needed, check this box
☐ and complete and attach the [Incorporator Attachment](#) form C084.

Tyler Mankinen

Name

491 Cambridge Court

Address 1

Address 2 (optional)

Phoenix

City

UNITED STATES

Country

AZ

State

85034

Zip

SIGNATURE –see [Instructions C011](#):

By checking the box marked "I accept" below, I acknowledge *under penalty of law* that this document together with any attachments is submitted in compliance with Arizona law.

☒ I ACCEPT

Signature

Tyler Mankinen

Printed Name

09/21/2024

Date

Derrick Hall

Name

401 East Jefferson Street

Address 1

Address 2 (optional)

Phoenix

City

UNITED STATES

Country

AZ

State

85004

Zip

SIGNATURE –see [Instructions C011](#):

By checking the box marked "I accept" below, I acknowledge *under penalty of law* that this document together with any attachments is submitted in compliance with Arizona law.

☒ I ACCEPT

Signature

Derrick Hall

Printed Name

09/21/2024

Date

Expedited or Same Day/Next Day services are available for an additional fee – see Instructions or Cover sheet for prices.

Filing Fee: \$40.00 (regular processing)
All fees are nonrefundable - see Instructions.

Arizona Corporation Commission - Examination Section
1300 W. Washington St., Phoenix, Arizona 85007
Fax (for Regular or Expedite Service ONLY): 602-542-4100
Fax (for Same Day/Next Day Service ONLY): 602-542-0900

Please be advised that A.C.C. forms reflect only the minimum provisions required by statute. You should seek private legal counsel for those matters that may pertain to the individual needs of your business. All documents filed with the Arizona Corporation Commission are **public record** and are open for public inspection. If you have questions after reading the Instructions, please call 602-542-3026 or (within Arizona only) 800-345-5819.

BYLAWS

Article I

1.1 NAME *The name of this corporation shall be MAKE-A-WISH. The business of the corporation may be conducted as MAKE-A-WISH or under the alias WISH MAN.*

1.2 PURPOSE *MAKE-A-WISH is a nonprofit corporation and shall be operated exclusively for education and charitable purposes within the meaning of Section 501 (c)(3) of the Internal Revenue Code of 1986 or the corresponding section of any future Federal Tax Code. The purpose of MAKE-A-WISH is to transform lives by granting wishes to terminally ill children aged 2 1/2 to 18 years old. Additionally, MAKE-A-WISH strives to impact each community by incorporating volunteer opportunities, community outreach, and giving back to each chapter.*

1.3 POWERS *The corporation shall have the power, directly or indirectly, alone or in conjunction or cooperation with others, to do any lawful acts that may be necessary or convenient to affect the charitable purposes, for which the corporation is organized, and to aid or assist other organizations or persons whose activities further accomplish, foster, or attain such purposes. The legal powers of the corporation may include, but not be limited to, the acceptance of contributions from the public and private sectors, whether financial or in-kind contributions.*

Article II

2.1 NO MEMBERSHIP CLASSES *MAKE-A-WISH shall have no membership class and no members will have a right to vote, hold a title, or interest in the corporation including its properties and other franchises.*

2.2 NON-VOTING AFFILIATES *The governing body may approve individuals with rights, privileges, and obligations as established by the board. This extends to individuals, businesses, or other organizations that seek to support the mission of MAKE-A-WISH. The board, a designated committee (see sections 3 and 4), shall have the authority to admit any individual or organization as an affiliate, to recognize representatives of affiliates, and to make determinations as to affiliates' rights, privileges, and obligations.*

2.3 MEMBERSHIP CONFIDENTIALITY *At no time shall affiliate information be shared with or sold to other organizations without the board's explicit approval and consent. At the discretion of the board, affiliates may be given endorsement, recognition, and media coverage at fundraising activities, clinics, or other community events or at the corporation website. Affiliates have no voting rights and are not members of the corporation or the executive committee.*

2.4 DUES *Any dues for affiliates shall be determined by resolutions and these bylaws. Any changes must be approved by the executive committee and be changed in the bylaws under Section 6-Amendment of Bylaws.*

2.5 NON-DISCRIMINATION POLICY *The officers, committee members, employees, and persons served by MAKE-A-WISH shall be selected entirely on a nondiscriminatory basis concerning age, sex, race, religion, national origin, and sexual orientation. It is the policy of MAKE-A-WISH not to discriminate based on race, creed, ancestry, marital status, gender, sexual orientation, age, physical disability, veteran's status, political service or affiliation, color, religion, or national origin.*

2.6 WHISTLEBLOWING *MAKE-A-WISH requires and encourages members, officers, and employees to observe and practice high standards of business and personal ethics in the conduct of their duties and responsibilities. The employees and representatives of MAKE-A-WISH must practice honesty and integrity in fulfilling their responsibilities and comply with all applicable laws and regulations. MAKE-A-WISH intends to adhere to all laws and regulations that apply to the corporation and the underlying purpose of this policy is to support the corporation's goal of legal compliance. The support of all staff is necessary to achieve compliance with various laws and regulations.*

2.6.1 REPORTING VIOLATIONS *If any officer, staff, or employee reasonably believes that some policy, practice, or activity of MAKE-A-WISH violates the law, a written complaint must be filed by that person with the vice president or the president.*

2.6.2 ACTING IN GOOD FAITH *Acting in Good Faith: Anyone filing a complaint concerning a violation or suspected violation must act in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false shall be subject to civil and criminal review.*

2.6.3 RETALIATION *Said person is protected from retaliation only if she/he brings the alleged unlawful activity, policy, or practice to the attention of MAKE-A-WISH and provides the board with a reasonable opportunity to investigate and correct the alleged unlawful activity. MAKE-A-WISH shall not retaliate against any officer, staff, or employee who discloses or threatens to disclose to a supervisor or a public body, any activity, policy, or practice of MAKE-A-WISH that the individual reasonably believes violates a law, a rule, or regulation mandated under law or is in violation of a clear mandate of public policy concerning the health, safety, welfare, or protection of the environment.*

2.6.4 CONFIDENTIALITY *Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations shall be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.*

2.6.5 HANDLING OR REPORTED VIOLATIONS *The president or vice president shall notify the sender and acknowledge receipt of the reported violation or suspected violation within five business days. All reports shall be promptly investigated by the board and its appointed committee and appropriate corrective action shall be taken if warranted by the investigation. This policy shall be made available to all directors, officers, staff, or employees through these bylaws and they shall have the opportunity to ask questions about the policy.*

Article III

3.1 NUMBER OF DIRECTORS *MAKE-A-WISH shall have a board of directors consisting of at least 3 and no more than 10 directors at one time. Within these limits, the board may increase or decrease the numbers serving on the board including staggering the terms of directors.*

3.2 POWERS *All corporate legal powers shall be exercised by or under the authority of the board and the affairs of MAKE-A-WISH shall be managed under the direction of the board, except as otherwise provided by law.*

3.3 TERMS

3.3.1 *All directors shall be elected to serve a three-year term, however, the term may be extended until a successor has been elected.*

3.3.2 *Director terms shall be staggered so that approximately one-third of the number of directors will end their terms in any given year.*

3.3.3 *Directors may serve terms in succession.*

3.3.4 *The term of office shall be considered to begin January 1 and end December 31 of the third year in office unless the term is extended until a successor has been elected.*

3.4 QUALIFICATIONS AND ELECTION OF DIRECTORS *To be eligible to serve as a director, the individual must be 18 years of age and an affiliate within affiliate classifications created by the board. Directors may be elected at any board meeting by majority vote. The election of directors to replace those who have fulfilled their term of office shall take place in January of each year.*

3.5 VACANCIES *The board of directors may fill vacancies due to the expiration of a director; 's term of office, resignation, death, or removal of a director or may appoint new directors to fill a previously unfilled position, subject to the maximum number of directors under these bylaws.*

3.5.1 UNEXPECTED VACANCIES *Vacancies due to resignation, death, or removal shall be filled by the board members for the balance of the term of the director being replaced.*

3.6 REMOVAL OF DIRECTORS *A director may be removed by a two-thirds vote of directors then in office, if:*

- The directors are absent and unexcused from two or more board meetings in twelve months. The president is empowered to excuse directors from attendance for a reason deemed adequate by the president. The president shall not have the power to excuse him/herself from the board meeting and in that case vice president shall excuse the president or

- For cause or no cause, if before any meeting of members at which a vote on removal will be made the director in question is given electronic or written notification of the board's intention to discuss her/his case and is allowed to be heard at a meeting.

3.7 BOARD OF DIRECTOR MEETINGS

3.7.1 REGULAR MEETINGS *The Board of Directors should have a minimum of four regular meetings each calendar year at times and places fixed by the board. These meetings shall be held upon four days' notice via mail (electronic, first class, etc.) or by verbal notice either verbally or via the telephone.*

3.7.2 SPECIAL MEETINGS *May be called by the president, vice president, secretary, treasurer, or any two other directors. A special meeting must be preceded by at least 2 days' notice to each director of the date, time, and place.*

3.7.3 WAIVER OF NOTICE *Any director may waive notice of any meeting by ARIZONA state law.*

3.8 DECORUM

3.8.1 QUORUM *A majority of the directors in office immediately before a meeting shall constitute a quorum for the minimum number of directors to proceed in the meeting. A meeting will not occur unless a quorum is met.*

3.8.2 MAJORITY VOTE *Unless otherwise required by law or articles of incorporation, all decisions are made by a simple majority vote of directors with each director having a singular vote*

3.8.3 HUNG DECISIONS *In the event there is a tied vote, the president, vice president, or treasurer may swing the vote*

3.9 COMPENSATION FOR BOARD MEMBERS FOR SERVICES

Directors shall receive no compensation for carrying out their duties as directors. The board may adopt policies providing for reasonable reimbursement of directors for expenses incurred in conjunction with carrying out board responsibilities, such as travel expenses to attend board meetings.

