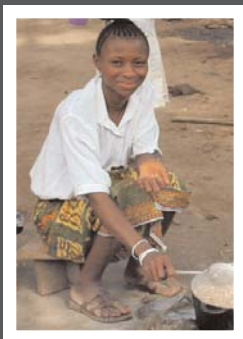


# 2007 Report to Stakeholders



# A Passion for Exceptional Causes

Many of the most familiar names in the worlds of advocacy and progressive politics have made their way onto our client lists since our founding nearly thirty years ago. Here we feature four of the clients who joined us in 2006.

## International Campaign for Tibet (Washington, DC)

Founded in 1988, The International Campaign for Tibet (ICT) collaborates closely with the Dalai Lama's government-in-exile in Dharamsala, India, to promote human rights and democratic freedoms for the people of Tibet. Mal Warwick Associates began working with ICT in September 2006 to help the organization invest in its donors' long-term potential as philanthropic partners in advancing its mission.



Building on the strengths of the current membership program, we are working to help ICT broaden its fundraising focus to include major and legacy giving.

Our work began with a three-part upgrade

strategy which included a high-touch proposal to donors containing a compelling case for giving and followed up by a personal letter and telephone call. Significantly exceeding projections, the campaign upgraded multiple donors and secured a \$25,000 contribution in the mail from a donor whose highest previous gift was \$2,000.

With the enormous opportunity but limited time to make the Beijing 2008 Olympics a catalyst for change in China and Tibet, we are honored to help play a part in the important work of ICT.

## Rails-to-Trails Conservancy (Washington, DC)



Mal Warwick Associates began working with Rails-to-Trails Conservancy (RTC) in December 2006 to offer full-service, integrated, multi-channel, fundraising consultation.

RTC's mission is amazingly simple, but powerful and far-reaching: to create a nationwide network of trails from former rail lines and connecting corridors to build healthier places for healthier people. Across the country, spurred on by RTC's leadership, thousands of abandoned rail lines are being converted into pathways and trails that preserve wildlife habitats, knit together local communities, and provide area residents with opportunities for recreation, exercise, and social interaction.

Rails-to-Trails Conservancy is an ideal example of an organization converting a commitment to environmental conservation into a real-life benefit for millions of people. Already, over 13,150 miles of rail-trails stretch across the United States, with over 100 million users per year.

In fact, Rails-to-Trails Conservancy's partnership with more than 100,000 members and supporters has made it possible to continue to grow rail-trail mileage in all 50 states. Mal Warwick Associates will engage these committed members—and find new members to join in the rail-trail movement—

## *Through the years*

**Today's massive environmental movement** came of age in the early 1970s with the passage of the Clean Water Act, the Clean Air Act, the Endangered Species Act, and the establishment of the Environmental Protection Agency. Little more than a decade later Mal Warwick Associates began work with a long list of nonprofit organizations that address a wide range of environmental issues. Our clients have included the



Nature Conservancy, the World Wildlife Fund, the Union of Concerned Scientists, the Ocean Conservancy, Environmental Defense Fund (now Environmental Defense), and the League of Conservation Voters.

as Rails-to-Trails Conservancy continues to advocate for the expansion of our nation's trails and greenways. Mal Warwick Associates is proud to be partnering with RTC in this important work.

### Midwest Values PAC (Minneapolis, MN)

Midwest Values PAC (MVP) was founded by political satirist and author Al Franken in the fall of 2005. Its goal is to provide financial and organizational support to progressive candidates, activists, and causes—in his home state of Minnesota, throughout the Midwest, and around the country.



Mal Warwick Associates began our work with MVP in the summer of 2006 to help grow its membership base. Our first mailing with MVP attracted thousands of new donors with a package that included a picture of Al Franken on the outer envelope and copy in Franken's distinctive comic style from the outer-envelope teaser to the postscript.

Through supporting candidates, building progressive infrastructure, and encouraging direct and effective participation by its broad membership base, Al Franken's Midwest Values PAC helped to bring about progressive victories at the polls in November 2006, all part of a broad effort to build a progressive electoral base nationwide to lay the foundation for a more just and humane society in the future. Mal Warwick Associates has been thrilled to play a small part in those victories.

### Global Exchange (San Francisco, CA)

Founded in 1988, Global Exchange is a membership-based international human rights organization dedicated to promoting social, economic, and environmental justice around the world. Through persistent and often creative grassroots actions, Global Exchange increases public awareness on the

root causes of injustice while building international partnerships and mobilizing for change.



