Considering a Capital Campaign? Implications for Fundraising and Finances

May 16, 2024



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Revised



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Session CPE Requirements

- You need to attend 50 minutes to receive the full 1 CPE credit.
 - There will be 4 knowledge check questions throughout the presentation. You must respond to a minimum of 3 to receive the full 1 CPE credit.

Both requirements must be met to receive CPE credit





Speaker Introductions



Peter Heller Founder The Heller Fundraising Group Peter@HellerFundraisingGroup.com



Mona Birchfield Principal CLA Mona.Birchfield@CLAconnect.com



Jane Wochos Principal CLA Jane.Wochos@CLAconnect.com







Elements of a capital campaign

Feasibility Study

Accounting for your campaign

Cash flow of campaign

Choosing a consultant





Learning Objectives

01

Identify various ways "capital campaign" is used and what they can mean

02

Recall how and where a capital campaign strategy can be effective

03

Recognize the financial considerations when structuring, messaging, and accounting for a campaign

04

Identify additional financing strategies for capital projects (IRA credits, TIF, NMTC, and more)





Creating Opportunities for Our Clients

Updated January 2024



Active clients

128,000+ Private households served

56,100+ Private businesses served

11,100+

Nonprofit organizations served

3,100+

Government organizations served

620+ Higher education organizations served

4,500+ Financial institutions served

10,900+

Health care organizations served

7,700+ Clients engaged in global capabilities

1,200+ Clients engaging employee benefit plan capabilities

52,100+ Clients engaging outsourcing capabilities

7,600+ Clients engaging

wealth advisory capabilities

14% Organic growth (preliminary number)

Heller Fundraising Group

Located in NYC with clients everywhere

Our Mission

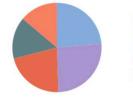
We build abundance for our nonprofit clients through customized consulting and training for successful capital campaigns, insightful feasibility studies, and prosperous major gift programs.

About Us

Founded in 2004 5 Staff 20 collaborating consultants 120 + nonprofits supported \$1.07 billion in client campaigns



Areas of Expertise



Feasibility Studies
Capital Campaigns
Major Gift Programs
General Fundraising
Training

Sectors

Education

Social Justice

Religious Organizations

Social Services

Medicine

The Arts

Scientific Research



A Capital Campaign



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Capital Campaign Defined

A capital campaign is a focused effort to raise money above and beyond regular operating expenses. It usually happens over a period of years and when done effectively can galvanize attention on the future of the community.*

*note: not "the future of the organization."

It's never about the new building.



Poll Question 1

How likely are you to launch a capital campaign in the next 3 years?

- Very likely
- o Likely
- o Unlikely
- Very Unlikely







Capital Campaign Misconceptions

Purpose is only for building and/or equipment

Only used by Large organizations

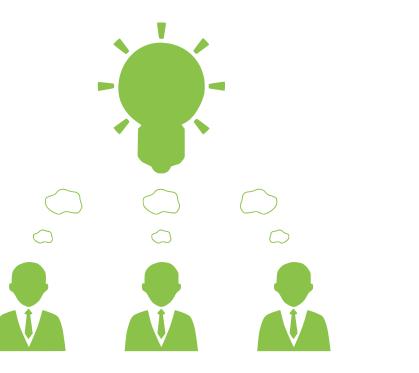
Need wealthy board members





Bad Reasons for a Campaign

- An organizational anniversary (25th year)
- We like the idea of owning a building
- A board member suggests it
- Nothing to do this weekend





Six Elements of a Successful Campaign

- 1. Dollar Goal
- 2. The Case for Support
- 3. Prospects
- 4. Campaign Committee
- 5. Systems and Staffing
- 6. Timing

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¹¹ Na	¹² Mg											¹³ AI	¹⁴ Si	¹⁵ P	¹⁶ S	¹⁷ CI	¹⁸ Aı
sodium 22.990	magnesium 24.305	3	4	5	6	7	8	9	10	11	12	aluminium 26.982	silicon 28.085	phosphorus 30.974	sulfur 32.06	chiorine 35.45	argo 39.94
potassium	Ca	SC Scandium	22 Ti	23 V	Cr chromium	25 Mn manganese	Fe iron	CO cobalt	28 Ni	29 Cu	³⁰ Zn	Ga gallium	Ge	AS arsenic	34 Se selenium	35 Br bromine	36 Ki
39.098 37	40.078 38	44.955 39	47.867 40	50.942 41	51.996 42	54.938 43	55.845 44	58.933 45	58.693 46	63.546 47	65.38 48	69.723 49	72.630	74.922	78.971 52	79.904 53	83.75 54
Rb	Sr	Y	Zr	Nb	Мо	Tc	Ru	Rh	Pd	Ag	Cd	In	Sn	Sb	Те		Xe
rubidium 85.468	strontium 87.62	yttrium 88.905	zirconium 91.224	niobium 92.906	molybdenum 95.95	technetium	ruthenium 101.07	rhodium 102.91	palladium 106.42	silver 107.87	cadmium 112.41	indium 114.82	tin 118.71	antimony 121.76	tellurium 127.60	iodine 126.90	xeno 131.2
55 Cs	56 Ba	57-71	72 Hf	73 Ta	⁷⁴ W	75 Re	76 Os	⁷⁷ Ir	78 Pt	⁷⁹ Au	⁸⁰ Hg	⁸¹ TI	82 Pb	83 Bi	⁸⁴ Po	85 At	86 Ri
caesium 132.91	barium 137.33	lanthanoids	hafnium 178.49	tantalum 180.95	tungsten 183.84	rhenium 186.21	osmium 190.23	iridium 192.22	platinum 195.08	gold 196.97	mercury 200.59	thallium 204.38	lead 207.2	bismuth 208.98	polonium	astatine	rado
⁸⁷ –		89-103	104 Df	105 Dh	106	107 Bb	108	109	110	111 B.a.	112	113	114	115	116	117	118
Fr francium	Ra	actinoids	Rf	Db dubnium	Sg seaborgium	Bh	Hs	Mt	DS darmstadtium	Rg	copernicium	n nihonium	fierovium	Mc	LV	TS tennessine	oganes
		57	58	59	60	61	62	63	64	65	66		68	69	70	71	
		lant	anum ce	rium praseo	dymium neod		ethium san	arium eur	poium gade	olinium te	bium dvs	prosium ho	imium er	bium the	dium ytte	rbium lut	LU stium 4.97
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HELLER FUNDRAISING GROUP

