FUNDRAISING 101

WORKBOOK

Investment Campaign Model (00:08:20)

- Develop multi-year plan for growing economy & addressing community needs
- Launch campaign to secure multi-year pledges from stakeholders
- Implement plan, achieve goals, and provide ROI

Asking Rights (00:09:50)

- Compelling Mission
    - You need a proper foundation to go out and raise that money
- Compelling Need & Sense of Urgency
    - "If we don't build this, there will be negative consequences"
- Effective Plan to Meet the Need
    - Do you have the resources to implement the programs?
- Organizational Effectiveness & Fundraising Strength
    - You need a strong staff that can effectively run things.
- Constituency has Adequate Financial Resources
- Potential Campaign Leaders are Available, Interested & Committed
    - Your campaign will struggle without strong leaders

Ingredients Common to Success

1. Credibility
2. Fundraising skills
3. Outcomes

The ability to deliver outcomes that are valuable to investors

Investable Outcomes (00:17:25)

An Outcome that:

- Has a reasonable chance of succeeding
- Has an acceptable "return"
- Can be translated into a value
    - Make the value easy to work out and get to.
- Don't make shareholders work for it
- You will raise more money if results are expected and outcomes are defined

WHAT MAKES AN OUTCOME INVESTABLE?

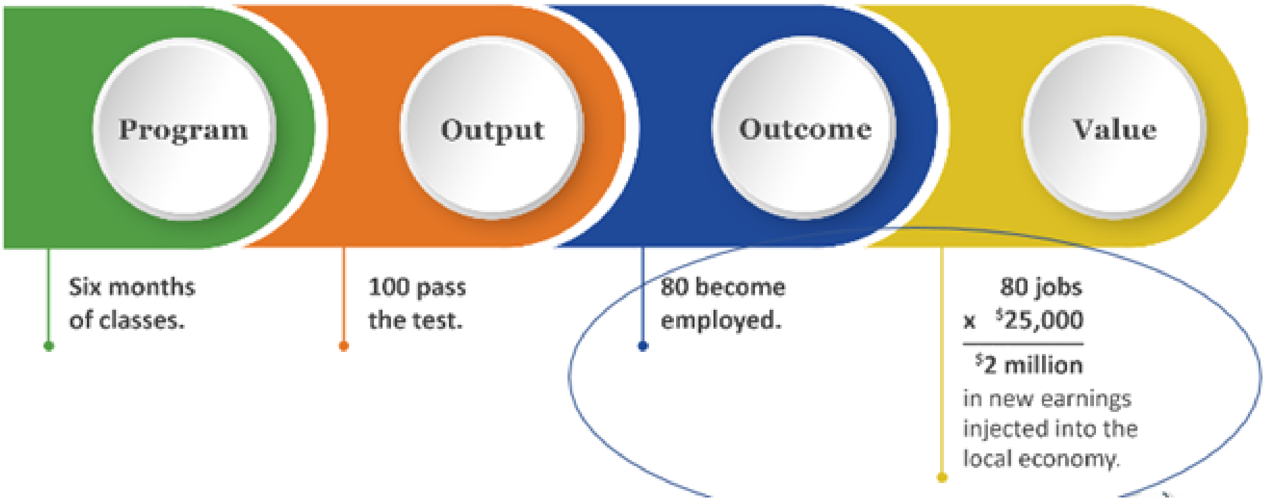
An outcome that:

✓ Has a reasonable chance of succeeding

✓ Has an acceptable "return"

