



PRESENTATION TO

Center for Nonprofit Excellence

Capital Campaigns 101: Library Edition



About Us

Our Principles

Enlist

We identify and connect leadership.

Empower

We partner to build sustainability.

Embolden

We encourage talent and leadership.

Embrace

We transform lives through relational philanthropy

Since 1984, CapDev has been making nonprofits better through inclusive philanthropy, consulting and search services.

Our Mission

CapDev partners with nonprofit communities to enlist, empower, and embolden its leaders to embrace the transformational power of inclusive philanthropy.



What do you want out of this time?





CNE | Library of Virginia Agenda



Agenda

Types of Campaigns

Giving Trends

Start with Why

Donors / types of funding

Leadership

Capacity

Takeaways



What Are Capital Projects?

Types of
projects
libraries would
consider for a
capital
campaign





Types of Campaigns



Capital: making a capital investment; often building/reno.



Endowment: to build up reserves or endowment funds



Major Gifts: targeted initiative for special projects



Annual: ongoing operational funds



Comprehensive: combination “the kitchen sink”



Purpose of Campaigns



Why undertake a campaign?

1. To successfully raise funds to meet or exceed a goal.
2. To significantly increase:
 - Recognition and value of the organization
 - Number and gift levels of donors
 - Fundraising capacity and abilities of the organization
 - Quantity, quality and commitment of volunteer leadership
 - Long-term financial stability



Getting Started

Strategic Planning



Financial Planning



Consensus
Building



Critical Element



Sample Campaign Timeline



Communications Throughout!



Campaign Preparation

Before You Start, Do You Have:

- ✓ A compelling strategic [vision](#) for the organization (such as from a recent strategic plan)
- ✓ A clear and well-vetted [case](#) for philanthropic support
- ✓ A thorough [assessment](#) of “campaign readiness,” (including meaningful engagement of key volunteers and donors, and an internal assessment of fundraising effectiveness, staffing and systems)
- ✓ Analytics to determine the giving capacity and identify gaps in the [gift chart](#)
- ✓ A written [campaign plan](#) that includes goal(s), timeline, fundraising strategy and budget
- ✓ A strong and highly engaged [volunteer leadership](#) group
- ✓ Unanimous [support](#) from the board and executive leadership (including clear understanding of their own roles and responsibilities)
- ✓ True [enthusiasm](#) for the campaign throughout the organization



Are You Ready?

Organizational Structure

- 501c3 tax-exempt status
- State charitable solicitation license
- Approved plan of action with defined objectives
- Operational budget with financial capability for fundraising objectives
- Community awareness

Vision

- Clear Vision and Mission Statement
- Current Strategic Plan
- Elements to develop a Case for Support
- Leadership awareness of purpose/need for campaign

Leadership

- Strong Board of Directors' support
- Community leadership represented on board
- Executive staff buy-in
- Consideration of potential campaign leaders

Donors

- Database of past and current donor records
- Active use of board relationships
- Prospective major donors identified (and possibly cultivated)

Infrastructure

- Office and staff capacity to support fundraising effort
- Compelling communication tools
- Efficient database software



Campaign Readiness Assessment Exercise



Campaign Readiness Rating

Use this checklist as a scorecard and guide to help determine what your organization needs to be ready to plan and prepare for a major campaign:

✓	Action to be Accomplished	Rating*
	ORGANIZATIONAL STRUCTURE:	
	501c3 tax exempt status	
	State charitable solicitation license or exemption up-to-date	
	Operational budget with financial capability for campaign's objectives (prepared proforma budget for campaign project if applicable)	
	Community awareness	
	VISION:	
	Clear mission and vision statements	
	Current strategic plan	
	Campaign objectives to develop a case for support with compelling appeal	
	Leadership awareness and support of purpose/need for campaign	
	Proposed campaign meets a valid need	
	LEADERSHIP:	
	Strong board commitment (attendance) and support of proposed initiative	
	Community leadership represented on board	
	Board is 100% giving, and has capacity for major gifts in campaign	
	Executive staff buy-in	
	Consideration of and connection to potential campaign leader(s)	
	DONORS:	
	Database of past and current donor records	
	Active leveraging of board relationships	
	Prospective major donors identified	
	Cultivated donors who are ready and able to make major gifts	
	*If FS: list of 30-50 top supporters who could be interviewed in a study	
	Reliable annual campaign success (with a challenging goal)	
	CAPACITY:	
	Staff/office capacity to support campaign effort – CEO and development staff	
	Operating with a balanced budget	
	Maintain operational reserves, endowment or foundation	
	Compelling communications tools	
	Efficient database software to manage donor information	
	Awareness of any potential competing campaigns	

*Rate each item on a 1-10 scale, according to how ready you feel the organization is in that area.



Are You Ready to Climb This Mountain?



