



NMBL

STRATEGIES



Conducting a Successful
Capital Campaign During
Times of Stress

ABOUT US





Eric Moraczewski – CEO

- Led largest PPP in NPS history (Renovation of the Gateway Arch)
- Spoken to NAFTA, World Urban Parks and many others on impacts of museums and green space



Dion Brown – Managing Director

- 15+ years of nonprofit leadership (12 in C-Suite)
- Led several major construction/renovation projects for nonprofits

About Us | Corporate Overview



30+ YEARS

working for and consulting
for nonprofits, small
businesses and public-private
partnerships

Leadership roles in
museum design and
construction work projects
of well over

\$1 BILLION



**GLOBAL
EXPERIENCE**

Museum work on
four continents and
in 20+ countries

\$100 MILLION


raised for capital campaigns,
membership programs
and sponsorships



1.5 BILLION
media impressions
covering our projects



Developed millions
of dollars of earned
income opportunities


**6.5 MILLION
MUSEUM VISITORS**

Brought in crowds of more than
6.5 million visitors while in
leadership roles at museums



20+ AWARDS

received for work on
museums, nonprofits,
public-private
partnerships and
small businesses

PUBLIC SPEAKING

Spoken at conferences in five countries
with NAFTA, World Urban Parks, American
Alliance of Museums, Association of African
American Museums and the Association for
Corporate Growth



KEY TAKEAWAYS



Key Takeaways

Discover the different types of campaigns people are running today

Identify the needs during the capital campaign

Hear from experts across the country on how to apply their experiences

TYPES OF CAMPAIGNS



Types of Campaigns | Options

Traditional -
Capital Intensive
Project

Capital
Campaign +
Endowment

Capital
Campaign +
COVID Losses

Destroy the
Debt

Types of Campaigns | Decisions

Feasibility Study must be a part of the initial steps, identify which of the campaigns your supporters will engage

What are the most glaring needs coming out of the time of stress

How will you message the campaign, especially relating to external stresses (Pandemic/Market Crash/etc.)

How will that messaging be received

What do we need to be successful

FEASIBILITY



During a time of stress, it is not atypical to see a lack of/decrease in board engagement, either preoccupied with their own businesses/interests or more concerned with general every day and not wanting to put focus on the future.

Historically, willingness to give has followed the stock market. Today, there is a split decision from interviewees saying go now (high stock market) and wait (COVID).

How does the time of stress change your interview/in-person contact perspective. For example, some are asking to wait until post-COVID.