Six Elements of a Successful Campaign

Element 1: Dollar Goal

1	1 1 H]																¹⁸
2	hydrogen 1.008 3 Li lithium 6.94	2 4 Be beryllium 9.0122											13 5 B boron 10.81	14 6 C carbon 12,011	15 7 N nitrogen 14.007	16 8 0 0xygen 15,999	17 9 F fluorine 18.998	helium 4.0026 10 Ne 20.180
3	11 Na sodium 22.990	12 Mg magnesium 24.305	3	4	5	6	7	8	9	10	11	12	13 Al aluminium 26.982	14 Si silicon 28.085	15 P phosphorus 30.974	16 S sulfur 32.06	17 Cl chlorine 35.45	18 Ar argon 39.948
4	19 K potassium 39.098	20 Ca calcium 40.078	21 Sc scandium 44.956	22 Ti titanium 47.867	23 V vanadium 50.942	24 Cr chromium 51.996	25 Mn manganese 54.938	26 Fe iron 55.845	27 Co cobalt 58.933	28 Ni ^{nickel} 58.693	29 Cu copper 63.546	30 Zn 2inc 65.38	31 Ga gallium 69.723	32 Ge germanium 72.630	33 As arsenic 74.922	34 Se selenium 78.971	35 Br bromine 79.904	36 Kr krypton 83.798
5	37 Rb rubidium 85.468	38 Sr strontium 87.62	39 Y yttrium 88,906	40 Zr ^{zirconium} 91.224	41 Nb niobium 92,906	42 Mo molybdenum 95.95	43 Tc	Ru	45 Rh	46 Pd	47 Ag	48 Cd	⁴⁹ In	50 Sn	51 Sb	52 Te	53	54 Xe
								101.07	102.91	106.42	107.87	112.41	indium 114.82	118.71	121.76	tellurium 127.60	126.90	131.29
6	55 CS caesium 132.91	56 Ba barium 137.33	57-71 Ianthanoids	72 Hf hafnium 178.49	73 Ta tantalum 180.95	74 W tungsten 183.84	75 Re rhenium 186.21	101.07 76 OS osmium 190.23	102.91 77 Ir iridium 192.22	106.42 78 Pt platinum 195.08	107.87 79 Au gold 196.97	112.41	81 TI thallium 204.38	118.71 82 Pb lead 207.2	83 Bi bismuth 208.98	84 PO polonium	126.90 85 At astatine	86 Rn radon
6	Cs caesium 132.91	Ba		72 Hf	73 Ta tantalum 180.95 105 Db	74 W	Re	76 Os	77 Ir	106.42	107.87 79 Au gold 196.97 111 Rg	112.41 80 Hg mercury 200.59	114.82	118.71 82 Pb	121.76 [°] 83 Bi bismuth	127.60 84 PO	126.90 85 At astatine 117 TS	⁸⁶ Rn

57 La Ianthanum 138.91	58 Ce cerium 140.12	59 Pr praseodymium 140.91	Nd	Pm promethium	62 Sm samarium 150.36	63 Eu europium 151.96	Gd gadolinium	65 Tb terbium 158.93	66 Dy dysprosium 162.50	67 HO holmium 164.93	68 Er erbium 167.26	69 Tm thulium 168.93	Yb ytterbium	71 Lu Iutetium 174.97
89 Ac actinium				93 Np			96 Cm curium		98 Cf californium	99 ES einsteinium	100 Fm fermium	101 Md mendelevium	102 No nobelium	103 Lr Iawrencium

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Element 1: Dollar Goal

Campaign Objective	Projected Expense
Build a new Small Sanctuary	\$4,100,000
Redesign/Add School and Youth Spaces	\$3,950,000
Improve Meeting and Social Spaces including Accessibility Enhancements	\$3,125,000
Expand Clergy/Administrative Offices and Meeting Rooms	\$2,675,000
Improve Parking and Landscaping	\$2,150,000
TOTAL CAMPAIGN BUDGET	\$16,000,000



Campaign Project Example

Strengthen today	
Debt retirement	\$3.6 million
Strategic growth	\$3.4 million
Annual support	\$5.0 million

