

Capital Campaign Timeline and Fundraising Template

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Abstract

For nonprofit organizations with built capital, major projects like renovations or new construction can fall outside the scope of the annual operating budget. Raising the money for a new project by conducting a capital fundraising campaign can help make the project a reality while building community support for the organization. This endeavor is a complex mix of relationships, funding requests, and construction planning. This project started as an approach to funding the construction of a new dining hall at Camp Whitewood, a summer camp in Northeastern Ohio. Camp management found little guidance available in current literature on the steps leading up a capital campaign. At the same time, the organization did not have a strong established donor base. This prompted the creation of a template laying out a phased approach to starting a capital campaign. The phases suggest steps to consider in establishing a donor base, donor relationship management, and project planning. By describing donor outreach and approaches to donor-organization relationships, the suggested approach can help build a donor base that can become an ongoing source of guidance and support for the organization. Likewise, the project planning is described as a means of working with the existing community to help build support for the project that will continue to benefit the organization beyond the project timeline.

Introduction

From working in the nonprofit environmental education field, I have found that many small educational nonprofits like summer camps and environmental education facilities (in our examples, we discuss a summer camp with an annual budget of around \$500,000) face the challenge of operating on a shoestring budget. Primary and regular functions are funded by operating income. However, for those organizations whose operations include facilities, extensive improvements to equipment and the physical plant tend to either be delayed or require fundraising beyond the annual operating budget.

The framework for this project stems from the necessity to raise funds for a new facility for 4-H Camp Whitewood in Northeast Ohio. As a small nonprofit where annual operating income covers expenses with little surplus, large scale improvements are not covered by operating income. Additionally, the organization has little fundraising history or current relationships with past or potential donors. Likewise, the organization has not added any new infrastructure in recent history (during the tenure of any current staff or board members). In researching a path forward for a capital fundraising campaign and construction project, we found little information to provide direction. A guide to the

process does not appear to be available for this type and scope of project. Readily available information appeared in the form of online advertisements for fundraising firms. These are helpful in that they allude to pertinent information, but the information is just enough to form a sales pitch and falls short on providing needed resources. While professional fundraisers will eventually be a part of the solution, engaging one of these firms too early in the process would likely be an expensive endeavor with low return on investment. Thanks to conversations with helpful fundraising industry professionals, we have been able to take a step back and assess our current situation before getting ahead of ourselves in the timeline and spending process.

Purpose

Considering the lack of helpful information and guidance available to new capital project fundraisers in the world of small nonprofit organizations, the purpose of this project is to provide clarity to the fundraising process by outlining capital campaign timelines, building a fundraising plan, and establishing a donor base. While the guidelines provided in this project originate from one organization's perspective on a single project, any organization taking on a capital campaign or major fundraising campaign for the first time could use this template as a starting point. This project is not meant to be a complete guide for every organization, rather a general template to help with initial planning.

This project is intended to shed light on the complex process of building a fundraising capital campaign. While organizations that already conduct fundraising on a regular basis may benefit from this project, it is written for organizations that do not include regular fundraising as a part of day-to-day activities. This project is not meant to be a comprehensive guide to fundraising. The goal of this project is to guide *initial* planning steps. Each organization will be unique in their needs and steps required to conduct fundraising and construction. While the project mentions varied needs to hiring consultants,

this is not meant to be a substitute for working with qualified fundraising and construction professionals at any stage of the process.

This project consists of a literature review and phased project timeline. First, the literature available on fundraising and relationship building for capital campaigns was reviewed to establish a background and insight for the project. Next, is a suggested phased approach to conducting the capital campaign based on the current literature and industry professional guidance. This includes a general timeline listing major benchmarks to be achieved and a suggested order in which to approach them. Each phase also includes guidance on how the organization should be relating to donors at various potential giving levels throughout the process.

The timeline starts at the very earliest planning stages. Any parts of the plan can be utilized by organizations with varied levels of planning completed. The timeline will focus on two major aspects of the capital campaign: project planning and fundraising. While the timeline is a progression, it is not tied to calendar dates as the steps may occur during differing time frames depending on an organization's project scope, seasonality of operation, and availability of volunteers and the human resources available to conduct the campaign.

Each phase of the project also includes guidance for donor-organization relationships. In order to be effective in fundraising, different donors will need to be approached in different ways (Philips, 2020). Age, current relationship, and donor giving potential are among the variables discussed in how to work with various donors (Moon & Azizi, 2013).

Information supporting this document comes from interviews with fundraisers, planners, individuals, and firms with experience starting and executing similar projects for camps and non-profits in the outdoor education industry. Documentation was also reviewed on fundraising best practices and theories from a variety of sectors.

Literature Review

There is little information available to guide a small non-profit in starting a large-scale capital campaign project without hiring a potentially costly fundraising firm early in the process. Some estimates show average daily costs between \$500 and \$1500 per day for consultants or \$40,000 to \$50,000 annually for a full-time staff member (Poderis, 2011) (Koonce, 2020). This review of literature will help to guide an organization in the initial planning stages of starting a major fundraising drive for a capital project.

Finding Donors

For an organization that does not have a donor base, the starting point for raising funds is to identify potential donors within the community and among alumni (Parker, 2020). According to Charity Navigator, philanthropic giving in the U.S. exceeded \$400 billion in 2017 (Giving USA 2018, 2018). Of these funds, 68% of dollars given were from individual donors; 18% were from foundations; 9% were from bequests, and just 5% were from corporate donors (Philips, 2020). These numbers show that organizations should focus their efforts on identifying individuals, over foundations and corporations, to contribute to fundraising efforts. Even organizations that have not held previous campaigns should consider any recent gifts as leads to potential donors. Any gift during fundraisers or unsolicited donations received are a good indicator of donor potential. An individual's past giving to an organization is the single strongest indicator they will be willing to give additional gifts (Lindahl & Winship, 1992). This makes the review of any past records of giving the primary starting point in donor identification.