3.10 COMPENSATION FOR PROFESSIONAL SERVICES BY

DIRECTORS *Directors are not restricted from being remunerated for professional services provided to the corporation. Such remuneration shall be reasonable and fair to the corporation and must be reviewed and approved by the Conflict of Interest policy and state law.*

3.11 CONFLICT OF INTEREST *MAKE-A-WISH shall adopt and periodically review a conflict of interest policy to protect MAKE-A-WISH's interest when it is contemplating any transaction or arrangement that may benefit any director, officer, employee, affiliate, or member of a committee with board-delegated powers.*

Article IV

4.1 BOARD OFFICERS *The officers of MAKE-A-WISH shall be a president, president-elect, treasurer, and secretary all of whom will be chosen by and serve at the pleasure of the board of directors. Each officer shall have the authority and shall perform the duties outlined in these Bylaws or by direction of the directors or acting president.*

4.1.1 ADDITIONAL OFFICERS *Additional officers may be appointed at the discretion of the president, president-elect, treasurer, and secretary for assistant positions or specific purposes as required by the needs of MAKE-A-WISH.*

4.2 TERM OF OFFICE *Each officer shall serve a one-year term of office and may not serve more than 3 consecutive terms unless unanimously elected by the officer board and board of directors.*

4.3 REMOVAL AND RESIGNATION *The board of directors may remove an officer at any time with or without cause. Any officer may resign at any time by giving written notice to the corporation without prejudice to the rights of any of the corporations under any contract to which the officer is a party.*

4.4 PRESIDENT *The president shall be the chief volunteer officer of MAKE-A-WISH. The president shall lead the board of directors in performing its duties and responsibilities including if present presiding at all meetings of directors and officers. In addition to overseeing the executive board, the president will continue to push for the continual growth and well-being of MAKE-A-WISH.*

4.5 PRESIDENT-ELECT *The president-elect will take over for the president if the current president is absent or unable to continue their position. Their usual duties will consist of assisting the president as well as aiding in the delegation of tasks to committees, committee chairs, and volunteers.*

4.6 TREASURER *The treasurer shall oversee and keep the governing body informed of the financial condition of MAKE-A-WISH. In conjunction with the directors, the treasurer shall oversee budget preparation and shall ensure that appropriate financial reports, including an account of major transactions and the financial condition of the corporation.*

4.7 SECRETARY *The secretary shall keep or cause to be kept a book of minutes of all meetings and actions of directors and committees of directors. The secretary shall have such other powers and perform such other duties as may be prescribed by the board or the president. The secretary may appoint, with the approval of the board, a director to assist in the performance of all or part of the duties of the secretary.*

4.8 NON-DIRECTOR OFFICERS *The board of directors may designate additional officer positions of the corporation and may appoint and assign duties to other non-director officers of the corporation.*

ARTICLE V

5.1 COMMITTEES *The Board of Directors may, by the resolution adopted by a majority of the directors then in office, designate one or more committees each consisting of two or more directors to serve the pleasure of the board. Any committee to the extent provided in the resolution shall have all the authority of the board, except that no committee, regardless of resolution, may:*

- Take any final action on matters which also require board member's approval or the approval of a majority of all members.
- Fill vacancies on the board of directors or in any committee which has the authority of the board.
- Amend or repeal bylaws or adopt new bylaws.
- Amend or repeal any resolution which by its express terms is not so amendable or repeatable.

5.2 COMMITTEE CHAIRS *The Chair may designate and appoint committees of the Board as deemed necessary. Each Board committee shall be chaired or co-chaired by a Board member appointed by the Chair or, at the Chair's discretion, selected by the committee's members, subject to the approval of the Board. Non-board members may be appointed to any Board committees at the discretion of the Chair. The chair of each committee will work closely with the president and president-elect of the executive officer board.*

5.3 STANDING COMMITTEE *The board shall maintain the following standing committees, Finance Committee, Development Committee, Governance Committee, Marketing Committee, and Member Relations Committee.*

5.3.1 FINANCE COMMITTEE *The Finance Committee shall be composed of three or more Board members, one of whom shall be the Treasurer. The Finance Committee shall oversee all financial operations of the organization, develop long-range fiscal plans, procure and review any external audits, and prepare and recommend an annual operating budget to the Boar.*

5.3.2 DEVELOPMENT COMMITTEE *The Development Committee shall be composed of three or more Board members. The Development Committee shall be responsible for the organization's fundraising activities and shall coordinate its fundraising goals with the Finance Committee and Marketing Committee.*

5.3.3 GOVERNANCE COMMITTEE *The Governance Committee shall be composed of three or more Board members. This committee shall recommend candidates to fill Board and officer vacancies and shall present a slate of officer candidates and Board member positions to the Board before the regular Board meeting at which approval of recommended candidates will be sought. The Governance Committee shall also be responsible for overseeing Board governance which shall include the orientation of new Board members, overseeing Board development tactics and programs, and using best efforts to review and update these Bylaws every two years.*

5.3.4 MARKETING COMMITTEE *The Marketing Committee shall be composed of three or more Board members. This committee shall focus on raising overall awareness about MAKE-A-WISH in the Arizona community as well as supporting the MAKE-A-WISH staff and the Development Committee in furtherance of visibility and development goals.*

5.3.5 MEMBER RETALIATIONS COMMITTEE *The Member Relations Committee shall be composed of three or more board members. This committee shall focus on ensuring professional, pleasant, and positive interactions for the Wish Kid community. This includes the Wish Kids as well as their families, the volunteers, medical professionals, and other community members.*

5.4 SPECIAL COMMITTEES *The Chair may appoint special committees composed of Board members and/or non-Board members for purposes deemed appropriate by the Chair (i.e., special fundraising events, etc.). The term of such committees shall not be more than one year.*

5.5 VACANCIES *Vacancies in the membership of any committee or Advisory Council may be filled by appointments made in the same manner as provided in the case of the original appointments.*

ARTICLE VI

6.1 RECORD RETENTION/DESTRUCTION *Records should not be kept if they are no longer needed for the operation of the business or required by law. Unnecessary records should be eliminated from the files. The cost of maintaining records is an expense that can grow unreasonably if good housekeeping is not performed. The purpose of this document retention policy is to establish standards for document integrity, retention, and destruction and to promote the proper treatment of MAKE-A-WISH records.*

6.1.1 *MAKE-A-WISH expects all officers, and employees to comply fully with any published records retention or destruction policies and schedules, provided that all officers, and employees should note the following general exception to any stated destruction schedule: If you believe, or the MAKE-A-WISH informs you, that corporate records are relevant to litigation, or potential litigation (i.e. a dispute that could result in litigation), then you must preserve those records until it is determined that the records are no longer needed. That exception supersedes any previously or subsequently established destruction schedule for those records.*

6.1.2 SPECIFIC DOCUMENTS

6.1.2.1 CORPORATE RECORDS *Include the corporation's Articles of Incorporation, By-Laws IRS Form 1023, and Application for Tax Exemption. Corporate records should be retained permanently. IRS regulations require that Form 1023 be available for public inspection upon request as outlined in these bylaws.*

6.1.2.2 TAX RECORDS *Include, but may not be limited to, documents concerning payroll, expenses, proof of contributions made by donors, accounting procedures, and other documents concerning the corporation's revenues. Tax records should be retained for at least seven years from the date of filing the applicable return.*

6.1.2.3 EMPLOYMENT RECORDS/PERSONAL RECORDS *State and federal statutes require the corporation to keep certain recruitment, employment, and personnel information. The corporation should also keep personnel files that reflect performance reviews and any complaints brought against the corporation or individual employees under applicable state and federal statutes. The corporation should also keep in the employee's personnel file all final memoranda and correspondence reflecting performance reviews and actions taken by or against personnel. Employment applications should be retained for three years. Retirement and pension records should be kept permanently. Other employment and personnel records should be retained for seven years.*

6.1.2.4 BOARD AND COMMITTEE MATERIALS *Meeting minutes should be retained in perpetuity in the corporation's minute book. A clean copy of all other Board and Committee materials should be kept for no less than three years by the corporation.*

6.1.2.5 PRESS RELEASES *The corporation should retain permanent copies of all press releases and publicly filed documents under the theory that the corporation should have its copy to test the accuracy of any document a member of the public can theoretically produce against the corporation.*

6.1.2.6 LEGAL FILES *Legal counsel should be consulted to determine the retention period of particular documents, but legal documents should generally be maintained for ten years.*

6.1.2.7 INTELLECTUAL PROPERTY *Development documents are often subject to intellectual property protection in their final form (e.g., patents and copyrights). The documents detailing the development process are often also of value to the corporation and are protected as a trade secret where the corporation derives independent economic value from the secrecy of the information, and has taken affirmative steps to keep the information confidential. The corporation should keep all documents designated as containing trade secret information for at least the life of the trade secret.*

6.1.2.8 CONTRACTS *Final, execution copies of all contracts entered into by the corporation should be retained. The corporation should retain copies of the final contracts for at least three years beyond the life of the agreement, and longer in the case of publicly filed contracts.*