Invest in tomorrow	
Property renovation	\$1 million
Endowment growth	\$3 million
Total campaign goal - \$16 millio	on



Element 1: Dollar Goal

	GIFT TABLE	for a \$5,000	,000 GOAL	
Gift Level	Target # Gifts	Prospects Needed	Total Goal	Total \$ by Level
LEADERSHIP GIF	TS (+)			
\$1,000,000	1	3	\$1,000,000	
\$500,000	3	9	\$1,500,000	
\$250,000	4	12	\$1,000,000	
				\$3,500,000
MAJOR GIFTS (+)			L	
\$100,000	4	12	\$400,000	
\$50,000	6	18	\$300,000	
\$25,000	10	30	\$250,000	
				\$950,000
COMMUNITY GIFT	ГS (+)		-	
\$10,000	20	40	\$200,000	
\$5,000	30	60	\$150,000	
<\$5,000	Many	Many	\$200,000	
		· · · · · · · · · · · · · · · · · · ·		\$550,000
TOTAL	78	184	\$5,000,000	

Budget Items to Consider

- Acquisition costs
- Construction and contingency
- Design and Architecture
- Soft costs (legal and consultants)
- Funding sources other than philanthropy
 - Public grants
 - New market tax credits
- Estimate of equipment and infrastructure costs
- Inflation factor
- Financing costs
 - Cover timing of pledge payments
 - Budget for potential interest





Six Elements of a Successful Campaign

Element 2: The Case for Support

1	1 1 H hydrogen 1.008	2											13	14	15	16	17	18 2 He helium 4.0026
2	3 Li lithium 6.94	4 Be beryllium 9.0122											5 B boron 10.81	6 C	7 N nitrogen 14.007	8 O oxygen 15.999	9 F fluorine 18.998	10 Ne 20.180
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7	87 Fr	88 Ra radium	89-103 actinoids	104 Rf rutherfordium	105 Db dubnium	106 Sg seaborgium	107 Bh	108 HS hassium	109 Mt meitnerium	110 DS darmstadtium	111 Rg roentgenium	Cn copernicium	113 Nh	114 FI flerovium	115 Mc moscovium	116 LV Ivermorium	117 Ts tennessine	118 Og oganesso

⁵⁷ La		⁵⁹ Pr	Nd	Pm	Sm	⁶³ Eu	⁶⁴ Gd	⁵́Tb	⁶⁶ Dy	⁶⁷ Ho	⁶⁸ Er	⁶⁹ Tm	⁷⁰ Yb	⁷¹ Lu
lanthan 138.9		praseodymium 140.91	neodymium 144.24	promethium	samarium 150.36	europium 151.96	gadolinium 157.25	terbium 158.93	dysprosium 162.50	holmium 164.93	erbium 167.26	thulium 168.93	ytterbium 173.05	lutetium 174.97
89	90	91	92	93	94	95	00	07	0.0	99	100	101	102	100
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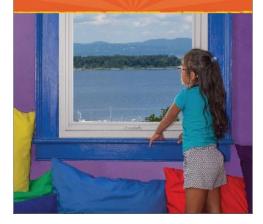


Parts of the Case

- Vision for the Future
- The Problem
- Your Nonprofit's Solutions
- Your Nonprofit's Accomplishments, History, Data Points
- The Campaign Budget
- (Call to Action)



Ossining Children's Center Campaign OUR CHILDREN. OUR FUTURE.





OUR VISION

Every child deserves the chance to blossom. And children blossom when their families thrive, which strengthens the entire community. For over 120 years, the Ossining Children's Center has played a vital role in this extraordinary process – helping children realize their fullest potential and advocating for families in a vibrant community. With your support, lef's help more and more children and their families flourish, for the benefit of us all. The Ossining Children's Center opens opportunities for children to become lovers of learning, and for families to flourish as contributing members of our community. OCC is one of Ossianfy's great community recourses.

> --- Hon. Sandra R. Galef, New York State Assemblymember, District 95





Our Children. Our Future.

Imagine a society that focuses its best resources on its children. Wheir well-being. Their health. Wheir development. Wheir growth into productive adulthood.

You englet think this describes all laser Westelenster County Nationan here, there's an gaussitize of a strong and supportive shall in the

In fast, many parents are struggling. Working hand part to get by, they somet, for example, both a allocit the hand of any hold over their presence the remained support and relaxation from holds are used. Fast their grade achool agaited to execution, writhment, and homework help that working parents often can't previde after achool.

Many working parents are formed to bear their young philities to safe standard, even ansate, eithin are situation, often with uniformed bab pattern. And without after school programs, many older children become anappenies of task bag "side.



C. Downing Children's Contar Languages

A RISKY FUTURE?

As a small, has many efficience to kineterporter without the experiments that marks are planned build designed at and the same of which being pixed from quick that are proported many grade-tableties are being bit beind at the at appropriate approximation and expression. Which will be outdoing the posterial in the students are at a greater risk of not meeting the posterial in the same for them, should be funding and an or the conservative.

Child care experts and many studies that task low-income distinguish through ad althoud confron that attending a good prochastil exclusion, we live analytic encode the mode of the remedial exclusion, we live analytic encode and a set for intervention.

OR A BETTER SOLUTION.

Children have a much letter character for a longit fatture when they start with a posterior procedure operations, and when they in supported with Milling Below - and a the school group start. Street we have what works, with a cap to all of us to provide apports of the or children's success?

