

Cornell Cooperative Extension of Erie County



Capital Campaign Plan

Ted Pietrzak + Associates

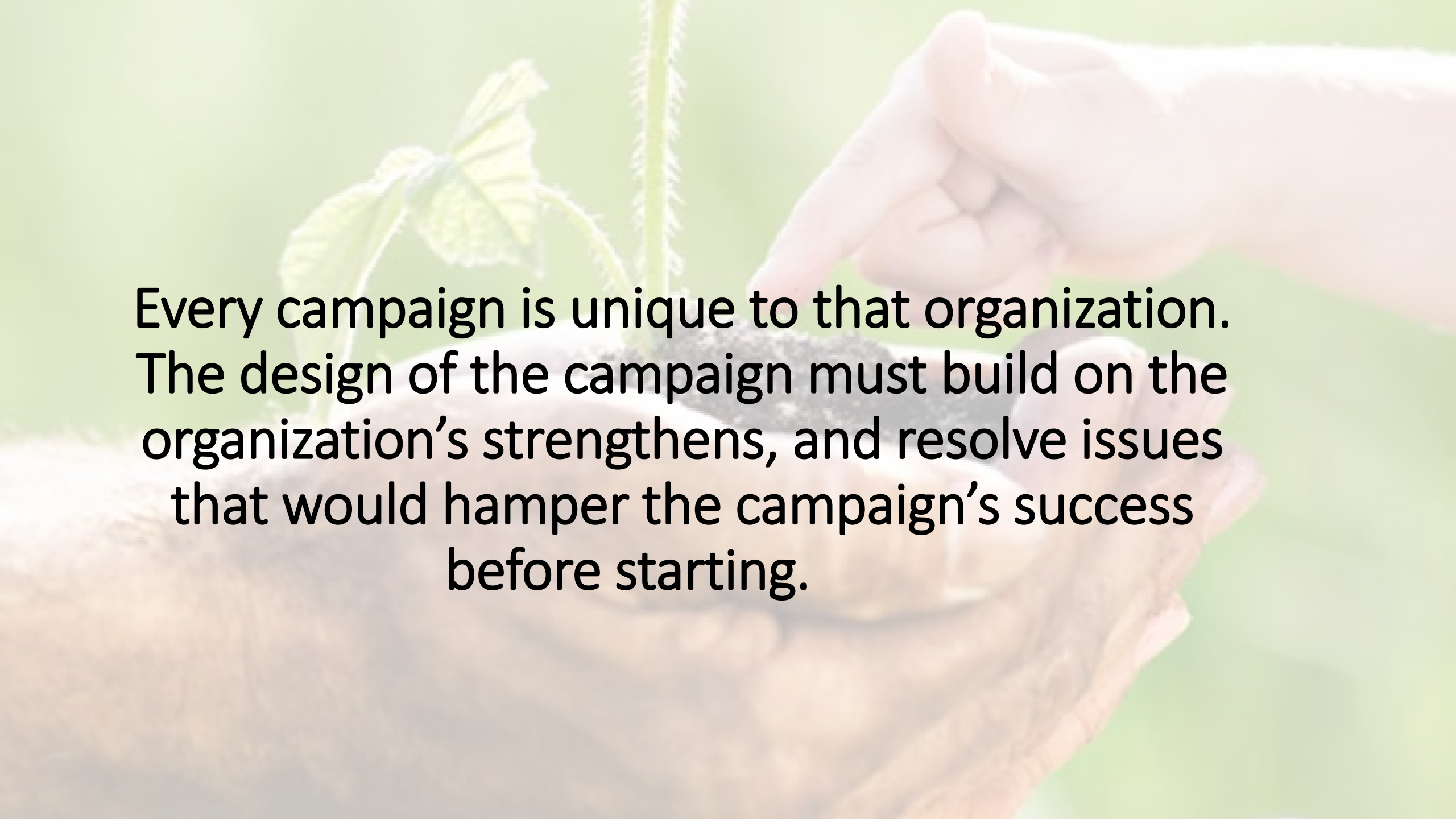
April 12, 2017

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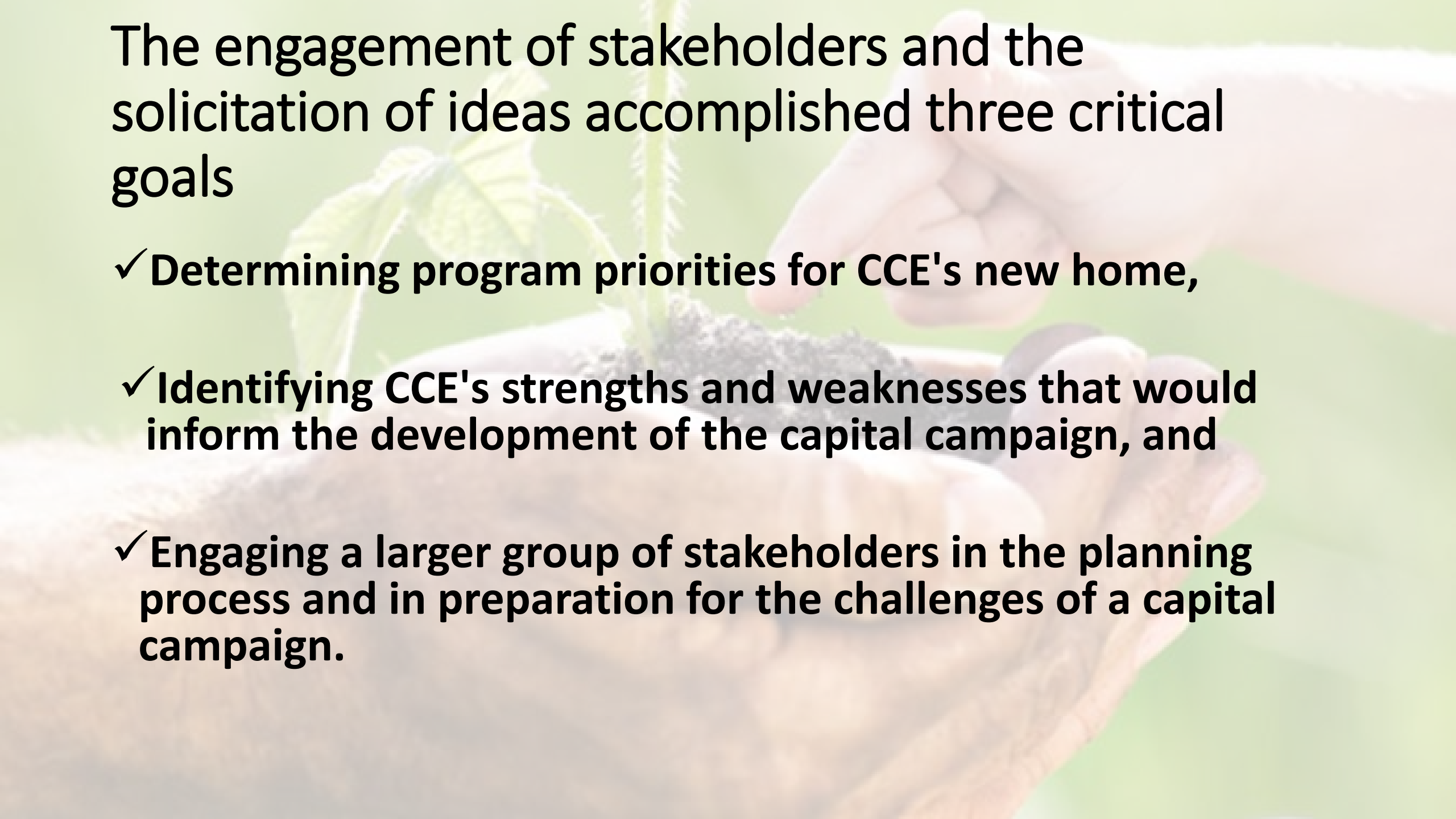
The Purpose of the Engagement

A background image showing a hand sowing seeds into soil. A small green seedling is growing from the soil. The background is a soft, out-of-focus green field.

