

CAMPAIGN PLANNING STUDY EXECUTIVE SUMMARY REPORT TO TOGETHER CENTER

February 25, 2020

APPROACH AND METHODOLOGY

INTRODUCTION

Together Center engaged Campbell & Company (C&C) to conduct a planning study to test the feasibility of a proposed \$5 million campaign as part of a \$100 million vision to create a new mixed-use campus that co-locates affordable housing with nonprofit health and human services. The study process was structured according to the C&C Framework for Campaign Success. Informed by background materials and feedback from study participants, we examined the current state of Together Center with a focus on internal and external factors that would shape a campaign. With this context in mind, we developed recommendations for the overall campaign strategy and the four elements critical to campaign success: leadership, donor engagement case for support, and staffing and systems.

FRAMEWORK FOR CAMPAIGN SUCCESS

CAMPAIGN STRATEGY: To be successful, a campaign needs an overarching strategy that details a feasible goal and timeline and articulates the investment necessary.

CONTEXT: No campaign exists within a vacuum. Internal factors and the external climate set the context for Starlight’s campaign and must be considered when determining strategy.

CASE FOR SUPPORT: The campaign’s vision and impact must be clear and compelling and communicate a strong rationale for the funding priorities. The philanthropic case must be made for investing in Starlight and its vision for the community.

LEADERSHIP: A campaign requires visible leaders willing to champion the effort, make connections, solicit gifts, and advise on strategy. Leadership comes from top staff and Board members, augmented by others committed to the campaign.

DONOR ENGAGEMENT: At all stages of the campaign, a commitment to relationship-based, donor-centered fundraising is essential. A strong base of donors must be ready to engage in and support the effort with leadership gifts.

STAFFING AND SYSTEMS: Staffing and systems must be in place to support volunteer leaders, manage donor relationships, and track and report on a higher level of development activity.



WHAT WE TESTED

Through the study, we tested interest in a campaign that would replace Together Center’s current building with a modern, mixed-use campus that combines more than 280 units of affordable and “workforce” housing with increased, updated spaces for nonprofit health and human service organizations on the first floor. The nonprofit space renovation will increase Together Center’s current footprint by over 25 percent and include modern amenities and infrastructure to support specialized nonprofit services, as well as collaborative inter-agency workspaces.

METHODOLOGY

In examining the elements critical to campaign success, we undertook the following activities in collaboration with a Campaign Planning Committee (CPC) of Together Center’s closest supporters, assembled for the study:



CAMPAIGN STRATEGY

We recommend moving forward with a campaign with a working goal of \$5 million to \$6 million over 3 years.

Together Center's philanthropic community has a high degree of confidence in the organization and in CEO Kim Sarnecki. They regard the campaign vision as important, necessary, and ideally timed to have a significant positive impact on the Eastside. They also believe that the \$5 million goal is achievable, even understated, in light of the value of the project.

- **We recommend expanding the working campaign goal above the tested \$5 million goal** both to achieve capital funds for initial construction and to create an operating fund for ongoing staffing, campaign, and operating expenses for the new Together Center.
- **Assess progress periodically during the first year of the campaign** toward fundraising targets reflecting a \$6 million stretch goal.

KEYS TO SUCCESS

- **Position CEO Kim Sarnecki as the face of the campaign**, strategically leveraging her skills and knowledge to build donors' interest, excitement, and confidence in the project; and devoting 40 percent of her time to campaign fundraising.
- **Continue group cultivation efforts modeled on the Funders' Forum and Lunch with Leaders**, developing follow-up strategies to build lasting relationships with prospects.
- **Augment and align staff roles and responsibilities for the campaign**, adding a Campaign Manager and Campaign Coordinator positions to support the increased fundraising and operational demands of the campaign.

KEY FINDINGS

- **Capacity to support the campaign exists in Together Center's donor community:**
 - We identified approximately \$208,000 in potential campaign gifts from interviewees and \$25.6 million in capacity from the wealth screening of individuals marked as "donors" in Together Center's database.
 - We note that \$25.6 million represents these prospects' total capacity to give to all charitable causes over a five-year pledge period; it is not an indicator of their inclination to make philanthropic gifts to Together Center or any other charitable cause.

- **The Together Center philanthropic community is willing to support the vision:**
 - Most interviewees agreed that this is a good time to move forward with a campaign. 86 percent responded “yes,” 14 percent responded “maybe,” and no one responded “no.”
 - Together Center is a relatively high philanthropic priority for most interviewees. 67 percent ranked Together Center among their top 1/3 priorities, and another 33 percent ranked it as a middle priority. No interviewees responded that it was a low priority or not a priority. This indicates that Together Center’s close stakeholders are invested in the campaign vision, though there is room to raise their confidence and engagement.
 - All interviewees who were asked indicated that they would be willing to make a campaign gift. One interviewee was a member of a partner agency and was not asked about a potential gift.