Please read on to learn here the Ossining Children's Center — serving children admiably since 1986 — mocies these challenges today, addresses the torone challenges today, addresses the torone, and plans to brild the strong, stantinable future we conside to the children of our community.











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MISSION AND HISTORY
THE ACADEMY TODAY
CLASS OF 2011 SNAPSHOT
OUR CASE IN BRIEF
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OUR STRATEGY
IN PARTNERSHIP WITH YOU
THE IMPACT OF YOUR GIFT
FUNDING OPPORTUNITIES
WAYS TO SUPPORT THE ACADEMY
THANK YOU



The Centennial Campaign

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INTRODUCTION

There are moments in an institution's history that define its very existence. These are moments when challenges are turned into opportunities, when progress becomes greatness, and when dreams are transformed into reality. For the second sec

As the Academy approaches its Centennial year, we are evermore committed to providing each student an outstanding opportunity to achieve academic excellence in an environment that values wisdom and nurtures personal, community, and global responsibility.

We have the opportunity to make a transformational difference – one that will enhance our deep-rooted commitment to offering the best possible education to a community of talented and motivated students. What we do **Today** will have a direct and lasting impact on where we are **Tomorrow**. To ensure that our future is as bright as our present, we are launching *The Centennial Campaign* to celebrate our 100th year and to ensure that we thrive for generations to come by addressing three primary objectives:

- Academic Excellence and Faculty Development
- Facility Enhancement to support the progressive demands of today's educational environment
- · School Endowment to create sustainable funding for continued growth

Our minimum goal for this effort is \$3,000,000 to be raised with the support of our alumni, parents, faculty, and friends.

The Centennial Campaign



Six Elements of a Successful Campaign

Element 3: Prospects

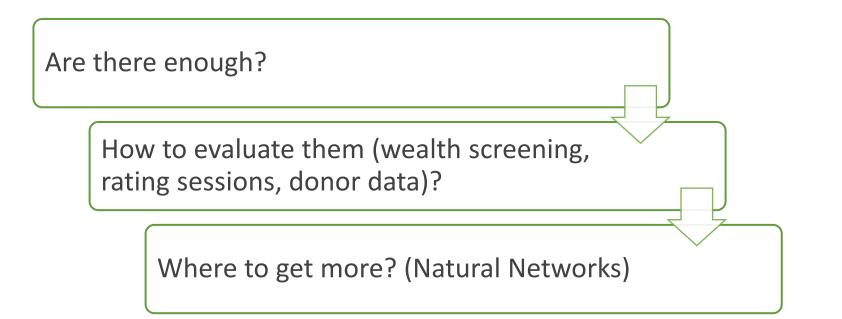
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lanthanum 138.91	cerium 140.12	praseodymium 140.91	neodymium 144.24	promethium	samarium 150.36	europium 151.96	gadolinium 157.25	terbium 158.93	dysprosium 162.50	holmium 164.93	erbium 167.26	thulium 168.93	ytterbium 173.05	lutetium 174.97
89	90	91	92			95	96	97		99	100	101	102	103
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AC	I I II	Ра	U	Np	Pu	Am	Cm	вк	UT UT	ES	Fm	Md	No	LL

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Element 3: Prospects





Element 3: Prospects

Revisiting the Gift Table: Do I have enough prospects to reach my goal?

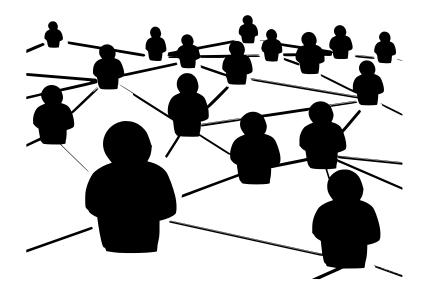
GIFT TABLE for a \$5,000,000 GOAL											
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\$500,000	3	9	\$1,500,000								
\$250,000	4	12	\$1,000,000								
				\$3,500,000							
MAJOR GIFTS (+)			I								
\$100,000	4	12	\$400,000								
\$50,000	6	18	\$300,000								
\$25,000	10	30	\$250,000								
				\$950,000							
COMMUNITY GIFT	⁻ S (+)										
\$10,000	20	40	\$200,000								
\$5,000	30	60	\$150,000								
<\$5,000	Many	Many	\$200,000								
				\$550,000							
TOTAL	78	184	\$5,000,000								



Element 3: Prospects

Natural Networks

- Top Donors
- Board Members
- Advisory Board Members
- People Connected to My Mission
- Business Associates
- Friends/Neighbors
- My Rich Uncle/Other





Elements 3: Prospects

Top Prospect Report

Next Step Date	Last Contact Date	Last Name	First Name	Connection	Next Step		arget \$ Ask	Notes/Comments
12/15/2018	12/1/2018			Friend of Mrs. X	call Mrs. X to discuss strategy	\$	10,000	underwrite lecture
12/19/2018	11/1/2018			Donor	annual appeal letter	\$	25,000	cultivate for board committee
1/10/2019	11/15/2018			Foundation	staff discussion	\$	10,000	new program support
1/12/2019	11/30/2018			Potential Donor	invite to our event	\$	50,000	endowment prospect
1/16/2019	11/15/2018			Board Member	call Board Chair to discuss	\$	100,000	potential major donor
1/20/2019				Local Business	send letter of introduction	\$	10,000	cultivate for board
1/30/2019	12/1/2018			Longtime Major Donor	invite for lunch	\$	50,000	thank her/tell her about ou plans for 2019







