



## EXHIBIT H: FUNDRAISING PLAN

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## **Overview of MOHAI at Lake Union Park Campaign**

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### **The Campaign for MOHAI at Lake Union Park**

Seattle is forever reinventing itself. Now it's MOHAI's turn.

#### **Announcing a capital campaign to relocate, redesign and revitalize MOHAI at Lake Union Park.**

In 2012, the Museum of History & Industry (MOHAI) relocates to the Naval Reserve Building in Lake Union Park. As one of the nation's fastest growing cities, Seattle has a unique, vibrant history that has shaped our region's culture and contributed to our rising prominence on the world stage. The faster we grow and absorb global influences, the more important it is that we understand the value of our own heritage, and ultimately, who we are. The new MOHAI at Lake Union Park ties our community together through the sharing of stories and experiences that foster the entrepreneurial spirit, progressive mindset and passion for innovation that make us distinctly Seattle.

MOHAI's move to Lake Union Park builds on the successes realized in more than half a century in our current location. The new MOHAI is not simply about creating new exhibits, but about giving visitors a fresh historical perspective. After all, history is about what happens every day and MOHAI helps visitors view current events in terms relevant to their own lives.

By inspiring people to engage with Seattle's past and present in new ways, MOHAI is reborn at Lake Union Park as a museum better suited to help shape the city's future.

*The measure of the new MOHAI's success is not whether people come away merely understanding Seattle's past. It is whether people depart feeling more deeply committed to being part of Seattle's future.*

**Moving to a community of great historical significance and opportunity.**

In 2000, the U.S. Navy deeded the property known today as Lake Union Park to Seattle Parks and Recreation. Thanks in large part to the tireless efforts of the nonprofit Seattle Parks Foundation, Lake Union Park has quickly become a focal point for community activities, particularly those offered by the maritime and heritage organizations already successfully engaged with the public.

Centrally located just north of downtown Seattle, this 12-acre waterfront park offers MOHAI the advantages of becoming more accessible to existing patrons while simultaneously attracting new visitors. Seattle is known for its water and natural beauty and MOHAI at Lake Union Park lets visitors explore the city's history in a setting typifying the outdoor appeal of our region.

Thanks to our proximity and associations with neighbors such as the Center for Wooden Boats, Northwest Seaport, the United Indians of All Tribes Foundation and other heritage organizations, MOHAI will benefit from increased exposure and foot traffic not seen in our present location. Most importantly, we intend to return the favor by creating world-class exhibits that will attract even greater attendance to Lake Union Park as a whole.

By relocating to this vibrant new location and rethinking the methods and content we use to engage visitors, MOHAI moves out of the shadows to become a historical museum of increased visibility, stature and significance to the region.

**Refurbishing a historical landmark. Reigniting MOHAI's spirit.**

Built in 1940 to train reservist recruits amid growing talk of war, the 50,000-square-foot Naval Reserve Building is an ideal fit for MOHAI's vision, offering unique architectural features and advantages not found in our location today. Instead of the low ceilings, dark hallways and cramped spaces of MOHAI's current space, suddenly we have a great hall, open ceilings ideal for hanging key artifacts overhead and an infusion of warm, natural light from the Armory's many windows.

In fact, in many instances windows will serve as their own exhibit feature, allowing visitors to look out upon the lakefront and Seattle landmarks such as Gas Works Park and the Space Needle, and compare what they're seeing to exhibits describing the past. The dramatic view from the fourth floor is a must-see attraction all its own, lending to an immediate sense of place.

If the old MOHAI was Seattle on a cold and dark December afternoon, the new MOHAI at Lake Union Park is Seattle on a balmy August evening with the sun setting over the Olympics — warm, memorable and inviting. We're fortunate to have the expertise of LMN Architecture, a Seattle firm that is working to help us create a memorable new space.

**Not just a move — a transformation.**

Throughout its rich history, Seattle has reinvented itself numerous times, seemingly heading in a new direction every 20 years or so. From its earliest incarnation as a lumber town hewed and gouged from the wilderness, to its enviable position today as a world leader in technology, environmental stewardship, aerospace and global health, Seattle and the surrounding Central Puget Sound region are noteworthy for their relentless and often surprising changes.