Rankings & Results:

**Don't count the FS question*

- 0 – 50: insurmountable right now
- 51 – 100: challenge; need lots of gear
- 101 – 150: start ascent, with training
- 151 – 200: geared up; follow guide
- 201 – 250: lace up your hiking boots



Building a Culture of Philanthropy

Before: *Transactional*

- FR is crisis driven/reactive
- FR is a cost; not an investment
- FR is done only by few
- Special events and direct mail are emphasized
- Donors are at arms-length
- If major gifts occur, they're usually unsolicited

After: *Relational*

- All understand the need to raise money
- Everyone is an ambassador
- Donor-centric; not me-centric
- Visitors are welcomed
- E.D. sees him/herself as face of the agency and is 100% committed to fundraising
- All make a gift



Essential Tools to Build a Campaign



building a
**Philanthropy
TOOLKIT**

- Case for Support
- Leadership
- Donors
- Capacity



Case for Support



#1 Building a Case for Support

Emotionally
Stimulating

Intellectually
Stimulating

Easily
Understood

Benefit
Oriented

Mission
Based

Shows
Sustainability

Timely

Compelling

Results
Oriented



Campaign Case Examples

Thinking Big About Campaign Objectives

“The mind can be convinced, but the heart must be won.”

- Simon Sinek





Outcomes of the Case for Support



- Campaign Brochure
- Power Point Presentations
- Speeches
- Newspaper Articles
- Grant Proposals
- Leader and Donor Enlistment



Case Crafting Exercises

Exercise: Case Crafting

Ask yourself these questions:	Draft responses as basis of understanding for the Case for Support:
Why are we communicating? A brief summary of the organization, its mission, and problem/opportunity addressed	☆ Understand your <u>purpose</u>
Who are we talking to and what do we know about them? Demographics of the target audience, how they feel about the organization, any insights into their characteristics, what inspires them	☆ Know your <u>audience</u>
What must we tell them? The single essential message, a campaign slogan and theme	☆ Let your "why" lead your case-writing
How should the audience respond? What should they think, feel, do	
Why will they believe us? Motivating points of support – data, facts, impact, perspectives, testimonials	
What is the tone of the case? Use adjectives to describe the voice of the case	
What does success look like? Include goals that can be measured	
What are the mandates? Must be accomplished in this campaign; campaign objectives and outcomes	
What is the timeline? When will be campaign and the project be completed?	

Use responses in the above template to inform the Case for Support.

Building Your Campaign Case for Support

A well-written, persuasive Case for Support that clearly articulates a bold vision is a critical foundation for building a successful campaign.

CapDev's counsel and case writer will work with your team to prepare the first draft of your written case for support. We have provided a tool below to help (1) identify the goals of the campaign, (2) determine the funding priorities that will help reach campaign goals, and (3) to explain the importance of these goals to the philanthropic community.

The thinking behind these questions will set your campaign up for success:

1. **Campaign Goal:** *(example: Raise \$2 million to ensure that children ages 5-12 can learn about eating healthy foods and develop cooking skills in a safe after-school environment.)*
2. **Campaign Timing:** *(Why should this happen now? What happens if no action is taken?)*
3. **Funding Priorities:** *(include as many funding priorities as necessary to accomplish the goal – can be a mixture of physical space, equipment, programmatic, endowment, etc. AND a cost estimate for each)*
 - Funding Priority 1:
 - Funding Priority 2:
 - Funding Priority 3:
 - Funding Priority 4:
 - Funding Priority 5:
4. **Why:** *Why does this project matter? (draft a statement that explains the driving force behind why the goal and funding priorities will lead to better outcomes for the target population and the community, using a mixture of data and anecdotal evidence)*

Who should be quoted in the case for support? *Identify 4-5 constituent stakeholders (staff, volunteers, clients, donors) who can provide different viewpoints for the case writer to interview.*