Six Elements of a Successful Campaign

Element 4: Campaign Committee

L :	Ъ																	² He
L	hydrogen 1.008	2											13	14	15	16	17	4.0026
1	³ Li	⁴Be											⁵ B	°۲	7 N	° O	° F	¹⁰ Ne
l	lithium 6.94	beryllium 9.0122											boron 10.81	carbon 12.011	nitrogen 14.007	oxygen 15.999	fluorine 18.998	neon 20.18
ľ	¹¹ Na	¹² Mg											¹³ AI	¹⁴ Si	¹⁵ P	¹⁶ S	¹⁷ CI	¹⁸ Ar
l	sodium 22.990	magnesium 24.305	3	4	5	6	7	8	9	10	11	12	aluminium 26.982	silicon 28.085	phosphorus 30.974	sulfur 32.06	chlorine 35.45	argor 39.94
	¹⁹ K	20 Ca	21 Sc	²² Ti	²³ V	²⁴ Cr	²⁵ Mn	²⁶ Fe	27 Co	²⁸ Ni	29 Cu	30 Zn	³¹ Ga	32 Ge	33 As	34 Se	35 Br	36 Kr
l	potassium 39.098	calcium 40.078	scandium 44.956	titanium 47.867	vanadium 50.942	chromium 51.996	manganese 54.938	iron 55.845	cobalt 58.933	nickel 58.693	copper 63.546	zinc 65.38	gallium 69.723	germanium 72.630	arsenic 74.922	selenium 78.971	bromine 79.904	krypto 83.79
	37 Rb	38 Sr strontium	39 Yttrium	40 Zr	41 Nb	42 Mo	43 TC	44 Ru	45 Rh	46 Pd	47 Ag	48 Cd	49 In	50 Sn	51 Sb	52 Te	53	54 Xe
1	85.468 55	87.62 56	88.906 57-71	91.224 72	92.906 73	95.95 74	75	101.07	102.91	106.42 78	107.87 79	112.41 80	114.82 81	118.71 82	121.76 83	127.60 84	126.90 85	131.2 86
	ິCs	ва	5/-/1	Ĥf	҄Та	ĩΨ	Re	Ös	Îlr	Pt	Âu	Ъ́Нд	ŤΤΙ	Pb	Bi	Po	Ãt	Rr
	caesium 132.91	barium 137.33	lanthanoids	hafnium 178.49	tantalum 180.95	tungsten 183.84	rhenium 186.21	osmium 190.23	iridium 192.22	platinum 195.08	gold 196.97	mercury 200.59	thallium 204.38	lead 207.2	bismuth 208.98	polonium	astatine	rado
	⁸⁷ Fr	⁸⁸ Ra	89-103	104 Rf	105 Db	¹⁰⁶ Sg	¹⁰⁷ Bh	¹⁰⁸ Hs	109 Mt	110 Ds	¹¹¹ Rg	¹¹² Cn	¹¹³ Nh	¹¹⁴ Fl	¹¹⁵ Мс	116 Lv	¹¹⁷ Ts	118 Og
	francium	radium	actinoids	rutherfordium	dubnium	seaborgium	bohrium	hassium	meitnerium	darmstadtium	roentgenium	copernicium	nihonium	flerovium	moscovium	livermorium	tennessine	oganes

⁵⁷ La	58 Ce	⁵⁹ Pr	Nd	Pm	Sm	⁶³ Eu	⁶⁴ Gd	⁵́Tb	⁶⁶ Dy	⁶⁷ Ho	⁶⁸ Er	⁶⁹ Tm	⁷⁰ Yb	⁷¹ Lu
lanthanum 138.91	cerium 140.12	praseodymium 140.91	neodymium 144.24	promethium	samarium 150.36	europium 151.96	gadolinium 157.25	terbium 158.93	dysprosium 162.50	holmium 164.93	erbium 167.26	thulium 168.93	ytterbium 173.05	lutetium 174.97
89	90	91	92	93	94	95	96	97	98	99	100	101	102	103
Ac	Th	Pa	Û	Np	Pu	Am	Čm	Bk	Cf	Es	Ēm	Md	Ňo	Ľr

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Element 4: Campaign Committee

Structure

- 2 3 Co-Chairs
- 10 15 Members total
- Honorary Co-Chairs



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Element 4: Campaign Committee

Purpose:

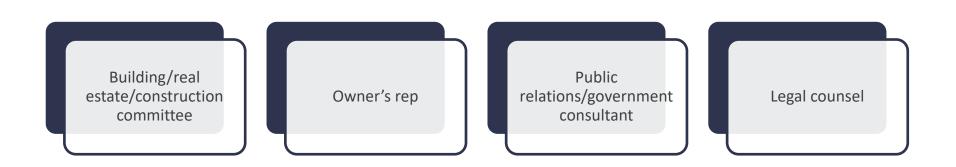
- Oversee campaign
- Engage in Fundraising