Change is occurring even today, which is why the goal for the new MOHAI at Lake Union Park is to empower people to explore Seattle's past as they discover relevant connections to their own present-day lives.

Instead of merely moving MOHAI's exhibits, we're creating new exhibits designed to redefine the way people view and interact with our local history. We want to challenge visitors to see the region — and their own relationship with it — through a new lens. MOHAI at Lake Union puts our visitors first in every exhibit we design.

**Fresh new exhibits that inform, inspire and challenge.**

Imagine walking through the doors of the new MOHAI and finding five 40-foot tall towers rising up past the second-floor mezzanine, each representing a different theme in Seattle's never-ending march to reinvent itself. The effect is both visually arresting and welcoming.

Perhaps you'll be drawn first to the tower of old-growth trees representing the Central Puget Sound's wealth of natural resources. Or maybe it will be the tower portraying all the different peoples who have helped shape the region in their own unique way. You'll also see the stories of industries such as logging, ship building and aerospace that have helped Seattle grow into a world leader. Another tower tells the story of Seattle's penchant for forward-thinking innovation and creativity, highlighted with animated sketches of the Space Needle. The final tower focuses on technology and the virtual world, marked by companies such as Microsoft and Amazon, signifying that our region's culture of intellectual curiosity is today's most valuable resource.

On the upper level you move through a narrative chronology of the region that offers surprising insights to inspire and challenge visitors to interpret Seattle in ways that are relevant to them.

The new MOHAI invites people to fully immerse themselves in the stories and artifacts in an active way. Innovative new exhibits create a dialogue with our guests by empowering them to share their opinions about Seattle's past and present-day condition. With everything from large-screen displays sharing insta-poll feedback directly from an exhibit, to links giving visitors a way to extend their experience beyond MOHAI's walls, the new MOHAI fosters dialogue so visitors are more deeply connected to their community today.

Of all the core audiences we're working to inspire at MOHAI, perhaps none is more important than the 10,000 to 15,000 K–12 students who visit each year as part of their classroom curriculum. We know that when we help students actually *feel* the region's history, they come away with a deeper appreciation for this place and for the people they share their lives with today.

To that end, our new exhibits enlist interactive computer screens, multimedia theaters and numerous other electronic tools. However, technology alone is not the answer. The new MOHAI is more about providing a personal immersion into our region's history and less about providing merely a point-and-click experience.

**Bringing people together through reflections on our past.**

The new MOHAI at Lake Union is a center for exploring and interpreting Seattle's past, present and future that is sure to be a new source of pride in our own community and beyond.

MOHAI's real civic contribution is about more than showcasing the region's cultural and economic contributions on a local and global scale. MOHAI gives visitors a rare opportunity to see how their own lives are a part of the unfolding history of the city they have come to explore.

**From urgent need comes great inspiration.**

The impetus behind MOHAI's move to Lake Union Park is the scheduled widening of SR-520 and the proposed demolition of MOHAI's current site. In anticipation of this move, we at MOHAI have been reviewing our fundamental role in the community, asking ourselves hard questions about how the museum can make greater civic contributions as we move forward.

To help redefine our role as a history museum, we first had to ask ourselves what the people of this region would lose if MOHAI ceased to exist. Is MOHAI's purpose to educate and entertain, or does it serve a deeper, more vital role in helping people form a lasting personal connection to this city and this area? If the latter, how effective is MOHAI in linking visitors to Seattle's past? Are our exhibits contemporary? Do they communicate what it was like to live here 100 or 200 years ago? And most importantly, does a visit to MOHAI effectively communicate what it means to live in Seattle *today*?

Answering these questions has led to a comprehensive plan for revitalizing how MOHAI shares the regional history of Seattle with an ever-growing population. Our goal is to reshape what it means to be the history museum of the Central Puget Sound area by giving visitors a way to define their relationship with this place and its people on their own terms. Moving to Lake Union Park is the first step in fulfilling this goal, and we ask your support in bringing this vision to life.

