

The N.E.W. Community Health Foundation Feasibility Study Report

Prepared by



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Feasibility Study Report

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Introduction

The N.E.W. Community Health Foundation engaged Incite! Consulting (consultant) to conduct a Feasibility Study to test the feasibility of a major philanthropic campaign to raise \$2.5 million build a new hospice house to serve the citizens of Gillette, Campbell County and Northeast Wyoming. The Feasibility Study's methodology, findings, analysis, and recommendations are included in this report.

The Feasibility Study was conducted June-July 2023. This report reflects the collective assessment of Incite! Consulting's extensive experience in not-for-profit management and fund development. Differing viewpoints were considered as the Feasibility Study progressed and as the findings, analysis, and recommendations were discussed. It was my honor to work with the leadership of The N.E.W. Community Health Foundation on this important project, and I look forward to a continuing relationship as you chart your future philanthropic course.

Background

The N.E.W. Community Health Foundation began in 1975 as the Campbell County Healthcare Foundation serving a vision for the people of Gillette. Over forty-five years later, The N.E.W. Community Health has emerged to improve health for the northeast region of Wyoming.

Over the years, many volunteers have shared a common goal and spirited dedication, improving the health of families, friends and neighbors.

Some Foundation accomplishments:

- Comprised of a 12-member Board of Directors and 3 employees.
- Gifted over \$3M in scholarships to support health care education and financial support to local patients in need.
- Partnership with Candlewood Suites to provide discounted room rates to patients and family members who have traveled to Gillette for medical needs.
- Provide financial support to local cancer patients.
- Provide financial oversight to The Legacy Advisory Board.
- Provide financial support to hospice patients.

The N.E.W. Community Health Foundation is focused on **“connecting our community with resources during health care challenges through philanthropic innovations”**. The organization, through the generosity of individuals, businesses and other foundations, uses resources to improve the lives of families, friends and neighbors throughout the northeast region of Wyoming.

The organization is proud of the fact that 89 cents of every dollar raised is spent on mission-

related programs, projects and initiatives. A private, non-profit educational organization (I.R.S. 501 (c) 3), the Foundation operates thanks to community support, gifts, special event revenue, and grants from private foundations.

With both Gillette and Campbell County's population's growing, there is a critical need for clarity as to vision, mission and purpose of The N.E.W. Community Health Foundation, shared services and partnerships, and the role (if any) the organization plays in providing hospice care in the region.

Feasibility Study Objectives

The objectives of the Feasibility Study were to:

- Assess the image and reputation of The N.E.W. Community Health Foundation.
- Test the appeal of the campaign project with potential supporters.
- Test a philanthropic goal of \$2.5 million among logical and key leadership gift constituencies.
- Evaluate The N.E.W. Community Health Foundation's ability and preparedness to raise the philanthropic funds required for the project.
- Determine the most effective campaign strategies.
- Educate, cultivate, and build consensus among prospective campaign leaders and potential donors.
- Provide a proposed philanthropic goal and a preliminary outline for a future campaign.

Feasibility Study Methodology

In order to conduct the Feasibility Study, Incite! Consulting:

- Met with The N.E.W. Community Health Foundation Executive Director to outline the process, define roles, establish timelines, and identify the Feasibility Study Committee Chairs and members.
- Worked with The N.E.W. Community Health Foundation Executive Director to develop a list of interviewees representing various current and potential constituencies. This list included key organizational leaders, current and potential donors, community leaders, and other stakeholders and friends of The N.E.W. Community Health Foundation.
- Reviewed current fundraising information, marketing and communications material, and other relevant documents.
- Created an interview guide to use during individual interviews. The interview format was designed both to educate and cultivate the interviewee and to elicit opinions and perspectives on:
 - The N.E.W. Community Health Foundation's image and reputation among key constituencies
 - The N.E.W. Community Health Foundation strengths and challenges

- Current key leadership of The N.E.W. Community Health Foundation: staff and Board
- The overall vision for the campaign
- Potential volunteer leadership for the campaign
- Potential financial support for the campaign
- Interviewees' personal interest in becoming involved in the campaign
- Interviewees' personal interest in financially supporting the campaign
- Discussed The N.E.W. Community Health Foundation's campaign plans with 37 individuals through 21 personal interviews, conducted in a one-on-one setting or via telephone and 16 online surveys with community stakeholders who were not able to participate in a personal interview.
- Assessed The N.E.W. Community Health Foundation's internal readiness for the type and volume of tasks required for a campaign. Counsel reviewed current staffing structures, data management systems, fundraising reports, communications materials, and other infrastructure related to mounting a major campaign.
- Conducted *limited data analytics* on of The N.E.W. Community Health Foundation fundraising data.
- Prepared this final report including Feasibility Study findings, analysis, and recommendations.
- Additionally, Incite! Consulting prepared a stand-alone executive summary at the conclusion of the Feasibility Study to send to interviewees and others as appropriate.

Essential Elements for Campaign Success

The Feasibility Study focused on variables that when combined should predict relative campaign success. These variables include The N.E.W. Community Health Foundation's image; the appeal of the projects for which The N.E.W. Community Health Foundation intends to seek funds; the capacity and willingness of prospective donors to financially support the campaign with significant gifts; the identification and availability of key volunteer leaders for the campaign; The N.E.W. Community Health Foundation's internal readiness to launch a major campaign effort; and the philanthropic climate and timing of the campaign.

Organizational Image – Potential donors must view The N.E.W. Community Health Foundation positively. They must perceive that the organizations provide important and quality services to the community, and believe that they are operated efficiently and prudently.

Project Appeal – Prospective donors must believe that the campaign goals are necessary and will further The N.E.W. Community Health Foundation's mission and meet important community needs. Additionally, they must find the written summary of the project clear and compelling.

Financial Support – The N.E.W. Community Health Foundation must be able to identify and secure financial support from logical constituencies. Further, the organization must be able to

identify a sufficient number of donors prepared to contribute lead and key major gifts to the campaign.

Leadership – The N.E.W. Community Health Foundation must be able to identify and recruit interested and influential volunteers to serve in various campaign leadership roles. The ideal volunteer leaders are individuals who are willing to commit their time and financial resources to the campaign, and are capable of inspiring others to support the effort. Additionally, the organization’s administrative leadership and fundraising staff must all have the requisite skills, attitudes, and time to assume campaign responsibilities.

Internal Readiness – The N.E.W. Community Health Foundation must be committed and prepared to undertake the campaign projects and have adequate financial resources, staffing, and administrative systems in place to mount and manage a major campaign effort.

Climate and Timing – The campaign should be timed to avoid conflict with other major campaigns involving the same volunteer leadership or donor constituencies and should occur in a favorable philanthropic climate to the degree possible.