6.1.2.9 BANKING/ACCOUNTING *Accounts payable ledgers and schedules should be kept for seven years. Bank reconciliations, bank statements, deposit slips, and checks (unless for important payments and purchases) should be kept for three years. Any inventories of products, materials, and supplies and any invoices should be kept for seven years.*

6.1.2.10 INSURANCE *Expired insurance policies, insurance records, accident reports, claims, etc. should be kept permanently.*

6.1.2.11 AUDIT RECORDS *External audit reports should be kept permanently. Internal audit reports should be kept for three years.*

6.1.3 ELECTRONIC MAIL *E-mail that needs to be saved should be either printed in hard copy and kept in the appropriate file; or downloaded to a computer file and kept electronically or on disk as a separate file. The retention period depends upon the subject matter of the e-mail, as covered elsewhere in this policy.*

6.2 FINANCIAL POLICIES AND PROCEDURES *By making full and accurate information about its mission, activities, finances, and governance publicly available, MAKE-A-WISH practices and encourages transparency and accountability to the general public.*

6.2.1 FINANCIAL AND IRS DOCUMENTS *MAKE-A-WISH shall provide its Internal Revenue forms 990, 990-T, 1023, and 5227, bylaws, conflict of interest policy, and financial statements to the general public for inspection free of charge.*

6.2.2 MEANS AND DISCLOSURE *MAKE-A-WISH shall make "Widely Available" the aforementioned documents on its internet website (<https://wish.org/>) to be viewed and inspected by the general public.*

6.2.2.1 *Documents must be available via the Internet and can be downloaded.*

6.2.2.2 *The website shall inform readers the document is available and include instructions for downloading it.*

6.2.2.3 *MAKE-A-WISH shall not charge a fee for downloading the information. Documents shall not be posted in a format that would require special computer hardware or software (other than software readily available to the public free of charge).*

6.2.2.4 *MAKE-A-WISH shall inform anyone requesting the information where this information can be found, including the web address. This information must be provided immediately for in-person requests and within 7 days for mailed requests.*

6.2.3 IRS ANNUAL INFORMATION RETURNS *MAKE-A-WISH shall submit Form 990 to its governing body before the filing of the Form 990. While neither the approval of the Form 990 nor a review of the 990 is required under Federal law, the corporation's Form 990 shall be submitted to each member of the governing body via (hard copy or email) at least 10 days before the Form 990 is filed with the IRS.*

6.2.4 STAFF RECORDS *All staff records shall be available for consultation by the staff member concerned or by their legal representatives. No staff records shall be made available to any person outside the corporation except the authorized governmental agencies. Within the corporation, staff records shall be made available only to those persons with managerial or personnel responsibilities for that staff member, except that Staff records shall be made available to the board when requested.*

6.2.5 DONOR RECORDS *All donor records shall be available for consultation by the members and donors concerned or by their legal representatives. No donor records shall be made available to any other person outside the corporation except the authorized governmental agencies. Within the corporation, donor records shall be made available only to those persons with managerial or personnel responsibilities for dealing with those donors, except that; donor records shall be made available to the board when requested.*

6.3 GIFT ACCEPTANCE *The Board may accept on behalf of MAKE-A-WISH any cash contribution, gift, bequest, or devise for the general purposes, or any special purpose, of MAKE-A-WISH. Before acceptance of a significant non-cash contribution, gift, bequest, or devise, the Board shall determine, by resolution thereof, that the acceptance of such non-cash contribution, gift, bequest, or devise by MAKE-A-WISH would be consistent with and further the purposes of MAKE-A-WISH.*

6.4 FUNDRAISING *MAKE-A-WISH shall not fundraise in a manner that would disqualify it for tax exemption under section 501(c)(3) of the Internal Revenue Code.*

6.4.1 TAX EXEMPTION *Donors get to write off their donations as tax-exempt when filing returns. To remain tax-exempt, MAKE-A-WISH must operate solely for their exempt purposes. While some income from other sources is allowed, a substantial amount of MAKE-A-WISH's income cannot come from it. A public charity can only operate with a heavy focus on its tax-exempt purposes.*

6.4.2 DONOR SUBSTANTIATION *MAKE-A-WISH will provide written substantiation of contributions over \$250 to abide by Arizona donor substantiation laws.*

6.5 MEDIA/ADVERTISING *The Federal Communications Commission (FCC) allows noncommercial licenses for educational purposes. TV stations must demonstrate that their licenses will be used primarily to serve the community's educational needs. FM radio licensees must be nonprofit educational organizations that advance an educational program.*

6.6 LOBBYING/ADVOCACY *MAKE-A-WISH shall not carry on propaganda, lobbying, or otherwise attempt to influence legislation, to an extent that would disqualify it for tax exemption under section 501(c)(3) of the Internal Revenue Code because of attempting to influence legislation. MAKE-A-WISH shall not participate in, or intervene in (including the publication or distribution of statements) any political campaign for any candidate for public office.*

ARTICLE VII

7.1 LIABILITY

7.1.1 DISSOLUTION *In the event of the dissolution of the corporation, and before the completion thereof, all liabilities and obligations of the corporation shall be paid, satisfied, and discharged, and all of the remaining assets, property, and income owned or held by the corporation shall be expended for or applied to the purposes of the corporation, or one or more of such purposes, by transferring and conveying such assets, property and income to one or more corporations or organizations organized and operated exclusively for religious, charitable, scientific, literary or educational purposes, to which exemption from income taxes has been granted under Section 501 (c) (3) of the Internal revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law), and no part of such remaining assets, property or income shall be distributed to members or any other persons whatsoever.*

7.1.2 CORPORATE LIABILITY *No committee or member shall have any authority to make any contact, or to incur any indebtedness, obligation, or liability in the name of, or on behalf of this Corporation without the authority and approval of the Board.*

7.1.3 FISCAL POLICY *No committee or member shall have any authority to make any contract or to incur any indebtedness, obligation, or liability in the name of or on behalf of this organization without the authority and approval of the Executive Board.*

7.1.4 LIMITED LIABILITY OF DIRECTORS *The liability of the directors of this corporation shall be limited by. The provisions of Section 48-58-501 through 509 of the Arizona Nonprofit Corporation Act.*

7.2 INDEMNIFICATION

7.2.1 MANDATORY INDEMNIFICATION *MAKE-A-WISH shall indemnify a director or former director, who was wholly successful, on the merits or otherwise, in the defense of any proceeding to which he or she was a party because he or she is or was a director of MAKE-A-WISH against reasonable expenses incurred by him or her in connection with the proceedings.*

7.2.2 PERMISSIBLE INDEMNIFICATION *MAKE-A-WISH shall indemnify a director or former director made a party to a proceeding because he or she is or was a director of MAKE-A-WISH, against liability incurred in the proceeding, if the determination to indemnify him or her has been made in the manner prescribed by the law and payment has been authorized the manner prescribed by law.*

7.2.3 ADVANCE FOR EXPENSES *Expenses incurred in defending a civil or criminal action, suit, or proceeding may be paid by the corporation in advance of the final disposition of such action, suit, or proceeding, as authorized by the board in the specific case, upon receipt of (1) a written affirmation from the director, officer, employee or agent of his or her good faith belief that he or she is entitled to indemnification as authorized in this article, and (II) an undertaking by or on behalf of the director, officer, employee or agent to repay such amount, unless it shall ultimately be determined that he or she is entitled to be indemnified by the corporation in these Bylaws.*

7.2.4 INDEMNIFICATION OF OFFICERS, AGENTS, OR EMPLOYEES *An officer of MAKE-A-WISH who is not a director is entitled to mandatory indemnification under this article to the same extent as a director. MAKE-A-WISH may also indemnify and advance expenses to an employee or agent of the corporation who is not a director, consistent with Arizona State Law and public policy, provided that such indemnification, and the scope of such indemnification, is set forth by the general or specific action of the board or by contract.*

ARTICLE VIII

8.1 AMENDMENTS *Any amendment to the articles of incorporation may be adopted by the approval of two-thirds of the board of directors and the executive officer board.*

8.2 AMENDMENTS OF THE BYLAWS *These bylaws may be amended, altered, repealed, or restated by a vote of a simple majority of the directors AND a simple majority of the executive office board with the only limitations being:*