**Join our capital campaign to reinvent MOHAI.**

In order to open the doors to the new MOHAI at Lake Union Park in 2012 as scheduled, we need your help.

Our plans are aggressive, to be sure. First, we'll completely restore and remodel the interior of the Armory in preparation for our exhibits. As a treasured Seattle landmark, the Naval Reserve Building at Lake Union Park requires a great deal of work to bring it up to today's safety codes, and to provide other upgrades such as disability access.

Next comes the exciting work of designing, building and installing the many new exhibits destined to become hallmarks of Seattle's story for years to come. The MOHAI Board of Trustees has already approved the conceptual plans for how we will help bring the history of the region to life in ways that are relevant to every guest, whether student, long-time resident, area newcomer or out-of-town visitor.

MOHAI's third (and most immediate) challenge is raising the funds needed to complete our vision, including an increased endowment to ensure the museum's long-term sustainability. As you will see from the following tables, making the new MOHAI at Lake Union Park a reality is projected to cost \$60 million. Of that, we plan to raise \$25 million in a capital campaign.

**EXPENSES**

Item		Cost
Institutional Dev/Project Expenses		\$3,450,000
Shell and Core Improvements		\$20,058,362
FFE, Tenant Improvements		\$9,110,000
Endowment		\$8,000,000
Exhibits and Media		\$15,160,000
Jumpstart Capacity Building Campaign Initiatives		\$657,831
Campaign Expenses		\$1,750,000
Project Reserves		\$1,210,000
Operating Reserve		\$1,320,000
TOTAL		\$60,716,193

**INCOME**

Constituency	Goal	Grand Total
Montlake Compensation, Tax Credits, City	\$20,058,362	\$20,058,362
800 Pike Sale Campaign	\$15,000,000	\$15,000,000
Jumpstart Capacity Building Campaign	\$657,831	\$657,831
MOHAI at Lake Union Park Campaign	\$25,000,000	\$25,000,000
TOTAL		\$60,716,193

**Working to secure leadership gifts in 2009 and 2010.**

In order to begin working concurrently on the Armory remodel and the finalization of exhibit design plans, MOHAI is working to secure a significant portion of needed leadership gifts through 2010.

**Be a part of today's "Seattle Spirit."**

After Seattle's Great Fire in 1889 destroyed the mostly wood-and-canvas structures where Pioneer Square now stands, a surprising sense of optimism sprang forth, even among people who'd lost everything. City boosters bragged about the "Seattle Spirit" and the can-do attitudes of survivors rebuilding an even greater city out of more permanent brick and mortar. Creating the new MOHAI at Lake Union Park requires the same resolute spirit, and we cannot do it without your help. We hope you are as excited as we are to begin realizing the vision shared here. On behalf of the MOHAI staff and our board of trustees, thank you for your support.



## PROJECT AND CAMPAIGN BUDGET

### EXPENSES

Item	Cost
Institutional Dev/Project Expenses	\$3,450,000
Shell and Core Improvements**	\$20,058,362
FFE, Tenant Improvements	\$9,110,000
Endowment	\$8,000,000
Exhibits and Media	\$15,160,000
Jumpstart Capacity Building Campaign Initiatives	\$657,831
Campaign Expenses	\$1,750,000
Project Reserves	\$1,210,000
Operating Reserve	\$1,320,000
<b>TOTAL</b>	<b>\$60,716,193</b>