After considering past gifts, the next step in identifying potential donors is using geo-demographic data on current clientele (Koonce, 2020). This method consists of evaluating the home values in the neighborhoods where individuals and families live. These values are used to suggest which families should be approached early for donations with higher local home values leading to more likely

giving potential (Lindahl & Winship, 1992). Additionally, organizations can evaluate clients as potential donors by considering those who “meet certain criteria typical of wealth” (Lindahl & Winship, 1992, p. 45). This means considering a client’s habits and purchasing choices such as clothing, jewelry/watches, and vehicles. While this information may not be a true measure of wealth, interviews with multiple fundraisers show that professionals are suggesting evaluating vehicle choice and other visible evidence of purchases that indicate expendable income (Koonce, 2020) (Parker, 2020).

In addition to considering typical measures and outward indicators of wealth, looking at a client and potential donor’s actual spending habits with the organization can also be an indicator of donor potential. Moon and Azizi (2013) found that client spending habits with non-profits, especially when related to discretionary purchases were linked to giving potential. This discretionary spending study considered elective veterinary work paid for by clients. This model of spending analysis could be applied to summer camp expenses for clients’ kids, for example. Families sending multiple children or sending them for multiple weeks may be potential donors to consider. Also, considering who is covering the expense, one parent, both parents, grandparents, etc. will be noteworthy in gathering potential donor data.

Organizational Relationships with donors

As donors are identified, relationships need to be established and maintained (Philips, 2020). Organizations can determine how the relationship will be managed based on the identified donor level. Setting donor levels allows the organization to prioritize communication and fundraising efforts. For any organization, donor levels will be set based on the project budget, potential donor pool, and other factors such as potential for debt funding and timeline. Each organization will set their giving levels based on their project with a gift chart or table which will be described in detail later (Koonce, 2020). The level of potential giving of each donor will determine their level of involvement and the relationship with the organization (Philips, 2020).

High level donors should receive all communication that any other donors receive with the acknowledgement that the information was sent to all donors and an additional note informing them of their leadership role. Relationships with these high-level donors establish a partnership with them as campaign leaders (Koonce, 2020). Also, in an attempt to improve communication with donors, offering them the opportunity to have input on how they receive communications is important (Sargeant, 2003). As major donors already have a large stake in the project, they can be tapped as fundraising leaders as they will be likely to want to help drive the project forward. Sargeant also found that donations from these leaders may help increase funding by offering to match additional gifts as part of their donations. Using major gifts as matching funds leverages large initial donations by allowing community donors to see increased impact of their donations by doubling the dollars they give (Koonce, 2020).

Timing of Campaign Requests

While there may be excitement to put up the “thermometer” sign to show progress as a capital campaign gets started, any major publicity drive for the campaign comes at the very end of fundraising (Lindahl, Three-Phase Capital Campaigns, 2008). The current prescribed approach to capital campaigns come in two or three phases, after planning and evaluating, of actual fundraising. Two phases include the quiet phase and the public phase. A more recent suggestion is to hold three phases, leadership, growth, and goal line (Lindahl, Three-Phase Capital Campaigns, 2008).

In both approaches, the largest donors are contacted first. These are the donors with the most potential to “move the needle” on the campaign (Lindahl, Three-Phase Capital Campaigns, 2008). As they will hopefully, be contributing the largest gifts and are also tapped to be campaign leaders for the remainder of the funding project (Koonce, 2020). In prior research, two phase capital campaigns shifted from private to public phases between 33 and 67 percent of the project budget or campaign goal (Lindahl, Three-Phase Capital Campaigns, 2008). At the determined level of private funding, the public phase would start where community outreach is the major push to reach the funding goal. The three-

phase approach was adopted because two phase campaigns were found to be more effective with a higher percentage of the goal at the start of the public phase.

In a three-phase campaign the growth phase will constitute most of the fundraising efforts. This will required organization and donor leadership to fill in the middle, between 40 and 95 percent, of the fundraising dollars raised. (Lindahl, 2008). The actual numbers here will depend on the project budget and initial private phase success. According to the nonprofit reporting group Guidestar, aiming for the 50% mark in the quiet phase gives later donors a sense of inevitability and builds confidence in the eventual success of the project (Kihlstedt, 2015). Lindahl's work also shows that the final public "goal line" phase of a three-phase campaign tends to be far more effective as the campaign reaches the 95 percent mark (2008). At this point, the public support is again driven by the project's inevitability of success.

Literature Review Conclusion

While there is an apparent limitation to the information around starting capital campaigns nonprofits new to fundraising, the search conducted on the individual topics of finding donors, donor relationships, and timing for nonprofit fundraising drives, provided reasonable guidance. In aggregate, this information can be combined to help direct an organization new to fundraising. While there are certainly nuances to establishing the donor base and building relationships, the guidance available in the literature provides a solid starting point. Likewise, the relationships with donors will be guided by the donors themselves. Major donors can help establish and drive new donor relationships (Koonce, 2020). As donor relationships grow, those donors can be tapped to direct how their relationship with the organization will look moving forward (Sargeant, 2003). Lastly, the timing of the capital campaign has been shown to be most effective by building the campaign quietly with donors capable of making the largest contributions (Lindahl, 2008). Utilizing those donors' influence will help build growth in the campaign (Koonce, 2020) (Philips, 2020). Starting the public "goal line" phase late in the campaign, as

the fundraising goal is approached, will help to maximize the final state (Lindahl, 2008). This public push to the three-phase approach allows funders from within the community to contribute to what they see as a sure bet regarding the success of the project.

