

# Conducting a Successful Capital Campaign

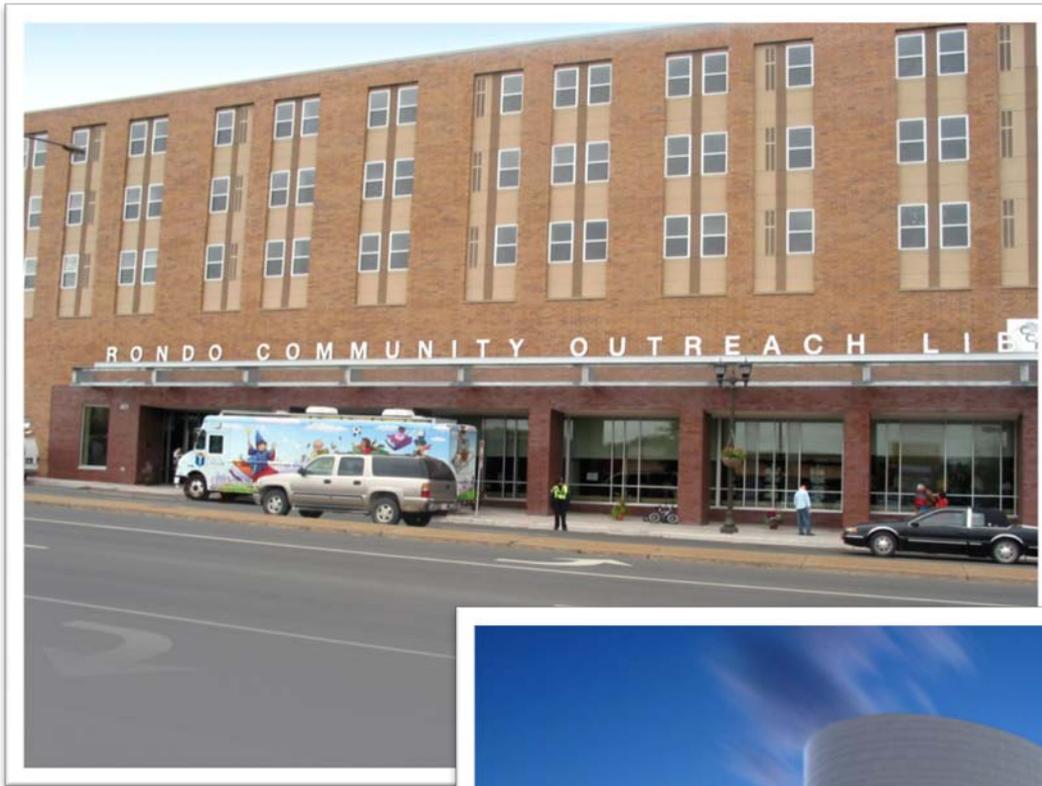
Texas State Library and Archives Commission Webinar  
August 26, 2010

# Sue Hall



# Building New Libraries

- ◆ The need is greater than ever!
- ◆ New library buildings are exciting!
- ◆ Libraries are playing new roles in communities.
- ◆ Caution!!!



**Rondo Community Outreach Library, Saint Paul, MN**

Mixed-use, public/private partnership: library with several multipurpose meeting rooms and classrooms, home of the system's bookmobile; 90 apartments and 6 townhomes.



**Laramie County Library, Cheyenne, WY**

Funded by a voter-approved one-cent sales tax. Achieved LEED® Gold Certification

# 10 Sure Ways to Kill Your Campaign Before it Starts...

- 1) You haven't told your library's story.
- 2) You don't have a commitment from all key stakeholders.
- 3) You don't have a history of fundraising.
- 4) You have a building plan but no vision.
- 5) You haven't done a feasibility study.

# 10 Sure Ways...

- 6) You haven't set an achievable goal.
- 7) You head into the campaign without a plan or a budget.
- 8) You don't have strong campaign leadership.
- 9) Your case for support isn't compelling.
- 10) Your library doesn't have the capacity to staff a capital campaign.

# What's a Feasibility Study and Why Should You Do One?

- ◆ External/internal appraisal.
- ◆ Assess the community's support for your library's case.
- ◆ Identify potential major donors and campaign leadership.
- ◆ Shape the campaign.
- ◆ Assess your library's capacity for conducting the capital campaign.

# Conducting a Feasibility Study

- ◆ Hire a consultant to conduct an independent study.
- ◆ Recruit a steering committee.
- ◆ Develop a preliminary case for support.
- ◆ Identify and prioritize a list of potential interviewees.
- ◆ Recruit study participants.