Important Considerations

It is important to understand that the summarized findings and quotes included in this report represent perceptions and may not necessarily be rooted in, or reflective of, verifiable fact. However, the adage “perception is reality” is particularly relevant when it comes to fundraising. Representative interviewee comments are included throughout the report. In selecting these quotes, Incite! Consulting made a concerted effort to present a balanced perspective of what was heard, while maintaining interviewee anonymity. Some quotes have been slightly paraphrased to improve readability while retaining interviewees’ perception and/or intent. The proposed gift tables presented as an appendix in this report are based on interviewees’ responses. Not all interviewees were asked all questions, and some interviewees declined to answer certain “ratings” or quantitative queries. These results are not intended to be statistically valid, but rather to provide additional insight into the trends uncovered through the interview process.

The Bottom Line

Prior to moving forward with a capital campaign to fund a hospice house in Gillette, Incite! Consulting, the following concerns should be addressed by Foundation leadership and communicated with both Foundation stakeholders and community members at large.

- The N.E.W. Community Health Foundation has a positive reputation in the community, though its reputation has been tarnished in the last couple of years due to the “divorce” with the hospital. *It would serve both the organization and the community to see this relationship rebuilt.*

- Most community members are still unclear as to what the Foundation’s vision, mission and purpose is. *Getting clear as to the “why” will be critical to enlist community support.*
- While there is support for hospice services in the county, *community members are unsure what role a Foundation has in running a medical business. Sharing not only why the Foundation has a role in this type of healthcare, as well as “what will be different” this time, is critical for public perception and understanding.*
- The Foundation Executive Director is well respected, but “absent” in certain circles in Campbell County. *Funding a Development Director position would support the ED’s community outreach work.*
- The Foundation has a cadre of committed stakeholders, *though they are unwilling to serve in a campaign role.*
- The Foundation Board is well respected and is perceived to have solid fundraising skills. *The board will need to grow in size and skill set to support both a successful capital campaign, and running a medical business.*
- While Gillette and Campbell County are generous philanthropically, *feedback suggests that the current political climate and economy would not be favorable for donors to give significant gifts to the capital campaign. Additionally, there is some bitterness regarding gifts given to the first hospice house (and the Foundation not retaining that property).*
- While the Foundation has dedicated donors, *it does not have the depth and breadth of current major gift donor relationships to support a best practice campaign.*
- While Gillette and Campbell County are generous philanthropically, *feedback suggests that:*
 - *The current political climate and economy would not be favorable for donors to give significant gifts to the capital campaign.*
 - *There is some bitterness regarding gifts given to the first hospice house (and the Foundation not retaining that property).*
 - *There are two other well-regarded organizations either launching or completing campaigns.*

Findings and Analysis

Organizational Image Findings

The Feasibility Study questions related to The N.E.W. Community Health Foundation’s image were designed to yield a sense of how N.E.W. Community Health Foundation is perceived by those from whom support is needed, and to gain a clearer understanding of the underlying motivators driving current and potential support for N.E.W. Community Health Foundation. By learning what these individuals find most valuable about The N.E.W. Community Health Foundation, and what challenges they believe face The N.E.W. Community Health Foundation now and in the years ahead, campaign leaders can make informed decisions about how various campaign messages might be paired with various constituency groups. The process can help uncover organizational issues that must be addressed prior to or during the campaign effort.

The Feasibility Study was also designed to discover any gaps in communication and opportunities for clarification.

The vast majority of interviewees reported that The N.E.W. Community Health Foundation has a very positive image and reputation. Many added that they've never heard a negative word about The N.E.W. Community Health Foundation. These respondents also noted that while they do not have anything bad to say about the Foundation, that the Foundation's reputation has taken a hit due to the need to distance themselves from the hospital. And, while the Foundation has a positive reputation and name recognition to those that know the organization, the depth and breadth of its programs, projects and initiatives, and its impact in Gillette, Campbell County and Northeast Wyoming, is not widely known.

"The N.E.W. Community Health Foundation has a good reputation! The reputation is good among those who know it."

"What image we have is good, but there is not enough thorough understanding of what we do."

"The awareness of The N.E.W. Community Health Foundation is not up to what the quality of the Foundation is."

"I've lived in Gillette for 24 years but never really heard or knew much about the Foundation."

"Most of the community knows it's there, but don't know much about it."

A number of interviewees pointed out that sharing the full story as to why the hospital and Foundation parted ways, why the Foundation cannot use the old hospice house, and what role the Foundation plays in providing hospice care moving forward will go a long way to eliminating the "tarnish" that is a part of the Foundation's reputation.

"There needs to be a hard conversation at the board level as to why you're barking up this tree again. What's going to change regarding management this go 'round to ensure that the new house doesn't close?"

"Is it really the place of a Foundation to be running a medical facility? I know that we need hospice care, just not sure that it's the Foundation's place to provide it."

Strengths – When asked to describe the strengths of The N.E.W. Community Health Foundation, several consistent themes emerged: board and staff, caliber of programs, ability to fundraise.

Board and Staff - The board and staff are committed. There is solid talent – both board and staff passionate and committed. The board has a proven track record of both recruiting and retaining strong leadership.

Caliber of Programs – Those interviewed all had a favorite program – certainly influenced by a family member or friend who had benefited from cancer care, support group, scholarships, Legacy Resident Support or the hospice house.

“I knew about a couple of the programs that the Foundation spearheads. But, that’s just because I had a friend share this information with me. I wonder how many others could and should know about this community resource?”

Ability to Fundraise – The Executive Director and Foundation board were touted as excellent fundraisers in the community. The special events that are hosted by the Foundation are both fun to attend and lucrative in terms of net revenues raised.

“I know that the Foundation knows how to raise money. What I don’t know is WHO raises the money – i.e. is it Nachele or members of the board?”

Challenges – When asked to identify the greatest challenges facing The N.E.W. Community Health Foundation, interviewees most frequently mentioned issues with clarity of vision, reputation, lack of community awareness and the need to expand donor base.

Clarity of Vision – Now that the dust has settled with the separation from the hospital, now is the time for the Foundation board to have a conversation about the future direction of the organization. What’s the vision, mission and purpose – and how does hospice fit in? These questions need to be answered PRIOR to embarking on a capital campaign.

Reputation – The N.E.W. Community Health Foundation needs to work on its reputation – no more mention of the hospital unless it’s in positive terms. There is a bad taste in community members’ mouths regarding the funds raised for the first hospice house, and why it’s taking so long for the Foundation to share both what you’ll use the settlement funds for and what’s next for the Foundation.

“Why should I give to another campaign to build another hospice house when you couldn’t keep the doors open on the first one?”

“I receive very little consistent communication from the Foundation as to why they raise money, and how they are spending the money raised. I’m sure everything’s on the up and up, but it doesn’t feel very transparent.”

