

Westchester Library System

Trustee Institute: Capital Campaigns

October 3, 2007

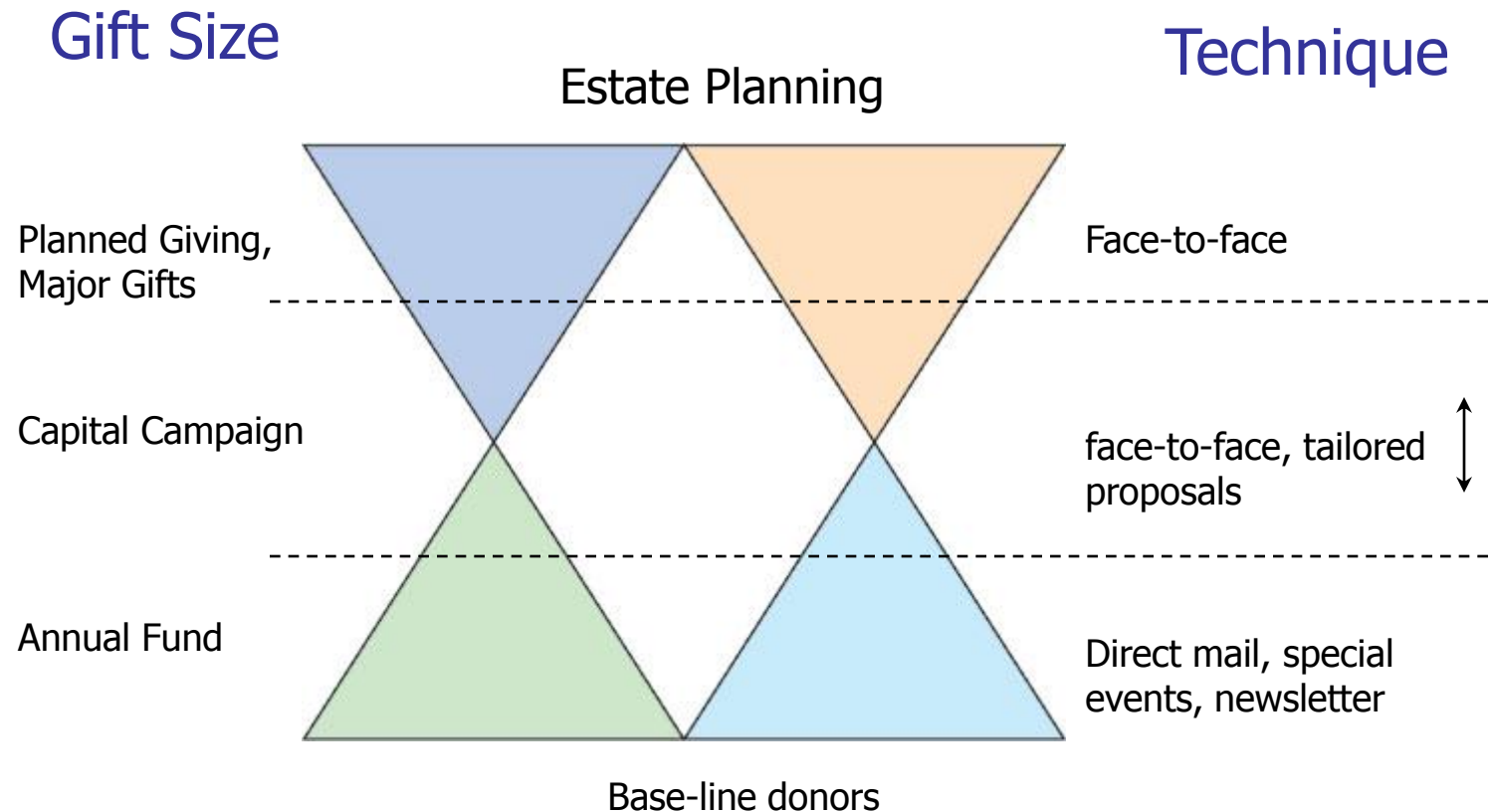
Ready to Launch a Capital Campaign?

What to Consider?

Why is Pre-planning Necessary?

What Happens When? Who Does What?

