Capital Campaigns

Crissy Zitka, CFRE and Tammy Rocker, CFRE
A capital campaign is a targeted effort to raise a specified amount of money in a limited period for specific purpose(s) in a controlled manner.
Capital Campaign

What is it?

A capital campaign is a targeted effort to raise a specified amount of money in a limited period for specific purpose(s) in a controlled manner.
Capital Campaign

What it’s Not

A regular affair – get rich quick scheme – major gifts effort – program or agency replacement funding
Capital Campaign

What it’s Not
Capital Campaign Elements

- Health Center Governance
- Plans that Need Funding
- An Office
- Stakeholder/ Volunteer Involvement
- Plan of Action
Elements Described

- **Health Center Governance**
  - Board of Directors + Leadership Staff
  - Authorizing Boards/Bodies/Authorize staff support

- **Plans that Need Funding**
  - One or Several *big* Needs – in concept form
  - Dollar Amounts estimated per Item

- **Stakeholder/Volunteer Involvement**
  - Key Community Leaders – Donors and Would Be
  - Mix of Stakeholders: Those Involved and Unaware
Elements Described

• Stakeholders/Volunteers (cont.)
  – Board of Directors – Former Board/Donors
  – Health Center Volunteers, CAB, former Staff

• An Office
  – Internal Resources and Tools (computer/supplies)
  – Staff Support to maintain Campaign materials

• Judicious Plan of Action
  – Meticulous Process (think quality tools)
  – Timeline that Makes Sense
Capital Campaigns

Nuts & Bolts
Capital Campaigns

Nuts & Bolts

What Happens?

• Issue an RFP
• Hire a Consultant
• Conduct Feasibility Study
• Conduct Campaign
• Celebrate Success
What is a Feasibility Study?

A series of structured interviews with key community stakeholders, both involved and not, donors and would be donors, that will inform your degree of success by their collective response –

see also Findings Report
Capital Campaigns
What is Required?

Health Center Governance =
BOLD LEADERSHIP + VOLUNTEERS

Plan of Action =
SOLID CAMPAIGN PLAN

Plans that Need Funding =
! CASE FOR SUPPORT

An Office =
CAMPAIGN OFFICE/HQ

Stakeholder Involvement =
MAJOR DONORS

What is Required?
Capital Campaigns

The Role of Development Staff
## The Role of Development Staff

<table>
<thead>
<tr>
<th>#</th>
<th>Steps</th>
<th>Volunteers</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Identify Prospect</td>
<td>X</td>
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<tr>
<td>2.</td>
<td>Rate Prospect</td>
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</tr>
<tr>
<td>3.</td>
<td>Create Donor Profile</td>
<td></td>
<td>X</td>
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<td>4.</td>
<td>Identify the Call Team</td>
<td>X</td>
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<td>5.</td>
<td>Book the Call</td>
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<td>6.</td>
<td>Prepare Briefing Notes</td>
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<td>7.</td>
<td>Finalize Strategy</td>
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<td>X</td>
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<tr>
<td>8.</td>
<td>Make Cultivation Call</td>
<td>X</td>
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<td>9.</td>
<td>Prepare Call Report</td>
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<tr>
<td>10.</td>
<td>Strategize re: Proposal Development</td>
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<tr>
<td>11.</td>
<td>Prepare Customized Proposal</td>
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<tr>
<td>12.</td>
<td>Book Solicitation Call to Close Gift</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>13.</td>
<td>Make Solicitation Call to Close Gift</td>
<td>X</td>
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<tr>
<td>14.</td>
<td>Follow-up Donor Relations</td>
<td></td>
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<tr>
<td>15.</td>
<td>Negotiate Donor Recognition</td>
<td>X</td>
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<td>16.</td>
<td>Prepare Media Announcement (where applicable)</td>
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<td>17.</td>
<td>Develop Stewardship Plan</td>
<td></td>
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<td>18.</td>
<td>Engage in Ongoing Communications with Donor</td>
<td>X</td>
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<tr>
<td>19.</td>
<td>(Potentially) Re-solicit in the Future</td>
<td>X</td>
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The Role of Development Staff

Preparation Activities:

- Donor solicitation plan
- Donor research
- Case for support
Gift chart

<table>
<thead>
<tr>
<th>Gift Range</th>
<th>No. Gifts required</th>
<th>No. Prospects required</th>
<th>Subtotal</th>
<th>Cumulative total</th>
<th>Cumulative percentage</th>
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<td>5,000.00</td>
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<td>4</td>
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<td>3,800.00</td>
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<td>4</td>
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<td>12</td>
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<td>20</td>
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<tr>
<td>1,000.00</td>
<td>7</td>
<td>28</td>
<td>7,000.00</td>
<td>36,400.00</td>
<td>73%</td>
</tr>
<tr>
<td>750.00</td>
<td>7</td>
<td>28</td>
<td>5,250.00</td>
<td>41,650.00</td>
<td>83%</td>
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<tr>
<td>500.00</td>
<td>10</td>
<td>40</td>
<td>5,000.00</td>
<td>46,650.00</td>
<td>93%</td>
</tr>
<tr>
<td>Under 500.00</td>
<td>13</td>
<td>53</td>
<td>3,350.00</td>
<td>50,000.00</td>
<td>100%</td>
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<tr>
<td>Totals</td>
<td>52</td>
<td>208</td>
<td>50,000.00</td>
<td>50,000.00</td>
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The Role of Development Staff

Planning for the Donor Meeting:

- Identify your Ask team.
- Script the meeting.
- Who does the ask? For how much?
- Review approach with volunteers.
- Rehearse, rehearse, rehearse
The Role of Development Staff

The Donor Meeting:

- Emphasize vision, people and programs
- Watch body language, listen for clues
- Offer gift options if necessary
- Have a written proposal to leave
- End on a positive note
Making the Ask
The Role of Development Staff

Making the Ask:

• Script your ask and prepare (The more practice you have the easier it is)
• Be clear on the amount you are asking for.
• Ask is for an organizational priority
• Ask is made in an ethical, professional manner
• Top level gifts require a leadership ask.
You make the Ask and then

Shushhhh!
The Close

• Restate their commitment
• Formalize follow up
• Provide them with a personalized written proposal
• Thank them!
The Role of President or CEO

Fun Fact: Very few major gifts are ever given to an organization without the direct involvement and presence of the CEO.

When to Call in the Boss

- CEO has a unique personal connection with the donor
- Donor is the CEO of another organization or business
- Donor is a top-echelon community leader (e.g., senator, town founder)
- Donor will be solicited for particularly large gift
“The Ask is 25% of your time – the follow-up is 75%”
Laura Fredricks
Capital Campaign

Timelines
Capital Campaigns

- Feasibility Study: 3-6 mo’s
- Planning: 3-6 months
- Quiet Phase: 12 – 30 months
- Public Phase: 6-9 mo’s
Predictors for Success

1. Bold leadership and Volunteers
2. Moving Case for Support
3. Dedicated Major Donors
4. Staffed Campaign Office
5. Solid Campaign Plan
Capital Campaigns

Q & A