Whether it's exposing companies like Nike or the Gap who exploit workers in sweatshop conditions in developing countries, promoting alternatives like Fair Trade, protesting the Bush Administration's illegal war in Iraq, or fighting the globalization policies of the World Trade Organization (WTO), Global Exchange is a leader in the peace and social justice movement.

Mal Warwick Associates began working with Global Exchange in July 2006 to help the organization build its national membership base, strengthen its relationship with current donors, and broaden its fundraising efforts in major gifts and legacy giving. We are proud to continue our longtime tradition of helping activist organizations like Global Exchange make the world a better and more peaceful place to live and work.

#### *Through the years*

**Human rights** is one of the overarching themes our work has addressed over the years. Established near the close of a century that witnessed history's largest-scale and most egregious violations of the fundamental rights of humankind, Mal Warwick Associates has consistently sought to assist organizations that place themselves in the front ranks of battle against genocide, rape, torture, and other human rights crimes. Over the years we have worked with the Fund for a Free South Africa, Human Rights Watch, the ACLU, the International Center for Development Policy, the American-Arab Anti-Discrimination Committee, the UN High Commissioner for Refugees, UNICEF, and the Center for Victims of Torture, and the National Council of La Raza.



## Growing the Global Fund for Women

*The Global Fund for Women is an international network of women and men committed to a world of equality and social justice. The Global Fund advocates for and defends women's human rights by making grants to support women's groups around the world.*

*Founded in 1987, the Global Fund for Women has awarded over \$54,000,000 to 3,200 women's organizations in more than 160 countries. These grants work to address issues including gender-based violence, economic justice, health and reproductive rights, political participation, and access to education.*

Only in 1999, just seven years ago, did the Global Fund for Women begin to explore direct response fundraising as a potential tool to diversify its funding base. The Global Fund needed to generate significant net revenue to underwrite its life-changing work.

In 2001, armed with the results of an initial new-donor acquisition campaign and favorable response from current individual donors, the Global Fund approached Mal Warwick Associates to collaborate in launching a long-term donor development program.

When we began working with the Global Fund for Women, its direct mail program was in its infancy. A small group of long-time donors contributed generous gifts each year in response to a limited number of appeals.

### FOCUS ON RECRUITMENT AND RELATIONSHIP-BUILDING

Our partnership with the Global Fund for Women focused on recruiting new donors and building stronger relationships with existing donors. However, the program

had to be respectful of Global Fund's unique view of fundraising. Believing that each person gives what she can afford, the Global Fund for Women refused to designate or recognize donors by gift amounts. The program we developed had to adhere to this philosophy.

The first step was to build the infrastructure to handle an active donor program. We assisted in creating a comprehensive donor acknowledgment program and an ongoing donor communication system.

Then we turned our focus to growing the base of supporters. Starting early in 2002, Mal Warwick Associates launched an ongoing donor recruitment program. Creating a new acquisition package, exploring new lists and markets, and systematically testing package components, we were able to increase the acquisition volume to a half-million pieces annually.

### EXPANDED GIVING OPPORTUNITIES

But new-donor recruitment was just a part of the overall development plan. It ran in collaboration with a fully-developed resolicitation and cultivation program, gradually built over time. In stages, Mal Warwick Associates and the Global Fund for Women:

- Launched an annual renewal program to encourage donors to participate in a coordinated yearly fundraising drive;
- Developed a regular schedule of special appeal mailings to inform donors of important programmatic issues and challenges and offer opportunities to support the Global Fund's efforts financially; and
- Established a monthly sustainer program, the *Corazón Network*, to allow a handful of committed donors to contribute preauthorized monthly gifts.



The Global Fund's fundraising philosophy prohibited the standard "high-dollar giving club" that is a mainstay of many of the development programs Mal Warwick Associates has helped its clients to build. Instead, we created *Inspiration Partners*, a group of donors who agree to commit to significant increases in their annual giving. Inspiration Partners have a year to fulfill that pledge.

Ongoing communication and correspondence with the donors was an important part of the overall strategy to build strong donor relationships. Through its annual report, special reports, and other non-solicitation correspondence, the Global Fund was able to engage and educate donors about their work and current events.

Planned giving promotion was an added component of the maturing program. The Anne Firth Murray Circle, named for the Global Fund's founding president, is made up of donors that have notified the organization that they've made provisions in their estate plans for the Global Fund.

#### A GROWING DONOR BASE

The results of the growth and development of the direct response program in the last five years?

New-donor recruitment efforts have generated close to 13,000 new donors to the Global Fund. The number of active donors has increased four-fold, from just 2,500 in 2001 to almost 10,000 in 2006. Overall revenue from the direct mail program has increased by at least 20% each year since 2002.