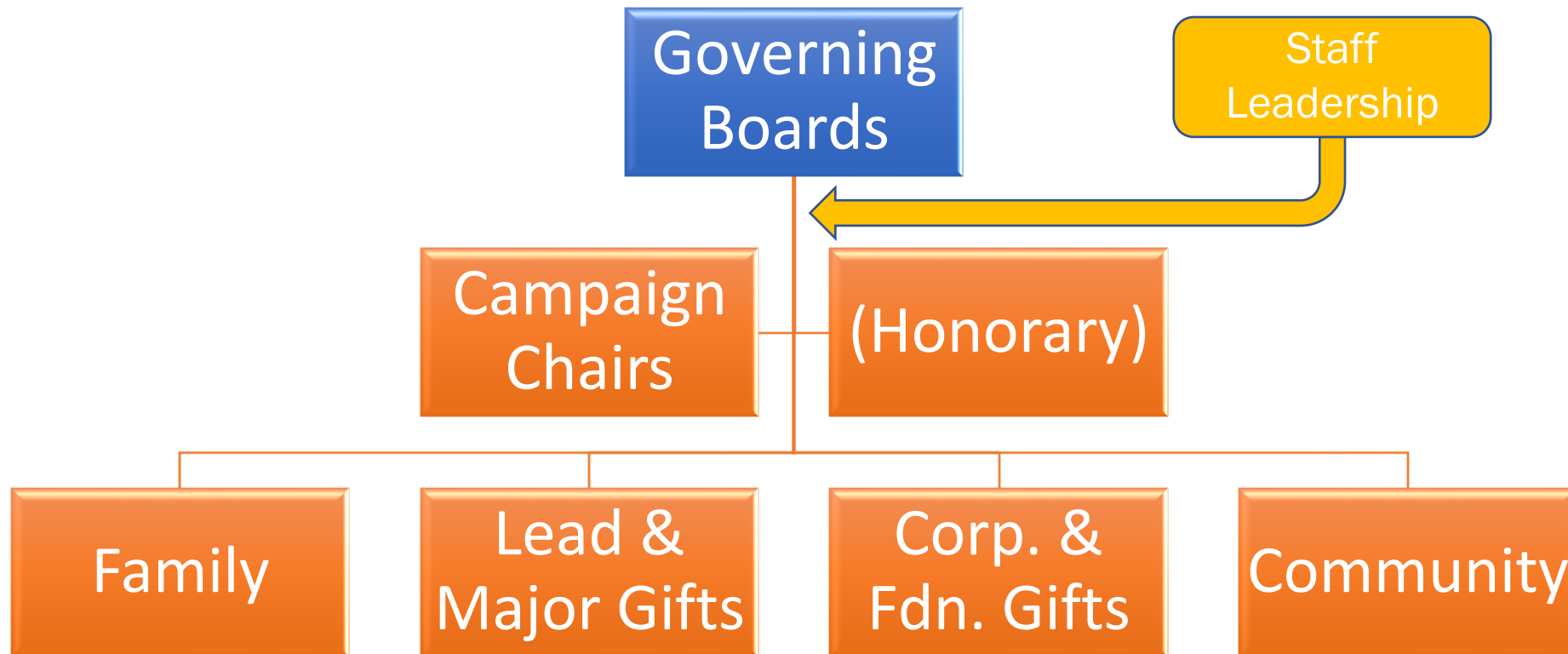
- 1.
- 2.
- 3.
- 4.
- 5.



Leadership



#2 Leadership: Sample Campaign Org. Chart





Leadership Enlistment

How NOT to
enlist leaders:

“Would you like to or do you know anyone who might like to be on the Board of X? I am on the board and we are desperate to find some more go-getter type women. I promise it is not much of a time commitment - six meetings a year. And I would be forever in your debt.”



Leadership Enlistment Process





Governing Board & Committees:

- Demographics
- Skillsets
- Interviews
- Determine gaps
- Strategize how to fill needs



Engaging Board Members



How will you get involved with ...?

Board Member Name _____

Date Completed _____

Like/ Might Don't Count
Will do Do Know Me Out

Other/Notes:

Constituency Development

Brainstorm to bring names	___	___	___	___
Brainstorm ways to involve names	___	___	___	___
Help cultivate these relationships	___	___	___	___
Write letters to my personal contacts	___	___	___	___
Call my personal contacts	___	___	___	___
Call donors and thank them	___	___	___	___

Face to Face Solicitation

Go alone on a solicitation call	___	___	___	___
Go with board/staff on call	___	___	___	___
Become a spokesman for cause	___	___	___	___
Connect with groups for presentations	___	___	___	___
Help determine gift amount for asks	___	___	___	___
Solicit people I don't know yet	___	___	___	___
Host a cultivation event among friends	___	___	___	___

Special Events

Help plan events	___	___	___	___
Brainstorm guest names	___	___	___	___
Invite my own contacts	___	___	___	___
Sell tickets to my contacts	___	___	___	___
Volunteer at the events	___	___	___	___

Direct Mail/Email

Draft letters	___	___	___	___
Send letters/emails	___	___	___	___
Use Facebook to share/like	___	___	___	___
Brainstorm prospect names	___	___	___	___
Bring in my own list of contacts	___	___	___	___
Write personal thanks you to donors	___	___	___	___
Sign and add notes to letters	___	___	___	___

Other:

Capital Development Services | www.capdev.com

Find Jobs Board Members Like & Want to Do – Match with Your Needs

1. Establish expectations prior to enlistment
2. Reinforce expectations at board orientation
3. Offer a survey to offer opportunities & gain input
4. Meet individually with board members to identify their involvement
5. Formulate plans for their commitment during their term
6. Celebrate & share successes in board meetings



