

AHP Chicago 2008

# It's Not Your Campaign, It's Their Campaign

Building Lifelong Relationships Through A  
Capital Campaign

# It's Not Your Campaign, It's Their Campaign

- Relationships are the key ingredient to a successful Campaign
  - Big city approaches won't work in rural communities. Throw away the textbook! The mindset and collaboration of a small community will drive the passion for what needs to be done
  - Involve donors from the get-go: Think Tanks, Brain Trusts, Small Group sessions
  - Create a campaign kick-off focusing on participation
  - Keep the message simple – explain the need/goal in 5 words or less
  - Is there an historical component to your project, land, program? Blend the past, present and future
  - Allow donors and prospects to see, feel, hear and touch the project in process

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## Providence Newberg Health Foundation Campaign Gifts by Primary Source of Solicitation

Primary Source of Solicitation	# of Gifts	\$ Raised	% of Total \$ Raised
Staff Ask	273	3,810,533	73%
Written Proposal	11	739,758	14%
Volunteer Ask	74	370,283	7%
Direct Mail	819	126,134	2%
Other (Memorials, Unsolicited)	271	104,986	2%
Buy A Brick Brochure	419	37,861	1%
"Right Where You Are" Magazine	58	9,115	0.17%
Special Events	9	7,604	0.15%
On Line Giving	43	4,775	0.09%
Newspaper Ads	21	2,100	0.04%
<b>TOTALS</b>	<b>1,998</b>	<b>5,213,149</b>	<b>100%</b>

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- Manage relationships to meet both Campaign and long-term objectives
  - Establish dollar AND participation goals
  - Develop recognition opportunities that put more than a “name on a wing”
  - Find a way to involve people of all ages
  - Capacity gifts are not always important. When you approach donors in a thoughtful, respectful way, and on their terms, it can result in 2<sup>nd</sup> and 3<sup>rd</sup> campaign gifts
  - Always be working on two campaigns simultaneously ... this one ... and the next!

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## Providence Newberg Health Foundation Gifts by Donor Type

Donor Type	Pre-Campaign (1998-2001)		Projected Campaign		Actual Campaign (2002-2006)	
	# Gifts	\$ Raised	# Gifts	\$ Raised	# Gifts	\$ Raised
Individuals	1735	118,895	3,010	2,700,000	1,078	2,568,850
Foundations	28	97,018	10	1,050,000	17	1,076,258
Corporations	188	204,436	294	750,000	127	761,577
Staff & MDs	1,074	58,658	410	350,000	618	350,179
Orgs/NCO/Churches	290	249,105	10	175,000	49	270,485
Boards	147	48,111	28	175,000	122	185,800
<b>TOTALS</b>	<b>3,462</b>	<b>776,224</b>	<b>3,762</b>	<b>5,200,000</b>	<b>2,011</b>	<b>5,213,149</b>

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- Every gift counts when passion ignites
  - Secure challenge grants at every turn of the campaign ... making every gift count
  - Don't run a quiet campaign just because you're a quiet little community OR because the campaign "textbook" tells you to do so

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- *The Time is Now* Campaign – Challenge Grants

- McCoy Foundation Challenge #1

Requirements: Raise \$250,000 by November 1, 2003

Challenge start date: May 29, 2003      Met: September 16, 2003

Results:	Pre-Challenge	Post-Challenge	Growth
# gifts	78	191	113
\$ Raised	\$1,634,067	\$1,898,936	\$264,869

- The Collins Foundation Challenge: \$100,000

Requirements: Reach campaign halfway point (\$3.5M) within 12 months

Challenge start date: April 14, 2004      Met: March 10, 2005

Results:	Pre-Challenge	Post-Challenge	Growth
# gifts	288	1066	778
\$ Raised	\$2,546,708	\$3,766,163	\$1,219,455

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- MJ Murdock Charitable Trust Challenge: \$250,000  
 Requirements: \$123,000 outright: \$127,000 contingent upon a 1:2 match in additional funds raised from new or existing sources by December 31, 2006  
 Challenge start date: May 19, 2005      Met: April 26, 2006

Results:	Pre-Challenge	Post-Challenge	Growth
# gifts	1130	1780	650
\$ Raised	\$3,889,984	\$4,152,272	\$262,288

- McCoy Foundation Challenge #2: \$250,000  
 Requirements: Raise \$250,000 by December 31, 2005  
 Challenge start date: October 4, 2005      Met: December 20, 2005

Results:	Pre-Challenge	Post-Challenge	Growth
# gifts	1512	1635	123
\$ Raised	\$4,092,109	\$4,346,731	\$254,622