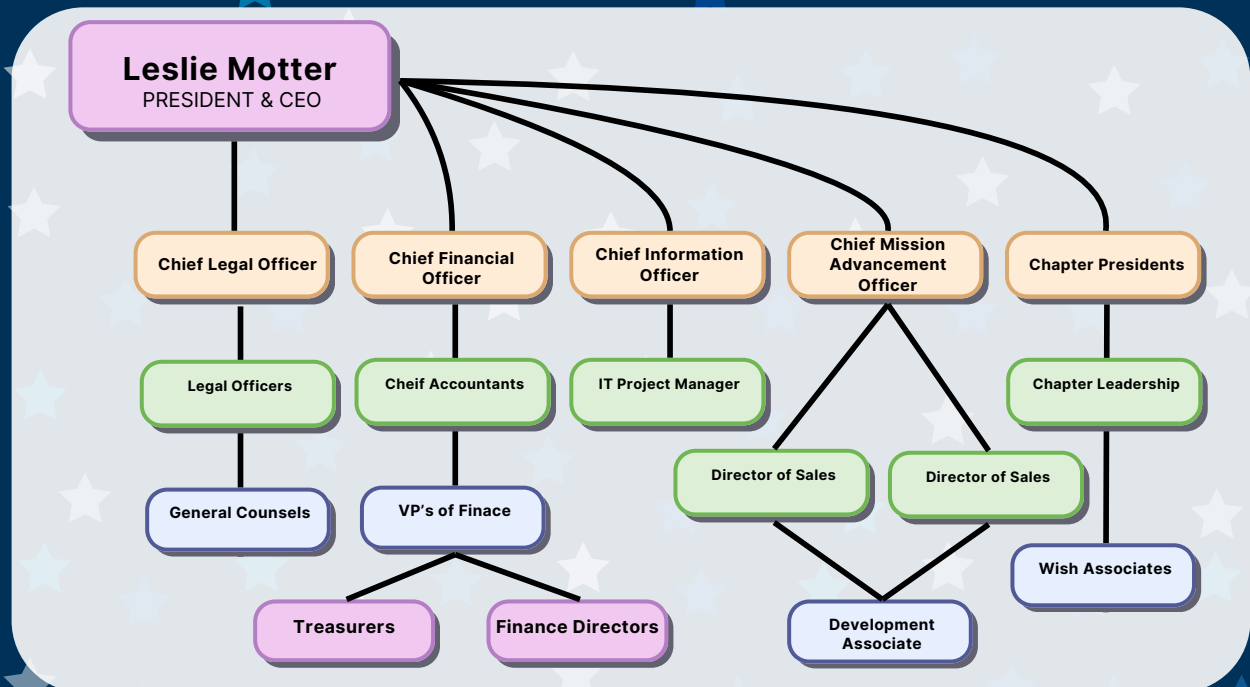
8.2.1 No amendment shall be made that would cease MAKE-A-WISH to qualify as a tax-exempt corporation under Section 501 (c) (3) of the Internal Revenue Code of 1986

8.2.2 An amendment does not affect the voting rights of directors or executive officers. If such an amendment is proposed it would need a two-thirds majority approval by both the board of directors AND the executive officer board.



ORGANIZATION OVERVIEW AND PROGRAMS

LEADERSHIP OVERVIEW



This is one organizational chart broken into two graphics for better visibility.

PERSONNEL PROFILES



LESLIE MOTTER (President and CEO)

As President and CEO, Leslie is responsible for the leadership and operation of Make-A-Wish Foundation, a network-based, federated organization of local and regional chapters. Leslie provides leadership to a team of professionals responsible for building and maintaining effective working relationships with its nationwide network, community partners, donors, alumni, the media, and the families the organization serves.



KAREN WELLS (Chief Operations & Diversity Officer)

Karen Wells is the Chief Strategy and Diversity Officer at Make-A-Wish America. Her role integrates strategic efforts with our vision to grant the wish of every eligible child through the lens of diversity, equity, and inclusion, positioning us well to achieve our vision inclusively and holistically. "As an African American woman who is a first-generation college graduate and survivor of childhood poverty, this journey at Make-A-Wish is very personal to me," Karen said.



TERRI STOCKTON FOULKS (Chief People & Culture Officer)

As the Chief People Officer at Make-A-Wish America, I lead the vision and execution of the people strategy and processes that enable our organization to fulfill its mission of granting life-changing wishes for children with critical illnesses. With over 15 years of experience in human resources, organizational development, and change management, I have a proven track record of establishing strong partnerships with senior executives and developing impactful and innovative solutions that drive organizational effectiveness and employee engagement.

PROGRAMMING OUTLINE

Make A Wish

is the trademark program of the MAKE-A-WISH Foundation. The "wish kids" get to choose a dream career, dream destination, dream activity, or dream anything else, that would brighten their day and encourage them to fight through their terminal illness. This is the most popular program and has inspired numerous non-profits to help the terminally ill have a higher quality of life through entertainment, fun, and happiness.



When You Wish Upon A Star

Is the sub-category of the MAKE-A-WISH foundation partnering exclusively with Disney. This program is geared towards terminally ill individuals aged 4-16 who have a strong connection with the franchise. Events could include a meet and greet, attending Disney parks, or touring Hollywood Studios.



Wishful Warriors

are qualifying Wish Kids who also have parents or extended family involved in the military. This program educates Wish Kids about the military, and when appropriate provides counseling in addition to the standard MAKE-A-WISH experience. This is done in partnership with the National Military Family Association.



ANNUAL TIMELINE

2025

January

<u>Sunday</u>	<u>Monday</u>	<u>Tuesday</u>	<u>Wednesday</u>	<u>Thursday</u>	<u>Friday</u>	<u>Saturday</u>
			1 New Year Wish Celebrations	2	3	4
5	6	7	8 Executive Board Meeting	9	10	11 Wish Granter Training
12	13 Wish Granter Training	14	15	16	17	18
19	20	21	22	23	24 National Bottle Drive	25
26	27	28 Walk for Wishes	29	30	31	

2025

February

<u>Sunday</u>	<u>Monday</u>	<u>Tuesday</u>	<u>Wednesday</u>	<u>Thursday</u>	<u>Friday</u>	<u>Saturday</u>
						1
2	3	4	5 Executive Board Meeting	6	7	8
9 Coin Drive	10	11	12	13 Candy Hearts Fundraiser	14 Candy Hearts Fundraiser	15 Wish Granter Training
16	17 Wish Granter Training	18	19	20	21	22
23	24	25	26	27	28 Trailblazer Challenge	

2025

March

<u>Sunday</u>	<u>Monday</u>	<u>Tuesday</u>	<u>Wednesday</u>	<u>Thursday</u>	<u>Friday</u>	<u>Saturday</u>
						1
2	3	4	5 Executive Board Meeting	6	7	8
9	10	11	12	13	14 Virtual Comedy Club	15
16	17 Green Week	18 Green Week	19 Green Week	20 Green Week	21 Green Week	22
23	24 Wish Granter Training	25	26	27	28	29 7th Annual Waffles for Wishes
30	31					

2025

April

<u>Sunday</u>	<u>Monday</u>	<u>Tuesday</u>	<u>Wednesday</u>	<u>Thursday</u>	<u>Friday</u>	<u>Saturday</u>
		1	2 Executive Board Meeting	3	4	5 5th Annual Pickles N Wishes
6 A Night In Emerald City (<i>gala</i>)	7	8	9	10	11	12
13	14	15	16 Disney Dance for Wishes	17	18	19 Wish Granter Training
20	21 Wish Granter Training	22	23	24	25 Virtual Game Night	26
27	28 20th Annual Wish Upon A Par Golf Tournament	29	30			

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2025

May

<u>Sunday</u>	<u>Monday</u>	<u>Tuesday</u>	<u>Wednesday</u>	<u>Thursday</u>	<u>Friday</u>	<u>Saturday</u>
				1	2	3
4	5	6	7 Executive Board Meeting	8	9	10
11	12	13	14	15 Chipotle Give Back Day	16	17
18	19	20 Disney Karaoke Contest	21	22 Summer Spectacular @ Universal	23 Summer Spectacular @ Universal	24 Wish Granter Training
25	26 Wish Granter Training	27	28	29	30	31

2025

June

<u>Sunday</u>	<u>Monday</u>	<u>Tuesday</u>	<u>Wednesday</u>	<u>Thursday</u>	<u>Friday</u>	<u>Saturday</u>
1	2	3	4 Executive Board Meeting	5	6	7 14th Annual Walk for Wishes
8	9	10 Dunkin Donuts Giveback Day	11	12	13	14
15 National Chapter Meeting	16	17	18 National Pool Party (Phoenix, AZ)	19	20	21 Wish Granter Training
22	23 Wish Granter Training	24	25	26	27 Pot Luck Lunches	28
29	30					

2025 July

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2 Executive Board Meeting	3	4 Star Sale + Firework Spectacular	5 Star Sale
6	7	8 Win For Wishes Carnival	9	10	11	12
13 International Chapter Meeting	14	14	16 IHOP Giveback Day	17	18	19 Wish Granter Training
20	21 Wish Granter Training	22	23	24	25 Schiltteorban Waterpark Collaboration	26
27	28	29 Friendship Bracelet Kit Send Out	30	31		

2025 August

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1 School Supply Donation Drive	2
3	4	5	6 Executive Board Meeting	7	8	9
10	11 Back to School Bash	12	13	14	15 A No-Bake Sale Fundraiser	16
17	18	19	20 Yard Sale (Phoenix, AZ)	21	22	23 Wish Granter Training
24	25 Wish Granter Training	26	27	28	29 Panda Express Giveback Night	30
31						

2025 September

<u>Sunday</u>	<u>Monday</u>	<u>Tuesday</u>	<u>Wednesday</u>	<u>Thursday</u>	<u>Friday</u>	<u>Saturday</u>
	1	2	3 Executive Board Meeting	4	5	6
7	8	9 Parking Space Auction	10	11	12 Movie Night	13
14	15 Swig For September	16	17	18	19	20
21	22	23	24 Pancake Breakfast	25	26 Wishes Under The Stars	27 Wish Granter Training
28	29 Wish Granter Training	30				

2025 October

<u>Sunday</u>	<u>Monday</u>	<u>Tuesday</u>	<u>Wednesday</u>	<u>Thursday</u>	<u>Friday</u>	<u>Saturday</u>
			1 Executive Board Meeting	2	3	4 Wish Gala
5	6 Block Party Bash	7	8	9	10 House of Torment Giveback	11
12	13	14	15 Haunted House	16	17	18 Wish Granter Training
19	20 Wish Granter Training	21	22 Haunted House	23	24	25
26	27 Halloween Spectacular	28 Halloween Spectacular	29 Halloween Spectacular	30 Halloween Spectacular	31 Halloween Spectacular	