# Feasibility Study Interviews

- ◆ Designed to gain insight into every aspect of a potential campaign.
- ◆ Tests a campaign goal, the strength of support for your case and interest in naming opportunities.
- ◆ Identifies potential for support at major gift levels.
- ◆ Opens doors...other potential donors and campaign leaders

# Gift Range Table: \$4,300,000 Campaign

# of Gifts	Averaging	Total	Cumulative
1	\$ 500,000	\$ 500,000	\$ 500,000
2	\$ 250,000	\$ 500,000	\$ 1,000,000
7	\$ 100,000	\$ 700,000	\$ 1,700,000
14	\$ 50,000	\$ 700,000	\$ 2,400,000
16	\$ 35,000	\$ 560,000	\$ 2,960,000
28	\$ 10,000	\$ 280,000	\$ 3,240,000
36	\$ 5,000	\$ 180,000	\$ 3,420,000
Many	<\$ 5,000	\$ 880,000	<b>\$ 4,300,000</b>

# Assessing the Library's Capacity for Conducting a Capital Campaign

- ◆ History of marketing and fundraising.
- ◆ Fundraising database and software.
- ◆ Board's capacity for involvement in the capital campaign.
- ◆ Staff capacity for supporting a capital campaign.

# Feasibility Study Report

- ◆ Submitted to the Steering Committee and Library Board.
- ◆ Contains:
  - Perception of the library and support for the case.
  - Barriers to a successful campaign and critical issues.
  - Projected campaign goal and lead donors at gift levels.
  - Potential campaign leadership.
  - Assessment of library's capacity to conduct campaign.
  - Campaign recommendations.

**QUESTIONS  
ON  
FEASIBILITY STUDIES  
????**

# Conducting the Capital Campaign... First Steps

- ◆ Hire campaign counsel.
- ◆ Create campaign plan.
- ◆ Create campaign budget.
- ◆ Create job descriptions and organizational chart for volunteers and staff
- ◆ Recruit campaign leadership team

# Campaign Leadership Team

- ◆ Recruit Campaign Chair first
- ◆ Visible and respected in the community
- ◆ Able to influence others
- ◆ Success-oriented
- ◆ Confident as a fundraiser

# Creating the Case Statement

- ◆ Centerpiece of the campaign.
- ◆ Shares vision and impact of the new library.
- ◆ Features of the new library.
- ◆ Naming opportunities.
- ◆ Textually & graphically exciting!

# Other Collateral Materials

- ◆ Maintain the campaign brand
- ◆ Brochure for general public
- ◆ PowerPoint presentations
- ◆ Campaign video
- ◆ Pledge/gift cards

# Training Campaign Volunteers

- ◆ Clear description of roles and expectations
- ◆ Tour current library building
- ◆ Provide strong tools and talking points
- ◆ Guidelines on preparing for a successful solicitation visit

# Training Campaign Volunteers...

- ◆ Familiarize volunteers with all aspects of the new library
- ◆ Prepare volunteers for handling questions or objections
- ◆ Role play
- ◆ Timeline for making solicitations

# Capital Campaign Quiet Phase

- ◆ Occurs before official campaign “kick-off”
- ◆ Focuses on solicitation of major donors
- ◆ Target: Raise between 50% and 2/3 of campaign goal

# Identify and Rate Prospects

- ◆ Campaign Leadership Team meets to brainstorm.
- ◆ Begin with donors already connected to the library.
- ◆ Include individuals, foundations and corporations.

# Identify and Rate Prospects...

- ◆ Conduct research on all prospects.
- ◆ Leadership Team Chair facilitates all rating sessions.
- ◆ Library staff participate minimally.

# Rating Prospects...

- ◆ Develop rating criteria (wealth, real estate, business ownership, access to foundations or trusts, commitment to community).
- ◆ Create a file on all prospects.
- ◆ Maintain confidentiality.

# Gifts to the Capital Campaign

- ◆ One-time gifts
- ◆ Multi-year pledges
- ◆ Stock transfers
- ◆ Legacy gifts

# Acknowledgements and Recognition

- ◆ Acknowledge all gifts as soon as they are received.
- ◆ Establish guidelines for naming opportunities and other recognition.
- ◆ Appreciation events.
- ◆ Ongoing recognition of major donors.

# Public Phase of the Campaign

- ◆ Public announcement of campaign and funds raised.
- ◆ Opportunities for donors at all levels.
- ◆ Direct mail and personal solicitations.
- ◆ Smaller-scale recognition opportunities.
- ◆ Victory event!

# More Than Bricks and Mortar

- ◆ Campaign can include opening day collections, private art and endowment.
- ◆ Fundraising for endowments demonstrates sound stewardship.
- ◆ Campaign should be springboard for future fundraising activities.

# 5 Keys to Conducting a Successful Capital Campaign

- ◆ Comprehensive campaign plan
- ◆ Strong campaign leadership
- ◆ Compelling case for support
- ◆ Dedicated staff
- ◆ Creating and maintaining the campaign's momentum

# For More Information...

- ◆ Contact: Sue Hall, Library Strategies, The Friends of the Saint Paul Public Library ([sue@thefriends.org](mailto:sue@thefriends.org))
- ◆ *The Fundraising Feasibility Study, It's Not About the Money*, Martin L. Novom (Wiley)
- ◆ *Conducting a Successful Capital Campaign*, Kent E. Dove (Jossey-Bass)