- To understand the organization's readiness to undertake a capital campaign that would be successful,
- To understand what are the organization's strengths and weaknesses that could propel or hinder campaign success,
- To understand the organization's unique mission and programs that could compel people to support a campaign,
- To understand how the organization is seen internally and externally by stakeholders and potential supporters.

A close-up photograph of a person's hand holding a small amount of dark soil. A small green plant with two leaves is growing out of the soil. The background is a soft, out-of-focus green field. The text is overlaid on the left side of the image.

Every campaign is unique to that organization. The design of the campaign must build on the organization's strengths, and resolve issues that would hamper the campaign's success before starting.



The engagement of stakeholders and the solicitation of ideas accomplished three critical goals

- ✓ **Determining program priorities for CCE's new home,**
- ✓ **Identifying CCE's strengths and weaknesses that would inform the development of the capital campaign, and**
- ✓ **Engaging a larger group of stakeholders in the planning process and in preparation for the challenges of a capital campaign.**

How did we get our information?

- Confidential interviews with CCE trustees (9 respondents)
- Confidential interviews with staff (13),
- A board retreat held over two evenings,
- A mail-back questionnaire distributed through a contact list provided by CCE of Erie County and at the community forums (128),
- Two community forums where area participants provided input, (approximately 80)
- A shorter questionnaire handed out to the participants at the two forums (44).

Strengths of the Organization

- Dual role-rural and urban
- Trusted
- Known for expertise
- open minded
- Building confidence in adults and youth
- Known to be practical
- Cornell University connection
- Delivering valuable programs
- Knowledge and good relationships with government officials
- Research-based collaboration
- Overall management
- Budgeting and financial oversight
- Dedicated staff
- Providing effective education
- 4-H kids were effective advocates for funding
- Master gardeners are an enthusiastic volunteer base (96)
- 4-H
- Effective collaborator
- Service oriented
- Listening to our community

Potential New Programs

- Test plots for agricultural research (one acre units),
- Testing yield capacity from trial areas,
- Conduct field trials,
- Livestock barn for animals and 4H student programs,
- Have a sheep farm
- Meet horse club's needs, horse stalls, outdoor practice and competition. Dreaming of an indoor arena, etc.
- Equipment shed for farm equipment classes handling demos,
- Green house for Master Gardeners,
- Gardens,
- Garden plots for herbs,
- Commercial kitchen thus teaching preserving, having nutrition classes, cheese making, beer brewing, etc.
- Start a masters' preservers program,
- Wood lot to teach wood lot management,
- Maple trees and shed for syrup production Ed.,
- 4 H classes
- A larger class room space that can be broken up maybe in 3 space. Seating for 100. A place for fundraisers was mentioned,
- 4 H animal dissection space, could serve as clean-up room for staff and volunteers working outside,
- Having a youth oriented space, an office/library/gathering space such as the "bulletin room" was,
- Grounds connected to a patio and a kitchen adjacency may be a good idea.
- A place for demonstrations farm recycling and other green technologies,
- Honey bee management, and
- Storage, storage and more storage.

The Priorities Voiced by Participants

Percentage of total ideas presented in writing			
		Total responses from all three groups	Percentage of 199 repondences
Class room		63	32 %
Farm, barn and arena		42	21 %
Gardening		26	13 %
Kitchen, Banquet and Program		22	11 %
	Total	153	77
Assorted priorities		46	23 %