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Other Considerations







Six Elements of a Successful Campaign

Element 5: Systems and Staffing

	hydrogen 1.008	2											13	14	15	16	17	He helium 4.0026
3	^³ Li	⁴ Be]										5 ₿	۴C	⁷ N	* 0	° F	10 Ne
	lithium 6.94	beryllium 9.0122											boron 10.81	carbon 12.011	nitrogen 14.007	oxygen 15.999	fluorine 18.998	neon 20.18
1	¹¹ Na	¹² Mg											¹³ AI	¹⁴ Si	¹⁵ P	¹⁶ S	¹⁷ CI	¹⁸ Ar
L	sodium 22.990	magnesium 24.305	3	4	5	6	7	8	9	10	11	12	aluminium 26.982	silicon 28.085	phosphorus 30.974	sulfur 32.06	chlorine 35.45	argor 39.94
	¹⁹ K	²⁰ Ca	21 Sc	²² Ti	²³ V	Cr	²⁵ Mn	²⁶ Fe	Со	Ni	Cu	³⁰ Zn	³¹ Ga	32 Ge	33 As	34 Se	³⁵ Br	³⁶ Kr
Ĺ	potassium 39.098	calcium 40.078	scandium 44.956	titanium 47.867	vanadium 50.942	chromium 51.996	manganese 54.938	iron 55.845	cobalt 58.933	nickel 58.693	copper 63.546	zinc 65.38	gallium 69.723	germanium 72.630	arsenic 74.922	selenium 78.971	bromine 79.904	kryptor 83.798
3	³⁷ Rb	38 Sr	³⁹ Y	⁴⁰ Zr	⁴¹ Nb	42 Mo	⁴³ Tc	⁴⁴ Ru	⁴⁵ Rh	⁴⁶ Pd	47 Ag	⁴⁸ Cd	49 In	⁵⁰Sn	51 Sb	52 Te	53	54 Xe
	rubidium 85.468	strontium 87.62	yttrium 88.906	zirconium 91.224	niobium 92.906	molybdenum 95.95	technetium	ruthenium 101.07	rhodium 102.91	palladium 106.42	silver 107.87	cadmium 112.41	indium 114.82	tin 118.71	antimony 121.76	tellurium 127.60	iodine 126.90	xenor 131.2
5	55	56	57-71	72	73	74	75	76		78	79	80	81-1	82	83	84	85	86
	CS caesium 132.91	Ba barium 137.33	lanthanoids	Hf hafnium 178.49	Ta tantalum 180.95	tungsten 183.84	Re rhenium 186.21	OS osmium 190.23	iridium 192.22	Pt platinum 195.08	Au gold 196.97	Hg mercury 200.59	TI thallium 204.38	Pb 1ead 207.2	Bi bismuth 208.98	Po	At	Rn
ε	^{B7} Fr	⁸⁸ Ra	89-103	104 Rf	105 Db	¹⁰⁶ Sg	¹⁰⁷ Bh	¹⁰⁸ Hs	109 Mt	110 Ds	¹¹¹ Rg	¹¹² Cn	¹¹³ Nh	¹¹⁴ Fl	¹¹⁵ Мс	116 Lv	¹¹⁷ Ts	¹¹⁸ Og
	francium	radium	actinoids	rutherfordium	dubnium	seaborgium	bohrium	hassium	meitnerium	darmstadtium	roentgenium	copernicium	nihonium	flerovium	moscovium	livermorium	tennessine	oganess

La	Ce	Pr	Nd	Pm	Sm	Eu	Gd	Tb	Dy	Ho	Er	Tm	Yb	Lu
lanthanum 138.91	cerium 140.12	praseodymium 140.91	neodymium 144.24	promethium	samarium 150.36	europium 151.96	gadolinium 157.25	terbium 158.93	dysprosium 162.50	holmium 164.93	erbium 167.26	thulium 168.93	ytterbium 173.05	lutetium 174.97
89	90	91	92	93	94	95	96	97	98	99	100	101	102	103
Ac	Th	Pa	U	Np	Pu	Am	Cm	Bk	Cf	Es	Fm	Md	No	Lr

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Six Elements of a Successful Campaign

Systems – What is needed?