Camp Whitewood Case Study

Based on the projected timeline for the Camp Whitewood project, this template prescribes a preliminary plan for starting a capital fundraising campaign for a small educational nonprofit organization. The examples used will be based on the situation and experience at Northeastern Ohio 4-H Camps Inc., also known as Camp Whitewood. For reference, the Camp Whitewood budget is approximately \$500,000 annually. This covers operations and general upkeep. A significant capital improvement calls for additional outside funding. The organization runs a summer camp and school-year outdoor education program. The project started based on the need for replacing the 80-year-old dining hall. As this is being written during the planning phase of the capital campaign, numbers used in budgeting are estimates and do not reflect actual project costs or fundraising projections.

This template is meant to be a guide to getting started in considering a fundraising campaign for a capital project.

Background – The need for a Camp Whitewood Capital Campaign

Scope

Camp operating income covers the annual budget for general operations including upkeep and general repairs and maintenance. The budget will not cover replacement of a major building like the dining facility. Camp Whitewood needs to reach out to Alumni of camping programs as well as the greater community of our 9-county camping area to raise the needed funds for a new dining facility.

The Camp Whitewood dining hall is the heart of life at camp, hosting our visitors 3 times a day for fellowship and nourishment. This includes over 23,000 meals served in 2019. This is the one building most vital to camp operations. Due to the age of the structure, there is an immediate need for a replacement dining hall. Due to changes in camping and general facility use since original construction in 1940, the new facility will need to be constructed with additional amenities compared to the current

structure to meet the organization diversified needs for educational and programming space since original construction.

Issue

The current dining hall, the original building at Camp Whitewood, built in 1940 has served well beyond its expected lifespan. The increased repair costs and limitations to use will continue to present challenges for operations of camp and programs. The building was constructed as an unheated open shelter. While the additional of heat, insulation, and windows allows for 4 season use, the space is not suited for flexible use beyond dining. The floor, as built, does not allow for high levels of activity without showing damage. Additional recreational and educational use opportunities will be provided for in the new construction. These expanded opportunities will allow Camp Whitewood to provide more educational space out of the weather to augment the learning that can happen out in our natural classroom. Additionally, the increased capacity will allow us to reach more campers and guests. We will be able to accommodate our full camp in the dining hall and look to camp expansion to grow our potential impact for camps and educational groups.

Facility Plan for the capital project: An improved meal preparation area and dining facility are needed.

In order to better serve campers, staff, and schools involved in outdoor education, an expansion beyond the current structure is needed. Flexible space will allow for indoor learning during inclement weather.

Our upgraded facility will ideally have multi-use/dining space for 250-300, up from 160-200 in the current building which does not seat a full camp. Additional necessary hygiene, safety and multi-use amenities such as restrooms, hand washing space, and a storm shelter will be added. The new facility is planned to utilize the space occupied by the existing facility. All of these upgrades will allow this facility to provide more opportunities to guests through more of the year, allowing us to reach additional campers and users throughout the year.

Funding Plan: The capital campaign will include funding for planning and designing the facility.

Fundraising will take place using a 4 phase process. Each phase presents the corresponding capital project work and fundraising work separately.

The phases in this template are as follows:

Capital Project	Fundraising
<u>Phase 1</u>	
<ul style="list-style-type: none"> Planning and strategizing based on organizational mission. 	<ul style="list-style-type: none"> Donor Identification and Major Gift Requests
<u>Phase 2</u>	
<ul style="list-style-type: none"> Conceptual Drawings. 	<ul style="list-style-type: none"> Growth Phase of campaign
<u>Phase 3</u>	
<ul style="list-style-type: none"> Technical Drawings 	<ul style="list-style-type: none"> Public Phase of Campaign
<u>Phase 4</u>	
<ul style="list-style-type: none"> Construction 	<ul style="list-style-type: none"> Loans and pledged funds

 *Examples from Camp Whitewood are shown in Italics.*

Timeline

Pre-Planning

In order to set an organization up for success in a major fundraising project, any current donors should be identified and relationships maintained. Organizations that do not engage in regular fundraising should start an annual campaign or other structured donation solicitation in order to establish a giving relationship with constituents. It has been shown that past giving is the strongest predictor of giving in the future (Lindahl & Winship, 1992). The annual campaign also informs the organization who its donors are and at what level they support the organization (Philips, 2020).

Phase 1 – Planning and Strategizing – Donor Identification and Major Gift Requests

- Identify the organization's internal strategy
 - What do the organization's leadership and stakeholders want to accomplish? This discussion will revolve around the organizations mission and vision. This is the first and most important step as the project must align with the core of the organization's purpose.
 - Start Identifying principal donors and outreach to internal stakeholders to gather 100% support from board members and directors.
- Reality check – How much can we raise? Do we have internal and community support? Are we heading in the right direction?
 - This will be a good time to create or update a strategic plan to help guide the project and organization.

Phase 1 Whitewood Capital Project – Planning and Strategizing

Early project plans should include the “hopes and dreams” of those in the organization for the project. This is not the time to minimize the project or reduce the budget. That can always be done later in the project, if the team stays realistic about the project and the budget.