The Organization's Vulnerabilities

- Reliance on government,
- Too big (too many programs) to manage,
- Very “white.” We must diversify our organization,
- How to hold on to kids graduating from 4-H
- Large farms often buy smaller farms. These large farms hire their own consultants and don't need the expertise of CCE of E,
- Board members could be more involved,
- Needing more administrative support
- Relying on so many PT staff,
- Funding critical for existence,
- Central location and urban operations creates some stress,
- Public awareness of CCE of E versus awareness of specific programs,
- Many are not aware of the diverse programs being offered,
- Having a staff that represent our urban clients,
- Need more program staff to do a good job,
- board could be stronger, needs development,
- commonly held perception is that the public doesn't know about CCE of E,
- Worried about our capacity [to deliver our programs] and our sustainability,
- Technology has changed the way people get information. They don't need to call CCE

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Preparing Cornell Cooperative Extension of Erie County for a capital campaign?

Yes

1. Clarify brand identity

Participate in a weekend retreat to identify and articulate CCE of Erie County's promise; of why it delivers, what it delivers, and how it delivers.

Refine the brand statement and how it is exhibited in CCE's programs and services.

2. Attain wide awareness of CCE's importance and value to the Region

Retain the expertise of a PR specialist to develop and implement a plan to regularly highlight the work of CCE.

3. Cultivate potential donors and supporters

Develop and implement a cultivation program including conveying concepts, determining opportunities, training ED and trustees, scheduling, preparing and follow-up.

4. Initiate a fundraising plan to develop a donor base

Development a plan for the board and ED, orient, train, coach those involved. Retain a grant writer.

The Report and Capital Campaign Plan

1.0 Introduction

1.1 Background to a Successful Campaign

1.2 The Four Phases of a Capital Campaign

1.2.1 Addressing the Organization's Readiness to Launch a Successful Campaign

1.2.2 Preparing for the Campaign

1.2.3 The "Quiet" Phase

1.2.4 The Public Phase

2.0 Findings

2.1 The Strengths of CCE of Erie

2.2 The Weaknesses

2.3 The Beginnings of a Compelling Case for Action

The Report and Capital Campaign Plan

- 3.0 Preparing for a Campaign**
 - 3.1 Addressing Critical Issues**
 - 3.1.1 Adjusting the Focus of the Executive Director’s Job Description**
 - 3.1.2 A Much Higher Profile is Required**
 - 3.1.3 Cultivating Relationships with Foundations and Corporations**
 - 3.1.4 Diversifying Revenue Streams**
 - 3.1.5 Forging Collaborative Partnerships**
 - 3.2 Understanding the Scope of the Campaign**
 - 3.3 Conducting a Capital Campaign Feasibility Study**

- 4.0 The “Quiet” Phase**
 - 4.1 The “Lead” gift**
 - 4.2 Knowledge and Experience**
 - 4.3 Determining the Campaign Structure**
 - 4.3.1 Determining a Structure to Manage and Implement the Campaign**


