



Before You Build a Capital Campaign: How to Plan Objectives for Board Approval

Presented By: Ryan Strawhecker & Patrick Falke, Paul J. Strawhecker, Inc.
Thursday, July 22, 2021 | 2:00 – 3:00 p.m.



A little housekeeping...



We're recording this webinar!

All registrants will receive an email containing a link to the recorded webinar AND a ton of other resources!



Feel free to ask questions!

Use the Questions chat box to ask your questions. We will have a Q&A session at the end of the presentation.



We will be live-tweeting!

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Today's Speakers



Ryan Strawhecker
Vice President

Ryan has spent his 18-year career in nonprofit fundraising including Annual Giving, Major Gifts, Planned Gifts and Capital Campaigns. He has worked as both a Development Director and Consultant.



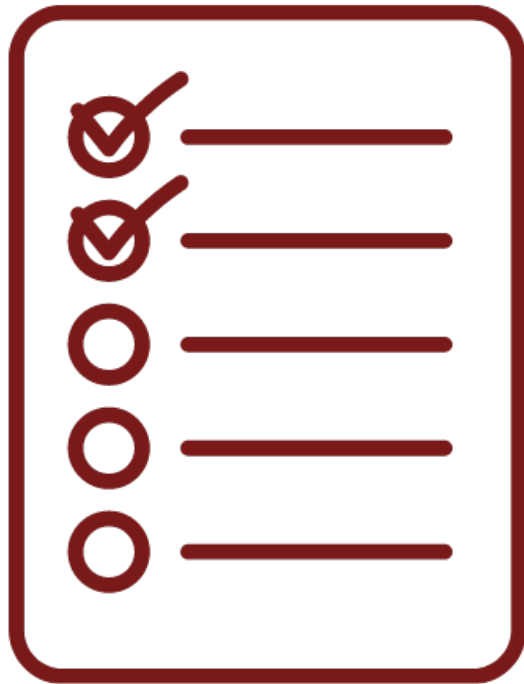
Patrick Falke
Strategic Consultant and Operations Officer

After starting his career in financial management, Patrick transitioned to lead operations for over 10 years for both for profit and nonprofit organizations. He has also worked at developing budgets and sequencing capital campaign projects.

Goals for Today

1. Hear from a construction planning prospective what your Board needs to know and understand before approving the project.
2. Understand what are some pitfalls and mistakes organizations make in budgeting for their campaign.
3. Hear how a feasibility study may play a role in your organization's planning.
4. What conversations you need to have with your Board regarding fundraising for the campaign?

Goal 1: Early Project Planning



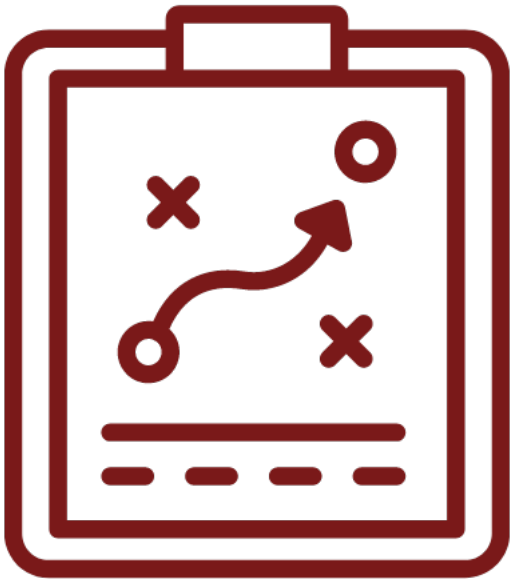
- Strategize at the first sign of an upcoming need for expansion
- No such thing as overpreparing at this stage
 - Due diligence is your friend
 - Answer questions before they can be asked
 - See the forks in the road
 - Time spent at this stage provides incredible value later
- Keep your circle as small as possible
 - Ensures the scope stays true to what is best for your organization
 - Everyone has someone they know
- Do you or your team have the capacity?
 - Sometimes a two-phase board approval process makes sense
 - What is the “Actual Cost”?