### INCOME

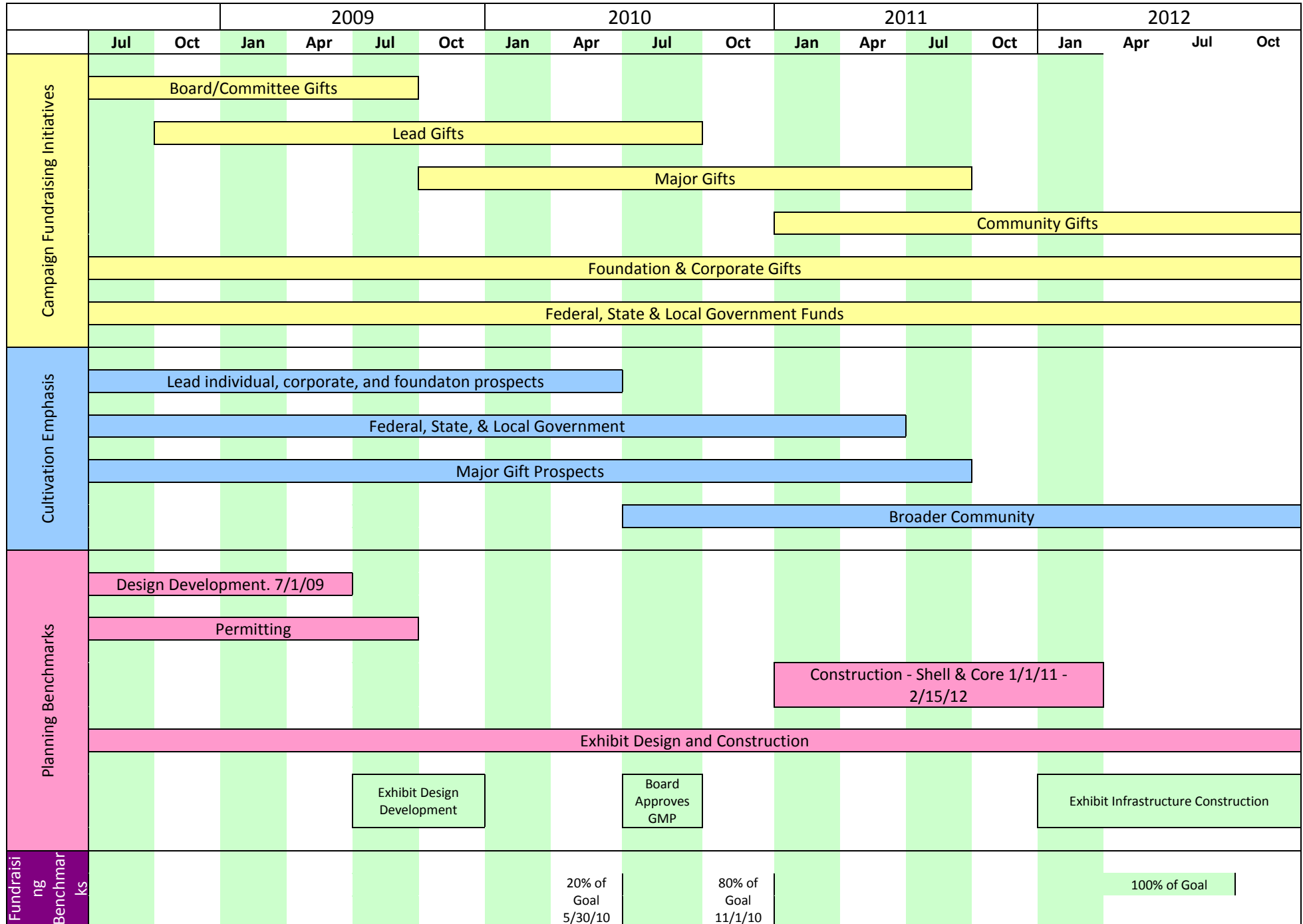
Constituency	Goal	Grand Total	Secured to Date	Balance Remaining	Pct Remaining
Montlake Compensation, Tax Credits, City	\$20,058,362	\$20,058,362	\$0	\$20,058,362	100%
<b>MOHAI @ LUP Campaign*</b>					
Board & Staff	\$1,500,000		\$1,094,500	\$405,500	27%
Foundations	\$4,500,000		\$245,000	\$4,255,000	95%
Business	\$2,250,000		\$500,000	\$1,750,000	78%
Individuals	\$12,000,000		\$195,000	\$11,805,000	98%
Government***	\$2,000,000		\$0	\$2,000,000	100%
Community Campaign	\$2,750,000		\$20,185	\$2,729,815	99%
<i>Subtotal</i>	<i>\$25,000,000</i>	<i>\$25,000,000</i>	<i>\$2,054,685</i>	<i>\$22,945,315</i>	<i>92%</i>
<b>Jumpstart Capacity Building Campaign*</b>	<b>\$657,831</b>	<b>\$657,831</b>	<b>\$657,831</b>	<b>\$0</b>	<b>0%</b>
<b>800 Pike Investment Campaign*</b>	<b>\$15,000,000</b>	<b>\$15,000,000</b>	<b>\$15,000,000</b>	<b>\$0</b>	<b>0%</b>
<b>TOTAL</b>	<b>\$60,716,193</b>	<b>\$60,716,193</b>	<b>\$17,712,516</b>	<b>\$43,003,677</b>	