# It's Not Your Campaign, It's Their Campaign

- How to respond effectively when obstacles arise
  - Refresh your campaign message and goal: *The Time is REALLY Now!*
  - Keep the end in mind... it's for our community, our future
  - Invite donors who've already invested to problem-solve with you

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## In the Face of Great Odds

*The Time is Now* Campaign for Providence Newberg Medical Center had to overcome the following obstacles in its 4 ½ year history

1. The September 11, 2001 attacks occurred less than one week before counsel presented the feasibility findings to the board and administration.
2. Hospital CEO suffered a heart attack, thereby missing early small group awareness meetings and the second of two Think Tank meetings.
3. Health system approval to proceed on the project was delayed twice before finally announced—nearly one full year after the originally anticipated date.
4. The state and national economies continued to be in significant recession.
5. A major donor's wife became seriously ill, threatening discussions about a lead gift. Donor relied on PNH/PHS help for her.

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## In the Face of Great Odds (Continued)

6. The Foundation executive director became pregnant and gave birth during the advance gifts phase of campaign.
7. Early campaign solicitation began before securing city and county approvals to proceed with the new construction project.
8. A politically active land use group moved to block the Hospital's annexation of the desired land into the city.
9. A felony record (nearly 20 years past) on the Foundation's Board President was discovered by a disgruntled prospect, who shared the information with his 12 cancelled-awareness meeting guests, two board members, and threatened to share it with the general public.
10. Top donor wouldn't allow us to make their gift known.

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## In the Face of Great Odds (Continued)

11. Renderings delayed, groundbreaking accelerated.
12. Long-time (18-year) PNH Chief Executive retired unexpectedly and quickly. Community didn't, and we lost several campaign volunteers and several major gifts because of it.
13. Construction announced to start mid-June, then delayed by 3-6 months.
14. Foundation executive director lost her father and brother three short months apart during the campaign.
15. Lengthy Kresge Foundation application process attempted twice, denied twice.
16. Top donor died just five days after writing his last \$250,000 check to the campaign.

# It's Not Your Campaign, It's Their Campaign

- Life beyond the campaign
  - The Post Campaign Assessment – don't forget it! It's a springboard to your next campaign and it drives learnings deep into the organization
  - Donors enjoy being asked what they think
  - Helps you find your next set of volunteers
  - Your donors help define future fundraising projects, and projects they will support
  - After the campaign, focus on building your new relationships

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Providence Newberg Health Foundation  
Comparative Scale of Giving Analysis – Pre-Campaign vs. Post-Campaign

Gift Range	Pre-Campaign Secured		Campaign Goals		Campaign Secured	
	# Gifts	\$ Total	# Gifts	\$ Total	# Gifts	\$ Total
\$1,000,000	0	-	1	1,000,000	1	1,000,000
\$500,000	0	-	1	500,000	1	500,000
\$250,000	0	-	3	750,000	4	897,358
\$100,000	1	80,000	7	700,000	9	1,148,469
	<b>1</b>	<b>80,000</b>	<b>12</b>	<b>2,950,000</b>	<b>15</b>	<b>3,545,827</b>
\$50,000	1	41,650	7	350,000	5	255,000
\$25,000	2	55,000	12	300,000	17	400,000
\$15,000	1	13,468	12	180,000	8	120,000
\$10,000	10	103,008	55	550,000	46	302,948
	<b>16</b>	<b>213,126</b>	<b>86</b>	<b>1,380,000</b>	<b>76</b>	<b>1,077,948</b>
\$7,500	5	39,290	4	30,000	3	23,000
\$5,000	25	125,352	35	175,000	41	204,890
\$2,500	32	74,193	50	125,000	39	98,595
\$1,000	66	70,641	80	80,000	101	101,999
	<b>123</b>	<b>309,476</b>	<b>169</b>	<b>410,000</b>	<b>184</b>	<b>428,484</b>
Below \$1,000	3,316	173,622	Many	460,000	1,617	160,890
<b>TOTAL</b>	<b>3,459</b>	<b>776,224</b>	<b>267+</b>	<b>5,200,000</b>	<b>1,892</b>	<b>5,213,149</b>

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**PNHF Donor Interests  
based on Post Campaign  
Assessment findings**

**Cancer  
Lifeline Emergency  
Response System  
Pediatric Care**

**Heart Services  
Community Outreach  
Equipment Needs  
Construction Projects**

**Charity Care  
Continuing Education for Nurses and other Health Employees  
Birth Center Needs**