

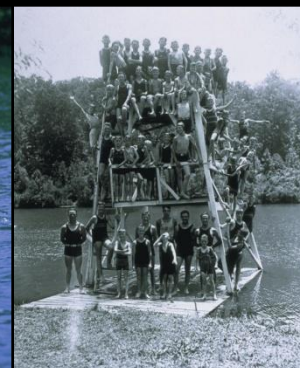


Learn Together, Grow Together



ACA Mid States Camping Conference

March 12, 2011



Planning for an 'In Tents' Experience

“Role Call”

Who is Participating?/What Do We Expect?



- **Roles at Camp**
 - Senior Staff
 - Other Staff
 - Development Staff
 - Volunteer
- **Campaign Experience**
 - Annual Support
 - Recent Capital
 - Planned Capital
- **Geography**
- **Daryl**



“The 20-Step Plan”

A. PRELIMINARY PLANNING AND STUDY PHASE



- **Step 1** Review Prerequisites with Board and Complete Questionnaire
- **Step 2** Get Board Commitment
- **Step 3** Conduct a Program Needs and Priorities Study
- **Step 4** Determine Site and Facility Requirements (i.e. prepare a Space Budget)
- **Step 5** Determine Estimated Capital Campaign Goal and Develop a Pro Forma Operating Budget for New Facility



“The 20-Step Plan”

B. TESTING AND VALIDATION PHASE



- **Step 6** Conduct a Capital Development Readiness Assessment:
- **Step 7** Conduct a Community and Economic Analysis Survey
- **Step 8** Interview and Hire Fund Raising Counsel to Conduct Capital Campaign
- **Step 9** Conduct a Goal Feasibility Study



“The 20-Step Plan”

C. DEVELOPMENT PHASE



- **Step 10** Launch Initial Campaign Implementation Activities (Campaign Plan and Enlistment of Campaign Cabinet)
- **Step 11** Launch Fund Raising Campaign
- **Step 12** Announce Campaign to Media and Public
- **Step 13** Prepare a Cash–Flow Analysis and Financing Plan
- **Step 14** Interview and Hire Architect



“The 20-Step Plan”

D. CONSTRUCTION AND OPERATIONAL PLANNING PHASE



- **Step 15** Manage the Project
- **Step 16** Select a Construction Type/Style
- **Step 17** Hold Groundbreaking Ceremony
- **Step 18** Implement Marketing and Membership Promotion
- **Step 19** Prepare for Opening of the New Facility
- **Step 20** Dedicate the Facility and Begin Operational Phase



“What’s in the Backback?”

Prerequisites for Success
Your Camp Needs a **STRONG...**



- Board
- CEO/Executive
- Image
- Programs
- Strategic Plan
- Financial Position
- Current Support Campaign
- Case for Support
- Donor Relationship



Taking Inventory I



1. Strong Board

Does your camp have a strong board of directors with sufficient influential community and business people? Does it include five of the top 25 community leaders?

Is it composed of peers of potential major donors? Is it an affluent board or does it have access to affluence?

2. Strong CEO or Executive

Does your camp have a strong and respected CEO or Executive Director willing to devote 50 percent or more of his or her time and make the capital campaign the top priority for two or three years.

Is there a stable and strong staff team?

3. Strong Image

Does your camp have a strong positive community image upon which to build the case for support?

4. Strong Programs

Does your camp have strong growing programs which reflect high quantity and high quality?



Taking Inventory II



5.Strong Strategic Plan

Has your camp developed a 3 – 5 year strategic plan?

6.Strong Financial Position

Has your camp operation had a balanced budget for at least the last three years and does it have a healthy current fund balance

7.Strong Current Support Campaign

Has your current support campaign shown at least 8 to 10 percent growth each year for the past 3 years? Does at least 50 percent of your money come from “major gifts?”

Is a “board solicitation process” used and does 100 percent of the board participate as donors?

Do you enlist volunteers and ask for gifts on a face-to-face basis?

8.Strong Case For Support

Is your need and case based upon a strategic planning process? Is it so compelling that it will move your campaign to the top of your prospects’ lists of philanthropic interests? Is your case based on touching lives and built on a vision for the future?



“Mapping the Journey”