Campaigns Start with a Planning Committee

The **Campaign Planning Committee** oversees the planning and preparation phase of the proposed capital campaign, and is responsible for:

1. Approval of the case for support
2. Assist with identification and evaluation of major donor prospects and campaign leadership
3. Advise on effective leader and major donor cultivation and recruitment strategies
4. Hosting a donor cultivation event, meeting, tour, or other donor educational activity
5. Review and approve campaign goals, objectives, and strategies
6. Identify and recruit **Campaign Cabinet** committee members
7. Approval of campaign budget and campaign infrastructural changes
8. Attend regular (monthly) meetings

Once the **Campaign Cabinet** is created, the work of the **Campaign Planning Committee** is complete.



Board's Role in Campaign & in Philanthropy

- **KNOW!** Understand the mission/campaign and advocate
- **OWN!** Take responsibility in campaigns
- **GIVE!** Make organization a “**Top 3**” philanthropic priority
- **INFLUENCE!** Ensure 100% board participation in giving
- **LINK!** Leverage relationships and make introductions
- **SPEAK!** Engage& educate prospective donors
- **WRITE!** Sign & send thank you notes
- **SHOW UP!** Participate in events
- **ASK!** Take part in solicitations as appropriate
- **STEWARD!** Thank and account for gifts
- **CELEBRATE!** Recognize successes!

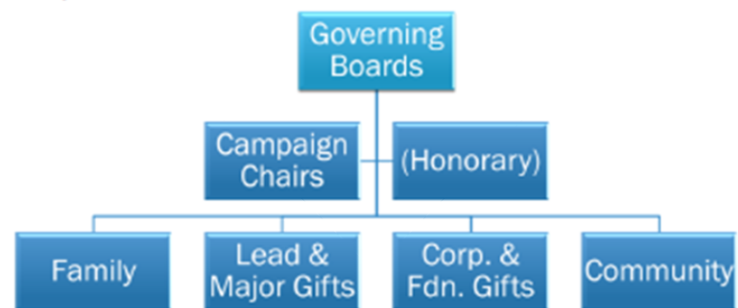


Staff Roles in Campaign & in Philanthropy

- **Be prepared** and organized
- **Be sensitive** to time constraints
- **Be adaptable** to leaders' schedules
- **Be responsive** and supportive
- **Be knowledgeable** about relationships/contacts
- **Be proactive** and capture all donor details and cultivation strategies in the database

Campaign Leadership | Org. Chart Exercise

Fill in a list of potential leaders' names for each box on the chart:



1. Campaign Chair(s):

2. Honorary(s):

3. Family:

4. Lead & Major Gifts:

5. Corporate & Foundation Gifts:

6. Community:

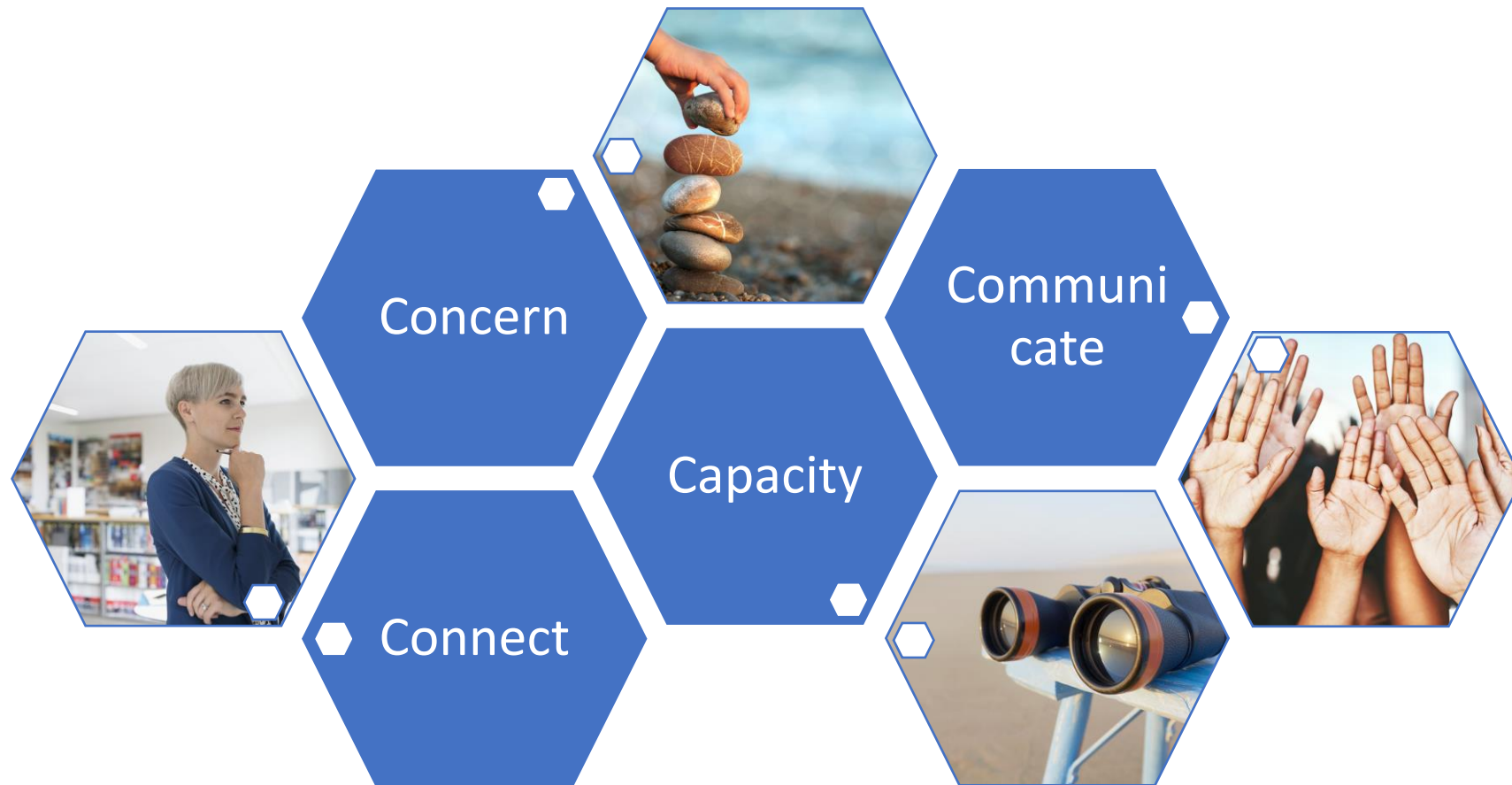
7. Others: (Marketing/Communications, Alumni, Special...)