\* Temporary and permanent recognition will be awarded to donors and the cumulative total of all gifts to any or all three campaigns

\*\* City of Seattle Shell & Core Investment figures are only estimated at this point

\*\*\* \$335,000 pending with State of Washington

## PROJECT AND CAMPAIGN TIMELINE

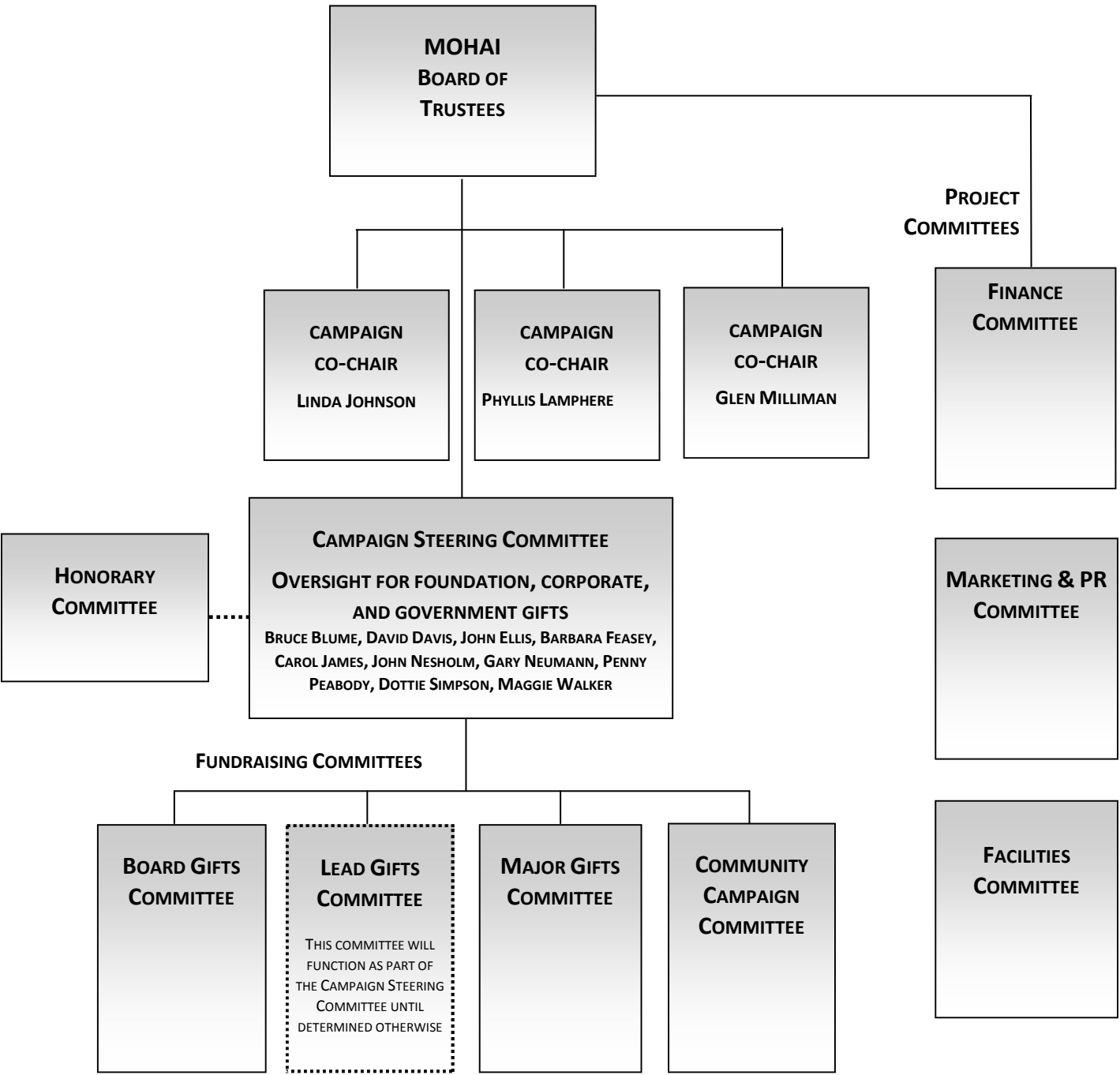


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## **Campaign Leadership and Strategy**

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# CAMPAIGN LEADERSHIP ORGANIZATIONAL CHART



## **CAMPAIGN COMMITTEE AND TASK FORCE CHAIRS**

<b>Campaign Co-Chairs</b>	Linda Johnson, Phyllis Lamphere, Glen Milliman
<b>Board Gifts Task Force</b>	Gary Neumann, <i>Chair</i>
<b>Finance Committee</b>	TBD, <i>Chair</i>
<b>Marketing and PR Committee</b>	TBD, Chair
<b>Facilities Committee</b>	TBD, Chair
<b>Lead Gifts Committee</b>	TBD, Chair
<b>Major Gifts Committee</b>	TBD, Chair