The Corazón Network monthly sustainer program generates over \$80,000 each year from under 200 donors. And Inspiration Partners represent a growing pool of donors that are continually increasing their

annual pledges and contributing a large amount of revenue each year.

The annual renewal program has become a cornerstone of the program, generating 30% of the annual direct response revenue.

In 2003, the Global Fund for Women launched the Investing in Women Campaign to fund the organization's long-term commitment to investing in grassroots women's organizations around the world. Individual donors played a large role in creating that \$20 million endowment.

#### GRANTS UP 97% IN 5 YEARS

The Development Department of the Global Fund for Women has expanded as have the numbers of Corazón Network members, Inspiration Partners, and Anne Firth Murray Circle members who are in regular contact with the organization. This growing pool of engaged donors are participating in teleconferences with the President, trips to visit grantee groups, and pledging their financial resources to ensure that the Global Fund for Women remains strong for years to come.

But, more importantly, the Global Fund for Women has grown significantly. Annual grant-making has nearly doubled in five years—from \$4 million in 2001 to \$7.8 million in grants last year.

Mal Warwick Associates is honored to work with this dynamic organization that is truly making a difference in the lives of women and girls around the world.



## Clients served by Mal Warwick Associates and Response Management in 2006

AIDS Project Los Angeles  
 Bread for the World  
 Call to Action  
 Center for Victims of Torture  
 Co-op America  
 Coral Reef Alliance  
 Corporate Accountability International  
 Democracy for America  
 Feingold Senate Committee  
 Global Exchange  
 Global Fund for Women  
 Heal The Bay  
 Hidden Villa  
 Hispanic Scholarship Fund  
 International Campaign for Tibet  
 Jewish Community Federation of SF  
 Make-A-Wish Foundation  
 (Greater Bay Area)  
 Midwest Values PAC  
 Mono Lake Committee  
 Mother Jones  
 National Volunteer & Philanthropy  
 Centre (Singapore)  
 Planned Parenthood / Chicago Area  
 Planned Parenthood Los Angeles  
 Population Connection  
 Progressive Patriots Fund  
 Project Bread  
 Riverkeeper  
 San Francisco AIDS Foundation  
 Save the Bay  
 Tenderloin Neighborhood  
 Development Corp.  
 The Breast Cancer Fund  
 The Gorilla Foundation  
 The International Center  
 The Ocean Conservancy  
 TreePeople  
 UNICEF Russia  
 Union of Concerned Scientists  
 United Steelworkers of America  
 (District 11)  
 USA for UNHCR  
 Wellstone Action



Pictured: The International Center,  
 Bread for the World, Planned Parenthood  
 Chicago Area, Riverkeeper, TreePeople,  
 Heal The Bay, The Center for Victims of  
 Torture, Wellstone Action

# A Quarter-Century of Fundraising Success

Since 1979, Mal Warwick Associates has raised more than half a billion dollars to promote the public interest. And those funds have come in the form of contributions averaging less than \$200.

With direct mail packages that have won industry awards, our work has not only been featured in leading publications in the fundraising industry, but also cited in the *New York Times*, *Wall Street Journal*, *Los Angeles Times*, *Christian Science Monitor*, and the *Boston Globe*.

We have built and managed donor and memberships lists for more than five hundred nonprofit organizations, including many of the nation's largest and most prestigious nonprofits—as well as half a dozen Democratic Presidential candidates.

We continue to serve our clients well because:

- We have broad knowledge about nonprofit fundraising and management. Our senior staff contributes decades of experience in launching, financing, and managing nonprofit organizations.
- We believe sophisticated long-term planning is a necessity in the increasingly competitive work of direct mail fundraising.
- We bring a high degree of commitment to our work. We work only with those organizations that reflect our dedication to serving the public interest.
- We are well-attuned to our planet's social, cultural, and environmental issues. Nearly all our staff are active volunteers for nonprofit organizations.



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## The Smart Way to Raise Money

There are lots of ways to raise money. At Mal Warwick Associates, we specialize in raising money and creating relationships with individuals through direct mail fundraising.

Now more organizations than ever before are competing for funds through direct mail. Postage rates are rising almost every year, as are the costs of printing and paper. And the public is growing increasingly wary of direct mail. Why, then, do we continue raising money by mail?

There are three reasons we recommend to most nonprofit causes and institutions they include direct mail in their mix of fundraising programs:

**1.** About seventy-seven cents out of every dollar contributed to “charity” in the United States comes from living individuals. If you include legacy gifts from wills and planned giving, that total rises to nearly eighty-five cents. Donors such as foundations and corporations pale by comparison

with individuals as sources of support. Despite inflation, direct mail remains the most cost-effective and efficient way to communicate with large numbers of individuals.