- 5.0 Breaking Down the Campaign Goal**

- 6.0 Campaign Timing**

The “Quiet” Phase

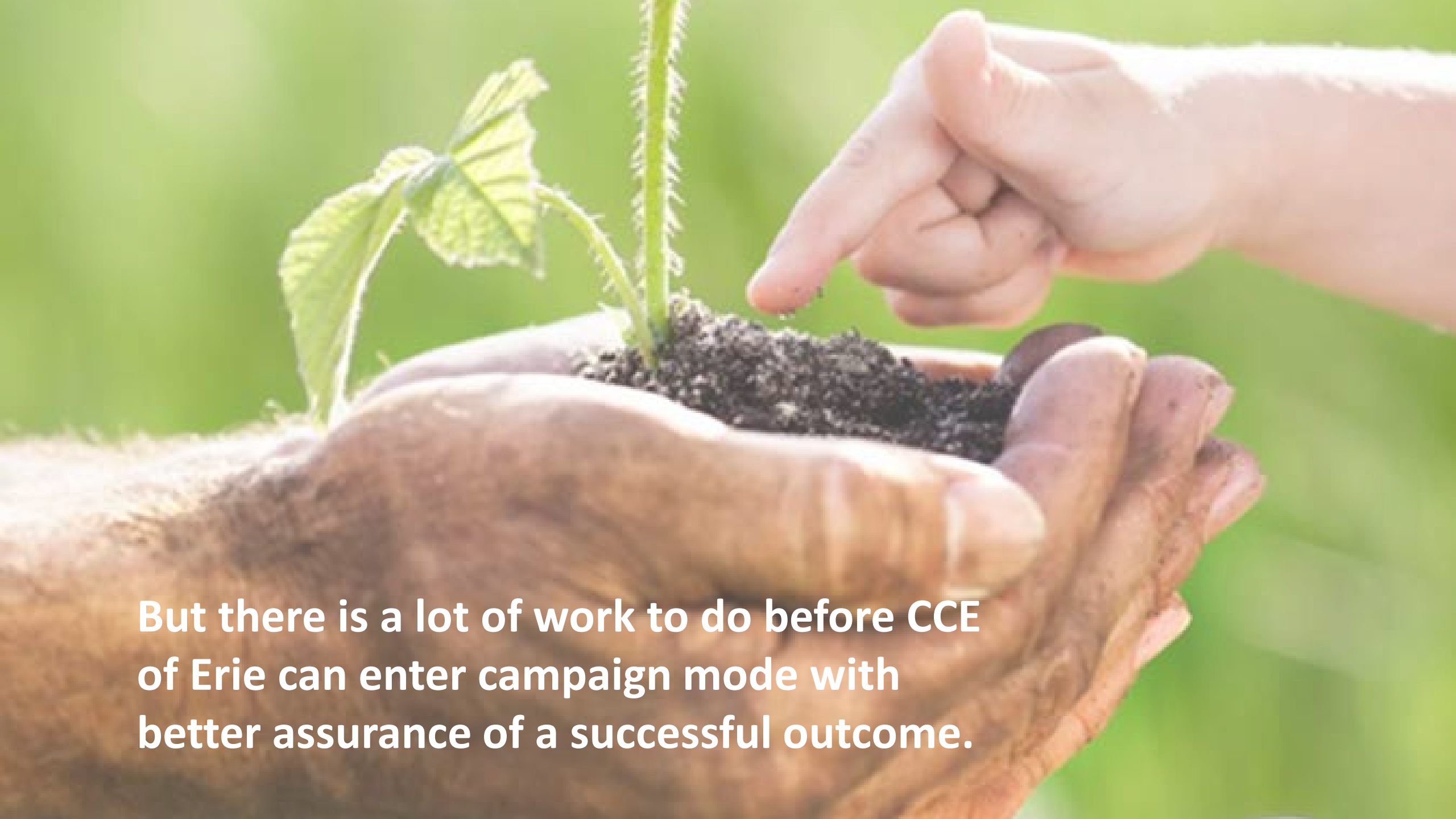
- A capital campaign will **FAIL** if you go public too early.
- A capital campaign feasibility study lays the foundation for the “Quiet” Phase.
- You will get smaller donations if you don’t approach the prospect personally.
- You will not meet your campaign goal if go public before reaching at least 75 to 80% of your goal.
- It will be tougher to complete your campaign once you start construction. And if you complete construction you will likely never complete your goal.

The “Quiet” phase to be successful, needs to be strategic and tactical

A close-up photograph of a person's hands holding a small green seedling in a mound of dark soil. The background is a soft-focus green field. The image is used as a background for a presentation slide.

Does CCE of Erie have a good case to proceed?

- ✓ CCE needs to get a new home base,
- ✓ The current facility has limitations preventing certain programs from being offered,
- ✓ Nutrition and access to quality, locally produced food is a priority, and
- ✓ CCE is well positioned and uniquely qualified to offer Erie residents and municipalities essential program that will sustain this Region.



But there is a lot of work to do before CCE of Erie can enter campaign mode with better assurance of a successful outcome.



Thank you

Ted Pietrzak + Associates

April 12, 2017