Expanding Donor Base - Major challenges include the ability to grow fundraising revenues and deepen donor relationships without supporting the Executive Director with a full time development staff member. While the Foundation has had great successes with special events,

including the Black Cat Ball, Festival of Trees and Paint Gillette Pink, more could be done to diversify fundraising revenues for the organization.

"Does Nachele even have time to go to coffee with a donor? It feels like she's on special event mode 24/7."

"Does the Foundation board have a Fund Development Committee that works with Nachele to think strategically about fundraising?"

Lack of Community Awareness - The N.E.W. Community Health Foundation's programming is not well known – in Gillette, in Campbell County, in Northeast Wyoming.

"Get the story out, blow your horn."

"Awareness – there is so much more that can be done. "

Organizational Image Analysis

To conduct a successful campaign, The N.E.W. Community Health Foundation must enjoy positive regard among prospective donors. Their constituencies and stakeholders –volunteers, board members, donors, and staff – must believe that The N.E.W. Community Health Foundation is well run, their programs, projects and initiatives are strong and relevant, and that The N.E.W. Community Health Foundation is a critical, essential and vital to the fabric of the community.

The N.E.W. Community Health Foundation enjoys a positive reputation among those familiar with it, and has a limited (but vocal) cadre of supporters who are knowledgeable about the quality of its work. Their enthusiasm and ability to speak first-hand about role that The N.E.W. Community Health Foundation plays in community healthcare can be a powerful tool in the context of a campaign.

The strengths The N.E.W. Community Health Foundation is most known for – board and staff strength, program delivery and ability to fundraise – will continue to serve The N.E.W. Community Health Foundation well into the future.

While The N.E.W. Community Health Foundation has strong name recognition among its supporters, the variety and quality of its programs, projects and initiatives are not as widely known as they could and should be. In short, The N.E.W. Community Health Foundation does not receive the acclaim that it so richly deserves.

However, it is important to note that broad community awareness and deep understanding of an organization's programs and services are not necessarily determinants of campaign success.

The key to campaign success rests with creating awareness and interest with carefully targeted individuals, businesses, and other groups of potential supporters.

That said, increased community awareness is important for the long-term sustainability of any not-for-profit organization and The N.E.W. Community Health Foundation should continue and expand their awareness-building efforts while building targeted awareness for campaign purposes.

Project Appeal Findings

In assessing project appeal, Incite! Consulting evaluated whether potential donors understand and endorse the needs guiding The N.E.W. Community Health Foundation's proposed campaign and the vision to raising funds to build a new hospice house in Gillette. Incite! Consulting sought to identify which campaign component most resonates with potential donors.

Overall Campaign –Interviewee reactions to the campaign's overall vision were generally enthusiastic and positive: there is no doubt that Gillette needs hospice care. And that's where the positivity ended. Overarchingly, interviewees questioned the following: why the organization is building another hospice house when it "lost" the first one, why the organization isn't partnering with other healthcare entities to provide hospice care, and why the organization is involved with running a medical business.

"Have you conducted a community needs assessment? Where is the data to support that beds would be full and staff could be hired?"

The need for designated space to provide hospice care is not disputed. Whether that's the role of The N.E.W. Community Health Foundation, especially in light of the recent events with the hospital, needs to be objectively answered in order to move forward with the campaign.

There were many questions about why The N.E.W. Community Health Foundation wouldn't choose to partner with The Legacy to provide hospice care in the unused wing of the retirement facility.

There were also a significant number of questions from interviews expressing concern that a community health foundation is running a medical business. While this question can be addressed, a follow up question from many interviewees involved the return on investment on this business model.

The majority of interviewees expressed the opinion that the campaign is quite possibly out of reach for the organization if the campaign was launched in 2023. The current political climate and economy has put a damper on larger philanthropic gifts given to charities in Campbell County. Coupled with two known and respected entities involved in capital campaigns (Gillette

College and the Y.E.S. House Foundation), now is not the time to launch a major fundraising initiative.

"Gillette College is getting ready to go big – not sure if you want to dip a toe in the water when the heavy hitters will be supporting the college."

"Do you have to build? Can you utilize other space in town at a reduced cost?"

Personal Priority – When asked to assign a personal priority to the project, the majority of those interviewed said that they would contribute to the campaign if asked, *but it was not a high priority for them philanthropically.*

Written Case Prospectus – Interviewees generally found the Case Prospectus well-presented, informative, and a good start for articulating the case for support of a future campaign. *However, most indicated that a lot more information on how The N.E.W. Community Health Foundation would guarantee both the success of the campaign and the running of a hospice house is needed prior to them seriously considering a gift to the campaign.*

Project Appeal Analysis

Successful campaigns are founded on sound institutional priorities and based on well-researched and well-documented needs. The N.E.W. Community Health Foundation must clearly demonstrate that a proposed campaign meets urgent community needs related to organization's vision: "To be the healthiest community in Wyoming," and the Foundation's mission: "Connecting our community with resources during health care challenges through philanthropic innovations."

There must be no doubt in donors' minds that planning for this campaign has been comprehensive, that all the issues have been thoroughly evaluated, and that investing in the campaign is a wise decision.

Campaign Focus – It is clear that the campaign component – building a new hospice house - resonated with potential donors. There is no doubt that the community would benefit from dedicated hospice care.

However, there is significant concern that there has not been objective analysis; no community needs assessment – that would address both potential patient use and staffing to care for patients. as to how much space is really needed for the N.E.W. Community Health Foundation to fulfill it's mission. In addition, there was a consistent thread of concern addressing how the Foundation would manage the hospice house differently to present a future closure.

Leadership Findings

In assessing The N.E.W. Community Health Foundation leadership, Incite! Consulting evaluated how The N.E.W. Community Health Foundation Board of Directors and N.E.W. Community Health Foundation Executive Director are perceived by interviewees. In any major fundraising effort, it is the commitment and work of volunteer and staff leaders that set the tone for inspiring confidence, building enthusiasm, and achieving success. Counsel investigated aspects of leadership that may need to be highlighted or strengthened prior to launching the campaign. In addition, the Feasibility Study process allowed for the identification of potential key volunteer campaign leadership.

Volunteer Leadership – a 12-member Board of Directors leads The N.E.W. Community Health Foundation. Interviewees were given rosters of N.E.W. Community Health Foundation’s Board of Directors to review. When asked about the members of these groups, respondents generally provided positive statements about their representation and particular individuals whom they knew.

Board Members - Interviewees who were familiar enough with members of these groups indicated that some members were well networked, well respected, philanthropic, and would be able to influence others during a campaign.

"All of these people are good."

"The ones I know are engaged in the community"

"This is a strong group. These folks are well known – they can be extremely effective."

"I have tremendous confidence in all members of The N.E.W. Community Health Foundation board of directors."

"It appears they do a good job! They are engaged and aware of their responsibilities."