- 2.** For many nonprofits today, the greatest untapped fundraising potential is in legacy giving. Future gifts, come because donors make provisions for the charities of their choice through wills or through some other form of planned giving. Overwhelmingly, today's planned gifts come from yesterday's donors. Tomorrow's legacy gifts will come from today's donors.
- 3.** For most nonprofits, direct mail is the most cost-effective way to build a stable donor or membership base. Direct mail is also an ideal way to recruit new donors—and to build strong relationships with them, securing long-term financial support for an organization's programs.

# Commitment in Action

**M**al Warwick Associates opened its first branch office, in Washington, DC, in 2006. Led by former Democratic National Committee direct marketing director David Dogan, the office quickly widened the company's foothold in the nation's capital. By year's end, Dave and his two colleagues were intensely engaged in work for several of the country's outstanding progressive advocacy and political organizations.

## GROWTH AND CHANGE

With the addition of the firm's three employees in Washington, DC, the total staff count rose to 44, with additional staff soon to be hired. This represents an increase of approximately 25% over the average number of staff members during the 1990s. Meanwhile, after twenty years in the same location in Berkeley, near San Francisco Bay, the company signed a new, ten-year lease and suffered through an extensive renovation of its offices. All this was part of CEO Dan Doyle's unfolding plan to invest the necessary resources to upgrade working conditions, improve client service, increase the efficiency of our operations, and enhance the company's values-led corporate culture.

### *Through the years*

**Although until recent years** we worked exclusively with U.S.-based clients, our concern for the challenges faced by the billions of people who inhabit the developing nations of Asia, Africa, and Latin America has led us to

work with organizations engaged in international aid and development programs beginning in our earliest years. Those clients have included the Global Fund for Women, UNICEF, Doctors of the World, Global Exchange, Habitat for Humanity, and Grassroots International.



## EMPLOYEE OWNERSHIP

Our Employee Stock Ownership Plan (ESOP), which debuted in 2002, enables every employee of Mal Warwick Associates and Response Management with more than 12 months on the job to gain a share in the ownership of the two companies. Founder Mal Warwick, previously the sole shareholder of both companies, is also transferring shares to the CEO and other senior managers. Mal's remaining stake in the business is approximately 60%. He is slated to redistribute more shares steadily in the years ahead.

## PROFIT-SHARING

Our companies pay fully competitive wages and base salaries, and we regularly monitor compensation levels in our industry and in the Bay Area. We guarantee entry-level employees a living wage (as defined by the City of Berkeley). However, in addition, each quarter, after setting aside a modest sum for capital reserves, we transfer 50% of our operating income to a profit-sharing fund. Thirty percent is then divided in equal shares and paid out in cash to all full-time employees (with part-timers receiving proportionately less); these payments can amount to as much as 25% above base salary for some employees. An additional 10% is set aside for Star Employee Bonuses awarded semiannually. The remaining 10% goes into a Philanthropic Fund.

## EXTRAORDINARY BENEFITS

We believe people shouldn't have to work for big corporations to gain decent benefits. In addition to the Employee Stock Ownership Plan and profit-sharing arrangements described above, we offer a company-supported 401(k) pension plan, flex-time, a continuing education program that assists with tuition and books, and fully paid medical care with a choice of providers. Employees also receive fully paid dental coverage, long-term disability insurance, long-term care insurance, life insurance, and liberal vacation, holiday, sick, and compassionate leave. We even have masseuses on hand from time to time for free massages!





Photo key to come.

**MWA and RMT staff:** 1. Maya James; 2. Jessica Stuart; 3. Mal Warwick; 4. Dan Doyle; 5. Valadora Johnson; 6. Jess Moore; 7. Peter Schoewe; 8. Bill Rehm; 9. Clare Martin; 10. Julie Weidenbach; 11. Niya Farmer; 12. Christina Chavez; 13. Michael Giaimo; 14. Antonio Razote; 15. Angelo Benavides; 16. Erin Wolfe; 17. Grace Campbell; 18. Corina Cristadore; 19. Mwosi Swenson; 20. David Lubinger; 21. Ryan Toso; 22. Steve Hitchcock; 23. Suzie McGuire; 24. Alan Magree; 25. Benjamin Privitt; 26. Dan Suzio; 27. Dan Weeks; 28. Lisa Fong; 29. Kate Berry; 30. Ramona Allen; 31. Ratih Sulaiman; 32. Wendy Chen; Not pictured: Linda Dang, Matthew Helt, Marilyn Long, Amanda Melton, Margo Nelson, Ben Paske, Gennui Raffill.

progressive nonprofit and political clients.)