Goal 2: Budgeting

- Early estimates from architects and general contractors can be wildly inaccurate
- Most budgets don't consider everything
 - Furniture, Tech, Signage, Equipment, Insurance, Prof. Fees, Contingencies, Reserves, Ops
 - Budget can blow up later, causing issues with stakeholders & funders
 - Quality and appropriateness can suffer
- Open to feedback and ideas from others in your organization
 - Helps tie costs of services to overall budget
- Donors are attracted to peace of mind, not just good value
- Unrefined budgets can make the best narratives in the world disappear



Avoiding Common Budgeting Pitfalls

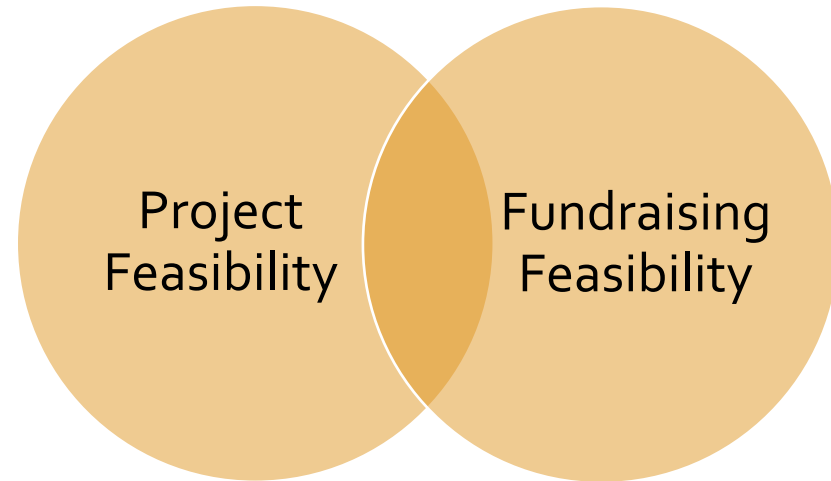


- Additional costs associated with acquisition of land or building
- Getting help with accurate upkeep cost estimates
 - What is your broker providing?
- Do exercises with fellow leaders and staff to mentally walk through the space
 - What elements will make the space come to life, beyond basic function
 - Not all ideas lead to additional costs
- Don't be afraid to ask "basic" questions
 - Besides gathering information, this can show you if you have the right team dynamic
- If you can't include what is needed for 3-5 years of support, revisit your scale
- Don't forget about revenue!!!



Goal 3: Feasibility Studies

- Project vs Fundraising
 - What they are
 - Where they overlap
 - How each can help
- Make sure the scale matches your need
- Board process when feasibility study is conducted
 - Lean on your consultants



Goal 3: Early Fundraising Planning

- Feasibility Study or Philanthropic Planning Study
 - Donor Input and Buy In
 - Plan for early commitments
- Funder Concerns
 - Is project needed by community (clear need)
 - Does organization have clear plan
 - Who is “backing” the project
 - Do they have financial stakeholders contributing from the “get go”
 - Do the plans / Scope seem to be continually changing
 - Is there a reasonable sustainability plan



“Seven Prerequisites to Success”

Kent Dove

- Support and time commitments from all key groups – the governing board, the CEO, prospective major donors and key volunteer leaders, the professional fundraising staff, and the institutional family
- An organization with a clear image of itself and a strategic plan towards growth and improvement
- Objectives based on important and legitimate institutional plans, goals, budgets and needs
- A compelling case for support, always presented in a written document and in larger more complex campaigns, in additional support materials
- A market survey (feasibility study) addressing internal and external preparedness
- Leadership enlisted and educated
- Major donors ready and able to give substantial lead gifts before any public announcement of the campaign.



Goal 3: Philanthropic Feasibility Studies

- Identify Organizational strengths and weaknesses
- Prepare Board of Directors for process ahead
- Identify and enthuse a volunteer base
- Clarify and hone project components
- Develop Case for Support
- Develop a gift chart and preliminary gift asks
- Establish a high-low range of potential philanthropic funding



Goal 3: Philanthropic Feasibility Studies



- Study Results
- Refining and defining Project Messaging
- Beginning Conversations with Key Donors
- Campaign Gift Pyramid
- Grant Writing Begins
- Case for Support
- Public Marketing & Fundraising

Board Considerations Prior to Approving Campaign

- Agreement on project scope/scale (Large vs Small)
- Organizational & community needs (Community Appetite)
- Prospective community impact (Value)
- Understanding of impact on the organization (Resources)
 - Cash flow is commonly overlooked
- Understanding and preliminary budget estimate (Cost)
- Understanding of estimated rough timeline/schedule (When)
- Proposed campaign leadership structure (How)
 - Stakeholder interest and engagement



Board Confidence & Engagement



- Confident the money needed can be raised
- Impact would be worth the total cost
- Believe that the organization is positioned well to take project on
- Expectation of good Board / Steering Committee participation
- Confidence in endowment / sustainability plan
- Feel like they can promote to community and funders easily

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Paul J. Strawhecker, Inc.
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Questions?



This webinar program qualifies for 1 point of continuing education toward maintaining the Certified Fundraising Executive Management (CFRE) credential.



Thank you for joining!

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