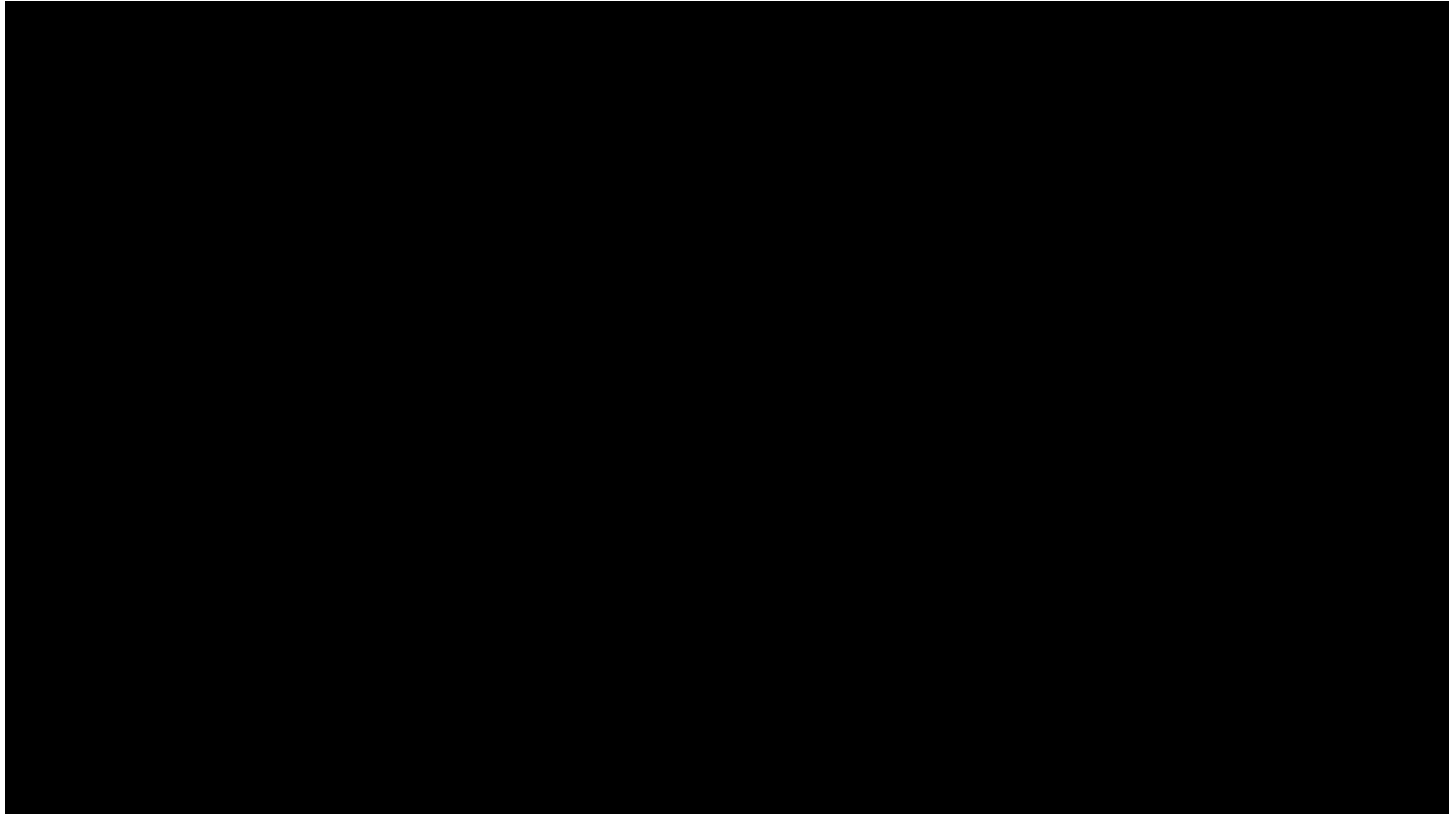
Feasibility | Decisions

Will your donors be corporate or individual, how is this represented in the feasibility study

What opportunities exist for the organization through the capital campaign (i.e. types of campaigns)

Does the capital campaign committee agree with the goals/opportunities of the feasibility study

Who is your donor base?



Sarah Krasin – Senior VP of Fundraising of CCS' Boston Office

COMMUNITY/MAJOR DONORS



Community Engagement | Differences

Difficult to meet in person, lead donors/major donors is all about relationships, thus changing this to a smaller circle of already existing/engaged donors

On a large scale, still seeing major donors get on planes (private) to take meetings (outdoors) to keep the campaign going.

Larger gifts being made right now, what is left is the middle ground for donors to gift.

Changed timing to public launch, where previously some went public at 50% now waiting until 75-85%

Community Engagement | Decisions

Does our board have the right connections to engage the lead donors?

Who needs to be a part of our capital campaign committee?

How do we engage the lead donors?

What steps can we take now to ensure pledge fulfillment

Donor Recognition - moving to a more digital society are there new ways you can/should engage donor recognition

POST CAMPAIGN



Post Campaign | Differences

In some times of stress people are pulling out of their pledges (see 2008-2009), but not necessarily in the pandemic.

If programming was a portion of your campaign, you may not be able to execute, which can be a problem as this is typically visible.

Education, Education,
Education

Perceived Wealth – Stock market fluctuations give rise and fall to perceived wealth and perceived comfort of giving