Inverted Gift Pyramid: Annual Giving versus Capital Campaign



Characteristics of a Capital Campaign

80/90% of money
comes from 20/10%
of donors = key to
success lead & major gifts

Sample Campaign Gift Chart

Clear View School: \$1.3 Million Gift Chart

# of Gifts	Amount	Multiple Amount	Totals
1	\$ 100,000	\$ 100,000	\$ 100,000
2	\$ 75,000	\$ 150,000	\$ 250,000
5	\$ 50,000	\$ 250,000	\$ 500,000
6	\$ 25,000	\$ 150,000	\$ 650,000
6	\$ 20,000	\$ 120,000	\$ 770,000
8	\$ 15,000	\$ 120,000	\$ 890,000
10	\$ 10,000	\$ 100,000	\$ 990,000
35	\$ 5,000	\$ 175,000	\$1,165,000
All Other Gifts	\$ 135,000		\$1,300,000

Campaign Goal: \$ 1,300,000 = 100%

Feasibility Study: Dream versus Reality

A Campaign Planning Tool

- Identify & Formulate Funding Needs
- Identify & Access Leadership Potential
 - Determine Campaign Committee Structure
- Assess Leadership Gift Potential
 - Determine Campaign Goal
 - Leadership & Major Gifts
- Assess Constituency Attitudes Towards the Proposed Project Being Tested
- Assess Timing

Selection of Interview Candidates:

One-on-one confidential “conversations” with:

- Individuals with affluence, influence, and access
“Peers give to peers.”
- Key board members
- Corporate, business and foundation leaders
- Leadership and major gift prospects
- Current and lapsed major gift donors
- Planned giving prospects
- Leadership and major gift prospects needing cultivation

A Feasibility Study Will Address

- Giving potential & willingness of board members to “give, attract and solicit”
- Availability, willingness, readiness of leadership to serve: Campaign chairs, co-chairs, and committee members
- Availability of leadership and major gifts
- Strength of “statement of need”
- Realistic fund-raising goals within projected ranges
- Availability of necessary resources: team of volunteer solicitors, prospects, research capabilities, budget, and staff
- Determine optimum timing
- Presentation of findings to the board with recommendations for next steps at the completion of the Feasibility Study

A Feasibility Study: What Happens When?

- Conduct a Leadership Workshop
- Prepare Study questionnaire
- Develop “statement of need,” articulates proposed funding priorities
- Collaborate in the selection of candidates to be interviewed
- Prepare appointment letters, “thank you” correspondence
- Schedule interview appointments
- Prepare materials, research prior to each interview
- Conduct face-to-face confidential interviews
- Present an interim report based on first 1/2 of the initial interviews
- Review, analyze and prepare the findings in a final report
- Present the final report with recommendations to the board.

Final Report: What to Expect ...

- Identity, readiness of proposed Campaign leaders to serve
- Availability, willingness of prospects to make leadership and major gifts
- Effectiveness, validity and confidence in the statement of need
- Leadership and major gift potential (dollar ranges), estimated capacity to meet the projected campaign goal
- Need for leadership and major gift prospect cultivation
- Availability of new major donors
- An outline of how to proceed, along with a preliminary timetable and specific recommendations for next steps (e.g., securing leadership to serve on Steering Committee)

The Feasibility Study Time Periods

Weeks	1 – 2+	3 – 4+	4 – 5+	5 – 6+	6 – 8+	
Site Visit/Initial Planning	✓					
Leadership Workshop	✓					
Selection of Interview Candidates		✓✓				
Appointments Scheduled		✓✓✓	✓✓✓✓			
Interviews Conducted			✓✓✓✓			
Interim Report Presented				✓✓✓✓		
Interviews Conducted					✓✓✓	
Data Analyzed					✓✓✓	✓✓
Final Report to Board						✓✓

The Feasibility Study Factors that Drive Campaign Costs

- Leadership and Major Gift Prospect Research
- Leadership Development: Solicitation Training
- Campaign Committee Structure
- Cultivation/Public Awareness Events
- Adequate Development Staff
- Campaign Materials: Print and Electronic
- Fund-Raising Counsel

Moving into a Campaign: The Critical Elements

- An overall organizational strategic plan in which annual, capital and endowment fund-raising goals are established
- A statement of need complementing your strategic vision
- A clear, persuasive, compelling case for support
- Available cadre of committed, influential leadership willing to give and solicit gifts
- Pacesetter, leadership prospects
- Available base of donors capable of funding the Campaign
- Cost estimates for each component of the Campaign
- Adequate volunteers, staff and financial resources