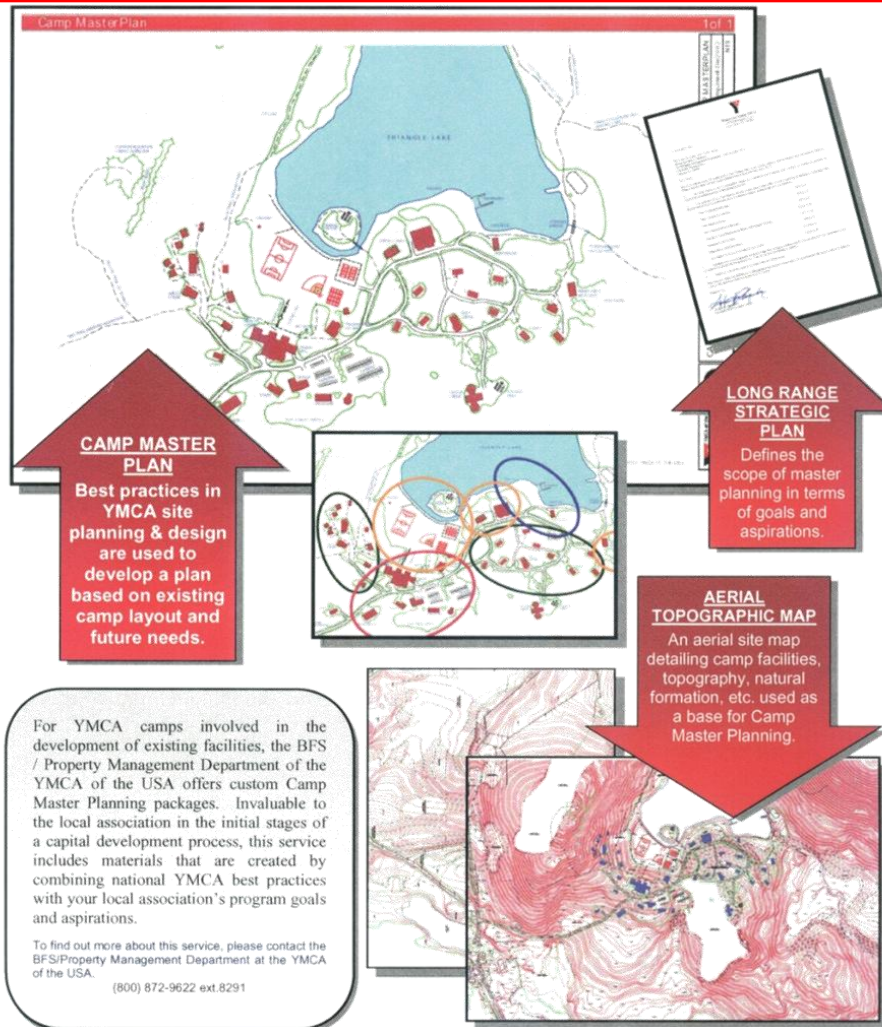
Steps to Success



- Program Needs and Priorities Study
- Site and Facility Requirements
- Estimated Campaign Goal and Pro-Forma Operating Budget
- Capital Development Readiness Assessment (Board & Camp Readiness)
- Community and Economic Analysis Survey
- Feasibility Study



Master Facility Plan in Place



- Powerful traditions of the camp
- Current needs of the camp
- Future vision for programs and services



“Head Counselor”

Needed From the CEO



- Capital Campaign
Top Priority for 3-5 Years
- Commitment to Stay
- 50% of Time to Campaign
- Passion for the Project
- Willing to Make a “Stretch” Gift
- Personify Character and Mission
of the Camp



“The Program Director”

What to Expect from Fundraising Counsel



- Strategy
- General Plan
- Prospect Strategies
- Timing
- Organization
- Objectivity and Single-Mindedness
- Organization/Training
- Collection Mechanics



“Interviewing for Success”

Selecting Fundraising Counsel



- The Counsel for the Feasibility Study and the Counsel for the Campaign
- Chemistry and Physics
(i.e. capability to do the job and best match with your Camp)
- Experience and Flexibility
- Ability to Match Your Needs and Wants
- Record of Success with Similar Campaigns
- Strong References
- Cost



“Mapping the Trail”

The Feasibility Study



- Fund Raising Goal Potential
- Assess the Image of Your Camp
- Strength of the Case
- Identify and Cultivate Major Contributors
- Identify and Cultivate Key Leadership
- Recommend Plan of Action and Timeframe



“Mapping the Trail”

A Likely Giving Chart for a \$5,000,000 Campaign



	Gifts	Range	Amount	%
LEGACY GIFTS	1	\$2,000,000 - \$3,000,000	\$2,000,000	40.0%
	1	1,000,000 - 2,000,000	1,000,000	20.0%
	1	500,000 - 1,000,000	500,000	10.0%
	1	250,000 - 500,000	250,000	5.0%
	2	100,000 - 250,000	200,000	4.0%
	6		\$3,950,000	79.0%
LEAD GIFTS	3	\$50,000 - \$100,000	\$150,000	3.0%
	6	\$25,000 - \$50,000	150,000	3.0%
	12	15,000 - 25,000	180,000	3.6%
	21		\$480,000	9.6%
PACE SETTING GIFTS	24	\$10,000 - \$15,000	\$240,000	4.8%
	45	5,000 - 10,000	225,000	4.5%
	69		\$465,000	9.3%
CAMP FRIENDS	69	\$1,000 - \$5,000	\$69,000	1.4%
	120	100 - 1,000	36,000	0.7%
	189	-	\$105,000	2.1%
TOTAL GIFTS NEEDED	285		\$5,000,000	100%



“The Experience of a Lifetime”

The Capital Campaign (1)



- **Strategy**
 - Refine Case and Select Top Leadership
 - Research Prospects
 - One Month
- **Planning**
 - Recruit Campaign Cabinet
 - Prospect Appraisal
 - Prepare Casebook and Train Volunteers
 - One Month
 - Family Campaign – Board and Staff
- **Lead/Legacy Gifts Phase**
 - Top 25-35 Gifts – 90 to 93% of Goal
 - Six to Twelve Months



“The Experience of a Lifetime”

The Capital Campaign (2)



- **Pace Setting Gifts**
 - Recruit Steering Committee
 - Select and Appraise Prospects
 - Approximately 65-100 Gifts – 10% of Goal
 - Three to Six Months
- **Friends of Camp**
 - Alumni, Current Camp Families and the Community
 - Three to Six Months
- **Special Events**
 - Victory Celebrations
 - Groundbreaking
 - Opening



“During the Journey”



- What to Expect
- When Problems Occur
- Operating Camp While Campaigning
- The Office
- How Long Does it Take?
- After the Campaign
- Donor Relationships
- “Bringing in the Sheaves”
- Financing the Project



For More Information



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