Donors



#3 Donors: Who Makes a Good Prospect?





Leadership Enlistment

How NOT to
appeal to
donors:

*“As you know, I’m on the board of
[ORGANIZATION].*

*We need to raise \$50,000 by the end of
June or we may have to close.*

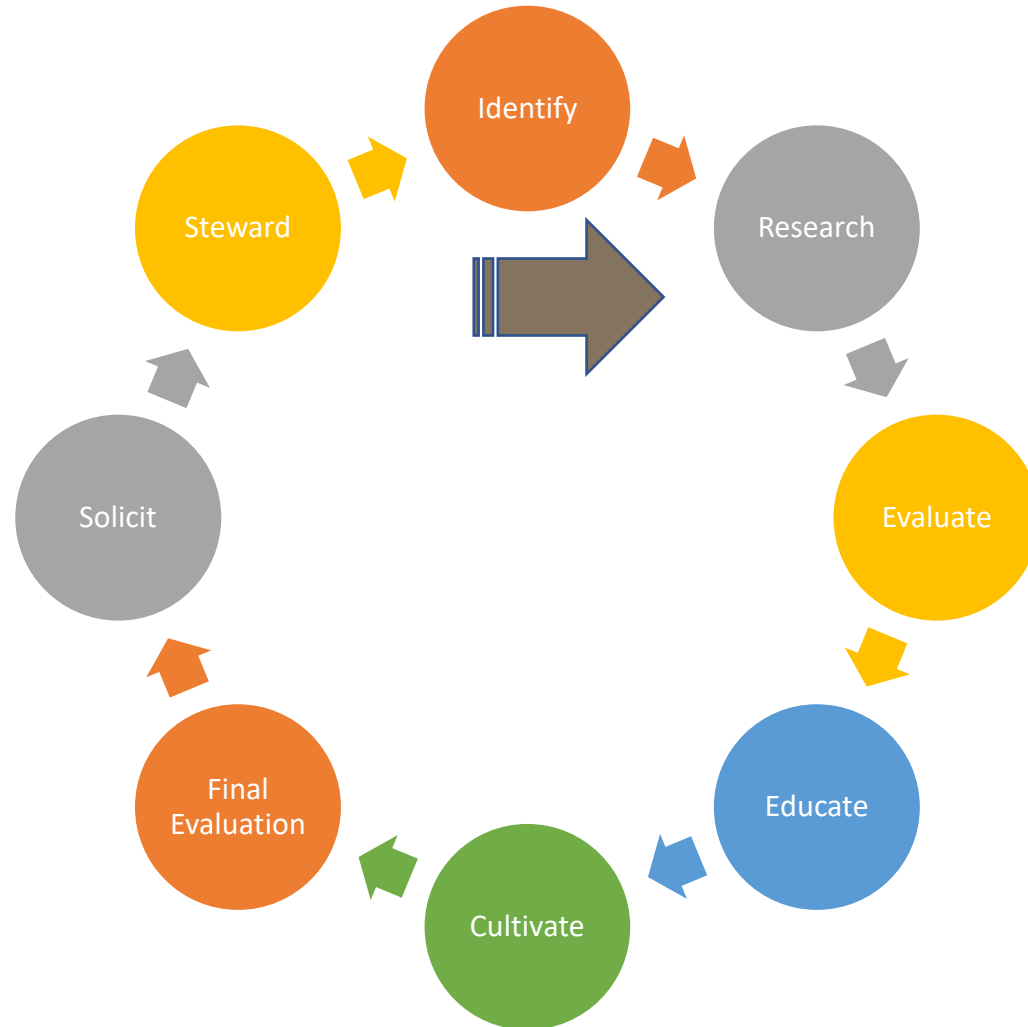
I know you support many great causes.

