

Development for Conservation

Common Misconceptions About Capital Campaigns

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David Allen, Development for Conservation



**DEVELOPMENT
FOR
CONSERVATION**

Opening Premises

People give money to organizations because the organizations are doing something they already want to see done – not because they are “sold”



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Opening Premises

People care what they do with their money a lot more than what we do with their money



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Opening Premises

We raise money from people who already give us money



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Opening Premises

There is plenty of money, and plenty enough people who care, to support land trust vision and activities.

Land trusts are rarely limited by what donors have to give.

Land trusts are limited by our willingness to ask.



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Misconception #1

EVERY effort to raise money for a project is a capital campaign

EVERY race is a marathon!



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The Basics

- Goal (NET and GROSS)
- 100% Board support
- Face-to-face asks
- Peer leverage
- Planning at the Individual Level
- Pledge period
- Naming opportunities
- Pyramid structure



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WHY??

- Larger than normal project to complete
- Multiple projects to complete can be combined to attract larger gifts
- Dog projects (and other costs) to bury
- Exercise 



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Misconception #2

You don't need to have a major gift development program to do a capital campaign. You can build a major gift development program BY doing a capital campaign.

You don't need to prepare your body to run a marathon. You can build the body you need BY running a marathon!



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Building Blocks of a MG Program

- Regular Screening
- Process for donor qualification
- Good record-keeping
- Peer involvement
- Small project campaigns
- War-chest fundraising
- Endowment fundraising
- Call strategies



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Misconception #3

We don't need to do a feasibility study because we've already decided to do the project.

I don't need a physical because I've already decided to live to be 100 years old.



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About Feasibility Studies

- Not always recommended for campaigns less than \$500,000; always recommended for campaigns more than \$1 MM
- Cost: \$25,000-\$40,000 (150-250 hours work)
- Internal capacity audit
- External test of core messaging (case) and donor willingness to make gifts
- Returns an opinion on whether the campaign as envisioned is "feasible"



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If you're trying to raise 20 times more than you've ever before tried to raise,

That's a Clue!

that the campaign might not be feasible.



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Reasons to do a Feasibility Study

- Tests feasibility of messaging and goals
- Gathers and delivers objective feedback for the organization
- Recommends timeline, leadership, and first gift requests
- Prepares donors
- Lends confidence to solicitors



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Products

- Feasibility Opinion
- Preliminary Case Statement
- Recommendations for Campaign Plan, Timeline, and Budget
- Recommendations for Campaign Chair
- List of Qualified Donors with Recommended Solicitation Amounts



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Misconception #4

Our Board doesn't need to be involved.

Capital Campaigns are where someone else raises the money.

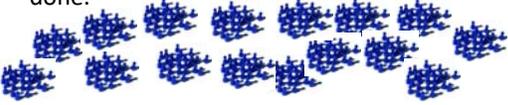


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Misconception #5

If everyone would just give \$X,XXX, we'd be done.



If one person would just give \$X,XXX,XXX, we'd be done!




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Gift Table

	Gifts Needed	Prospects Needed	Goal for Giving Level
Leadership Gifts (Phase I)	6	20	\$1,300,000
Major Gifts (Phase II)	34	100	650,000
General Gifts	40+	~120	50,000
TOTAL	80+	~250+	\$2,000,000



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Gift Table – Phase I

Leadership Gifts				
\$500,000	1	5	\$500,000	
\$300,000	1	3	\$300,000	
\$200,000	1	3	\$200,000	
\$100,000	3	9	\$300,000	
Total for Leadership Gifts	6	20	\$1,300,000	



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Gift Table – Phase I

Leadership Gifts				
\$500,000	1	5	\$500,000	
\$300,000	2	3	\$600,000	
\$200,000	1	3	\$200,000	
\$100,000	4	9	<u>\$400,000</u>	
Total for Leadership Gifts	8	20	\$1,700,000	



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Gift Table

	Gifts Needed	Prospects Needed	Goal for Giving Level
Leadership Gifts (Phase I)	8	20	\$1,700,000
Major Gifts (Phase II)	12	36	275,000
General Gifts	20+	~60	25,000
TOTAL	40+	~125+	\$2,000,000



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Pareto Again!

Pyramid means:

- 80% of the money will come from 20% of the donors
- Once 80% of the money is raised, you will still have **80% of the work** to do



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Misconception #6

Capital Campaigns DRAG on Operating Funds




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- Build an operating component into the Campaign Goal (I use 8%)
- Ask for operating gifts at the same time as campaign gifts
- Openly disclose that some percentage of every restricted gift will be used to administer the program / campaign



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Misconception #7

Donor Fatigue!



Don't we really mean Solicitor Fatigue?



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DAVID ALLEN

I am a non-profit organizational development consultant. I work with nonprofit organization boards to help their members learn how to be better leaders and advocates.

My background includes 30 years working in membership fundraising, major gift development, communications, and marketing. I worked for about half that time for Nature Conservancy (TNC) chapters in Oregon, Texas, and Wisconsin. In addition to my duties for the individual chapters, I served TNC as an internal fundraising consultant and major gift development trainer.

In 2000, I served as the vice-president of operations for the Wisconsin-based, international conservation organization Sand County Foundation, a position I held through mid-2009.



Gathering Waters Conservancy, a land trust service agency based in Wisconsin, called me in 2004 to ask whether I would be interested in teaching a seminar for Wisconsin land trusts on major donor development. From 2004, then, through 2009, I consulted on a nights and weekends basis with just a few clients each year.

In March of 2009, I launched my consulting business full-time using the name **Development for Conservation**.

Also in 2009, I partnered with Nancy Moore to form **Conservation Consulting Group**. Together we help land trusts prepare for accreditation by providing assessment, strategic planning, and leadership coaching services.

I consider myself a strategic thinker, problem solver, facilitator, educator, and program developer who brings a particular passion for conservation and the environment.

Practice Competencies

Fundraising

- Development Audit
- Strategic Fund Development Planning
- Staff/Board Training and Development
- Major Gift Coaching
- Capital Campaigns: Feasibility, Planning, Management

Organizational Development

- Strategy Development
- Practice & Process Assessment
- Problem Solving Facilitation
- Marketing

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