- Any organizational stakeholder may have insight into early planning. The organization's board, employees, and clients should all be given a voice.
 - Town hall meetings or open house discussions will allow for any willing stakeholder to provide input. While not every idea will make the cut for the project, this allows the opportunity for every voice to be heard early in the process and may provide valuable insight and reach potential project contributors that may otherwise not have been identified.
- This is the time for informal discussions with potential architects or engineers.
 - At this point in the project, you are interviewing these firms or individuals. It is not necessary to commit to working through the project with them. Even if a firm is hired for preliminary drawings and budget discussion, they do not need to be locked into the project for the duration. This should be clear in early conversations (Parker, 2020).

The preliminary discussion will allow the architects to provide a schematic design. This can range from a single picture with minimal details to the beginnings of an architectural drawings including floor plans and layouts (that can be changed within parameters). Of course, the more detail to the drawings, the more decisions that will be needed prior to their production. Also, increased detail will increase the cost of preliminary work.

- Establish Budget
 - Hire or identify an architect to assist in preliminary drawings and budgeting
 - Working with architects during the hiring phase should help to establish a very general concept and budget for the project.

- If concept drawings or an engineered budget are expected, these items will come at an expense to the organization. This will likely be the first major expense to the project.
- ✎ *For the Camp Whitewood project, the initial costs are estimated at \$5,000 - \$10,000 for a \$1-\$2 million project.*
- Without the help of an architect for the project, only a general “per square foot” budget may be available which provides a vast range for the initial budget.

Phase 1 Fundraising – Donor Identification and Major Gift Requests

Establishing a Gift Table

- In order to lay out the plan for the fundraising campaign and visualize the path ahead for the fundraising project. An organization should create a gift table to show how many gifts need to be realized at each giving level for the project to be a success.
 - This will be the initial step of a fundraising contractor if they are hired. If the organization is capable of constructing this gift table and the list of prospective donors that it refers to, the hiring of a fundraising contractor may be postponed. Of course, this relies on the organization’s ability to locate and contact the high-level donors in group 1 on the table.
 - The numbers in the gift table are examples and will be different for any organization. It would be ideal to receive one major donation for every two or three requests. This will depend on the relationship with the potential donors, their ability to give, and their support of the organization and the project meeting. The focus at this point in constructing the table is that you need to identify any potential major donors who are capable of giving at a significant level. If those donors can not be found or realized, the

table changes. The gift table is an ever-evolving piece of the puzzle to be adjusted as donations and major gifts are made.

Example Gift Table for \$2,000,000 fundraising campaign

			Goal	\$2,000,000		
Group	Gift Level	Gift Request	# of Gifts	# of Prospects	Amount	Phase
1	1	500,000.00	2	6	\$1,000,000.00	Private
	2	100,000.00	3	6	\$300,000.00	
2	3	50,000.00	6	10	\$300,000.00	Growth
	4	10,000.00	10	20	\$100,000.00	
3	5	5,000.00	20	100	\$100,000.00	
	6	1,000.00	50	250	\$50,000.00	
4	7	500.00	100	Public phase prospects will be unpredictable.	\$50,000.00	Public
	8	100.00	500		\$50,000.00	
	9	50.00	1000		\$50,000.00	
	10	10.00	2000		\$20,000.00	
				Project Budget	\$2,020,000.00	

Figure 1

- Major Donors – Campaign Leadership
 - In considering the gift table, the organization should attempt to identify the top potential donors in their community. In referring to community, this refers to any potential donor connected to or affiliated with the organization, not just the physical neighborhood, although, that may be a reasonable place to look.
 - At this point, the organization should be looking for donors that can contribute gifts of 10%-15% of the entire project. So for the \$2 million dollar example, we would be looking for at least a \$200,000 gift at this level (Lewis, 2010).
 - Not every donor asked will be as generous as we would hope, for that reason, 3-6 leads are needed for every gift that we expect to receive (Philips, 2020).

- If no suitable donor can be identified at the top gift level, more donors will need to be identified at lower levels. On the other hand, if multiple donors give at the upper level, it takes pressure off subsequent giving levels and later phases of the campaign. This shows the importance of obtaining gifts during this first phase.
- The gift table should remain an active document throughout the campaign. As gifts are made it can be updated to reflect the current reality and the amount of work left to do.
- Are your identified donors realistic prospects?
 - Ability to Give
 - In order to establish our potential major donors, some sleuthing may need to happen. Without requesting tax forms, bank statements, real estate holdings statements and SEC trading reports from clients, we are likely unaware of the income and net worth of our potential donors. This is where hired fundraisers will start earning their keep, but the work can also be done in house with tools available online.
 - While the indicators listed are not measures of wealth, they are meant to be a starting point for where to focus on the first and second phases of giving.
 - Fundraisers suggest considering information as simple as what kind of cars, watches, and clothing individuals purchase as a measure of wealth.
 - Geo-demographic data is another common tool. This takes into consideration the property values of the home and neighborhood around potential donors as a measure of possible

wealth. This information can be found through real estate sites and property searches available through the county auditor or Zillow.com (Lindahl & Winship, 1992) (Koonce, 2020).