2025

November

<u>Sunday</u>	<u>Monday</u>	<u>Tuesday</u>	<u>Wednesday</u>	<u>Thursday</u>	<u>Friday</u>	<u>Saturday</u>
						1 Wish Granter Training
2	3 Wish Granter Training	4	5 Executive Board Meeting	6	7	8
9	10 Back to School Bash	11	12 17th Annual Wish Luncheon	13	14	15
16	17	18	19 19th Annual Stories of Light Radiothon	20 19th Annual Stories of Light Radiothon	21 19th Annual Stories of Light Radiothon	22
23	24 Turkey Drive	25 Turkey Drive	26 Turkey Drive	27 Turkey Drive	28 Turkey Drive	29
30						

2025

December

<u>Sunday</u>	<u>Monday</u>	<u>Tuesday</u>	<u>Wednesday</u>	<u>Thursday</u>	<u>Friday</u>	<u>Saturday</u>
			1 Executive Board Meeting	2	3	4
5	6	7	8	9	10	11 Holiday Spectacular
12 Holiday Spectacular	13 Holiday Spectacular	14 Holiday Spectacular	15 Holiday Spectacular	16 Holiday Spectacular	17 Holiday Spectacular	18 Wish Granter Training
19	20 Wish Granter Training	21 Santa's Little Helpers	22 Santa's Little Helpers	23 Santa's Little Helpers	24	25
26	27	28	29	30	31	

ORGANIZATIONAL PLANNING

Make-A-Wish differs from other nonprofit organizations as they have a specific focus on improving quality of life through wishes rather than allocating assistance or providing medical care. Additionally, the structure of the organization is different from numerous nonprofit organizations.

Make-A-Wish functions through numerous chapters across the nation with a national headquarters in Phoenix, Arizona. This allows each chapter to accommodate each community's specific needs while having unified and consistent principles, approaches, and processes across the nation.

Make-A-Wish creates an undeniable experience for the community by involving many individuals through volunteer work to fulfill their wishes. These volunteers are sometimes pulled from other organizations such as Greek Life, National Honor Society, or Scouts organizations. Additionally, local professionals such as police officers, firefighters, and doctors collaborate with Make-A-Wish to help fulfill the "to-be" wishes by letting Wish Kids try out a profession for a day. This use of volunteer work is one of the quintessential elements that engages the public to partake in Make-A-Wish.

Make-A-Wish is a certified 501(c)(3) nonprofit organization with legal paperwork being found on its website. In terms of fulfilling wishes, Make-A-Wish has an "Our Stories page" which has published articles depicting numerous wishes fulfilled by the organization. The most well-known "wish story" is of Christopher James Greicius who was the first wish kid inspiring the creators of the organization.

Make-A-Wish utilizes digital marketing to raise awareness and spread the message about its numerous programs and philosophies. Marketing is a useful tool to share the many success stories of the organization and promote ongoing ways to provide support including donations, volunteer work, and fundraisers. Furthermore, the organization collaborates with celebrities and influencers, therefore increasing exposure to the mission of Make-A-Wish.



HUMAN RESOURCES

STAFFING NEEDS

Senior Marketing and Communications Manager

is the individual behind developing and implementing cohesive and understandable marketing and communication methods of Make-A-Wish. They oversee the national marketing team and advise the local chapters on branding information, effective marketing/communication methods, and executing integrated vertical campaigns.

Development and Donor Care Coordinator

is responsible for managing the relationships with the individual and corporate donors of Make-A-Wish. This includes maintaining a positive relationship while also encouraging donations when necessary through individualized communication, acknowledgments or donations, and conveying program updates. This role also assists event planning roles to ensure that large donors are invited to and well taken care of at Make-A-Wish events.

Program Services Coordinator

is responsible for organizing national Make-A-Wish meetings, events, and operations. Especially after the pandemic, this role plans many virtual events to allow participants from across the nation to be included in celebratory Make-A-Wish events. Furthermore, they oversee and advise the local Program Services Coordinators and encourage vertical collaboration when advisable.

Bilingual Wish Coordinator

is crucial to ensuring that bilingual or non-English-speaking Wish Kids receive the same experience as their English-speaking counterparts. This role oversees the many translators employed by Make-A-Wish and manages the overall wish experience ensuring that accurate communication, budget, timeliness, and safety are followed appropriately.

Volunteer and Outreach Manager

is the individual coordinating the volunteer needs for national Make-A-Wish events. This includes working with team members for appropriate volunteer usage for events, wish coordination, community outreach, and other affairs. This role also advises the volunteer and outreach managers for local chapters and can help redistribute Make-A-Wish staff if necessary to other local chapters.

STAFFING RESPONSIBILITIES

Senior Marketing and Communications Manager

- Strategic Leadership
- Brand Management
- Marketing Research

Development and Donor Care Coordinator

- Donor Engagement
- Communication Skills
- Database Organization

Program Services Coordinator

- Event Planning/Coordination
- Program Development
- Budgeting

Bilingual Wish Coordinator

- Rapid Translation Skills
- Customer Service
- Database Organization

Volunteer and Outreach Manager

- Recruitment
- Training and Retainment of Volunteers
- Managing Volunteer Database



VOLUNTEER OPPORTUNITIES

Make-A-Wish heavily relies on the effort of over 43,000 volunteers annually to grant over 520,000 wishes worldwide. Make-A-Wish volunteers must be at least 18 years old, pass a background check, and believe in the core values of the organization (Integrity, Child Focus, Excellence, Community, and Inspiration). There are numerous volunteer opportunities available through the organization including wish granter, office volunteer, fundraising, and events volunteers. Other notable opportunities are skill-based volunteers which could include being a translator, helping with local graphic design, or photographing local events and wish granting. Another unique opportunity open to Make-A-Wish alumni and their families is volunteering to be a Wish Family Ambassador who would share their story and promote the organization and a variety of fundraising, social, and promotional events. Volunteer tasks include:

Assist in the translation/interpretation in Make-A-Wish settings including wish granting, promotional, and fundraising events.

Additional opportunities are available to those with additional skills including interior design, graphic design, translating, and much more.

Volunteer to plan, organize, and support Make-A-Wish events including galas, walks, community events, fundraising, and promotional events.

Another opportunity offered is corporate volunteers where companies, colleagues, or organizations can get involved with the organization via financial or volunteer contributions.

Assist with the presentation, activities, set-up, tear-down, and any other tasks related to fulfilling wishes.

Meet with Wish Kids and their families to help them choose a wish.

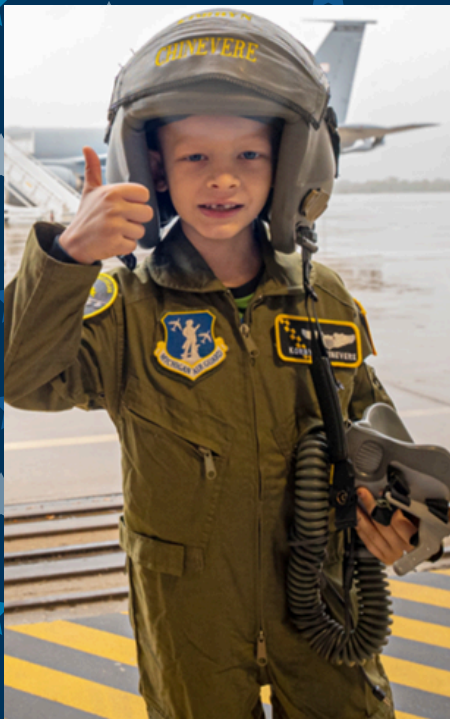


DEI HIRING POLICY

The Make-A-Wish diversity, equity, and inclusion statement is as follows, "We are committed to championing diversity, equity, and inclusion, fostering an organization that is accessible and welcoming for all wish families, volunteers, donors, and staff. We stand against racism, violence, and intolerance and aim to be inclusive of all people and backgrounds".

Make-A-Wish recently established a **DEI Council** intending to ensure that Black children have a fair wish experience, in addition to guaranteeing that hiring and pay practices are equitable. Their primary focus is ensuring that all children, families, and volunteers have equitable access to services and feel included in the organization's mission. This council is made up of representatives from all local chapters with employees and volunteers maintaining a majority of the council. Some responsibilities of the council include:

- Conducting surveys and reviews to understand the needs of Wish Kids and their families
- Establishing community outreach to build relationships with diverse communities to ensure that all eligible Wish Kids receive wishes
- Establish a feedback system to better understand feedback from Wish Kids and their families regarding improving diversity, equity, and inclusion.
- Promoting diversity by advertising events, initiatives, and policies that create an inclusive and supportive environment within Make-A-Wish



DEI HIRING POLICY



Furthermore, in 2021, Make-A-Wish established the **DEI Task Force** which was specifically aimed at creating a more equitable experience for staff, volunteers, donors, and community members. While the council aims more at ensuring Wish Kids have an equitable experience, the task force has a focus on developing educational programming for staff and facilitating training with race and equity consultants. This combats any systemic racism or oppression found in the Make-A-Wish organization. Some responsibilities that differ the task force from the council include:

- Determining barriers that may prevent diverse hiring and establishing action plans to dismantle these barriers.
- Implement training sessions for staff and volunteers to raise awareness about DEI topics.
- Ensuring that job descriptions use inclusive language and encourage individuals from a variety of backgrounds
- Using a variety of recruitment platforms that reach underrepresented groups and ensure that the organization has a broader reach
- Developing a mentorship program that will support individuals from underrepresented backgrounds to understand the mechanisms of the organization setting them up for management and leadership positions within the company.
- Continually reviewing and adjusting policies to ensure they remain effective in promoting diversity.