✓ Can be translated into a value

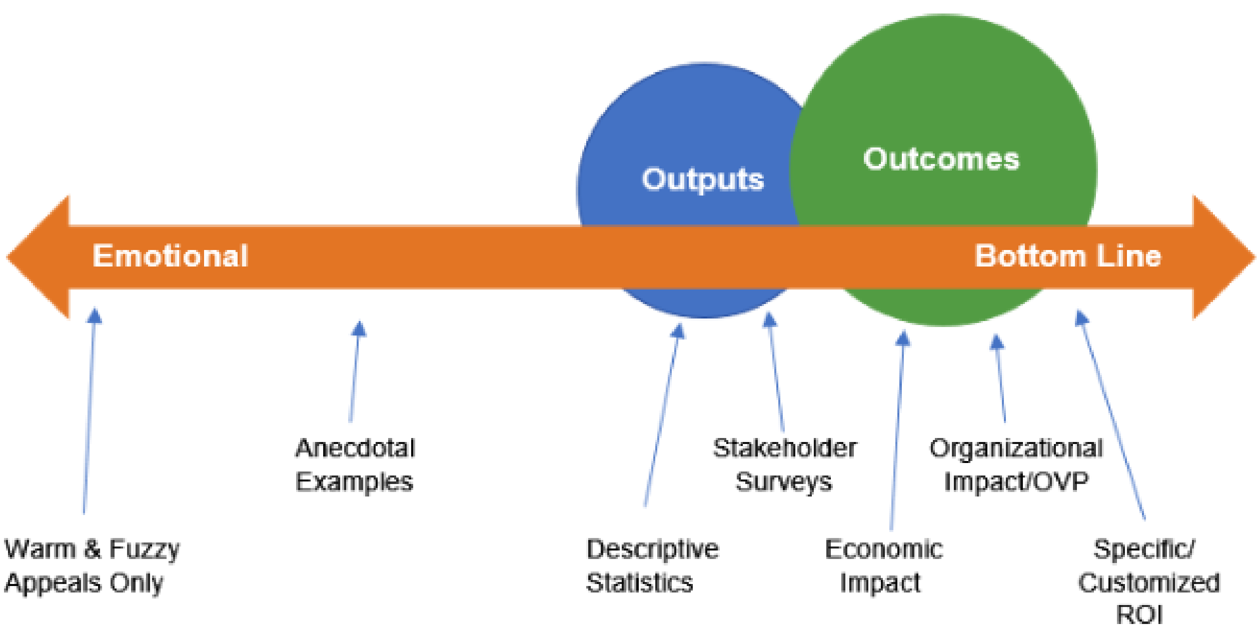
✓ Allows investors to connect the dots



Show them what their money can do for the public, creating jobs and employing new people will turn into more money stimulating the economy and local businesses.

Don't do a blanket presentation when fundraising- customize and target specific investors.

Our Fundraising Philosophy (00:23:35)



Know your audience! Don't tell the banks a warm and fuzzy story, they want facts. Target your campaign appropriately.

FEASIBILITY STUDY

- Develop draft plan
    - Be prepared for some give and take on this draft. The community/investor's opinions matter!
- Obtain input and feedback (50+ interviews)
- Position campaign for success

CAMPAIGN: QUIET PLACE

- Project/plan of work refinement
- Campaign collaterals development
- Potential investor evaluations
- Leadership recruitment
- Major investor solicitations

CAMPAIGN PUBLIC PHASE

- Kick-off event general
- General solicitation
- Celebrate victory!

Thorough Study is CRITICAL (00:31:46)

INTERVIEW 40-60+ CONFIDENTIALLY

- Quality over quantity
- Opinions on plan, board, accomplishments, naming opportunities, and partnerships
- Uncover potential funding, campaign leaders
- Build consensus- realistic goal assessment

"If they help write the plan, they'll help underwrite the plan"

Feasibility Study (00:33:39)

Preparation + Interviews + Analysis = Opportunity Analysis Report

PREPARATION

- Prospects
- Interview Request Letter
- Interviewee List
- Investment Table
- Questionnaire
- Calendar

INTERVIEWS

- Confidential interviews with prospective investors/leaders

ANALYSIS

- Interview Results
- Trend Analysis
- Financial Potential
- Leadership Potential
- Challenges

RECOMMENDATIONS

- Interviewee Perception
- Plan improvements
- Campaign goal
- Strategies
- Timeline

Why Complete a Study? (00:35:11)

So you know how much water is in the pool before you dive in!

Capital Campaign: Quiet Phase (00:36:00)

Clients don't always understand the quiet phase. Speed is not your friend when fundraising.

DEVELOPMENT OF CAMPAIGN MATERIALS

- Program refinement
- Case statement
- Campaign brochure
- Outcomes- based ROI analysis

PROSPECTIVE EVALUATIONS

- Prospective investor research
- Prospect database
- Wealth screening
- Evaluations committee
- Determine financial targets for all prospects
- ID door openers

LEADERSHIP RECRUITMENT

(EXPECT TO ASK FOR MONEY WHEN RECRUITING LEADERS)

- Enlist influential leaders
- Match leaders to the right position
- Secure appropriate pacesetting pledges early in the campaign

MAJOR PROSPECT SOLICITATIONS

- Investor cultivation
- Conduct 20-30 strategic solicitations
- Leverage volunteers' relationships & influence
- Secure at least 50% of goal

If you get those larger pledges and great leaders early on, you're setting the future of your campaign up for success.

