

Development for Conservation

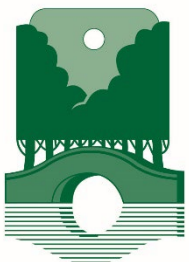
The Feasibility Question: Is Our Campaign Feasible?

Prepared for

Connecticut Land Conservation Conference

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David Allen, Development for Conservation



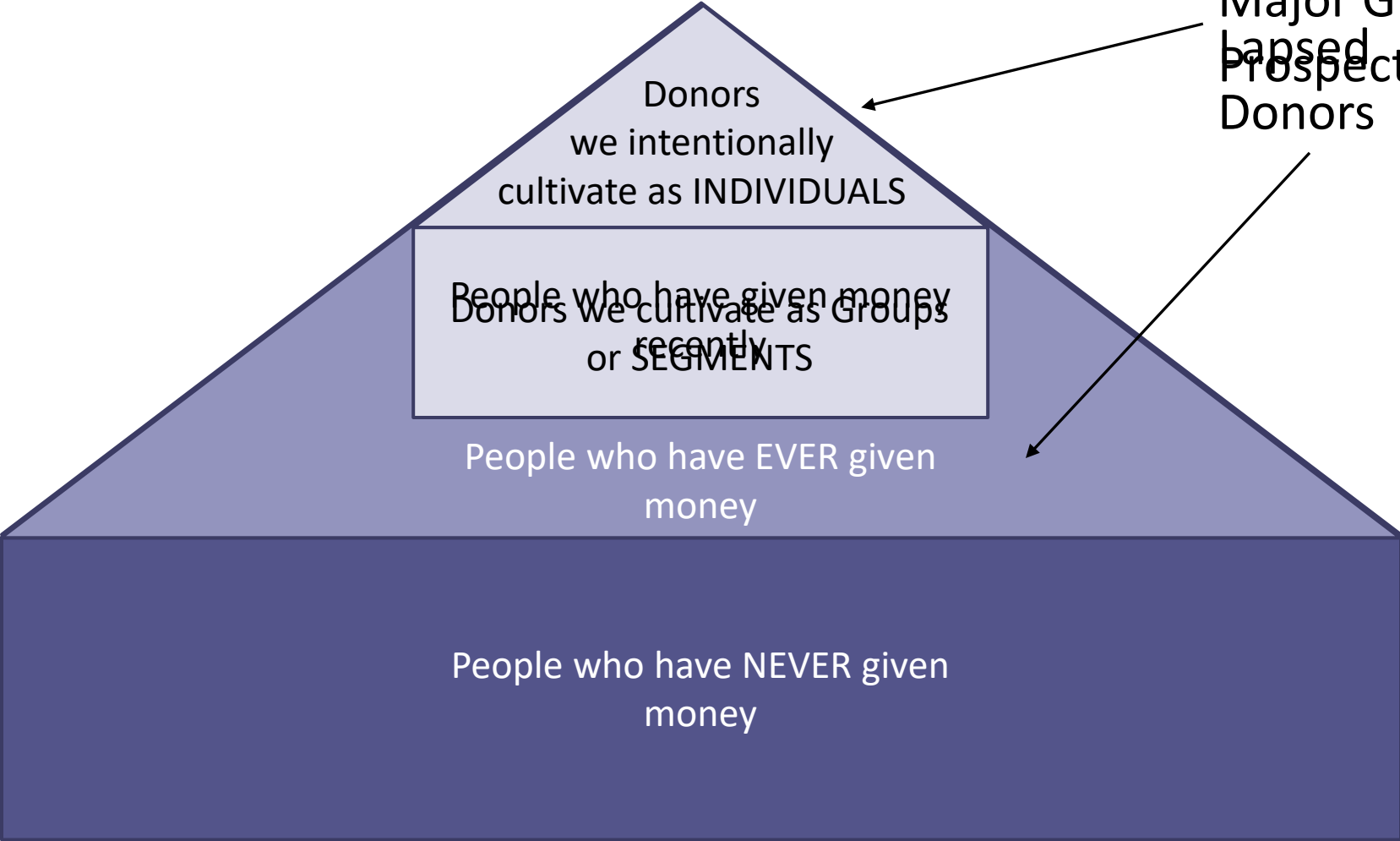
**DEVELOPMENT
FOR
CONSERVATION**

Outline for the Session

- Review Premises
- Basic Campaign Planning
- Feasibility Studies
- Reasons to do a Feasibility Study
- Costs and Risks
- DIY Feasibility
- Q&A