To supervise both the council and the task force, a Chief Strategy and Diversity Officer was established. This position guides the integration of Diversity, Equity, and Inclusion efforts into the organization's strategy, policies, and future expansion projects. Essentially, the role includes developing strategies, driving organizational change, and establishing accountability systems. For more information on Make-A-Wish's commitment to diversity, equity, and inclusion, please visit our [Policy Page](#).



MARKETING ANALYSIS AND MARKETING PLAN

MARKETING ANALYSIS

Fulfilling wishes specifically for those with critical illness creates a unique emotional and psychological boost that no other organization provides. This provides empowerment, and joy while increasing resilience and hope during the challenges of critical illness.

Make-A-Wish personalizes the “wish experience” tailoring to each individual allowing for a more meaningful and personal experience unlike other organizations.

With a significant emphasis on community engagement, Make-A-Wish fosters local support through fundraisers, events, and more. This allows them to better respond to the local needs of Wish Kids and other charities.

With a large network of volunteers, donors, corporate partners, and other individuals, Make-A-Wish provides efficient, coordinated, and quick service. They also partner with local organizations further expanding their network.



Due to consistency, care, and respect, Make-A-Wish has developed a strong reputation, increasing family, donor, and corporate giving. This trust allows them to grow the organization and help more individuals with critical illness.

DEMOGRAPHICS

The Wish Kids and their families would be considered the primary “customers” of Make-A-Wish as they are the primary purpose of the organization. Some other “customers” Make-A-Wish aims to please are donors, volunteers, and corporate sponsors as they all have contributed to the organization illustrating their dedication and commitment to the company’s goals.

Wish Kids + Families

The primary demographic of Make-A-Wish is the Wish Kids and their Family Members. This demographic specifically values the joy, delight, and distraction the wishes can bring from their medical treatment and critical illness. Especially for the family members of the Wish Kids, the act of fulfilling their child’s wish can be a source of hope during a time of much stress, concern, and melancholy. To be eligible for Make-A-Wish, the child must be diagnosed with a critical illness between 2 ½ and 18. Due to this age parameter, some of these children have not attended traditional schooling and rely on online schooling depending on the severity of their illness. While the income of families differs, it is more common for wish recipients to come from families with lower-to-middle income levels usually due to the high medical costs of treating a critical illness. Gender and race vary greatly as there is no “average” gender or race in terms of combating the negative effects of critical illness. The focus of Make-A-Wish is to ensure all eligible children with life-threatening illnesses have access to a wish, not on demographic averages.

Individual and Corporate Donors

Another demographic that cares deeply about Make-A-Wish is individual and corporate donors who have a strong desire to support this philanthropic mission. This demographic primarily consists of middle and upper-class individuals aged 25-65. According to Make-A-Wish’s data, a majority of donors hold at least a bachelor’s degree with many having advanced degrees including master’s, doctorates, or other professional degrees. The average race of Make-A-Wish donors is predominantly White while no data indicates an average gender. Since this demographic cares deeply about giving back, Make-A-Wish leans toward informing donors of the progress they create and advertising wishes that have been achieved by the organization.



DEMOGRAPHICS



Volunteers

The volunteers involved in the Make-A-Wish are composed of adults with a passion for community involvement, service, and supporting others. While Make-A-Wish donors are predominantly white, middle-to-upper-class individuals who hold at least a bachelor's degree, the volunteer demographic has a wider variety in terms of race as well as educational and income level. However, Make-A-Wish has a higher rate of female volunteers compared to their male counterparts. Since this demographic has a significant emphasis on compassion, to encourage generosity, Make-A-Wish leans into displaying wish fulfillment and community giveback to increase the likelihood that volunteers will donate either their time, effort, or money.



Community

The final demographic group important to the Make-A-Wish organization is the community. With a heavy emphasis on community engagement and community giveback, Make-A-Wish can tailor its mission to each local chapter. Since there are numerous local chapters, the community demographics vary significantly between locations. However, there is a similar sense of awareness about the impact of Make-A-Wish and how to support the organization via time or monetary donations.



SUBSCRIPTIONS

My First Reading Club Wish Box:

A children's book subscription box where individuals can receive a mixture of children's books, surprise gifts, a printed wish story, and an activity book. While intended for children aged 1-12 years old, it makes a great gift for expectant parents and those who would like to support the organization or daycares. Make-A-Wish anticipates 12,000 sold memberships.



Make-A-Wish offers an online newsletter that includes information regarding monthly events, recent Wish events, and any news from the national foundation of Make-A-Wish. Local chapters may also have a newsletter with information regarding financial reports, local news, and any additional information about the organization. Make-A-Wish currently has 45,000 people subscribed to the online newsletter. This number is rapidly increasing with Make-A-Wish expanding significantly especially internationally.



Online Donation Program:

Offers a variety of plans to continuously support Make-A-Wish. From options including monthly, bi-monthly, annually, and more, the contribution to the organization can be personalized. Donations must be over \$5. Individuals can also donate a variety of other resources including airline miles, sponsor promotions, gifts from an estate plan, or establish a fundraiser. Make-A-Wish has received over 1 million donations, over half of which came from subscription plans. This is our most popular method of giving followed by volunteer opportunities.



ADVERTISING

Social Media Campaigns on platforms such as Instagram, Facebook, and TikTok. This includes using trending designs, and trending audio, as well as utilizing paid ads to better highlight the stories of Wish Kids and highlight the positive impact of the organization.

Influencer Partnerships with celebrities, dancers, and more. This collaboration expands the possibilities of fulfilling “to meet” wishes as well as increasing exposure to the mission of the organization as well as reaching a broader audience.

Event Sponsorship in collaboration without corporate sponsors. While national events lean into the larger corporate sponsors of Make-A-Wish such as Disney and American Airlines, local events sometimes are sponsored by local companies. This is mutually beneficial because it increases the exposure of both Make-A-Wish and the local company benefiting both organizations.

Print, Local Radio, and TV Advertisements are less popular due to the expense and narrower audience associated with these methods. However short advertisements are done at a local level to generate interest in each community.



PUBLICITY



Press Releases are not frequent, but are a great method of reaching a majority of the Make-A-Wish audience. This method guarantees the exposure of granted wishes, events, and milestones to national media coverage.

Community Engagement specifically hosting free events including fundraising events, wish parties, or involving the community in a wish fulfillment. This generates interest in the organization's mission and can lead to intense local interest and media coverage.

Make-A-Wish Newsletter is released weekly updating supporters on wish recipients, events, or national news. This can engage audiences naturally while also informing them of crucial information on how they can support our mission.



Partnerships with Local Organizations allow for collaboration with schools and community groups therefore increasing the reach of Make-A-Wish and spreading more information about their mission. This increases community involvement and local volunteer participation rates.

MARKETING MIX

The use of social media campaigns, corporate sponsorship, volunteer programs, and targeted outreach will increase community engagement therefore attracting new audiences. Make-A-Wish emphasizes the importance of wish fulfillment and consistently advertises, illustrates, and displays the positive effects of wish fulfillment. Furthermore, Make-A-Wish markets how the organization benefits from monetary and service donations, further attracting, developing, and retaining audience members and "customers".

Product, Service, & Experience

Wish Fulfillment includes wishes "to be", "to meet", "to have", and "to go". While some wishes may seem impossible, Make-A-Wish is proud of its creative problem-solving that makes the most imaginative wishes come to life.

Price

Free to the Wish Kids and their families. Make-A-Wish prides itself on utilizing fundraising strategies, corporate sponsors, individual giving, and volunteers to provide the best Wish experience possible at no cost to the family.

Distribution & Venue

Venue is determined on a case-by-case basis. In certain wishes such as "to-go", Wish Kids and their families will get compensation to travel to certain destinations, excursions, and theme parks. In other instances, wishes can be fulfilled in a location that keeps medical accommodation and safety at the utmost priority.

Promotion & Communication

Advertising will consist of primarily social media marketing and campaigns with occasional special events and direct marketing per the needs of each chapter. In terms of communication with the Wish Kids and their families, email and text will be used to coordinate the wish fulfillment process.

MARKETING GRAPHICS

PRIMARY LOGO:



LOGO VARIATIONS:



SLOGAN:

Together, we create life-changing wishes
for children with critical illnesses.

VOLUNTEER PROMOTION:



DONATE & VOLUNTEER TODAY

Make A Difference!

learn more at www.wish.org

ORGANIZATION PROMOTION:



**BE
AWESOME
and more!**

@makeawishamerica

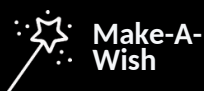
Make-A-Wish *Dreams Come True*

Together, we create life-changing
wishes for children with critical
illnesses.



"Help us bring joy and hope to children
with life-threatening illnesses—together,
we can make their wishes come true!"

For more information visit
www.wish.org



Facebook, Instagram/ Make-A-Wish

+(405) 286-4000



DEVELOPMENT, FUNDRAISING, AND BUDGET

BUDGET CONSTRAINTS

Operational Costs (specifically for the wish-granting process factoring in costs of travel, accommodation, gifts, staff, etc.)

Fundraising Costs (including setting aside budget for outreach, events, advertising, donor appreciation, hiring fundraising personnel, etc.)

Marketing & Communication Costs (such as marketing personnel, digital presence, copyright, website domain, photographers, videographers, editors, and much more)

Administrative Expenses (for the national organization including utilities, office supplies, technology/software, insurance, legal fees, land, building maintenance, etc.)