- Relationship to the organization
 - So far we have discussed the capacity of donors to give. We also need to consider how likely they are to give. The individuals on the gift table should also be considered regarding their relationship to the organization. Are they alums who have given in the past? Do they keep in touch with the organization in any way? What sort of connection do they feel to the organization?
 - These questions need to be asked as the closer the donors feel to the organization, the more likely they will be to contribute. The strongest indicator of whether or not an individual will give to an organization when asked is that they have given to that organization in the past.
 - This is the time to ensure all communication is based on how the organization will be able to further its mission through the successful completion of the project.
 - The ideal situation for these first phase donors is that they are both in a financial position to give and in a relational position that they will want to. This is the category 1-A in figures 3 and 4. These donors are most likely to give with the highest capacity to do so. This is where phase 1 of the fundraising campaign is focused.
 - These donors should be contacted prior to requesting donations to open communication and explore their interest in the project. The first ask of a major

donor should be for advice or guidance on the project. This will help to establish their relationship of leadership within the campaign (Koonce, 2020).

- Feasibility Study
 - At this early stage of the process, considering everything the initial work needed to identify donors, create the gift table, and determine the likelihood of the project's success, organizations may want to consider conducting a feasibility study. The insight gained during a feasibility study can be valuable in determining the organization's capacity to conduct and complete the capital campaign. While this can be done in house, there are some cautions to be made with this approach.
 - Time and ability of internal staff to conduct the study may take away from their regular work.
 - Staff within the organization may be biased toward the project. This may present a conflict of interest if the current staff are too close to the project for personal or professional reasons. If there are concerns about the project for any of these reasons, it may be time to work with fundraising partner to conduct a feasibility study for campaign.
 - Hiring
 - At this point, it may be early to hire a fundraiser. If the organization can identify the top potential donors capable of providing the leadership gifts, hiring can be postponed. If there are no identified lead donors, the organization does not have staff to conduct the initial phase, or there are questions about the viability of the project, this may be the time to reach out to a fundraising professional.
 - This process will require coordination on the part of the organization and any partners involved. It is unlikely that an organization with a small staff will be

able to juggle all the parts of the campaign and construction while maintaining operations.

- This may be a time to reach out to alumni and friends of the organization to see what time and talent may be available to help with the fundraising efforts.
 - A serious discussion is necessary regarding how much help the organization will need and what that help looks like (Philips, 2020). This will be unique for each organization but should revolve around focusing the campaign and project around the organizational mission and values and how to convey and uphold them when working with fundraisers.

Relationship and Funding Potential Categories

Potential donors will be categorized with two criteria, Relationship and Giving Potential. Figure 2 describes the categories. Figure 3 shows how these categories are used in a matrix to rate the potential donors to help determine how and when donors are approached.

Relationship Categories	Giving Potential
A – Affiliated (Clients and families, Alums, Board)	1- High – 6 Figures or more
B – Peripherally related (Friends of Friends)	2 – Advanced – 5 Figures or more
C – Familiar	3 – Contributor of means (\$5000-\$10,000)
D – Unrelated	4 – Friends

Figure 2

Conceptual Fundraising Matrix

In this conceptual fundraising matrix, donor potential is paired with donor relationship for a non-profit capital fundraising campaign.