<b>Community Campaign Committee</b>	TBD, Chair

## CAMPAIGN LEADERSHIP AND PROJECT TEAM

### BOARD OF TRUSTEES

Jerry Vandenberg <i>Co-President</i>	Andrew Bor
Maggie Walker <i>Co-President</i>	Sandra Boyd
Jeff Peace <i>Chairperson</i>	Adrian Hanauer
Aaron Kornblum <i>Vice President</i>	Linda Johnson
Phyllis Lamphere <i>Vice President</i>	David Jones
Don Rule <i>Vice President</i>	Eileen A. Kato
Jim Rupp <i>Vice President</i>	Susan Kernes
Van Strom <i>Vice President</i>	Susan B. Lindsay, PhD
Marcia Williams, PhD, MPH <i>Vice President</i>	Hubert Locke
Gary Neumann <i>Treasurer</i>	James Schlueter
Delney Hilen <i>Secretary</i>	Bill Stafford
	Kenton Thurman
	Col. Carl B. Lind <i>Director Emeritus</i>
	James Bell <i>Ex Officio Trustee</i>
	Chuck Fowler <i>Ex Officio Trustee</i>

**CAMPAIGN STEERING COMMITTEE**

Bruce Blume  
David Davis  
Barbara Feasey  
Carol James  
Linda Johnson  
John Nesholm  
Gary Neumann  
Penny Peabody  
Dottie Simpson  
Maggie Walker