"These are great folks... smart, a broad spectrum of professional backgrounds."

Staff - For those that know her, the Foundation’s Executive Director Nachele McGrath is viewed as a strong asset. She is well regarded for her leadership, creativity, and dedication.

"Things at the N.E.W. Community Health Foundation are pretty organized under Olivia's guidance."

"Nachele is demonstrating success in the direction we need to go."

"All nonprofits need a leader like Nachele. She is professional, poised and loyal."

Future Volunteer Leadership – When asked if they were willing to entertain further conversations about becoming involved in a volunteer capacity in a future campaign, the

majority of interviewees who answered the question indicated “maybe” or “no”. Possible involvement opportunities include serving on a campaign committee, identifying and/or cultivating prospective donors, or personally soliciting gifts. Some indicated a willingness to consider helping in more than one way.

In addition to their own willingness to become involved, interviewees were asked to suggest names of individuals whom they believe would be ideal volunteer leaders for the campaign. The names of interviewees who expressed an interest in further involvement in a campaign effort, as well as a list of names suggested for campaign leadership, will be provided to The N.E.W. Community Health Foundation staff separately from this report, without attribution to the source of the suggestions.

Leadership Analysis

Most successful campaigns have three kinds of leadership: volunteer leaders who set the overall direction for the campaign, serve as its public face, and participate in personal fundraising as appropriate; staff leaders who direct, coordinate, and implement the campaign; and campaign counsel who coach, advise, provide focus and objectivity, and train and motivate campaign staff and volunteers. These three types of leaders support each other throughout the campaign and work together in a close partnership to lead the campaign to successful completion. If one of the three leadership elements is left out, the campaign is like a three-legged stool that is missing a leg – very shaky and difficult to build upon!

Volunteer Leadership – Strong volunteer leadership is one of the most important determinants of campaign success. Ideal campaign volunteer leaders offer financial support, access to and influence with prospective donors and volunteers, and credibility that strengthens the campaign effort. Campaign leaders must be informed, interested, and influential people who can devote resources of time, energy, and financial support to the campaign. As a group they should be as diverse as possible, while representing the constituencies most likely to give to the campaign.

Incite! Consulting found a small number of supporters and potential campaign volunteers who are passionate about The N.E.W. Community Health Foundation’s mission and programs. Several individuals and couples interviewed during the Feasibility Study were willing to consider one or more future campaign activities.

There are an extremely limited pool of additional people who have an interest in and/or a relationship to The N.E.W. Community Health Foundation *AND* the capacity to make lead and major gifts to the campaign. It will take time and resources to fully inform and inspire these individuals about The N.E.W. Community Health Foundation and the campaign vision. Fortunately, major campaign efforts provide the impetus to do just that!

Foundation Board of Directors – The commitment of The N.E.W. Community Health Foundation Board to this campaign is commendable. The Board will have an opportunity to “lead by example” by making commitments to the campaign at levels commensurate with their individual ability and circumstances. Savvy individual donors as well as local and regional businesses look for evidence of personal support from 100% of the organization’s leadership – those closest to The N.E.W. Community Health Foundation – as a prerequisite to their own campaign support.

It will be important that key representatives from the Board of Directors assume leadership roles in the campaign effort. While it isn’t necessary that all members actively serve in campaign leadership roles, it is critical that all members be 100% in favor of the campaign, act as ambassadors for the effort in the community, make generous donations according to their personal circumstances, and be available for selected campaign activities as appropriate. The efforts of these leaders will be augmented by other community volunteers, many of whom will be recruited specifically for their fundraising skills and/or ability to open doors to potential leadership donors. As a result of this collaboration, existing members will learn to become more effective at fundraising, and new volunteers with fundraising experience will emerge as future Foundation leaders.

Staff Leadership –Most interviewees have met Executive Director Nachele McGrath. Her commitment and enthusiasm for the proposed campaign and its success will be important drivers and she will need to play an active, strategic role in the campaign.

A campaign will place significant demands on Nachele’s time, in addition to her considerable ongoing responsibilities as Executive Director. Her availability for and participation in the campaign will be critical. She will have the important role of connecting and engaging community members with the Foundation and cultivating their interest. In addition to the campaign, there are still annual gift responsibilities that she is responsible for, and additional administrative resources will be needed to support her campaign efforts. Additional discussion of the staffing needs and expectations for the campaign may be found in the Internal Readiness section.

Philanthropic Support Findings

During the Feasibility Study, Incite! Consulting evaluated current giving trends and explored gift potential among various Foundation constituency groups. An understanding of current and potential sources of financial support helped Incite! Consulting develop a more complete picture of potential support for the campaign. Additionally, the Feasibility Study process was designed to help identify potential lead and major gift donors for the campaign.

\$2.5 Million Goal Tested – The Feasibility Study tested the Foundation’s readiness and ability to conduct a campaign to raise up to \$2.5 million in philanthropic contributions. The sample giving table (attached as an appendix #1) delineates the number of donors and gift sizes typically

needed for a successful \$2.5 million campaign. This table was shared with interviewees during the Feasibility Study.

Perception of \$2.5 Million Goal – When asked how realistic it would be for the N.E.W. Community Health Foundation to be successful with a \$2.5 million campaign, response was varied.

Of those who responded to the question, 32% of interviewees are somewhat optimistic about a campaign goal of \$2.5 million.

"\$2.5 million does not seem like too much of a reach; it's a viable number."

"This is an affluent community – the money is out there."

However, the majority of interviewees worry that a \$2.5 million goal may be overly aspirational at this time.

"Knowing what I know, \$2.5 million is not feasible – you need to let the community heal from the “breakup.”

"\$2.5 million seems incredibly ambitious and probably not realistic, especially since the Foundation will need to go back to donors who gave to the first hospice house campaign."

"This is very ambitious; I'm not aware of past gifts that lead me to believe that big gifts are there."

"We just go back to the same donor pool (which isn't large). We need new donors. "

Personal Giving Priorities – Interviewees provided insight into where The N.E.W. Community Health Foundation falls among their personal philanthropic priorities, as reflected in the chart on the next page. The majority of interviewees who answered the question – a full 89% – *did not* rate N.E.W. Community Health Foundation within the top five, within the top three, or as their top philanthropic priority.

Likelihood of Giving – Interviewees were asked to indicate their likelihood to support a campaign with a personal gift. Of those who responded, 73% indicated that they were “very likely” to support the campaign at some level, *though most indicated that it would be during the public phase of the campaign.*

Incite! Consulting engaged in conversations with many interviewees about the potential range of future campaign support. Additionally, Incite! Consulting discussed with interviewees potential gifts from other individual prospects and local Foundation supporters who did not

participate in the Feasibility Study. These combined conversations yielded insights about two *potential* six-figure gifts (\$100,000 to \$500,000), and three *potential* gifts in the five-figure range (\$10,000 to \$50,000). There is also evidence of other potential gifts under \$10,000. Incite! Consulting did not readily glean insights about potential lead gifts in the \$1 million-plus gift range.