Capital Campaign: Public Phase (00:43:17)

PUBLIC KICK-OFF EVENT

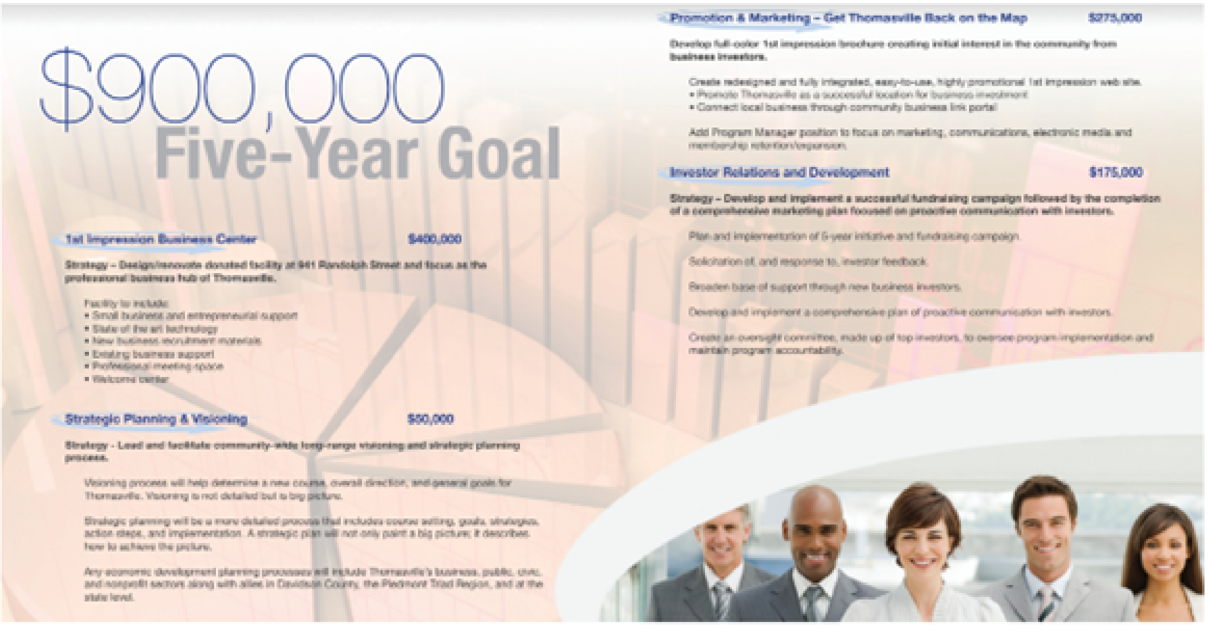
- Announce & introduce leadership team
- Announce attainment of 50% or more of goal
- Present plans to prospective investors & media
- Showcase endorsements from key leaders
- Generate excitement & momentum

GENERAL SOLICITATIONS

- Capitalize on kickoff momentum
- Make in-person solicitations to 75-100+ middle and lower division prospects
- Conduct grassroots mass solicitation effort via letter, phone, social media
- Follow up & finalize all commitments
- Finish over goal, under budget, and on time
- Review "Investor Relations"
- Write & present Wrap-Up Report

Thomasville Chamber (00:44:55)

- Feasibility study uncovered community frustration regarding campaign objectives
    - Refurbishing building at high cost
    - Plan for the next five years – "just keep promoting the big chair?"
- As a result, we retooled the campaign goals to include a 5-year strategic plan (only $50,000) as a major focus to be developed by the City of Thomasville, the public and the business community
    - Town hall meetings



If they help write the plan, they will underwrite it!