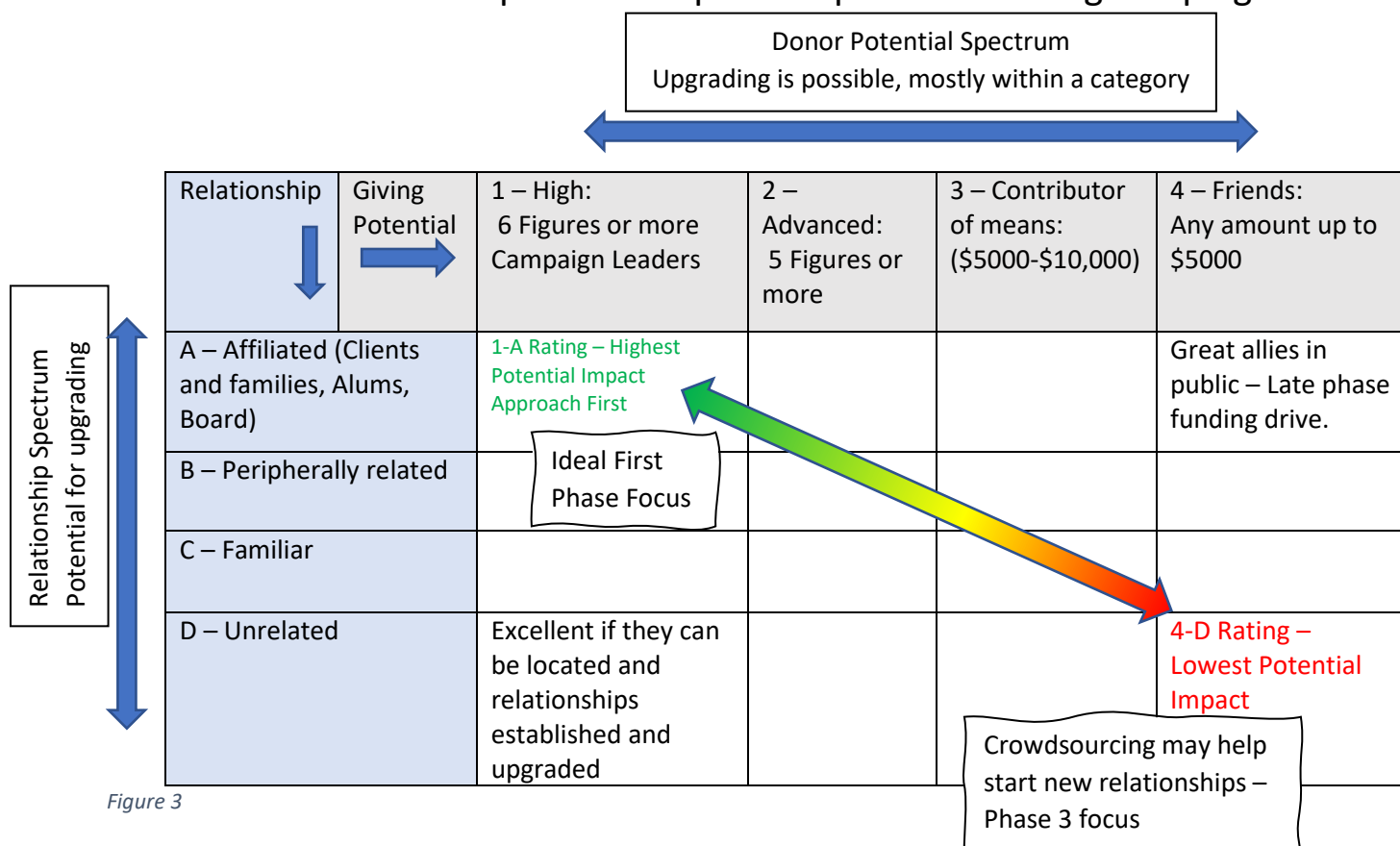


Figure 3


Donors will be graded based on their giving potential (1 through 4) and their Relationship (A through D) with the organization. The goal is to focus fundraising on 1-A type relationships first for the greatest impact to the fundraising efforts. As grades decrease on either spectrum, likelihood of impact on the campaign decreases.

Phase 2 – Conceptual Drawings and Growth Fundraising

Phase 2 Capital Project – Conceptual Drawings

Once the organization has a general idea of project scope through an architect's preliminary drawings and budgets, planning and fundraising goals are set.

- Unless the organization has a firm preselected either via pro-bono work or another affiliation, two to four architectural firms or design/build firms should be interviewed. The firms should have a reasonable portfolio of projects of similar scope and budget.
 - Firms should be able to exhibit an understanding of the overall nature of the organization and their ability to work with the organization to create a project that matches the organization's needs, culture, and existing style. Consider asking information about past projects of similar scope or with similar organizations.
- Based on the organization's ability to fundraise, the project timeline can be set.
 - The feasibility study will be helpful in guiding this timeline.
- Depending on the proposed location of the building, preliminary site work can be conducted as part of phase 2.
 - This may include identifying utility runs, environmental impact concerns regarding trees, proximity to water courses, local zoning restrictions, etc.

 *If the new facility will replace an old one, as in the case with the Camp whitewood project, the timeline for replacement will need to be established.*

- *Will there need to be a temporary facility available during construction or will construction happen during the off-season?* Each of these options has a cost and must be considered as it may not be clear that winter construction costs could outweigh the costs of utilizing a temporary facility.

Phase 2 Fundraising – Growth Phase of Fundraising Campaign


The potential top funders should have been identified. These are the A-1 donors category from Figure 3. If they have been contacted and have responded, the organization will know the effectiveness the initial fundraising phase.



- If not, it is time to evaluate and hire a professional fundraiser.
 - This could be a large national firm, a small contractor, or someone brought on within the organization with specific development experience who will see the organization through the project. Costs will vary depending on the amount of time needed to find and contact donors as well as experience. Firms may work hourly or based on percentages of raised funds. Interviewing firms for a good fit is a must.
- Conducting the growth phase or the capital fundraising campaign
 - This phase will raise between 40%-60% of the total project budget.
 - This range is due to the unknown effectiveness of Phase 1 fundraising and the goal set to reach prior to the public phase.
 - These donors and potential donors are the ones most likely to be “upgraded” meaning that they could be convinced to give beyond what they are considering or have given in the past based on the relationship or their belief in the project and the organization.

- This will also be a time to reach out for grants through corporate and foundation solicitation.
 - Solicit funds from known and to-be-determined foundations.
 - This can be done once Phase 1 is complete as foundations will want to see the potential for success with private funding supporting the project. They are more likely to fund a project that already has significant backing. Grants can be sought with internal staff or through the fundraiser or a grant writer.

Phase 3 – Technical Drawings and Public Fundraising

Phase 3 Capital Project – Technical Drawings

- Identify firms capable of design/build or architects and builders
 - Interview firms based on other similar projects conducted in the area.
-  *Camp Whitewood identified Domokur Architencts, Brandstetter Carol, and Environmental Design Group as nationally known, local firms, with records of successful camp projects.*
- The hopes and dreams planning now becomes the reality plan as the project becomes a set of drawings that will be used in construction. These drawings will help determine the final budget.
 - At this point, parts of the project may need to be removed as budget and building constraints become clear.
 - The budget conversations may turn to a form vs. function discussion. Be clear on what is necessary for operation as well as what the organization, clients, and funders have been promised from the project.
 - If major aspects of the project need to be dropped due to cost, discuss building in a way to add those features later. If the project is built to be improved on it will fare better when the additions are made than if the improvements go on as an afterthought. The cost of additions after initial construction will be greater than during the project.
- Keep in mind the FF&E costs
 - Furniture fixtures, and equipment will be a significant cost to the project and can not be overlooked. Existing furniture and equipment may be used such as tables, chairs, and kitchen equipment in some cases.
 - These costs are not usually included in the original construction costs.