As well as indicating their own willingness to make a campaign gift, interviewees provided names of community members whom they believe could have the capacity, and possibly the inclination, to make a significant gift to the campaign – if they were sufficiently so informed and cultivated. Additionally, a few key corporations and foundations were suggested as potential major donors. This information will be shared with The N.E.W. Community Health Foundation leadership, without attribution as to the source of the suggestions.

Please note that in 100% of the above comments, there was a caveat. That caveat was that if these donors were to commit, there would need to be a demonstrated and sustained commitment by The N.E.W. Community Health Foundation board to:

- Conduct a community needs assessment to ensure that there is data to support a hospice house
- Recruit and onboard additional board members that have a background in end-of-life medicine, medical business management and community relations
- Commit to deepening current donor relationships and broadening base of community support
- Make plans to hire a full-time development director

Board Giving –The annual Board campaign is largely conducted through personal solicitation methods. It is unclear that each member of the board gives annually to The N.E.W. Community Health Foundation, and it is unclear if individual board gifts have increased over time.

In order for any grants to be written in support of The N.E.W. Community Health Foundation (for general operating support, program support or campaign support), the board MUST demonstrate 100% giving on an annual basis.

Philanthropic Support Analysis

Campaign Strategy – Campaigns seeking to raise several million dollars typically require a pyramid approach to giving, with a few large gifts at the top of the pyramid and many, many smaller gifts forming the pyramid’s base. The anticipated gift chart for a campaign goal of \$2.5 million would require approximately one gift of \$500,000+, seven smaller six-figure gifts (\$100,000 to \$499,000), 80 five-figure gifts (\$10,000 to \$99,999), and many additional gifts at lower levels (see the proposed gift table on page 32). Typically, for every donation required, multiple prospects likely to give at that level must be identified.

Securing leadership-level gifts of \$100,000 and higher early in a campaign is critical, as they serve to inspire and leverage the involvement of others. Successful campaigns typically demonstrate that the top 10 to 12 donors contribute at least 50% of the total goal. *Campaigns are most successful when they can build from an existing constituency with a history of consistent and significant support of the organization.*

Campaign Goal – Taking into account all of the information gathered during the Feasibility Study, Incite! Consulting believes that a \$2.5 million goal in gifts and pledges is an appropriate and achievable goal for the N.E.W. Community Health Foundation campaign if the campaign was launched in late 2024.

Analysis of a potential campaign goal takes into account many factors including:

- Information gleaned directly and indirectly from the interviews.
- Discussions about other current and potential Foundation supporters who were not interviewed as part of the Feasibility Study.
- The N.E.W. Community Health Foundation history of philanthropic support, community capacity, and other variables.

Incite! Consulting strives to keep current with knowledge of and experience with local, regional, and national philanthropic giving and trends. Experience shows that proper cultivation and engagement of Feasibility Study interviewees and other prospective donors often result in gifts larger than what was discussed during the Feasibility Study process. In addition, there were a number of potential donors suggested by interviewees who may be inclined to make significant gifts with proper engagement at some future point in the campaign. Among interviewees, there is a high percentage of individuals who indicated they are “very likely” or “somewhat likely” to make a gift at some level, and this bodes well for a campaign. However, the preponderance of these donors indicated low and mid-level gifts. During the campaign, it will be important to continue to develop meaningful relationships with these and many other potential donors, and eventually inspire them to make their “best possible” gifts.

Constituency Giving – Personal gifts from 100% of an organization’s Board members are a critical component of every successful campaign (and annual fundraising effort). Meaningful gifts from the Board demonstrate the first solid commitment to the campaign, and set the stage for soliciting gifts from those not as closely associated with the organization. All grant makers and many corporations require 100% Board financial participation before they will even consider a grant request.

Named Recognition (Gift) Opportunities – Named recognition opportunities can be a powerful tool in raising funds for capital efforts and should be strongly considered for the capital campaign.

Fundraising Results

N.E.W. Community Health Foundation Fundraising History – Prior to embarking on a capital campaign, Counsel recommends further analysis of the Foundation’s donor data, including:

- Donor history
- Levels of giving
- Propensity of giving
- Likelihood of increased gifts.
- Total philanthropic giving by year
- Total philanthropic giving by constituency
- Total philanthropic revenue - individuals, corporations, foundations
- Gifts by level
- Donor journey
- Donor retention mix
- New, retained and recovered donors
- Local footprint of 2023 donors

Benchmarks should be set to ascertain if the Foundation’s fundraising program has been steadily growing, if total philanthropic revenue has increased, or if giving from individuals has increased.

Internal Readiness Findings and Analysis

Campaign efforts place large-scale and unique demands on an organization’s staff, board, and volunteer leadership. Successful campaigns require a team effort. While it is most often the volunteers who solicit campaign gifts, adequate staffing is essential to plan, support, track, and propel campaign activities. Staffing and systems must be in place for a myriad of campaign tasks, including managing multiple committees, scheduling and handling other meeting arrangements, developing and distributing meeting materials, preparing and distributing promotional and campaign materials, planning and executing small- and large-scale cultivation and recognition activities, writing proposal letters and grant applications, tracking the status of prospective donors, participating in cultivation and solicitation efforts, sending pledge reminders, acknowledging gifts, and preparing and implementing campaign-specific donor recognition plans.

In assessing internal readiness, Incite! Consulting reviewed the ability of The N.E.W. Community Health Foundation to effectively support the fundraising activities of a major campaign effort. In its review, Counsel focused on data management, staffing structure and responsibilities, and the potential amount of time required for successful management of the campaign. Few interviewees have had interaction with N.E.W. Community Health Foundation support staff, very few felt knowledgeable enough about the internal structure and workings to comment on its readiness to mount a major campaign effort. Therefore, the majority of the findings and analysis for this section come from an examination of the data and Incite! Consulting’s observations.

Staffing – N.E.W. Community Health Foundation benefits from having a team of experienced staff. These staff are responsible for the full range of Foundation operations, including programs and Foundation fundraising efforts include annual giving, major giving, grants, special events, and data management, outreach and communications activities.

As described above, a campaign places enormous additional pressures and demands on the staff of an organization. All N.E.W. Community Health Foundation staff will need to be involved in the planning, management and implementation of the campaign to varying degrees. A major campaign nearly always layered on top of “business as usual,” and The N.E.W. Community Health Foundation will also require additional staff support to successfully manage campaign activities in addition to ongoing efforts.

Fundraising Practice – N.E.W. Community Health Foundation *could improve their* aspects of their annual fundraising program, which utilizes a range of traditional fundraising approaches, including personal solicitation, direct mail, grant requests, email appeals, in-kind gifts, sponsorship, and special events.

