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

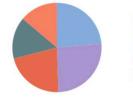
We build abundance for our nonprofit clients through customized consulting and training for successful capital campaigns, insightful feasibility studies, and prosperous major gift programs.

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

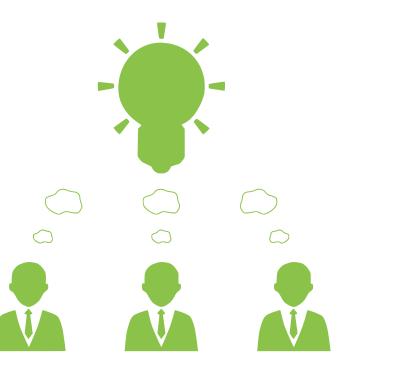
Need wealthy board members





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

| 1 1 H |] | | | | | | | | | | | | | | | | 18 2 Heiur |
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| lithium 6.94 | beryllium 9.0122 | | | | | | | | | | | boron 10.81 | carbon 12.011 | nitrogen 14.007 | oxygen 15.999 | fluorine 18.998 | 0000 20.18 |
| 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 |
| Ă | | Pa | Ű | Ňp | Pu | Åm | °Cm | 97 Bk | ⁹⁸ Cf | Es | Fm | ¹⁰¹ Md | Ňo | ¹⁰³ Lr |

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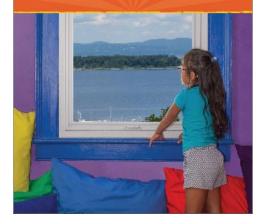


Parts of the Case

- 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 |
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| CLASS OF 2011 SNAPSHOT |
| OUR CASE IN BRIEF |
| PRIMARY FUNDING OBJECTIVES |
| 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

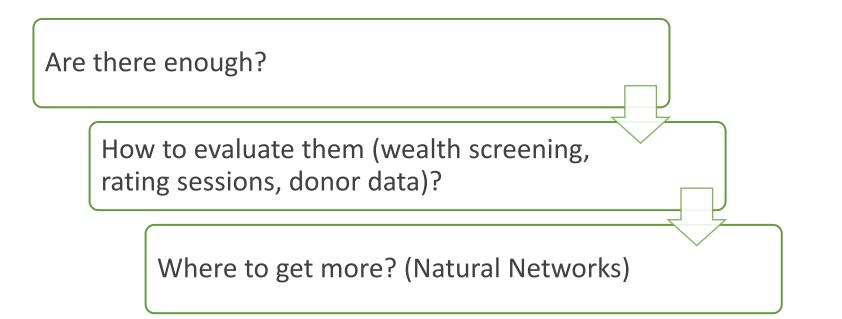
| Cs caesium | 56 Ba | 57-71 | 72 Hf | 73 Ta | T4 W | 75 Re | 76 OS | 77 Ir | 78 Pt | 79 Au | BO Hg | 81 TI thallium | 82 Pb | 83 Bi | 84 Po | 85 At | 86 Rn |
|--------------------------------|---------------------------------|--------------------------------|---------------------------------|-------------------------------|---------------------------------|---------------------------------|---------------------------------|-------------------------------|---------------------------------|------------------------------|-------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|-------------------------------|-------------------------------|
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| H hydrogen 1.008 | 2 | 1 | | | | | | | | | | 13 | 14 | 15 | 16 | 17 | hei 4.0 |

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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 |
| A ~ | Th | Do | | | | | | DL | Cf | F - | E | N/ -1 | No | 1 |
| 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?

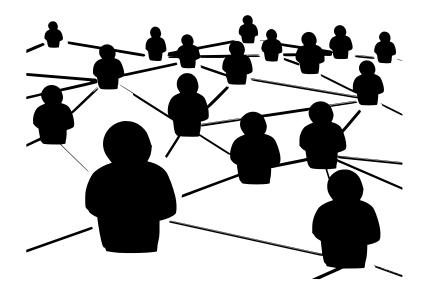
| GIFT TABLE for a \$5,000,000 GOAL | | | | | | | | | | | |
|-----------------------------------|--------------------|------------------|-------------|-------------------|--|--|--|--|--|--|--|
| Gift Level | Target # Gifts | Prospects Needed | Total Goal | Total \$ by Level | | | | | | | |
| LEADERSHIP GIFT | ΓS (+) | | | | | | | | | | |
| \$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 (+) | | | 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:

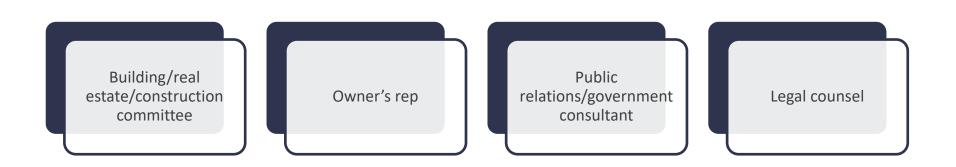
- Oversee campaign
- Engage in Fundraising



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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







Heller Fundraising Group

Located in NYC with clients everywhere

Free Tools



+ Major Gift Toolkit

- + Natural Networks Worksheet
- + Donor Communications Calendar
- Just Released: Campaign Projection Tool (Email us!)

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Thank you!

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