-  *To reduce FF&E costs Camp Whitewood plans to utilize as much existing kitchen equipment as possible. Any equipment will be re-used in the new space as long as costs of re-use do not exceed new installation. One example is the vent hood as removal costs may outweigh the new purchase.*
-  *Tables and chairs in the existing dining facility. Future funding can be utilized for upgrades as necessary.*

Phase 3 Fundraising – Public Phase of Fundraising Campaign

Once the pre-determined benchmark for the growth fundraising is reached, the public “goal line” phase begins. This fundraising push to complete the campaign will be posted publicly via whatever means are appropriate and based on the demographics of those being approached. Camp Whitewood has determined the following demographics and fundraising approaches to reach our community.


Camp era/generation	Fundraising approach
2000's-2020's Recent Campers/Families	Email /facebook fundraising
1980's-1990's	Email/facebook fundraising Mail Requests
1960's-1970's – Family Fund Raiser at Camp	MailRequests - Personal Meetings with key donors
1940's-1960's– Early Camp history	Mail Requests - Personal meetings with key donors
Non-Users – Outreach to build support and clientele for camp	Crowdfunding via Go Fund Me

Figure 4


For Camp Whitewood this phase of the plan will include utilizing camp enrollment records, Ohio 4-H “raise your hand” data and county 4-H enrollment data from our 9 counties.


 *Targeted alumni outreach will be directed toward past donors.*

- Organization's with a parent or umbrella organization may have additional fundraising sources available to them. These should be explored. Caution should be used in identifying any potential restrictions the use of parent organization fundraising may bring. These should be identified to ensure this partnership is used in the most effective way possible.
- *For Camp Whitewood OSU Development Fundraising may be utilized. The restrictions on fundraising for the capital campaign may increase costs of work due to geographical constraints on preferred vendors. A small (\$30,000) crowdsourcing campaign will be held to help cover costs of fixtures in the dining hall to stay within funding/spending thresholds that would prove restrictive.*

 *Additional potential fundraising will also be conducted via the following methods*

- *Crowdfunding – one or both options below may be used.*
 - *Go Fund Me offers Non-Profit Fundraising*
 - *Buckeye Funder through Ohio State University Development*
- *Additional grass-roots community outreach*


 *4-H club and county fairs through*

 *Grant applications and loan considerations should continue at this point.*

Phase 4 – Construction and Final Fundraising/loans and pledged dollars

Phase 4 Capital Project - Construction

In this phase, construction will begin. Construction timelines based on organizational season and need will be established early on.

 *Camp Whitewood's program requires an October start, as the program season ends, or phased construction to allow for flexible meal preparation and dining options during the camp season.*

Phase 4 Fundraising – Loans and pledged dollars

The final budget will be determined at this point.

- Construction prices should be set by the contractor, but there will be an allowance for contingencies.
- Determine final budget and loan amounts needed, if any. The amount of debt funding and the organization's willingness to engage in it should be identified early in the process.
 - This will include discussions with lenders and the organization's financial team regarding the amount of debt funding the organization is comfortable with and capable of taking on.
 - Debt may be a part of the fundraising process if major donors pledge to give over a matter of time. This will allow the organization to borrow against pledged funds (Koonce, 2020).

Conclusion

Taking on a capital fundraising campaign can be a daunting task for an organization that does not have a strong fundraising background. The organization must first ensure that their leadership is aligned with a mission and vision. The mission and vision then need to be aligned with the project and fundraising campaign. The project should reflect the needs of the organization, not just from the facility standpoint. Consider how the project will support the mission of the organization. Funders who believe in an organization don't want to fund a project because the roof is bad, they want to fund a project because of how it will impact those in the community in a positive way (Koonce, 2020). This needs to be the focus of all communication around the campaign. If the organization isn't in alignment, it may not be time for a capital campaign, but rather strategic planning to ensure that the mission is the focus of any major project

According to fundraisers who helped guide this project, the initial steps discussed in this template can help save an organization thousands of dollars in upfront costs (Parker, 2020). Organizations that hire a fundraiser while still working out the details discussed in this template will be paying to answer the questions they could have answered themselves (Philips, 2020). On the other hand, by creating the gift table and starting to identify potential donors as well as establishing a preliminary budget, the organization will save vital campaign startup funds for when they can be more effective as the vision for the project becomes clear through this internal effort.

The tasks can be broken down into logical steps to help work systematically through the process. Starting with identifying the organization's needs and aligning the project to the mission and internal strategy will help guide the rest of the process and keep the process on track. Once the internal strategy is aligned to the mission, following the phased approach to starting the campaign will help organizations start the capital fundraising project. By identifying and major donors early in the process while designing the outcomes of the project, donors can become leaders in fundraising as they align

with the eventual goal of the campaign. These leaders can then help push the growth phase of the project to raise the bulk of the necessary funds as the project moves from concept to reality on paper with engineers and architects. As the funding nears completion and construction is imminent, the fundraising can move to a public phase to gather community support and meet the funding goals. As funding wraps up, construction can begin to realize the efforts of the project.

This process will be unique to each organization depending on the scope, available donors, programmatic needs, and available staff and community support. The timeline could be as short as a year to 18 months or could occur over multiple years. An organization just starting on this journey should begin with an internal look at the mission and how the project will align with their organizational values. Each organization will need to establish its own time frame based on their individual funding and support structure, but following these steps as a guideline in getting started, with the guidance of their internal mission and vision, should lead the organization to success in capital fundraising and organizational improvement.

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Starting your first Capital Campaign



A four-phase approach for those new to capital fundraising

All discussions surrounding your campaign and any fundraising should be based on the organization's mission. Every aspect of the project and the fundraising should reflect why your organization does what it does.