RECOMMENDED GIFT PROFILE: \$6 MILLION

This is a standard gift chart path to reach \$6M. We recognize that due to the nature of the project and Together Center’s fundraising history Together Center may require more gifts at the top of the pyramid. Keystone and Lead Gifts prospects are likely to be weighted more toward foundations and corporations compared to individuals due to Together Center’s lack of major gift fundraising.

Profile of Gifts Needed to Raise \$6,000,000					
Gift Size	# of Gifts Needed	Category Total	Running Total	Number of Prospects Needed	% of Total
Keystone Gifts					
\$1,000,000	1	\$1,000,000	\$1,000,000	3	17%
Lead Gifts					
\$500,000	3	\$1,500,000	\$2,500,000	9	
\$250,000	4	\$1,000,000	\$3,500,000	12	52%
\$100,000	6	\$600,000	\$4,100,000	18	
Major Gifts					
\$50,000	15	\$750,000	\$4,850,000	45	
\$25,000	20	\$500,000	\$5,350,000	60	
\$10,000	35	\$350,000	\$5,700,000	105	32%
\$5,000	50	\$250,000	\$5,950,000	150	
\$1,000	50	\$50,000	\$6,000,000	150	
TOTAL	184	TOTAL	\$6,000,000		

CAMPAIGN TIMELINE (3 YEARS)

ADVANCEMENT PHASE (6 MONTHS)

- Create a **fundraising plan** for the first year based on a \$6 million working goal
- Create a **volunteer Campaign Steering Committee (CSC) to guide the effort**, ensuring that they have strategic connections to target funding sources
- Establish **campaign policies**, including campaign counting, donor recognition, and gift acceptance
- Develop a **robust case for support** based on preliminary work done during the study
- Begin outreach to 8 – 10 top prospects at the **keystone and leadership giving level**
- Develop a strategy for fundraising from **public funding sources**, including city, county, state, and federal agencies
- Develop a **donor stewardship plan** and named space recognition options for donors
- Develop a campaign staffing plan and hire new positions
- Letters of **support from community funders and leaders**
- Secure 100% **Board giving and participation** in the campaign

LEADERSHIP GIFTS PHASE (12 MONTHS)

- **Cultivate and solicit** all donors at the leadership level on the campaign pyramid
- Continue to **engage the CSC and Board** in reaching out to new prospects; participating in cultivation and solicitation as appropriate; and hosting house parties and/or other cultivation efforts
- Continue **Funders' Forum, Lunch with Leaders**, and other cultivation events
- **Assess progress** towards \$6 million working goal and adjust fundraising targets as needed
- **Close commitments** from top 8-10 donor prospects
- **Secure 50% of total campaign goal**

MAJOR GIFTS PHASE (12 MONTHS)

- Cultivate and **solicit all donors** at the major gift level on the campaign pyramid
- Continue **group cultivation events** with a broader segment of prospects
- Continue to **update donors on the progress** of the campaign and building milestones to sustain engagement
- **Achieve 90% of the total campaign goal**

COMMUNITY GIFTS PHASE (3 - 6 MONTHS)

- Announce the campaign on all **public and digital channels**
- Cultivate and solicit **gifts at all levels**
- Host **public gatherings** to invite broad community participation in the campaign
- Begin a **visioning and planning process** with the Board to determine future fundraising needs and aspirations for Together Center
- **Achieve 100% of the campaign goal and celebrate success!**

KEY RECOMMENDATIONS

DONOR ENGAGEMENT

- Develop a prospect acquisition and education strategy for the campaign.
- Engage the Board and the Campaign Steering Committee as key partners in identifying and qualifying prospects.
- Develop a cultivation strategy for qualified individual, corporate, foundation, and government prospects.
- Develop a stewardship plan and naming opportunities for campaign donors.

CASE FOR SUPPORT

- Develop a compelling case for support that emphasizes Together Center's leadership in addressing the affordable housing crisis.
- Augment the case for support with visual aids and supporting details to help donors picture the new Together Center and its community benefit.
- Prepare case one-pagers with supporting details to address common questions from potential funders.

LEADERSHIP

- Position CEO Kim Sarnecki as the face of the campaign, sharing the vision and building relationships with top prospects and volunteer leaders.
- Create a small, nimble Campaign Steering Committee of four to five volunteer leaders.
- Engage the Board as champions and co-owners of the campaign.
- Continue strategic Board recruitment and development efforts with an eye toward supporting a project of this scale.

STAFFING & SYSTEMS

- Augment and align staff positions to support increased fundraising activity, adding two new campaign-related positions.
- Optimize use of the Salsa database to support campaign activity.
- Engage campaign counsel to provide ongoing guidance and training.

GRATITUDE

The Campbell & Company team extends our sincere gratitude to CEO Kim Sarnecki, Operations Coordinator Rae Rein, Capital Campaign Co-Chair and Campaign Planning Committee Chair Karin Duval, and others for their engagement, hard work, and thoughtful attention throughout the study.

It has been our pleasure to work with your outstanding staff and enthusiastic community of volunteers and supporters, and we look forward to working with Together Center in the future.