Can you give anything to help us?

*I promise I will not keep bothering you
with future requests.”*

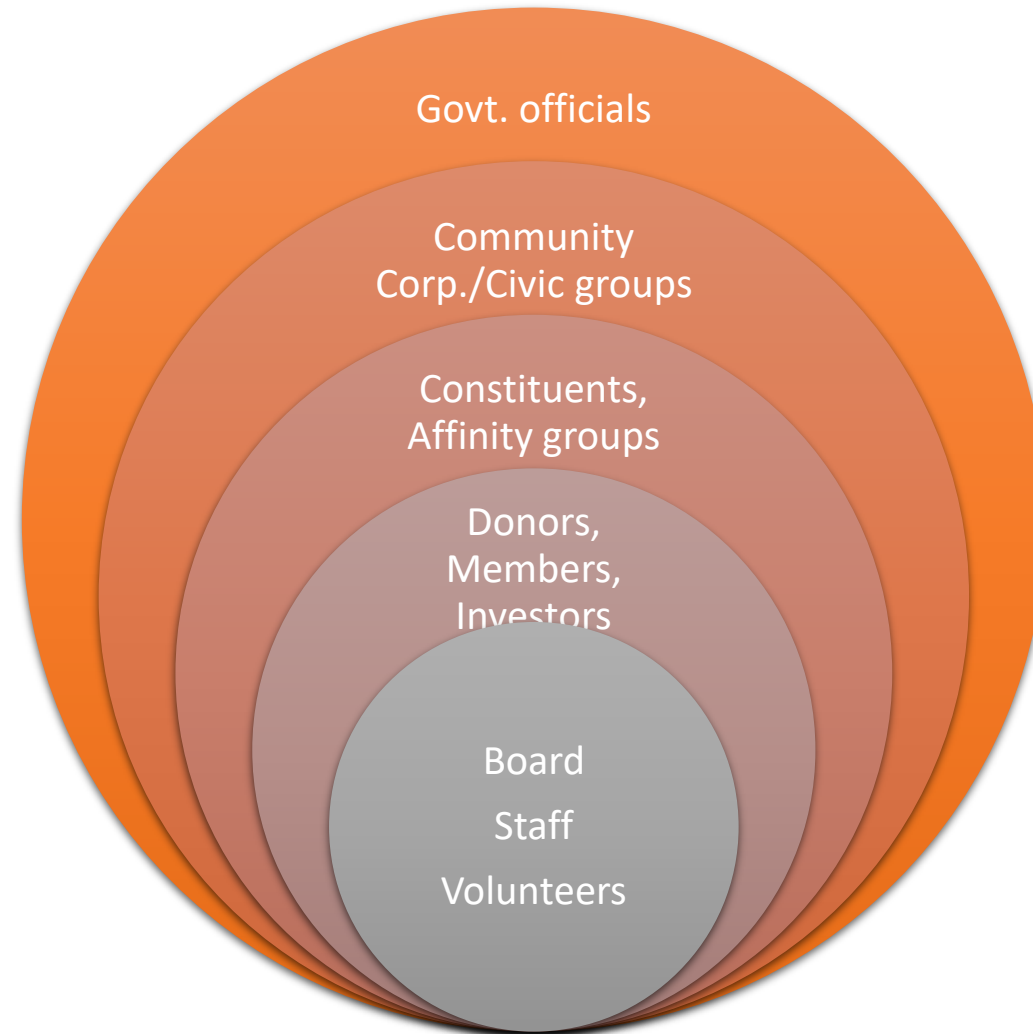


Donor Relations Cycle



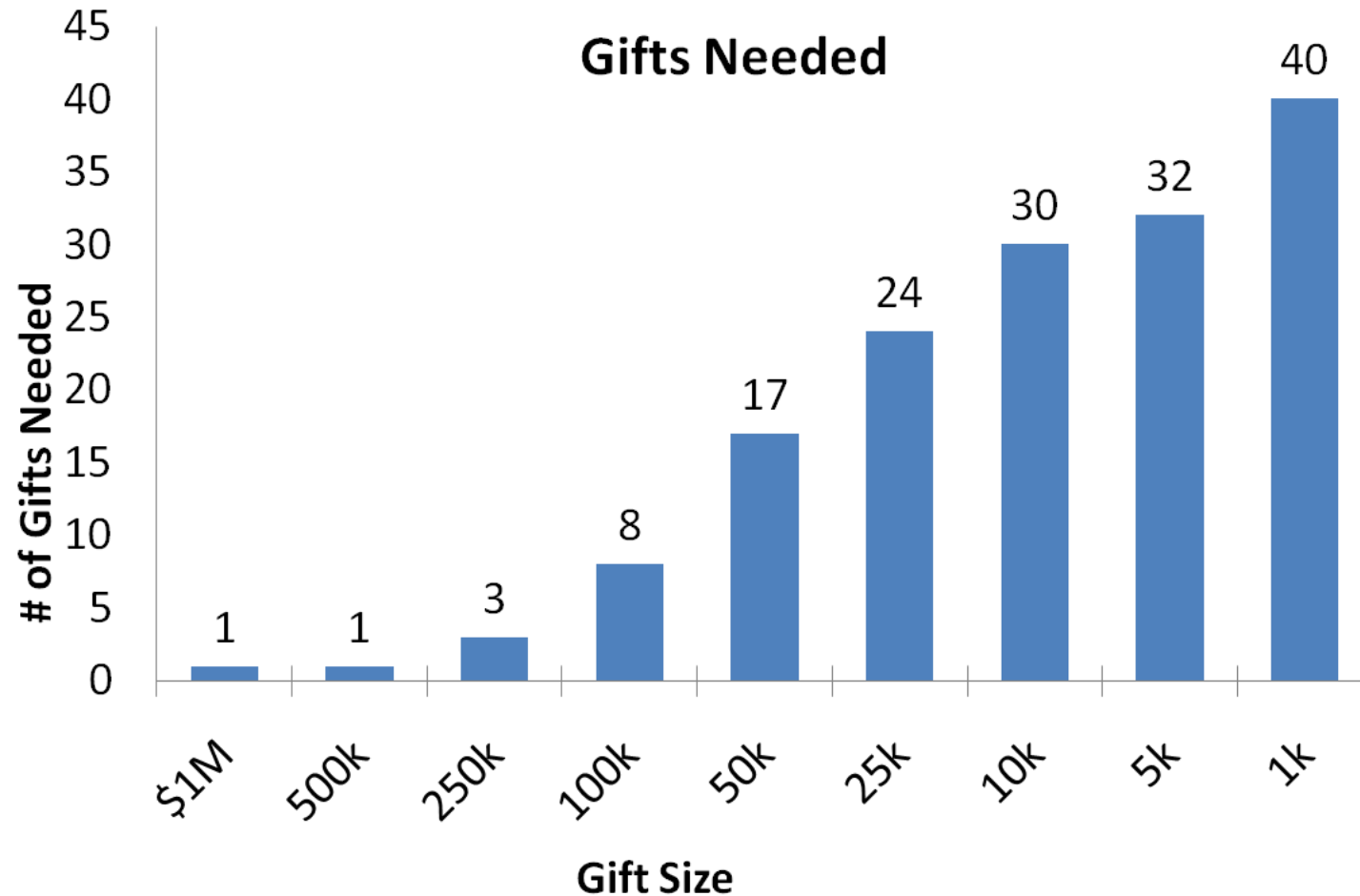


Where to Find Supporters





Example: \$5 Million Gift Chart





Moves Management: Prioritizing Grid

ABILITY → AFFINITY ↓	1	2	3
3	3 – love you but can't give	6 – love you and might give	9 – love you and can give
2	2 – like you but can't give	4 – like you and might give	6 – like you and can give
1	1 – know you but can't give	2 – know you and might give	3 – know you and can give



The 5 “Rights” of the Art of the Ask



Right Person: who is asking whom; who talks; who asks



Right Time: are they ready to be asked; cultivation – education – awareness



Right Place: make it a comfortable atmosphere for the donor



Right Amount: research and consult to determine range



Right Project: is the donor interested, knowledgeable and invested



Components of the Asking Process

Asking is 90% preparation.

1. Making the appointment
2. Materials preparation & usage
3. Making plans before the appointment
4. Making the ask
5. Responding
6. Following up



"We need to strike the right tone between asking and *desperately pleading* in our alumni solicitation letters."