Contingency Funds (set aside for emergency or unexpected situations such as a pandemic, sudden increase in wish request, and other unforeseen expenses for specific wishes)

Strategic Expansion and Reserve Fund (set aside specifically for the growth of the community, extending the reach of the organization, and entering into new geographic regions further expanding the mission)



REVENUE

Corporate Donations (are the backbone for providing the Make-A-Wish experience. At the same time, some companies donate monetary contributions, and most partner with the organization to offer discounts or provide in-kind donations including services, goods, and experiences. This includes programs where gift-matching fundraisers are held in the Make-A-Wish name. Our top corporate sponsors are Disney, Wheels for Wishes, Amazon, American Airlines, Chase, and Top Golf)



Grants (through private foundations, government agencies, and corporate foundations are utilized to provide meaningful experiences for our Wish Kids. Sometimes, these grants are specific and can only be used for a particular age group or medical condition based on the contractual agreement with Make-A-Wish)

Individual Donations (are the primary source of funding for the Make-A-Wish foundation. Donations can include gifts, time, personal fundraising efforts, or monetary contributions however large or small)



Fundraising (is a huge portion of revenue for the organization specifically through the use of annual campaigns in schools, renewing memberships, competitive fundraisers, and high frequency of community engagement)

Special Events (hosted by Make-A-Wish including charity auctions, walk-a-thons, galas, and sports tournaments generate income through sponsorships, ticket sales, raffles, or other fundraising methods)

EXPENSES



Marketing and Communications

(including advertising to maintain awareness about the mission, donor communications, public relations, press releases, salaries for staff personnel, and digital marketing)

Event Costs

(for fundraising, campaigning, and donor events which include the cost of auction items, promotional materials, rentals, catering, entertainment, event staff, and marketing)

Program Expenses

(including accommodation, special experiences, and travel associated with fulfilling children's wishes. This can include medical coordination as well as safety which is integral to the Make-A-Wish experience)

Legal Fees

(Make-A-Wish has to maintain its status as a non-profit organization as well as engage with legal services specifically tax compliance, intellectual property, and corporate contract negotiations)

Staff Salaries and Benefits (for paid staff members of the national organization. While the volunteers are not paid, Make-A-Wish prides itself on supporting volunteers with give-back bags, discounts/vouchers for corporate partners, and special prizes when possible)

Operational Expenses (for day-to-day operations including utilities, office supplies, technology/software, insurance, legal fees, land, building maintenance, etc.)

Insurance Expenses (for general liability, property, and other items necessary for the protection of Make-A-Wish)



Summary Budget

Revenue		Current Year Budget	Proposed Budget For Next Fiscal Year	\$ Change	% Change
<u>Individual Giving:</u>					
Cash Contributions		85,549,250	84,318,375	1,230,875	1.44%
Donated Goods and Services		84,294,566	116,001,312	31,706,746	37.61%
Total Individual Giving		169,843,816	200,319,687	30,475,871	17.94%
<u>Corporate Giving</u>					
Total Grants		2,135,000	785,000	1,350,000	63.23%
Corporate Sponsorships		185,273,957	200,546,239	15,272,282	8.24%
Total Corporate Giving		187,408,957	201,331,239	13,922,282	7.43%
<u>Miscellaneous Income</u>					
Investment Revenue		851,465	1,271,578	2,123,043	249.34%
Chapter Assessments		20,607,527	23,460,461	2,852,934	13.84%
Event Revenue		8,349,770	6,575,855	1,773,915	21.25%
Merchandise Revenue		682,684	728,948	46,264	6.78%
Total Miscellaneous Income		30,491,446	32,036,842	1,545,396	5.07%
Total Revenue		387,744,219	433,687,768	45,943,549	11.85%
Expenses					
<u>Program Services</u>					
Wish Granting		6,213,838	11,986,878	5,773,040	92.91%
Program-Related Support		74,406,801	76,755,428	2,348,627	3.16%
Training and Development		507,313	1,127,740	620,427	122.30%
Education/Advocacy Expense		72,944,916	101,682,322	28,737,406	39.40%
Total Program Services		154,072,868	191,552,368	37,479,500	24.33%
<u>Support Services</u>					
Fundraising		24,563,408	27,779,813	3,216,405	13.09%
Management and General		16,894,555	19,073,337	2,178,782	12.90%
Total Support Services		41,457,963	46,853,150	5,395,187	13.01%
Total Expenses		195,530,831	238,405,518	42,874,687	21.93%
VARIANCE- SURPLUS OR DEFICIT		192,213,388	195,282,250	3,068,862	1.60%

Budget Distribution

Revenue

Calendar Year

Educational Program

Special Events

TOTAL

Income				
Merchandise Income	22,999	187,298	472,387	682,684
Education	69,772	493,928	273,598	837,298
Investment Revenue	851,465	0	0	851,465
Chapter Assessments	16,323,544	4,283,983	0	20,607,527
Event Revenue/Ticket Sales	0	3,062,196	5,287,574	8,349,770

Total Income	17,267,780	8,027,405	6,033,559	31,328,744
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Donations and Government Funding				
Individual Cash Contributions	45,678,923	0	39,870,327	85,549,250
Individual Donated Goods and Services	38,273,192	19,750,091	26,271,283	84,294,566
Corporate Grants	851,808	1,283,192	0	2,135,000
Corporate Sponsorships	110,266,444	30,281,583	26,016,780	185,273,957
City/County Grants	Not Applicable To the National Organization, does apply to each individual chapter			
State Grants	Not Applicable To the National Organization, does apply to each individual chapter			
Federal Grants	247,951	0	0	247,951

Total Donations/Government Funding	195,318,318	51,314,866	92,158,390	338,791,574
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TOTAL REVENUE	212,586,098	59,342,271	98,191,949	370,120,318
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Revenue	Calendar Year	Educational Program	Special Events	TOTAL
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Wish Granting	6,213,838	0	0	6,213,838
Program Related Support	56,287,382	13,060,267	5,059,152	74,406,801
Training and Development	397,486	109,827	0	507,313
Public Information	58,283,986	8,283,498	6,377,432	72,944,916
Fundraising	451,550	4,827,984	19,283,874	24,563,408
Management and General Salaries	4,409,301	4,572,982	7,912,272	16,894,555
Marketing	1,283,293	758,982	831,654	2,873,929
Merchandise Expenses	98,715	189,283	476,384	764,382
Rent/Land Expenses	237,983	167,982	92,963	498,928
Contingency	21,283	2,700	6,783	30,766

TOTAL EXPENSES	127,684,817	31,973,505	40,040,514	199,698,836
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Variance : Surplus or (Deficit)	84,901,281	27,368,766	58,151,435	170,421,482
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Cash Flow Predictions

Revenue	January	February	March	April	May	June	July	August	September	October	November	December
Gift Shop Income	70,000	60,000	50,684	62,000	50,000	45,000	85,000	55,000	52,000	68,000	73,000	75,000
Education	67,821	42,930	76,341	56,019	51,485	95,203	63,589	84,299	48,072	91,615	39,765	68,558
Investment Revenue	72,134	49,872	87,531	61,204	55,968	99,305	46,110	52,439	74,521	69,861	44,755	47,363
Chapter Assessments	1,806,289	1,257,342	1,970,564	1,547,854	1,102,331	1,812,480	1,338,071	1,026,184	1,243,998	1,402,711	1,551,853	1,305,908
Event Revenue/Ticket Sales	755,672	676,452	900,281	712,964	623,945	517,618	878,304	649,903	467,351	581,365	727,633	739,127
Individual Cash Contributions	7,574,834	6,194,320	8,371,725	6,915,488	5,836,759	7,118,392	9,105,742	5,493,124	6,760,914	6,262,946	6,455,318	6,559,756
Individual Donated Goods and Services	7,850,234	6,221,108	8,493,746	6,873,895	7,105,467	6,278,903	6,872,411	8,115,825	5,741,009	6,638,314	7,436,490	7,186,162
Corporate Grants	160,000	180,000	185,000	150,000	175,000	140,000	210,000	195,000	160,000	185,000	185,000	225,000
Corporate Sponsorships	16,872,451	14,423,907	18,235,498	17,091,335	14,854,110	15,634,771	13,472,987	16,103,721	17,789,920	14,626,445	15,172,325	18,071,498
Federal Grants	22,174	18,543	24,681	21,323	19,591	16,752	23,480	18,394	20,152	15,923	19,780	20,606
REVENUE	35,251,609	29,124,474	38,396,051	33,492,082	29,874,656	31,758,424	32,095,694	31,793,889	32,357,937	29,942,180	31,705,919	34,298,978

Expenses

	January	February	March	April	May	June	July	August	September	October	November	December
Wish Granting	615,234	522,653	452,111	521,799	498,930	503,672	421,965	369,834	451,124	437,289	465,780	551,610
Program Related Support	6,245,672	7,801,921	6,968,034	6,228,459	5,679,342	7,224,539	5,501,112	7,130,784	5,936,042	6,578,364	6,423,374	6,115,618
Training and Development	45,234	42,137	50,589	43,165	39,278	48,152	41,091	44,983	46,877	38,643	49,412	46,381
Public Information	6,503,819	7,142,680	6,238,234	5,791,625	6,512,141	5,624,920	7,013,548	6,328,789	6,778,162	5,926,607	5,661,060	6,432,423
Fundraising	1,657,812	1,235,423	1,532,087	1,463,211	1,102,988	1,328,905	1,345,067	1,523,742	1,189,344	1,421,788	1,092,190	1,560,036
Management and General Salaries	1,657,812	1,235,423	1,532,087	1,463,211	1,102,988	1,328,905	1,345,067	1,523,742	1,189,344	1,421,788	1,092,190	1,560,036
Marketing	254,852	235,427	248,314	271,231	226,078	238,689	249,845	257,483	211,320	253,524	242,010	241,560
Gift Shop Expenses	72,853	65,234	60,312	70,195	61,478	55,674	58,423	65,789	59,214	67,895	63,674	60,150
Rent/Land Expenses	45,612	42,371	41,229	38,481	46,230	49,872	41,893	41,893	43,118	47,684	42,025	48,264
Contingency	3,234	2,876	2,589	3,245	2,947	2,531	2,720	2,431	2,916	2,103	2,265	2,908
EXPENSES	17,102,134	18,326,145	17,125,586	15,894,622	15,272,400	16,405,859	16,020,731	17,289,470	15,907,461	16,195,685	15,133,980	16,618,986
VARIANCE	18,149,475	10,798,329	21,270,465	17,597,460	14,602,256	15,352,565	16,074,963	14,504,419	16,450,476	13,746,495	16,571,939	17,679,992