Shortly after the World Wide Web went public, Mal Warwick Associates launched a pioneering effort in online fundraising and marketing under the direction of Nick Allen. In 1999, after five years under our roof, Nick and Mal spun off the operation as an independent company, Donordigital LLC.

#### PROFESSIONAL ASSOCIATIONS

Mal Warwick Associates was a Charter Member of ADRFCO, the Association of Direct Response Fundraising Counsel, and helped craft its Code of Ethics and Business Practices in the mid-1980s. ADRFCO has

been instrumental in representing both charities and their consultants in negotiations with state Attorneys General and state charities regulators. Vice President Bill Rehm now represents the firm on the ADRFCO Board.

Mal Warwick was also involved in helping launch the Nonprofit Federation in the mid-1980s. That organization later merged with the Direct Marketing Association Nonprofit Council to form the DMA Nonprofit Federation. Dan Doyle and other senior consultants of Mal Warwick Associates are currently active in the DMA Nonprofit Federation.

# Our Values Chain

**D**irect mail fundraising is a complex, deadline-driven business that requires Mal Warwick Associates to orchestrate the efforts of a substantial number of other companies as well as much of its own staff to execute every single mailing—and the company was responsible for more than 400 mailings in 2006. A typical project, such as a mailing of 200,000 letters to prospective members of a nonprofit advocacy organization, might involve all the players listed at right.

Our 2006 social audit highlighted our relations with suppliers as an area that begs for attention:

*Opportunities abound for [Mal Warwick Associates and Response Management] to manage social equity and environmental issues in the Company's value chain. The Company has a strong track record of accomplishment in this area, pioneering recycled content in its paper, working with union shops, and purchasing supplies from vendors like Give Something Back. But there are more opportunities for the Company to show leadership and work to align its value chain with its own progressive values.*

Historically, we have worked with a manageable number of list brokers, printers, lettershops, and data processing facilities clustered in the Minneapolis-St. Paul and San Francisco Bay Areas. In recent years, we have been working increasingly with production brokers who use sophisticated online bidding and procurement processes that leverage their purchasing power among an extensive network of suppliers. This affords us the best prices and top quality, but it also compounds the challenge of monitoring the alignment of our suppliers' values with our own.

In 2007, the company will undertake a systematic effort to implement the recommendations in our recent social audit. We will collaborate with our suppliers across the country to assist them, if necessary, in assessing their own environmental and social performance. Vice President of Production and Creative Services Jessica Stuart will spearhead this effort in 2007.

- **Mal Warwick Associates Client Service Team**  
Advise client on all aspects of the project and monitor performance of all outside suppliers
- **Copywriter**  
Develop creative content of mailing in collaboration with client and Client Service Team
- **Designer**  
Prepare artwork for mailing, following specifications established by client and Client Service Team
- **Mal Warwick Associates Production Department**  
Prepare production plan, scheduling to meet agreed deadlines, and contact suppliers or production broker and data processing service bureau
- **Production broker**  
Seek competitive bids from several suppliers to minimize production costs
- **List broker**  
Develop plan for mailing lists to be included in the mailing, with client and Client Service Team, and contact mailers for permission
- **Data processing service bureau**  
Assemble all designated lists, "merge" them into one computer file, and "purge" duplicate names; process list for division into separate categories to permit testing several different variations on the direct mail package or packages used in the mailing, apply complex personalization to each record, and sort names using USPS specifications to minimize postage costs
- **Several printing companies**  
Produce envelopes, letters, and inserts to specifications set by Production Department
- **Lasering and lettershop**  
Address and personalize various elements of the mailing and collate contents in the prescribed order, and delivering in carefully labeled mailbags to the Postal Service
- **U.S. Postal Service**  
Deliver mail
- **Caging, cashiering, and list maintenance facility**  
Receive and process returns from the mailing, banking the proceeds in the client's account and updating its membership list to include new names, addresses, and gift data
- **Mal Warwick Associates Client Service Team**  
Analyze results of mailing in collaboration with client
- **Mal Warwick Associates Accounting Department**  
Receive approved invoices from Production Department and pay bills, issue invoices to client

# Taking Care of the Planet

Our environmental policy, highlighted on this page, comes from a longstanding conviction that we are all stewards of the Earth—and that the human race has done a shockingly poor job of living up to that responsibility. In the 1980s, we pioneered in the use of post-consumer recycled paper and soy-based inks in the direct mail industry, helping to set new standards, and implementing a recycling program later cited as extraordinary. The following decade we initiated an environmental audit that led to significant changes in our business operations. In the opening years of the 21st Century, we reconfirmed our commitment to the environ-

ment by seeking certification as a Bay Area Green Business, conducting an energy audit that led to big changes in our resource use, and following the specifications of the U.S. Green Building Council's Leadership in Energy and Environmental Design specifications (LEED) in the renovation of our offices in 2006.