Opening Premises

- Campaigns have a goal and a time frame
- We raise money from people who are already donors; We recruit new donors through outreach and marketing
- Campaigns are not for operations funding and can not be depended on to “find” new donors



Major Gift Fundraising

- Major gift fundraising is about getting to know people – donors – personally.
- To the point that you know WHY they would give something extraordinary for them.

Major Gift Fundraising

Cultivating, soliciting, and stewarding INDIVIDUAL donors - treating them as individuals - is the primary differentiation between major gift fundraising and all other fundraising.

Building Blocks of a MG Program

- Regular Screening
- Process for donor qualification
- Good record-keeping
- Peer involvement - building relationships
- Small project fundraising
- Opportunity Fund fundraising
- Endowment fundraising

Strategic Questions

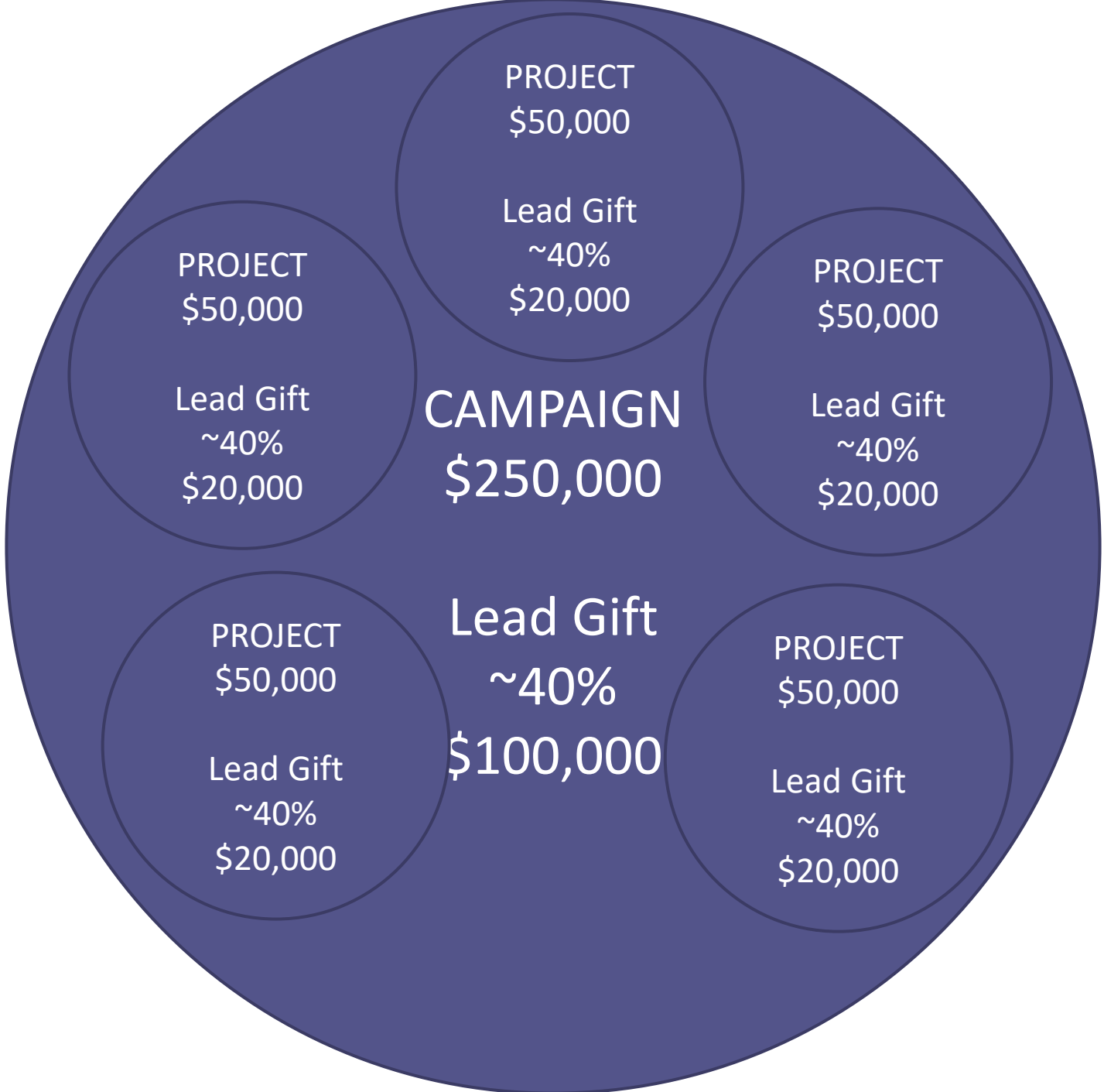
WHAT will you ask for?