Plan Ahead

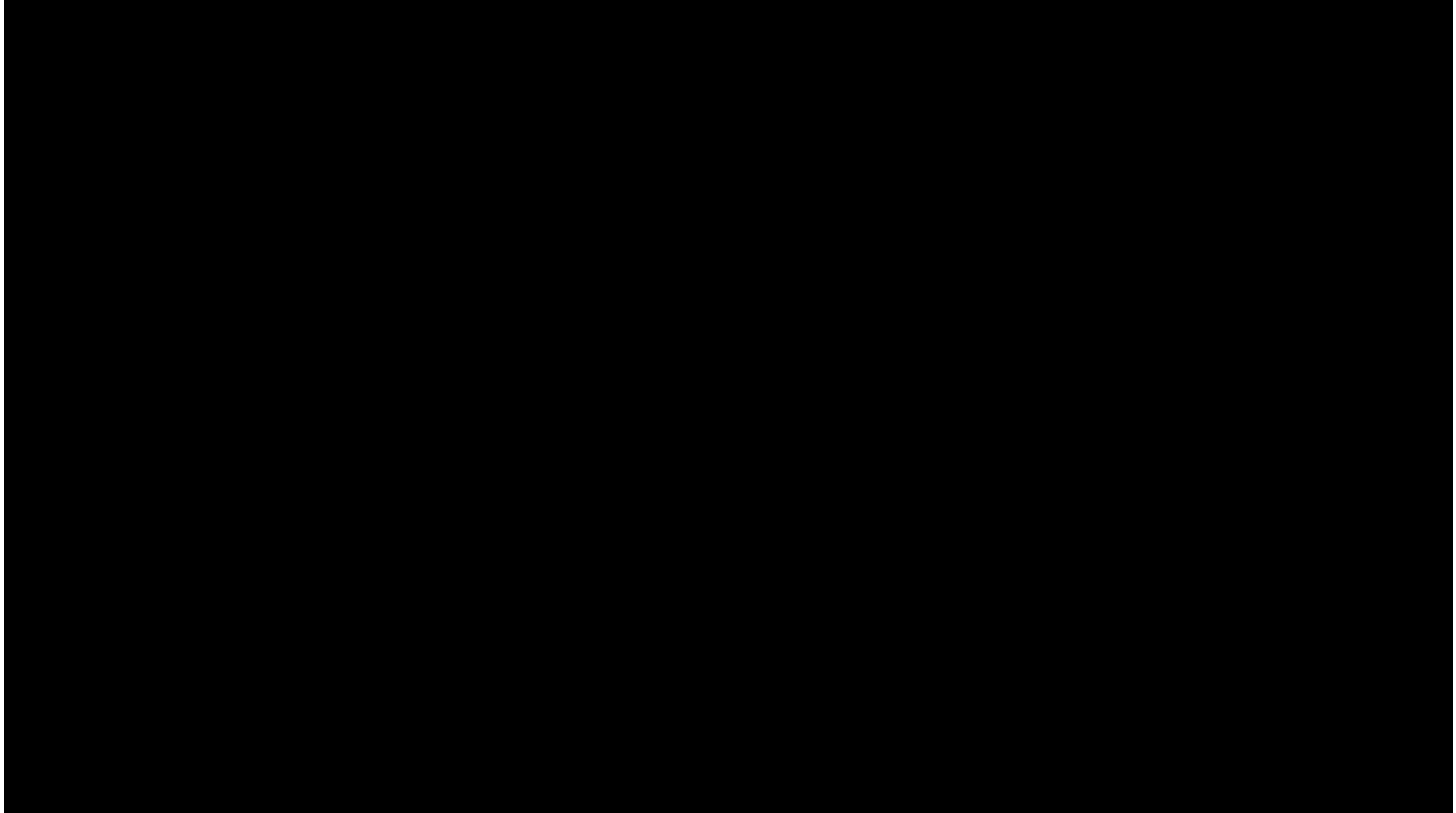
Build Close Relationships

Communication

Ease of
Fulfillment

Adjusting
Programming to
meet societal
changes

Education of
opportunities



Peter De Karetry – Executive Director of Stewardship and Development for the Archdiocese of Oklahoma City

COVID EFFECT



COVID Effect | The Current Landscape

901,206
Registered
Nonprofits

92% have a
budget less than
\$1 million

Nonprofits are
primarily
community-
based/local focus

50% of Nonprofits have 3
months of Cash on Hand

10% have 1
month

Lost sales, events and fundraisers

Hide

- We're seeing many nonprofits take the approach of minimize costs everywhere possible.
- AAM's most recent reports state that as many as 1 in 3 museums will close in the next year. Those that are not adapting and finding new revenue streams and program awareness will fall into this group.

Nimble

- Some nonprofits are actively seeking new opportunities to build their brand.
- Our client, Thanksgiving Square, started "Serving Up Gratitude" in April raising \$250,000 (the most they had raised in decades for a single event) that purchased meals from small, local restaurants and fed nurses, doctors and other first responders.

QUESTIONS





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Free Resources

- www.nmbllstrategies.com/mcc
- www.nmbllstrategies.com/strategic-planning-prep-kit