1	і Ч]																¹⁸ ² He
	hydrogen 1.008	2											13	14	15	16	17	helium 4.0026
	Li	^₄ Be											⁵ B	۴C	⁷ N	⁸ O	° F	¹⁰ Ne
L	lithium 6.94	beryllium 9.0122											boron 10.81	carbon 12.011	nitrogen 14.007	oxygen 15.999	fluorine 18.998	neon 20.180
ľ	้Na	¹² Mg											¹³ AI	¹⁴ Si	¹⁵ P	¹⁶ S	¹⁷ CI	¹⁸ Ar
	sodium 22.990	magnesium 24.305	3	4	5	6	7	8	9	10	11	12	aluminium 26.982	silicon 28.085	phosphorus 30.974	sulfur 32.06	chlorine 35.45	argon 39.948
1	^ы К	20 Ca	21 Sc	²² Ti	23 V	²⁴ Cr	²⁵ Mn	²⁶ Fe	27 Co	28 Ni	29 Cu	30 Zn	Ga	Ge	33 As	34 Se	35 Br	³⁶ Kr
	potassium 39.098	calcium 40.078	scandium 44.956	titanium 47.867	vanadium 50.942	chromium 51.996	manganese 54.938	iron 55.845	cobalt 58.933	nickel 58.693	copper 63.546	zinc 65.38	gallium 69.723	germanium 72.630	arsenic 74.922	selenium 78.971	bromine 79.904	krypton 83.798
h	39.098 37	38	44.956 39		50.942 41		54.938 43	44	45		63.546 47		49	72.630 50	74.922 51	52	79.904 53	54
	Rb	Sr	Y	Zr	Nb	Мо	Тс	Ru	Rh	Pd	Ag	Cd	In	Sn	Sb	Те	1	Xe
	rubidium 85.468	strontium 87.62	yttrium 88.906	zirconium 91.224	niobium 92.906	molybdenum 95.95	technetium	ruthenium 101.07	rhodium 102.91	palladium 106.42	silver 107.87	cadmium 112.41	indium 114.82	tin 118.71	antimony 121.76	tellurium 127.60	iodine 126.90	xenon 131.29
	55 Cs	56 Ba	57-71	72 Hf	73 Ta	⁷⁴ W	75 Re	76 Os	⁷⁷ Ir	78 Pt	⁷⁹ Au	⁸⁰ Hg	⁸¹ TI	⁸² Pb	⁸³ Bi	⁸⁴ Po	85 At	⁸⁶ Rn
l	caesium 132.91	barium 137.33	lanthanoids	hafnium 178.49	tantalum 180.95	tungsten 183.84	rhenium 186.21	osmium 190.23	iridium 192.22	platinum 195.08	gold 196.97	mercury 200.59	thallium 204.38	lead 207.2	bismuth 208.98	polonium	astatine	radon
8	³⁷ Fr	⁸⁸ Ra	89-103	¹⁰⁴ Rf	105 Db	¹⁰⁶ Sg	¹⁰⁷ Bh	¹⁰⁸ Hs	109 Mt	110 Ds	¹¹¹ Rg	¹¹² Cn	¹¹³ Nh	¹¹⁴ Fl	¹¹⁵ Мс	116 Lv	¹¹⁷ Ts	¹¹⁸ Og
L	francium	radium	actinoids	rutherfordium	dubnium	seaborgium	bohrium	hassium	meitnerium	darmstadtium	roentgenium	copernicium	nihonium	flerovium	moscovium	livermorium	tennessine	oganesso
			57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	

l	lanthanum 138.91	cerium 140.12	praseodymium 140.91	neodymium 144.24	promethium	samarium 150.36	europium 151.96	gadolinium 157.25	terbium 158.93	dysprosium 162.50	holmium 164.93	erbium 167.26	thulium 168.93	ytterbium 173.05	lutetium 174.97
ſ	89			92						98	99	100	101	102	103
l	Ac	Th	Pa	U	Np	Pu	Am	Cm	Bk	Cf	Es	Fm	Md	No	Lr
l	actinium	thorium 232.04	protactinium 231.04	uranium 238.03	neptunium	plutonium	americium	curium	berkelium	californium	einsteinium	fermium	mendelevium	nobelium	lawrencium

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Element 5: Systems and Staffing

Systems

- Fundraising database actively managed; gift tracking
- Monthly reconciliation between gift income and finance data
- Gift acceptance and donor recognition policies
- Gift agreement letter
- Time management
- Task management
- Development office and organization communication systems
- Culture of philanthropy



Element 5: Systems and Staffing

Monthly/Annual Metrics

SAMPLE MONTHLY METRICS																
FUNDRAISIN	IG M	EET	ING	5*									ANNUAL TOTAL MTGS	# SOLICITS ANNUAL		\$ ESTIMATE *
YEAR 1	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC				
Modest Effort	0	0	0	0	4	4	4	4	4	4	4	4	32	11	5	\$50,000
Energetic Effort	0	0	0	0	8	8	8	8	8	8	8	8	64	21	11	\$150,000
Dedicated Staff	0	0	0	0	4	4	4	4	13	13	13	13	68	23	12	\$160,000
YEAR 2	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	ост	NOV	DEC				
Modest	4	4	4	4	4	4	4	4	4	4	4	4	48	24	12	\$150,000
Energetic	8	8	8	8	8	8	8	8	8	8	8	8	96	48	24	\$320,000
Dedicated Staff	13	13	13	13	13	13	13	13	13	13	13	13	156	78	39	\$450,000
YEAR 3	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	ост	NOV	DEC				
Modest	4	4	4	4	4	4	4	4	4	4	4	4	48	24	12	\$200,000
Energetic	8	8	8	8	8	8	8	8	8	8	8	8	96	48	24	\$450,000
Dedicated Staff	13	13	13	13	13	13	13	13	13	13	13	13	156	78	39	\$600,000
* Gift amounts in	the fi	irst ye	ear are	: \$10,	000. li	n the 2	nd & 3	rd ye	ars, a c	ombir	nation	of \$1	0,000, \$25	,000, \$50,000) and \$100	,000.



Element 5: Systems and Staffing

Staffing

- Is there ever enough?
- What's the current fundraising staffing?
- What's needed for a successful campaign?



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Poll Question 2

Can fundraising costs be capitalized?