WHY will they say YES?
(for each person)

WHO needs to be involved?

WHAT will they see from us that supports
their reasons for saying YES?

WHEN?



PROJECT
\$50,000

Lead Gift
~40%
\$20,000

PROJECT
\$50,000

Lead Gift
~40%
\$20,000

PROJECT
\$50,000

Lead Gift
~40%
\$20,000

CAMPAIGN
\$250,000

Lead Gift
~40%
\$100,000

PROJECT
\$50,000

Lead Gift
~40%
\$20,000

PROJECT
\$50,000

Lead Gift
~40%
\$20,000

Capital Campaign 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

About Feasibility Studies

- Not recommended for campaigns less than \$500,000; always recommended for campaigns more than \$1 MM
- Cost: \$25,000-\$80,000 (150-250 hours work)
- Internal capacity audit
- External test (interviews) of core messaging (case) and donor willingness to make gifts

Reasons to do a Feasibility Study

- Prepares donors
- Lends confidence to solicitors
- Gathers and delivers objective feedback for the organization
- Tests feasibility of messaging and goals

Feasibility Questions

- Does the LT have access to enough donors?
- Can the staff handle the work involved?
- Is the “case” argument for raising money compelling?
- Are Board volunteers ready, willing, and able?

Products

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

Back of the Envelope

Will the Board members all give
above and beyond what they give
anyway?

Back of the Envelope

Can we imagine that Board members will give at least 10% of the total?

- EXAMPLE: Board members collectively give \$150,000 for a \$1MM campaign.
 - Include past Board members?
 - Five-year pledges?
 - Include operations gifts they give now?

Back of the Envelope

Can we name five funders whom we could credibly ask for 25% of the total to be raised?

EXAMPLE: \$250,000 for a \$1MM campaign

Back of the Envelope

Is the campaign total less than 20 times the most we have ever raised?

EXAMPLE: The most we have ever raised was \$36,000 in one year. 20 times \$36,000 is \$720,000. Is our campaign goal less than \$720,000?

For a \$1.0M Campaign

- “Family Giving” - \$100,000
 - Lead Gift - \$200,000-350,000
 - 2 gifts of \$100,000 and more
 - 30-35 gifts of \$5,000, \$10,000, and more
 - 100-150 prospects
-
- Campaign Budget - \$100,000
 - Operating Fund Hedge - \$100,000
 - Uncollectible Pledges - \$50,000
 - Net - \$750,000

For a \$2.0M Campaign

- “Family Giving” - \$200,000
- Lead Gift - \$400,000-800,000
- 8-10 gifts of \$100,000 and more
- 35-40 gifts of \$5,000, \$10,000, and more
- 150-200 prospects

- Feasibility Study - ~\$30,000 (30 interviews)
- Campaign Budget - \$140,000
- Operating Fund Hedge - \$160,000
- Uncollectible Pledges - \$100,000
- Net - \$1.6M

DAVID ALLEN

I am a non-profit fundraising consultant. I work with nonprofit boards and staff to help them learn how to be better leaders and advocates. I work almost exclusively with conservation organizations because that is where my heart is.

My background includes more than 35 years working in membership fundraising, major gift development (including capital campaigns), 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.**

Most of my consulting work is related to fundraising, but I also help conservation organizations with strategic planning, Board training, and governance. 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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