Information Management –Providing additional fundraising data in a regularly generated report to the N.E.W. Community Health Foundation Board will be critical as the campaign commences. Accurately and consistently tracking these gifts and generating pledge reminders will be important for reporting campaign progress and for quality donor stewardship.

More than 90% of the interviewees mentioned potential challenges with N.E.W. Community Health Foundation's number of donors and donor communication. This must be addressed and resolved, and continued vigilance will be necessary to maintain and inspire donor confidence in N.E.W. Foundation operations.

Communications – Counsel reviewed external communications, particularly the N.E.W. Community Health Foundation website, print pieces and social media. Other communications pieces such as brochures, newsletters, annual reports, videos, and other media, are attractive, well branded, upbeat, and leave the reader with a sense of hopefulness and confidence.

Climate and Timing Findings and Analysis

During the Feasibility Study, Incite! Consulting sought to identify external factors that could impact the success of N.E.W. Community Health Foundation’s campaign effort. External factors such as the general economic climate, the national political climate, the local philanthropic atmosphere, and the timing of other campaigns in the area can have an effect on overall campaign success.

Regional Growth and Economic Climate – A solid number of interviewees mentioned the current economy as a unfavorable factor as The N.E.W. Community Health Foundation contemplates a major campaign.

National Political Climate – The only consensus one can name these days is that we are living in a period of uncertainty. On the one hand, uncertainty can be an unfavorable condition when it comes to philanthropy, as donors are generally more reluctant to make significant gift decisions when they feel uncertain about their own future. On the other hand, various causes are seeing an unprecedented groundswell of philanthropic support as a direct reaction to recent national decisions. These donors are reportedly prompted by a sense of urgency to support organizations and missions that they perceive as vital to our society, under immediate or potential threat, and sound long-term investments.

Philanthropic Climate – Many interviewees recognize that Wyoming has a strong and active philanthropic community with seemingly good potential for support of a major capital campaign. It is important to note that one lingering behavior from COVID and its aftermath is that donors tend to focus their major philanthropic support on fewer organizations than before the recession. Prior to 2019, it was not uncommon for major donors to provide significant support to as many as 10 organizations. Counsel finds that now they are more reluctant to take on new charitable causes and are focusing their significant financial support on a few organizations (perhaps three to five) that most closely align with their personal and philanthropic values and interests. The takeaway here is that if The N.E.W. Community Health Foundation does not have a relationship with a donor PRIOR to this campaign beginning, the likelihood of a large gift during the campaign is slim at best.

This underscores the importance of keeping The N.E.W. Community Health Foundation on the philanthropic radar, engaging current and prospective donors through targeted and highly individualized cultivation efforts, growing the donor base intentionally and strategically, and keeping donors engaged through strong robust acknowledgement and stewardship practices. In any community, there are always multiple fundraising efforts underway. A significant number of interviewees reported that they were aware of one or more current fundraising efforts in Campbell County. The N.E.W. Community Health Foundation will need to track and gauge the degree to which current and prospective campaign donors are already committed to another campaign.

Feasibility Study Summary Overall Recommendations

The Feasibility Study findings confirm that several of the critical elements for campaign success are in place:

- The N.E.W. Community Health Foundation has a positive reputation among key constituency groups.
- There is keen awareness of the need for hospice care in Campbell County.
- Prospective donors recognize the value of supporting the programs that The N.E.W. Community Health Foundation provides – cancer care, support groups, scholarships, hospice giving, supporting residents at The Legacy, patient lodging.

- There is some evidence of a propensity to support a future campaign effort among individuals affiliated with The N.E.W. Community Health Foundation.
- The N.E.W. Community Health Foundation Executive Director is well regarded.

Supporting Recommendations

- Counsel to conclude the Feasibility Study and affirm next steps.
- Counsel to present the final report and recommendations of the Feasibility Study Committee to the N.E.W. Community Health Foundation Board of Directors for consideration and action.
- Counsel to forward the Feasibility Study Executive Summary to all interviewees, either in person or by mail, with a cover letter outlining next steps.
- Brand the campaign.
- Organize the campaign into four phases, affirm activities and timelines:

#1 - Planning

Primary Focus: Internal readiness

Estimated Time: 11 months

Primary Activities:

- Board growth
- Hiring Development Director
- Investment in wealth screening software for donor research
- Outreach to community

In addition, important planning work occurs, including refining overall campaign strategies and internal systems/staffing, finalizing the case for support, creating initial campaign materials, and more.

#2- Lead Gifts Phase (Quiet Phase)

Primary Focus: Pacesetter and leadership gifts of \$100,000 and above

Estimated Time: 6 months

Revenue Goal: Approximately 50% to 60% of goal in gifts and pledges

Primary Activities: This phase starts the campaign with a top-down and inside-out approach.

- Identifying, recruiting and training volunteer campaign leadership
- Identifying, cultivating, and soliciting the campaign's top corporate and individual prospective donors (top-down)
- Soliciting Foundation campaign leadership (inside-out).
- In addition, important planning work occurs, including refining overall campaign strategies and internal systems/staffing, finalizing the case for support, creating initial campaign materials, and more.

#3 - Major Gifts Phase (Quiet Phase)

Primary Focus: Major gifts between \$5,00 and \$99,000

Estimated Time: 12 months

Revenue Goal: Approximately 75% to 85% of goal in gifts and pledges

Primary Activities: This phase will target gifts in the \$5,000 to \$99,999 range, focusing on gifts of \$25,000 to \$99,999 during the first half of the phase, and gifts of \$5,000 to \$24,999 during the second half.

- Concluding lead gift solicitations
- Identifying, cultivating and soliciting approximately 100 prospective major donors
- Holding a variety of cultivation events
- Conducting staff and special constituency campaigns
- Planning for the Community Gifts Phase

#4 - Community Phase (Public Phase)

Primary Focus: Gifts up to \$5,000 and increased visibility

Estimated Time: 3 months

Revenue Goal: 100% of \$2.5 million goal in gifts and pledges

Primary Activities: This phase focuses on gifts below \$5,000 and encourages participation in the campaign effort by all members of The N.E.W. Community Health Foundation community, as well as reaching out to the broader community as appropriate.

- Creating external campaign materials
- Publicly announcing the campaign and holding appropriate kickoff event(s)
- Concluding major gift solicitations
- Soliciting all members of The N.E.W. Community Health Foundation community
- Holding campaign celebration event(s)
- Transitioning into “business as usual” annual fundraising activities

Campaign Next Steps

1. Steering Recruitment

Early campaign work should take place with a small, strategically selected leadership group (10 to 15 members) referred to as the Steering Committee. This group provides oversight for the campaign and actively works to identify, cultivate, and help solicit key campaign donors. As the campaign moves into the Major Gifts phase, a second “cohort” of volunteers may be recruited to augment the early leadership group. Selected Board members and donors should be recruited as volunteer campaign leaders.