Yes

 \circ No



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Accounting For Your Campaign

- Donation tracking
 - Restrictions
 - Inkind
- Pledge commitments discount
- Capitalization of costs
 - Construction
 - Interest
 - Overhead
- Release of restriction





Six Elements of a Successful Campaign

Element 6: Timing

	1	_																18
1	1 H hydrogen	2											13	14	15	16	17	2 He helium 4.0026
2	3 Li	4 Be]										5 B	⁶ C	7 N	⁸ O	⁹ F	¹⁰ Ne
3	11 Na sodium	9.0122 12 Mg magnesium											10.81	12.011	14.007	oxygen 15.999	fluorine 18.998	18 Ar argon
4	19 K	24.305	3 21 Sc scandium	4	23 V vanadium	6 24 Cr chromium	7 25 Mn manganese	8 Fe	9 27 Co	10 28 Ni	29 Cu copper	12 30 Zn zinc	26.982 31 Ga	28.085	30.974	34 Se selenium	35.45	39.948 36 Kr krypton
5	^{39.098} 37 Rb	^{40.078} 38 Sr	^{44.956} 39 Y	47.867 40 Zr	50.942 41 Nb	51.996 42 Mo	⁴³ Tc	^{55.845} 44 Ru	^{58,933} 45 Rh	⁴⁶ Pd	47 Ag	48 Cd	69.723 49 In	50 Sn	51 Sb	^{78.971} 52 Te	79.904	⁵⁴ Xe
	rubidium 85.468 55 CS	strontium 87.62 56 Ba	yttrium 88.906 57-71	2irconium 91.224 72 Hf	73 73	74	75 Re	ruthenium 101.07 76 OS	77 77	palladium 106.42 78 Pt	^{silver} 107.87 79 Au	admium 112.41 80 Hg	114.82 81 TI	118.71 82 Pb	antimony 121.76 83 Bi	tellurium 127.60 84 PO	126.90 85 At	xenon 131.29 86 Rn
6	caesium 132.91	barium 137.33	lanthanoids	hafnium 178.49	tantalum 180.95 105	tungsten 183.84 106	rhenium 186.21 107	osmium 190.23	iridium 192.22 109	platinum 195.08	gold 196.97	mercury 200.59	thallium 204.38	lead 207.2	bismuth 208.98	polonium	astatine	radon 118
7	Fr	Ra	actinoids	Rf rutherfordium	Db dubnium	Sg seaborgium	Bh	Hs	Mt	DS darmstadtium	Rg	Cn	Nh	flerovium	Mc	Lv	Ts	Og oganesso
'			1															
'			57	.a 58	Ce 59	Pr N	d ⁶¹	m ⁶² S	m 63	u 64	id ⁶⁵ T	Ъ ⁶⁶ Д	by ⁶⁷	o 68	r ⁶⁹ T	m 70	′b ⁷¹ L	u

138.91	140.12	140.91	144.24		150.36	151.96	157.25	158.93	162.50	164.93	167.26	168.93	173.05	174.97
	90		92	93		95	96		98	99	100		102	103
Ac	Th	Pa	U U	Np	Pu	Am	Cm	Bk	Cf	Es	Fm	Md	No	Lr
actinium	thorium 232.04	protactinium 231.04	uranium 238.03	neptunium	plutonium	americium	curium	berkelium	californium	einsteinium	fermium	mendelevium	nobelium	lawrencium

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Element 6: Timing

What factors do I need to consider regarding timing?

- Renovation needs?
- Property purchase?
- Urgent program needs?
- Other?



Element 6: Timing

		##							2	2012	2									##	##										2014	4	2015
		н	L.	l na l'	J J	L I A		: 0	ъb		1E	l na l	la li	M I I	i i m	la I	e l	പ	N D		- Li	ELM		i na i)]	La	le:	a	inair	nla		_1	D
		<u> </u>	^	-	, ,	-	-	, 0				-	^		-	Ê	3				-	-	-	-	<u>, ,</u>	1	15					-	
INCOME			-																														
Planning Period	xx																																
Feasibility Study	\$250,000																																
Campaign - Quiet Phase	\$6,000,000																																
Campaign - Public Phase	\$1,750,000																																
Gift Period	xx																																
Pledge Period	xx																																
EXPENSE																																	
Start-up Operating Capital	\$500,000																																
Space/Perf Fund Revenue Kicks I																																	
Capl Expend Fund Revenue Kicks	\$1,400,000																																
CONSTRUCTION PERIOD	xx																																

Cash flow

- Set goal of funds to be raised prior to groundbreaking (if campaign is for new building)
- Debt considerations
 - Timing of pledge payments
 - Funding of project through debt
 - Likely will need projections for bankers





Poll Question 3

- Do you have the resources and skills on your finance team to support a capital campaign?
 - o Yes
 - o No
 - Maybe



The Capital Campaign Feasibility Study or "Planning Study"



The Capital Campaign Feasibility Study

Why do it?

- Determine how much money can be raised
- Determine community and donor interest in project
- Build and test a strong case for support
- Begin cultivation of top donors
- Determine when to start your campaign, how much it will cost and required staffing
- Get fundraising campaign engine in working order



The Capital Campaign Feasibility Study

Outcomes

- 15-60 interviews
- Lots of notes on the Case
- Reality check on \$\$
- Reality check on excitement factor
- Report to the board on findings, recommendations and next steps



Poll Question 4

Did you find the information in this CLA webinar helpful to you and your organization or business?

• Yes

• No







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- + Donor Communications Calendar
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Website: www.hellerfundraisinggroup.com

Phone: 212.328.0598

Email: Peter@HellerFundraisingGroup.com



Thank you!

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