In 2007, Mal Warwick Associates and Response Management will seek re-certification as a Bay Area Green Business, explore the environmental policies of our suppliers and clients, and investigate the feasibility of making our company the country's first carbon-neutral direct mail agency.

## Commitment to the Environment

We seek to prevent pollution, conserve energy, and promote sustainable forestry by reducing our company's footprint on the environment. Thus we have taken specific steps to:

- Provide a safe work environment with the highest possible quality of air and water for our employees.
- Create environmentally friendly operating procedures that benefit our natural world by reducing the waste of operations whenever possible, from paper to energy use.
- Establish and maintain vendor standards, with regard to the use of recycled and non-toxic materials.
- Encourage and assist our employees in the use of bicycles and public transportation.
- Offer financial and technical support to nonprofit organizations dedicated to sustainable forestry, land conservation, and environmental education.
- Maintain up-to-date information about industry standards for environmentally

responsible direct mail procedures to educate our clients, vendors, and employees.

We are dedicated to continuous improvements in these areas, and we pledge to review our progress on an annual basis.

### *Through the years*

**Following the lead** of our very first client, Congressman Ron Dellums, we regarded nuclear disarmament, conflict resolution, and other aspects of world peace as a top priority from the outset. Contributions secured through our fundraising programs have supported a host of organizations dedicated to peace efforts over the years, including the International Peace Academy, Peace Action (formerly SANE), the Union of Concerned Scientists, Educators for Social Responsibility, and the U.S. Committee Against Nuclear War.



# Building Berkeley's Future

Mal Warwick Associates is in many ways an expression of the community where it has been based since its founding in 1979. The company emerged from the need to raise funds nationwide to support the reelection of Berkeley's distinguished Congressman, Ron Dellums, a national leader in the movements for international peace, universal healthcare, environmental justice, and freedom for South Africa. The values that have imbued the business ever since that time reflect the progressive environment in which we have always been immersed.

## VOLUNTEER SERVICE

Staff members of Mal Warwick Associates and Response Management have always given generously of their time outside work to assist the causes they hold dearest. In recent years, in response to a staff-led initiative, we have actively encouraged volunteer service by rewarding participating employees with donations at the rate of \$25 per hour served to the nonprofits they have assisted.

## OUR PHILANTHROPIC FUND

Every quarter, ten percent of our operating income is set aside in a Philanthropic Fund

to support the causes and organizations we believe in.

## *Matching gifts to 93 nonprofits*

Starting in 1997, our Philanthropic Fund has matched gifts by individual employees to any tax-exempt charitable organization. In 2006, the Fund again contributed \$3 for each \$1 from employee gifts of up to \$25, plus \$2 for every additional \$1. Last year our employees gave to a total of 93 organizations, including the Alameda County Food Bank, the California Native Plant Society, Earthjustice, the East Bay SPCA, the Human Rights Campaign, the Rainforest Alliance, and Jewish Family & Children's Services. During 2006, 25 out of 40 eligible employees participated.

## *Social change in our own backyard*

The balance left in the Philanthropic Fund after matching individual employee gifts is contributed to local organizations. The Berkeley Community Fund tops the list. Co-founded by Mal Warwick and other community leaders in 1992, the fund supports agencies that redress economic inequities, confront the problems of youth and families, and celebrate cultural diversity. In 2006, we gave significant gifts to support the Berkeley Public Education Foundation, Building Opportunities for Self-Sufficiency, the Ella Baker Center for Human Rights, Youth Radio, the David Brower Center, La Peña Cultural Center, and Options Recovery Services.

In 2006, the Berkeley Community Fund awarded Mal Warwick the Benjamin Ide Wheeler Medal, which is granted once annually to "Berkeley's most useful citizen," Mal joined environmental leader David Brower, celebrated chef and restaurateur Alice Waters, renowned orchestra conductor Kent Nagano, and other notable Berkeleyans as a recipient of the award.