This leadership group should contain members who:

- Share a genuine enthusiasm for The N.E.W. Community Health Foundation, and understand and embrace the campaign’s objective of raising funds for the Granary project
- Are well respected and visible in the community
- Represent the geographic region served by The N.E.W. Community Health Foundation to the degree possible

- Have access to and influence with people and businesses that have the capacity to make lead and major gifts
- Have the capacity and willingness to make a personally significant gift, ideally at the leadership gift level or above, thereby leading by example with their own generosity
- Will recruit, invite, and inspire others to participate in the campaign
- Are willing to participate in cultivation and solicitation activities
- Have adequate time to commit to the campaign, including attending meetings and participating in occasional campaign events
- Follow through on their commitments
- While not all members of The N.E.W. Community Health Foundation Board of Directors will serve on the Steering Committee, all of them must understand the overall plan for the campaign and will need to be involved in selected campaign activities

For most people, campaign work and asking for charitable gifts are not intuitive activities. Providing training for campaign volunteers – with a focus on opening doors, making connections, and building relationships rather than on actually asking for gifts – will help people understand the importance of their involvement in the campaign, feel comfortable with what they are asked to do, be successful, and actually enjoy their work on the campaign. Training opportunities should be tailored to meet needs of specific volunteers and can be offered in group settings as well as one-on-one sessions. Training will need to continue as the campaign moves forward and as new volunteers are added to the campaign team.

2. Develop written campaign case for support and campaign material

“A case is an expression of the cause, or a clear, compelling statement of all the reasons why anyone should consider making a contribution in support of or to advance the cause. (Harold J. Seymour, Designs for Fund Raising)

“Case – the reasons why an organization both needs and merits philanthropic support, usually by outlining the organization’s programs, current needs and plans.” (Association of Fundraising Professionals Dictionary)

Once a decision is made to move forward with the capital campaign, develop the case for support for the hospice house project. Consider the case as an internal source document, a compilation of all the information that supports the preparation of various external materials that will be required during the campaign. The case tells all that needs to be told – the who, what, when, where, why, how, and why now of the campaign. It is not a shiny printed piece, but an evolving set of materials that can be drawn upon to create individualized packets of information to suit tasks at hand.

Overall, case material should:

- Confirm what role The N.E.W. Community Health Foundation has in providing hospice care in the region.

- Include strong case messages to attract supporters from local and regional industry, as well as a compelling message that will appeal to individual donors.
- Include specific information about what donor dollars will support.
- Focus on the impact a successful campaign will have on the community, not on the actual construction or equipment details of the building. Describing how hospice care will be delivered (a home or other) is compelling. And, describing how hospice care benefits the community at large is more important.

3. Develop and produce campaign materials

Successful campaigns depend upon effective communications with potential donors. A variety of print, electronic and other materials will be needed throughout the effort to help educate donors and encourage their participation in the campaign.

Early material typically includes a modular stationery “system” that can be used to easily tailor lead and major gift materials for specific donors. As more prospective donors are in cultivation, more formal campaign written campaign materials – such as a campaign “brochure” – will be needed as well as other possible materials including videos, slides, and architectural renderings.

4. Strategically use “named gift recognition opportunities” in the campaign

- Develop named recognition policies and procedures for consideration and approval by The N.E.W. Community Health Foundation Board of Directors.
- Establish a menu of named recognition opportunities.
- Associating a name with a specific space does not necessarily mean that the donor’s contribution “paid” for its construction. Rather, naming provides long-term or permanent recognition of donor support of The N.E.W. Community Health Foundation.
- Generally, the larger the gift, the more visible, purposeful and larger the space should be.

5. Identify, engage, and solicit potential donors

The heart of any campaign effort is identifying, cultivating, and soliciting potential donors. This includes:

- Identifying and rating potential donors in confidential sessions with key staff, Steering Committee members, Board members and others.
- Prioritizing prospective donors by their capacity to give, their connection to The N.E.W. Community Health Foundation and other factors.
- Conducting prospect research as appropriate.
- Developing individual cultivation strategies to educate prospects about The N.E.W. Community Health Foundation, and engage them in ways that ignites their passion and prepares them to say “yes” when asked to make a significant financial commitment to the campaign.

- Strategies may include personal meetings with the Board President, The N.E.W. Community Health Foundation Executive Director or other Foundation board members; visiting a program; attending a reception at a private home or other location, attending a special event; and other activities.
- Asking for an investment!
- Acknowledging, thanking and stewarding the donor for the gift

Successful campaigns rest on the generosity of a small number of donors who can make very significant gifts. It is anticipated that over 50% will be contributed by as few as ten donors. These should be your highest priority prospects. The three-phased approach described above demonstrates the sequencing that should be employed in cultivating, soliciting and stewarding potential donors.

Identifying new major gift prospects, individuals and businesses, will be critical for the campaign effort. And, in order to properly identify donors, The N.E.W. Community Health Foundation must invest in a wealth identification tool that interfaces with your current donor and begin "mining" the data. "Mining" donor data entails data analysis and wealth screening. This will help uncover existing donors who may be appropriate to move up the giving continuum.

6. Increase visibility of The N.E.W. Community Health Foundation

Continue to increase visibility of The N.E.W. Community Health Foundation, and build greater awareness about the depth and breadth of the programs, projects and initiatives available at Foundation.

7. Position staffing resources to support the campaign

Capital campaigns require an "all hands on deck" philosophy for any organization. For The N.E.W. Community Health Foundation, several people will play key roles and need to dedicate time to the campaign effort, in addition to their responsibilities with existing annual fundraising efforts.

- Executive Director Nachele McGrath should carefully prioritize her time, and focus her campaign involvement on high potential, strategic and targeted cultivation and solicitation activities. A top priority includes engaging the corporate and foundation community with campaign. She should expect to spend 75% of her time on campaign-related activities, and even more during critical times of campaign activity.
- In order to allow both Ms. McGrath to add campaign activities to her already full workload, The N.E.W. Community Health Foundation must add an additional staff member. This person should serve as the development director (approximately 50% of time), and campaign coordinator/development assistant the remainder of the time. Campaign coordination activities include managing prospect lists, maintaining campaign financial information, creating campaign status reports, supporting volunteer

committees, scheduling and coordinating small-scale campaign events, preparing acknowledgment letters and other donor and prospect correspondence, etc.

8. Strengthen infrastructure to support the campaign

Develop/refine policies and procedures needed to support the campaign.

- These policies will assure that The N.E.W. Community Health Foundation is prepared to properly handle and manage gifts (particularly multi-year pledges).
- Primary policies to review and update as appropriate include confidentiality, gift processing, gift acceptance, donor acknowledgement, and recognition/naming opportunities.