Original campaign goal: $900,000

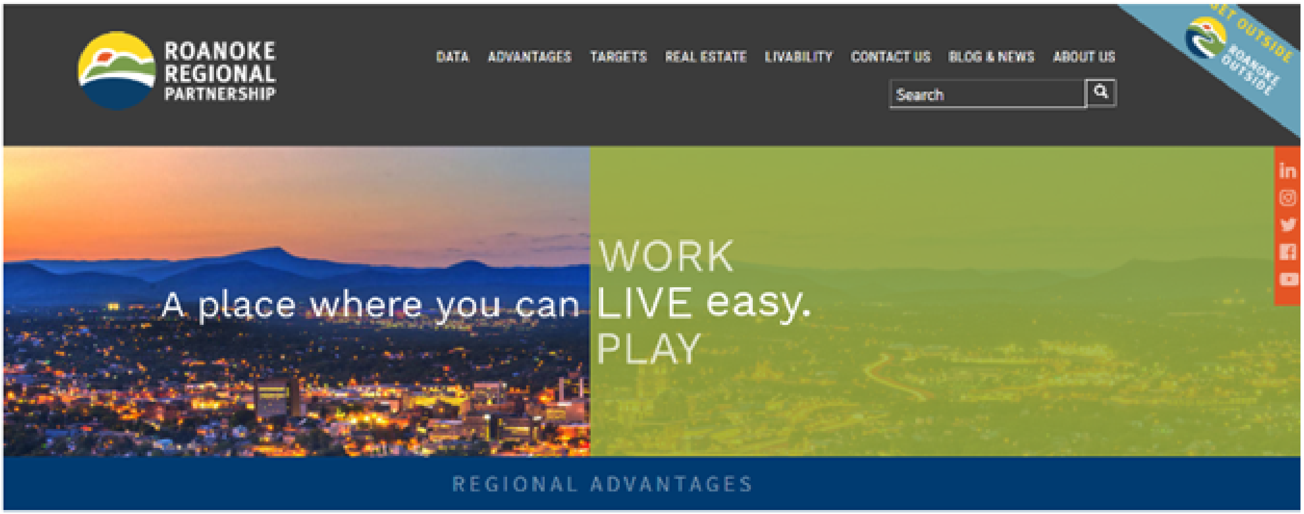
Total raised: **$1,027,000**

> ***"Convergent exceeded expectations on every level, and we simply could not have done it without them."***
>
> Doug Croft, Thomasville Area

Roanoke Regional Partnership (00:51:364)

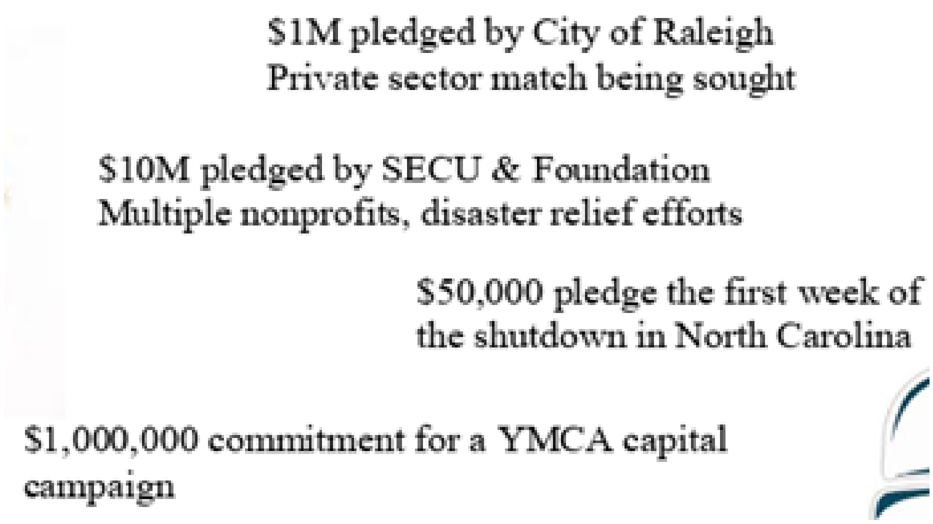
HELPING CONVINCE THE COMMUNITY THAT FUNDING WOULD HELP THIS EDO ATTRACT WORKFORCE

- Regional group, 4 counties, 318k population – flat growth through the years
- Heavy focus on outdoors, live/work/play, people
    - Outdoor festival, ½ marathon
    - Attract the workers and the companies will follow
- Got buy in on first campaign… and it worked!
- Investor relations were KEY
- Came back for second campaign, raised hundreds of thousands more!



Fundraising NOW? (00:56:44)

- ✓ YES! Show outcomes relevant now
- ✓ Cultivate investors& establish strong leaders
- ✓ Cancel events, but ask to keep the money
- ✓ If in midst of a campaign, stay the course



Investor Outreach (00:59:15)

First, listen.

Listen to how the crisis is impacting partners and people in your community- and act on what you hear.

Update your campaign accordingly. Do not create your own answer from your shareholders, they are not guaranteed to say no just because of the current crisis.

Revise Your Outcomes for Today (01:00:51)

Put in the hard work now to make sure your goals and outcomes fill the community needs TODAY, not your organizational needs of yesterday.

Showing your organization's IMPACT while relaying a sense of URGENCY is extremely powerful. Don't be shy, ask for what you need.

BE BOLD ENOUGH TO ASK FOR WHAT YOU NEED!

Customize your Fundraising Plan (01:02:40)

- Plan for today's environment·
- Lay out decisions/assumptions for each scenario
- Develop reasonable goals
- Revise tactics with an online focus short term
- Ask tough questions and right-size your initiatives
- Be prepared to pivot as necessary
- Customization and being fluid is critical
- Have strong investor relations/communications

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