**BOARD GIFTS TASK FORCE**

Jeff Peace  
Delney Hilen

**FINANCE COMMITTEE**

**COMMUNICATIONS COMMITTEE**

**FACILITIES COMMITTEE**

**LEAD GIFTS COMMITTEE**

**MAJOR GIFTS COMMITTEE**

**COMMUNITY CAMPAIGN COMMITTEE**

## **PROJECT TEAM**

### **The Collins Group:**

Kate Roosevelt, CFRE, Vice President

Jim Hopper, CFRE, Principal

Mandi Moshay, Project Coordinator

### **MOHAI Staff:**

Leonard Garfield, Executive Director

Elaine Èthier, Director of Institutional  
Advancement

Darby Riley, Development Associate

### **Key Consultants:**

Kathy Scanlan, Cedar River Group

Mike Stanley, Seneca Group

Andrea Weatherhead, Weatherhead Experience Design Group

Sam Miller, LMN Architects



## **CAMPAIGN ASSUMPTIONS**

**Fundraising will emphasize best practices of major gifts fundraising to build the momentum needed for success.**

The campaign will be successful by acceptance and implementation of the best practices of major gifts fundraising. This means providing donors with all possible information, relying on donors to come to decisions about a gift as a result of this information, and developing relationship with donors to help ensure a continuing dialogue between MOHAI and the donor. Every donor will be treated as their own campaign with strategies, approaches, and information specifically designed around their interests and values.

**Despite current economic and political conditions, donors will still support well-conceived, significant projects that correspond to their values.**

Donors continue to support projects that correspond to their interests and values. While some donors have reduced their giving compared to a few years ago, organizations that work hard to garner support continue to attract generous gifts. MOHAI has the history and strength needed to succeed in this environment.

**High-level volunteers will lead the fundraising effort as campaign chairs and primary solicitors.**

This campaign will attract high-level volunteers willing to join board members in providing visible, effective leadership and in cultivating and soliciting donors. While counsel and staff will participate in all fundraising activities, the campaign will not succeed without enthusiastic and active volunteer participation.

**Gifts from all sources will require personal meetings for cultivation and solicitation.**

Volunteers will be required to meet with all categories of donors, whether they are individuals, corporations, or foundations. To communicate the importance of the project most effectively, volunteers will need to make their case in person, giving them the ability to respond to the potential donor's questions, demonstrate the strong leadership for the campaign, and know directly the potential donor's response.

**Solicitors will request specific amounts.**

Most donors expect and appreciate requests for a specific amount. Every effort will be made to make respectful requests based on careful research and preparation.

**Board gifts must come first.**

MOHAI's Board of Trustees must demonstrate the importance of this campaign through 100% participation and personally significant stretch gifts. This level of commitment signals the project's credibility and the unequivocal commitment of MOHAI's leadership.

**The campaign must create credible benchmarks and challenges to motivate action by volunteers and donors.**

Fundraising benchmarks will be tied to project benchmarks and challenge grant periods throughout the campaign to create credible urgency and momentum

**MOHAI has a wide range of supporters who admire its programs; they will be the most likely initial donors.**

While the campaign will undoubtedly unearth new donors, the first people to support the campaign will already be familiar with MOHAI. Identification, cultivation, and solicitation of new prospects will require time and should be undertaken by MOHAI's current leaders.

**Public awareness efforts create an excellent environment in which to raise funds; they do not attract money on their own.**

Through the efforts of the Public Relations Committee, MOHAI will have a creative and far-reaching public relations campaign to build awareness of the capital campaign. These efforts will not attract additional dollars without aggressive and continuing volunteer, staff, and campaign counsel efforts.

**MOHAI will recognize donors with naming opportunities or other permanent marks of their gifts.**

MOHAI will find appropriate ways to recognize gifts. While most people do not give gifts solely because of recognition, it provides a powerful incentive for raising gift levels.

## PR/MARKETING STRATEGY

FOCUS	RESPONSIBLE PARTY	WHEN IT IS NEEDED IN CAMPAIGN	AUDIENCE/NOTES
<b>Communication Strategy</b>			
<b>Project &amp; Campaign Budget</b>		Q2 2008	All donors Scope of campaign
<b>Communications Plan</b>	MOHAI	Q3 2008	All donors
<b>Case for Support</b>	Draft: Review:	Mid Q2 2008	<p>A comprehensive description of the campaign illustrating:</p> <ul style="list-style-type: none"> <li>• Community need</li> <li>• Movement/momentum</li> <li>• Worthiness for significant gifts</li> <li>• Once in a lifetime</li> <li>• Important community investment</li> </ul> <p>A case encyclopedia to be drawn upon for information in the development of campaign messaging and materials.</p>
<b>Communications Counsel Selection</b>	MOHAI	RFP Early Q2 2008	Firm: - WongDoody
<b>Communication Methods</b>			
<b>Campaign Theme</b> <ul style="list-style-type: none"> <li>• Positioning</li> <li>• Mark</li> </ul>	MOHAI	Q3 2008	Overall campaign: to establish MOHAI's goals as central to community needs.
<b>Campaign Design Package</b> <ul style="list-style-type: none"> <li>• Stationary, notecards, etc.</li> </ul>	MOHAI	Q3 2008	<p>All donors and leadership prospects</p> <p>Donor stewardship/moves management</p>