## *Through the years*

**Few efforts have given us greater satisfaction** than our work on behalf of a long list of outstanding political leaders, most notably the late Senator Paul Wellstone, who was our client during the last decade of his life. Over the years we have also raised funds for the Presidential campaigns of Rev. Jesse Jackson and

Senators Gary Hart, George McGovern, Alan Cranston, and Tom Harkin; the Senatorial campaigns of Russell Feingold; and the Congressional campaigns of Rep. Ron Dellums and Barbara Boxer, among others.



# Leadership in Service

**D**uring our first decade, the company viewed itself less as a business than as a political organization that was part of the progressive movement. That changed in the 1990s, as first Mal then others on the staff became aware of the potential for business to play a leading role in advancing progressive social change. Now, Mal Warwick Associates strives to share with other companies what it has learned from its decade-long effort to incorporate our personal values into our core business operations. Our mission has broadened in recognition of the inestimable value we have gained from this ongoing effort to walk our talk.

## BUSINESS ASSOCIATIONS

Mal Warwick joined Social Venture Network (SVN) in 1990. This national network of socially responsible business entrepreneurs, investors, and nonprofit entrepreneurs was the source of many of the ideas now incorporated into the business practices of Mal Warwick Associates and Response Management. Mal joined the SVN Board in 2001, was elected Board Chair in 2002, reelected in 2004, and named Vice-Chair in 2006 for his final year on the board.

In 1992, members of SVN came together to form a new entity, Business for Social Responsibility (BSR). Mal Warwick Associates and Response Management were among the 55 companies that enrolled as Charter Members, and Mal served on the BSR board of directors during its maiden year.

In 2001-2, Mal helped facilitate the launch of another SVN spinoff, the Business Alliance for Local Living Economies (BALLE). A network of networks committed to fostering vibrant and responsible local businesses throughout North America, BALLE now counts nearly 50 city and regional networks as members and is growing at a rapid rate. More than 500 attended its national conference in 2006.

Mal Warwick was also a member of the Founding Advisory Board of the Center for Responsible Business at the Haas School of Business at the University of California,

Berkeley, in 2002-3. He assisted the Executive Director, Prof. Kellie A. McElhane, in establishing the Center as a bridge between academia and the corporate world. Largely as a result of McElhane's subsequent work, *The Wall Street Journal* in 2006 ranked the Haas School of Business the nation's #2 business school in the discipline of corporate social responsibility (with the #5 MBA program overall).

## "VALUES-DRIVEN BUSINESS"

In 2006 Berrett-Koehler Publishers and SVN co-published *Values-Driven Business: How to Change the World, Make Money, and Have Fun*, by Mal Warwick and Ben Cohen, co-founder of Ben & Jerry's. The book was the first in the Social Venture Network Series, which now counts four volumes in print, with at least six more in the works. To promote the book and carry the company's message that socially responsible business practices can boost the bottom line, Mal conducted more than 40 radio and television interviews across the country. One of these interviews gave rise to a continuing weekly feature about socially responsible business on the nationally-syndicated radio talk show, "The Good Life with Jesse Dylan," on Lime Channel 114 on Sirius Satellite Radio.

### *Through the years*

**More than 800 million human beings** still go to bed hungry every night despite massive global efforts undertaken to combat hunger over the past half-century. In our small way, we have contributed to the ongoing efforts to change U.S. policy, assist international anti-hunger campaigns, and provide food for the hungry here and abroad through our work for Bread for the World, Freedom from Hunger, the Institute for Food and Development Policy, Operation USA, Project Bread, and other able organizations.



# Sharing Our Knowledge

## CONNECTING WITH OTHERS

At Mal Warwick Associates, superlative client service has always topped our agenda. After all, we regard our clients as partners in a continuing effort to make the world a better place. Yet for more than twenty years we have understood that we and our clients all benefit from a strong, vibrant nonprofit sector. That understanding has led us to take leadership in advancing our profession, developing new techniques and new services, and sharing the insights we've gained from our experience with the widest possible audience.

## PUBLICATIONS

One of the ways that Mal Warwick Associates has set itself apart from other fundraising and direct marketing agencies has been its prolific contributions to the literature. Through columns by Mal Warwick and Steve Hitchcock in *The NonProfit Times* and *Contributions* and their articles for other publications . . . through our own newsletters, our heavily-trafficked Web site . . . and an extraordinary outpouring of popular books, the company has distinguished itself as one of the leading sources of cutting-edge infor-

mation and insight about the practice of fundraising.

Of the 18 books that Mal Warwick has written, co-authored, or edited, nine are currently in print. Steve Hitchcock has two now in print. Mal's two best-selling books, *How to Write Successful Fundraising Letters* and *Revolution in the Mailbox*, now both in second editions, are the most widely-used texts in the field of direct mail fundraising.