Suggested Ask Language

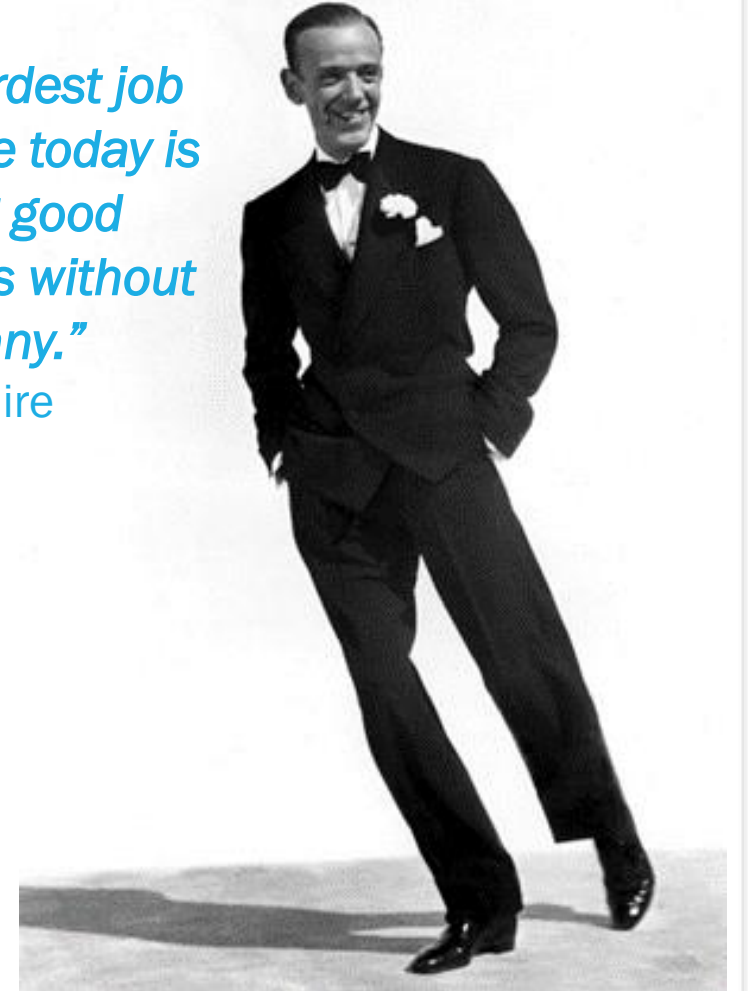
- “Will you consider a gift of XXX...”
- “The reason I gave to this campaign is...”
- “Like you, I give to something I believe in... This is worth your investment...”
- “Your stretch gift will enable us to reach our vision to...”
- “This is a multi-year campaign, so you can stretch your pledge out over the next 3 years and take care of your annual support as well...”
- “We’d like you to consider a naming opportunity of...”
- “Would you consider a \$100,000 gift spread over five years, or \$20,000 each year...”
- “I hope you’ll join me at the lead gift level ...”



Cultivating & Stewarding: Manners Matter

- Please = **Cultivation**; Thank You = **Stewardship**
- Let the donor teach you
- Pick up on their manners
- Mimic their communication style
- Listen and learn
- Consider personal abilities in hiring staff
- Polite email communications
- Ask supporters what they like to do, plan events they will like
- Consider thoughtful, creative thank-yous
- Donors want to see your: energy, enthusiasm, empathy!

“The hardest job kids face today is learning good manners without seeing any.”
Fred Astaire





Capacity



#4 Elements of Internal Capacity

- Clarify Roles & Responsibilities
- Donor Management Software/Hardware
- Office Systems/Equipment
- Communications
- Policies (Gift Acceptance, etc.)
- Donor Recognition Opportunities
- Stewardship
- Staff Support
- Fundraising Counsel



Infrastructure



Staffing – consider turnover; focus on building and sustaining relationships



Budget – software & hardware, admin. etc. (next slide)



Policies & Reports (dashboard example slide)



Database – tracking and reporting + donor metrics



Communications – make full use of tools:

Printed Materials

Emails – remember your signature too

Social Media

Website – user friendly? Updated?

“You must do well to do good.”



Campaign Budget

Think of the overall campaign budget as a small percentage of the campaign goal.

Usually 4-7% Range

Campaign Budgets (separate from Operating Budget) **generally include:**

- Campaign staff salaries
- Travel
- Donor cultivation/events & meeting
- Donor database, office equipment
- Printing/Marketing + postage
- Donor recognition
- Campaign Counsel



Essential Tools to Build a Campaign



building a
**Philanthropy
TOOLKIT**

- Case for Support
- Leadership
- Donors
- Capacity



Takeaways

What is most helpful for you from this time:

- How do you get started?
- How to keep momentum in a long-term campaign process?
- 3 things you could do now...



" What did you take away from the meeting ? "



Thank you

CNE &
Library of Virginia

Q&A and Discussion