Move toward more frequent reconciliation of fundraising and accounting records; best practices call for a monthly process.

9. Budget sufficient financial resources to support the campaign

Campaigns are one of the most efficient and effective ways to raise major philanthropic support for an organization. The N.E.W. Community Health Foundation should budget approximately 10% to 15% of the \$2.5 million goal toward campaign expenses, including campaign-specific staff, consulting services, materials, research, board and volunteer training, cultivation meals and receptions, major campaign events, donor recognition and stewardship, printing, postage and other expenses over the campaign period. This amount should be included in the overall campaign goal.

While this dollar amount is significant, it provides for a very substantial return on investment and will bring significant new resources to N.E.W. Community Health Foundation that might never have been realized without a campaign effort. Furthermore, successful campaigns help take the organization's fundraising efforts to a whole new level which will translate into increased philanthropic support far beyond the campaign period.

For cash flow purposes, it is important to recognize that it typically takes several months before campaign revenue is realized.

10. Continue annual fundraising activities

Annual fundraising efforts should continue throughout the duration of the campaign, with careful coordination between the two. The continued success of the annual fundraising program will be vitally important to ultimate campaign success. It will be important to communicate to potential campaign donors that gifts to the campaign are above and beyond ongoing annual contribution.

- Devote appropriate staff efforts to the existing pool of donors (and new donors during the campaign) in order to identify and cultivate annual donors capable of becoming campaign major donors.
- The annual fundraising event has been effective for acquiring new donors, and there is every reason to believe that this success will continue.
- A campaign offers a unique opportunity to bring new sources of ongoing support to an organization, but these sources are only as valuable as the systems in place to cultivate and steward their continued involvement.

11. Continue board development and engagement.

Continue to strategically recruit Board members who can bring philanthropic connections and capacity to The N.E.W. Community Health Foundation.

- It is important for any organization to have multiple ambassadors representing the breadth of constituencies they wish to reach, particularly during a campaign effort.
- Coordinate efforts between Board recruitment and Steering Committee recruitment, carefully considering the best use of the prospective volunteers' time and talents.
- Provide multiple opportunities for board training and engagement throughout the campaign.

12. Engage professional guidance.

Engage a professional consulting firm that specializes in campaign design and counsel to guide the campaign. This recommendation stands whether Incite! Consulting or another firm is selected. Experienced counsel will provide The N.E.W. Community Health Foundation with a depth and breadth of expertise and experience in campaigning. Counsel will provide the strategies, structure, work plans, tools and templates, training, and the discipline needed to keep the campaign moving forward.

Overall Campaign Approach and Philosophy

Incite! Consulting approaches a major campaign effort with the understanding that each organization is unique and special, and will require a carefully tailored plan. However, extensive experience and national best practices also show that certain strategies and approaches are common to all successful campaigns. Some of these basic strategies and approaches are listed below.

Personalized and Targeted Approach – Campaigns are based on personal relationships with highly tailored strategies for education, cultivation, and solicitation of potential donors. Campaigns succeed based on quality rather than quantity of these relationships.

Strategic and Sequential: Top Down – Campaigns start with those who have the capacity to give the largest gifts. These donors set the bar and inspire others to make personally significant

gifts as well. In best practice campaign, it is important to remember that approximately 50% or more of the goal will likely come from approximately 10 donors, and 95% will likely come from fewer than 150 donors.

Strategic and Sequential: Inside Out – Campaigns also start with those who are closest to the organization. Once Organization and Board leaders, campaign volunteer leadership, and other “insiders” have made their commitments, others with relationships to the organization can be invited to give. Donors generally give major gifts to organizations because someone they know invited them to join them. Looking at the universe of donors (those who give to other organizations, for example) and trying to find connections, is far less effective than starting with those who know you, discovering their connections, and building their enthusiasm for the campaign.

Focus on Individual Giving – Approximately 78% of all gifts given in the United States come from living individuals and family foundations, not from corporations or grant makers. Successful campaigns focus on people asking other people to make significant personal gifts.

Donor-Centered – The campaign should allow enough cultivation, relationship-building, and engagement to occur prior to the solicitation so that prospective donors are asked to make a gift that fits not only their financial circumstances but also their passions.

Volunteer-Driven – Volunteers provide not only the heart and soul for the campaign, but also critical manpower for all aspects of the effort, including asking others to give.

Staff-Supported – Campaigns are a huge effort, layered on top of all the “business as usual” of the organization. Staff members keep campaigns organized and support the volunteers by providing them with the resources, materials and information they need to be successful.

Marathon, not a Sprint – Most campaigns take two or more years or more to complete. Taking the time to prepare and begin the campaign correctly makes a huge difference. A deliberate, steady approach – like the tortoise – works better than racing ahead – like the hare!

Building Capacity for the Future – Truly successful campaigns not only reach or exceed their financial goals, but also propel the organization to even greater success in the future. Organized and conducted correctly, campaigns can make organizations stronger and more financially sound.

Conclusion and Acknowledgements

Incite! Consulting is grateful for the opportunity to work with The N.E.W. Community Health Foundation on this Feasibility Study. Finally, I wish to acknowledge and thank all those who were interviewed during the Feasibility Study for their time, candid opinions, and thoughtful advice.

Appendix #1

Best Practice Gift Chart - \$2,500,000

GIFT RANGE	# GIFTS REQUIRED	# PROSPECTS REQUIRED	SUBTOTAL	CUMULATIVE TOTAL	CUMULATIVE %
500,000	1	8	500,000	500,000	20%
250,000	2	8	500,000	1,000,000	40%
100,000	5	20	500,000	1,500,000	60%
50,000	10	40	500,000	2,000,000	80%
25,000	20	80	500,000	2,500,000	100%
10,000	50	120	500,000	3,000,000	120%
TOTAL	88	276			

You'll notice the total adds up to over 100%. This is intentional. Costs of construction always tend to go up. Nonprofits often neglect to budget donor recognition in their plans. Plaques and signs always add up to more than we expect. It's always better to raise more than you need.

Appendix #2



Proposed Gift Chart - \$2,500,000

GIFT RANGE	# GIFTS REQUIRED	# PROSPECTS REQUIRED	SUBTOTAL	CUMULATIVE TOTAL	CUMULATIVE %
100,000	5	20	500,000	500,000	2%
50,000	10	40	500,000	1,000,000	40%
25,000	20	40	500,000	1,500,000	60%
10,000	50	100	500,000	2,000,000	80%
5,000	100	200	500,000	2,500,000	100%
2,500	200	400	500,000	3,000,000	120%
TOTAL	375	800			

Those interviewed indicated that the current economy, political climate and past donations to the Foundation Hospice House would impact the amount of high-level gifts available in the community.