## WORKSHOPS AND LECTURES

Since the mid-1980s, Mal Warwick and other senior staff members have delivered hundreds of workshops and lectures on fundraising and direct marketing issues, trends, and techniques. Mal is one of the most widely sought-after speakers at fundraising gatherings throughout North America. He has been particularly active in the Association of Fundraising Professionals (AFP). Mal has been a popular workshop leader at its annual International Conference on Fundraising for more than a decade and a half and has headlined many regional and local AFP gatherings.

## AFFILIATED COMPANIES

Within two years of the company's incorporation the need for new, complementary services became clear. The result was the formation in 1985 of Response Management Technologies, Inc. (Response Management) and The Progressive Group, Inc. Response Management set up shop next door to Mal Warwick Associates to provide "back-end" services to nonprofit organizations engaged in direct mail fundraising, including gift processing, donor file maintenance, gift acknowledgments, laser-printing, and small-scale, manual lettershop operations. The Progressive Group, operating out of Western Massachusetts, offered high-quality telephone fundraising services to an overlapping client list. (In 1994, The Progressive Group merged with Share Systems of Cambridge, MA, to form the Share Group, now the nation's premier telephone fundraising agency for

### *Through the years*

**Mal Warwick Associates** was founded just two years before the HIV virus was identified as the proximate cause of what has come to be known as AIDS. Not long thereafter the company began work for the first of a substantial number of nonprofit organizations that have worked over the years—always under-funded, and often in the face of great prejudice—to address the grave consequences of this terrifying pandemic.



Our work with those organizations continues to this day. Among many such clients we have served are AIDS Project Los Angeles, the San Francisco AIDS Foundation, Gay Men's Health Crisis, and the National Task Force on AIDS Prevention.

# Reaching Out Globally

## RESOURCE ALLIANCE

Since 1999, Mal has been teaching advanced courses at the International Fundraising Congress, held annually in Holland since 1981. Three years later he joined the board of the Congress' sponsor, the Resource Alliance, based in London (UK). In the autumn of 2006 he was named chair-elect. He'll assume office as chair in October 2007.

The Resource Alliance is an international non-governmental organization based in the UK but global in its reach and governance. The board currently consists of two members each from Africa, Asia, continental Europe, and North America plus one from South America and two from England. Its global program includes a host of educational workshops and conferences, an academically-based program in fundraising training and certification, an awards program, and consulting services.

Under Resource Alliance auspices and on his own, Mal has spoken as a volunteer in numerous other fundraising conferences around the world (China, Argentina, Sri Lanka, South Africa, Hungary, India, Peru, Thailand, Brazil, South Korea, and Australia, among others). He flies more than 100,000 miles per year to make all this possible. All told, Mal has taught fundraising on six continents to nonprofit leaders from more than 100 countries.

## NEWSLETTER AND WEB SITE

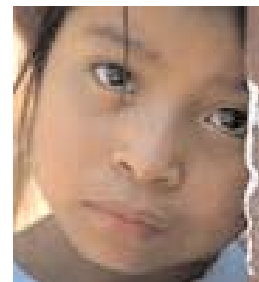
Mal Warwick's Newsletter continues to appear monthly in its 20th year. In 2006, the newsletter migrated online and was

offered free worldwide. It now boasts 6,000 subscribers from at least 67 countries. While the newsletter serves a marketing function for the company, its primary purpose is to educate fundraisers around the globe about fundraising issues and techniques. Spontaneous testimonials from readers all over the world attest to its value as the only regularly published newsletter devoted to direct response fundraising.

Since our 1994 debut on the World Wide Web, our site has served as a source of information on fundraising and direct marketing for thousands of Internet users. The site is constantly updated with articles, columns, Q&A exchanges, book chapters, and newsletters written by Mal Warwick Associates staff. With thousands of pages of information accessible at a few clicks of a mouse, our Web site unquestionably is the single most comprehensive source of information on direct response fundraising on the Internet. Visitors from dozens of countries regularly visit the site.

### *Through the years*

**The Commission on U.S.-Central American Affairs**, under the leadership of former Ambassador Robert E. White, was the first of a great number of organizations with which we worked during the 1980s to address U.S. intervention in Central America and its tragic consequences for the people of the region. Their efforts included grassroots organizing and lobbying to change U.S. policy, providing humanitarian assistance in Nicaragua, El Salvador, Guatemala, and Honduras. These clients also included the Committee in Solidarity with the People of El Salvador (CISPES), Neighbor to Neighbor, MADRE, Nicaragua Network, El Rescate, PEACE for Guatemala, and New El Salvador Today (NEST).





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