Cash Flow Projections for Fiscal Year

	January	February	March	April	May	June	July	August	September	October	November	December
RESERVES	0	18,149,475	26,947,804	30,218,269	67,815,729	82,417,985	97,770,350	113,845,513	128,349,932	144,800,408	158,546,903	175,118,842
BALANCE	18,149,475	28,947,804	50,218,269	67,815,729	82,417,985	5	113,845,513	128,349,932	144,800,408	158,546,903	175,118,842	192,798,834
						97,770,550						
						0						

FINANCIAL NEEDS

The majority of the financial resources of Make-A-Wish come largely from individual and corporate giving, grants, and fundraising efforts including merchandise, events, or raffles. Here is a breakdown of the resources supporting Make-A-Wish:

Individual Donations (are often done through the monthly giving program, planned giving in the form of trusts, online fundraising, or major gifts.)

Grants (either by the government or private foundations provide resources for a specific task or purpose such as fulfilling wishes for kids with breast cancer or increasing the advocacy efforts of Make-A-Wish.)

Corporate Partners/Sponsors (Corporate Sponsors provide monetary donations to Make-A-Wish or sponsor specific events such as Waffle Wishes. Corporate Partners work with Make-A-Wish to make fulfilling wishes easiest. A notable example of this is Disney helping accommodate the medical needs of Wish Kids to fulfill their wishes.)

Earned Income/Event Revenue (money from galas, fundraising events, merchandise sales, or walkathons fits i) fits category. These events are organized by Make-A-Wish to increase community engagement while also raising awareness about the mission and potentially generating resources to be used to further fulfill the mission)

Marketing/Digital Fundraising (Make-A-Wish prides itself on being accessible on multiple platforms including Facebook, Instagram, and Twitter. This allows for programs such as text-to-give and digital donation drives to be publicized more effectively.)

MAKE AN IMPACT

Contributing to Make-A-Wish is an investment in an organization that deeply understands the need for joy, hope, and life-changing experiences for children with critical illness. Fulfilling a Wish Kid's wish does more than provide joy, it allows these children to have a sense of normalcy which is linked to faster recovery processes. Furthermore, providing a donation can strengthen the Wish Kid's family and community. The shared experience of contributing time and money to make a Wish Kid's life better increases compassion and strengthens community bonds.

Fundraising options that would entice Make-A-Wish largely consist of online fundraising, corporate giving, individual giving, and special events. With non-profits, fundraising strategies must balance potential revenue with costs to ensure that a majority of the income goes towards the mission. With online fundraising and individual giving, the expenses are relatively low mainly consisting of digital tools, marketing, and email campaigns. These strategies also have a high potential for income depending on the effectiveness of the marketing. Corporate giving also has low expenses mainly revolving around relationship-building and customized proposals. The benefits from corporate partners are exponentially high as they often bring in large sums of monetary resources as well as provide Make-A-Wish with many opportunities to use brands in their wish fulfillment. The most costly fundraising strategy is special events including auctions, gala dinners, and other events. This can be costly due to venue rental, staff, catering, and more. While potentially expensive, it rewards donors which increases the chances that they will continue to give in the future. Furthermore, most events have a fundraising aspect incorporated into the event such as a give-a-thon, raffle, or silent auction.



THE IMPACT OF A GIFT



\$10 can help with the cost of a wish request, such as travel or accommodations for a child and their family.

\$250 could provide the funds needed for a child's dream wish to be fulfilled.

\$5,000 may help make an entire wish experience a reality—from start to finish.

\$20,000+ could fully fund a particularly complex or large-scale wish, helping a child achieve a lifelong dream.



MONITORING AND EVALUATION

MONITORING

The best way to monitor the success of the Make-A-Wish program is to implement a sequential monitoring framework. The primary methods of implementing this concept are meetings, reports, and ongoing evaluation. This documentation will occur at both the national and local levels with local reports being sent to the executive board bi-monthly. The national executive board and directors will review the entire company's success in the first executive meeting of the odd months (*January, March, etc.*) while focusing on local chapters during their first executive meeting of the even months (*February, April, etc.*).

Meetings: A variety of meetings occur at the national and local levels to ensure efficiency, consumer satisfaction, and company expansion. Below are the various meeting types hosted:

Internal Check-Ins (*each President/CEO will meet with their executive board individual at least once every six months. These meetings will have a strong emphasis on assessing operational and financial performance as well as gauging the need for future training/onboarding for their specific position*)

Stakeholder Feedback (*The Chief People and Culture Officer will plan meetings with donors, volunteers, wish-kids, and wish families to understand the impact of Make-A-Wish. These meetings can be orchestrated by a variety of staff members as long as it is coordinated/approved by the Chief People and Culture Officer*)

Post-Mortem Meetings (*will occur as an exit/transition meeting once an individual steps down or is fired from a position. This will include a debrief on the program, team, and leadership to best understand what policies, practices, and philosophy are successful and what can be improved in the future.*)

Decision-Making Meeting (*is when the national executive board is called to discuss potential new programs, modifications, or large changes that would impact the vision of the organization. Often time this is the proposal of new programs or expansion on successful components of the Make-A-Wish philosophy*)

MONITORING

Reports: Documentation, meeting reports, written legalities, and the company handbook are critical to maintaining the quality and vision of Make-A-Wish. Examples of reports include:

Design and Resource Allocation *(a detailed written plan that discusses the policies on logistical planning, staffing expectations, and funding needs)*

Data Collection *(is the gathering of performance data including beneficiary satisfaction, qualitative outcomes, and volunteer fulfillment. A summary of local data collection should be sent to the national organization monthly by the first Tuesday of each month.)*

Board Presentations *(are final program reports that illustrate the success stories, financial performance, recommendations for future events, statistical analysis, and word of advice from the event planner. At the end of an event or program, this document is to be created and shared with the national organization no later than 30 business days after the closing of an event. If an event is ongoing a semi-final report should be sent by-annually,)*



MONITORING

Evaluation: Documentation AND analysis of programs to indicate their overall “success level”. If a program is ongoing, a semi-complete evaluation will be created bi-annually and can be a LIVE document. Examples of documentation include:

Pilot/Launch *(documentation for a program either in a pilot phase or in full-scale implementation. Should include detailed information about the event, the intent of the event, goals, budget, and day-1 statistics.)*

Ongoing Monitoring *(through the use of online management tools to document progress including milestones such as wishes granted, donor engagement, or volunteer rates. These tools can include Trello, Asana, and Monday.com)*

Adjustment *(making necessary adjustments to ensure all programs maximize efficiency and product while upholding the vision of Make-A-Wish.)*

Action *(approved by the executive board, action such as providing additional funding, recommendation program expansion/shrinkage, or in rare cases program cessation)*



EVALUATION

Evaluation and Accountability are crucial to maintaining the quality, success, and efficiency that Make-A-Wish is known for. Each evaluation method serves as guidance for the executive board to make informed decisions regarding improvements, growth, and alignment in terms of Make-A-Wish's mission and programs. Below are examples of evaluation devices:

Program Impact Assessment Survey

(The purpose of this survey is to gather qualitative feedback from the beneficiaries of Make-A-Wish. This demographic is primarily the Wish Kids and their families. The main concepts of this survey will be emotional impact, satisfaction level, and long-term impact)

Program Goal Achievement Tracker

(This tracker is designed to assess the success rates of short-term and long-term goals set by the organization. This can include evaluating the goal alignment of the mission if enough resources were allocated to a project, or if the goal had a significant beneficiary reach.)



Volunteer Engagement and Satisfaction Survey

(The purpose of this assessment is to determine how likely volunteers are to return to Make-A-Wish and refer other individuals to donate their time or monetary contributions. A main focus of this survey will include their assessment of the wish granter training as well as various communication methods.)



EVALUATION

Financial Impact and Sustainability Report *(This report will ensure that the financial health of Make-A-Wish is sustainable and can be modified to accommodate the expansion of the organization. Some metrics that might be utilized in this assessment are budget adherence, cost per wish, funding sources, and future funding needs.)*

Stakeholder Feedback *(This survey will help the executive board understand feedback from stakeholders, primarily donors and corporate partners, and will identify opportunities for improvement. While this feedback is important to Make-A-Wish, the assessment must be relevant to the organization and directly apply to Make-A-Wish for the board to actively consider the recommendations for improvement)*

Lessons Learned and Best Practices Report *(This report is for internal purposes only and is for documenting the duties of specific positions, identifying areas for organization improvement, and successful program documentation. This report will ensure that operational efficiency and scalability are met while also ensuring there are solutions to a variety of challenges encountered.)*





CITATIONS

CITATIONS

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