The phases in this template are as follows:

Phase 1

Capital Project

- Planning and strategizing based on organizational mission.
- Start interviewing firms to help design the project. Initial drawings will help raise interest in the project.
- Donor Identification and Major Gift Requests

Fundraising

- If you don't already have an annual campaign, start one. The best indicator of who will give to your organization is those who have given in the past.
- Starting with a gift table identify how many donations your project will require at each level for your project. (see gift table example)
- Identify donors by potential and relationship. (see donor matrix)

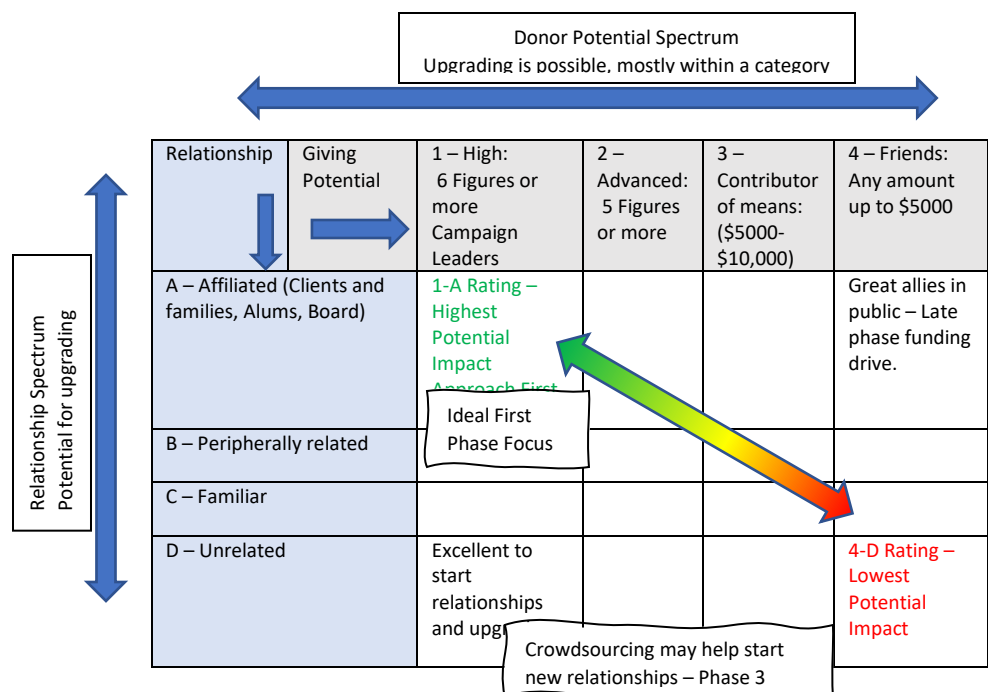
Group	Gift Level	Gift Request	# of Gifts	# of Prospects	Amount	Phase
1	1	500,000.00	2	6	\$1,000,000.00	Private
	2	100,000.00	3	6	\$300,000.00	
2	3	50,000.00	6	10	\$300,000.00	Growth
	4	10,000.00	10	20	\$100,000.00	
3	5	5,000.00	20	100	\$100,000.00	Public
	6	1,000.00	50	250	\$50,000.00	
4	7	500.00	10	Public phase prospects will be unpredictable		Public
	8	100.00	50			
	9	50.00	100			
	10	10.00	200			
Project Budget					\$2,020,000.00	

Gift Table

Many fundraisers will start the conversation with a gift table like the one shown here. The idea is to help determine how many donors need to be reached at given levels of donations support. This information can be established internally prior to hiring a fundraiser to make their initial time spent on the project more efficient and therefore less costly in startup time. This table will constantly adjust throughout the campaign.

Donor Matrix

The Donor Matrix is a tool used internally as donors are identified to determine who the organization's donors are. This will help guide the contact and relationship with individuals. "1-A" donors will be the primary funders, approached first, and asked to be leaders in the campaign during the growth phase.



Starting your first Capital Campaign



A four-phase approach for those new to capital fundraising

Phase 2

Capital Project

- Time to start identifying architects or design/build groups.
- Conceptual drawings will be helpful in building support during growth fundraising and adding detail to the budget.
 - Increased detail → Increased cost
 - As funding progresses, it may be time for initial site work and permitting.

Fundraising

- Growth Phase of campaign
- A-1 donors should be on board as campaign leaders to help improve the effectiveness of their donations.
- Consider hiring a professional fundraiser at this point if growth phase contacts are not established.
- They are experienced at donor upgrading.
- 40%-60% of the budget will be raised in this period.
- A good time to seek grants from corporate or foundation partners.

Phase 3

- Identify Firms capable of design/ build or architects help identify builders.
- “Hopes and Dreams” Start becoming a reality at this point.

- Keep in mind FF&E (Furniture, Fixtures and Equipment) are not included in building costs.
- Public Phase of Campaign Those connected with the organization will be approached based on demographic group.
 - Younger donors may give through online crowdfunding and social media. Older donors/alums may want a letter in the mail and a phone call.
 -

Phase 4

- Construction becomes the reality of the project.
- This will require planning based on the organization’s operating schedule
- This may require additional expenses for construction while operating.

- You’re not done! The final budget is determined with CONTINGENCIES built in.
- Time to finalize debt funding to covers any gaps in fundraising.
 - Determine the level of debt your organization is able and comfortable with.
- Loans and pledged funds.
 - Debt may be borrowed against pledged funds which may not be immediately available.

Starting your first Capital Campaign

A four-phase approach for those new to capital fundraising