FOCUS	RESPONSIBLE PARTY	WHEN IT IS NEEDED IN CAMPAIGN	AUDIENCE/PURPOSE
<b>Communication Methods cont.</b>			
<b>Campaign Newsletter</b> <ul style="list-style-type: none"> <li>Hard copy and e-news</li> <li>Internal campaign volunteer update</li> </ul>	Themes & strategies:  Write/Produce/Distribute	Q3 2009	All volunteers, donors & prospects under cultivation  General: Information & excitement (people involved, project components, fundraising activities) Specific focus as needed
<b>Website</b> <ul style="list-style-type: none"> <li>MOHAI Website</li> <li>Campaign Website</li> </ul>	MOHAI	Q4 2009	All donors  Information, excitement Further research for donors Info on specific clubs in campaign Online Giving
<b>PowerPoint Presentation</b>		Q3 2009	For prospective donors, speakers bureaus, misc presentations
<b>Video / Multimedia</b>		2010/2011	All donors, audience – consider multimedia presentations citywide during “dark” move phase
<b>Event/Location Materials (flyers, banners, poster board)</b>	Strategy: Production:	Q4 2010	Specific audiences General: Information & excitement
<b>Solicitation Tools/Materials</b>			
<b>Board Decision Booklet</b>		Complete	All board members
<b>One-Pagers</b> (as leave behinds & to have available to support specific solicitations): <ul style="list-style-type: none"> <li>Summary Case statement</li> <li>FAQ</li> <li>Budget</li> <li>Timeline</li> <li>Naming Opps.</li> <li>Honor Roll</li> <li>Gift Chart/Campaign Report</li> <li>Campaign Leadership</li> <li>Pledge Card</li> <li>Pledge Schedule</li> <li>Architect Drawings</li> <li>Media articles reprints</li> </ul>	Draft: Review:	Q2 2008	All leadership & major donor prospects  Snapshot of key messages  Use in Prospectus and as stand-alone “leave behinds”  Influence giving
<b>Viewbook</b>	Design: Write:	Q2 2008	Individual lead gift prospects, will be created in a similar

	Review:		manner as the Board Decision Booklet
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FOCUS	RESPONSIBLE PARTY	WHEN IT IS NEEDED IN CAMPAIGN	AUDIENCE/PURPOSE
<b>Solicitation Tools/Materials cont.</b>			
<b>Major Gifts Brochure</b> (case, call to action)	Design: Write: Review:	Q2 2009	Prospects of >\$10K Support volunteers
<b>Community Campaign Brochure</b>	Design: Write: Review:	Q4 2010 / Q1 2011 Depending on opening	Broaden the base Simplify message Ways of giving/premiums for \$ to \$ gifts.
<b>Comprehensive Donor Recognition</b>			
<b>Campaign Mementos</b>	Strategy: Choice: Final:	TBD – not likely before mid 2011	All donors/events “Join the club” recognition Builds sense of belonging and excitement
<b>Permanent Donor Recognition: Walls</b>	Strategy: Choice: Final:	TBD ~2010 – At opening, but in cooperation with the architects/designers	All donors above \$ K Demonstrates “giving” culture Maximize gifts Public recognition
<b>Honor Roll</b>	Strategy: Production:	Q2 2009	All donors Public recognition Influence & maximize gifts
<b>Naming Opportunities</b> • Master List	Strategy: Production:	Q2 2009	Influence largest gifts

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## **Fundraising Strategy**

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**PROFILE OF GIFTS NEEDED  
TO RAISE \$25 MILLION**

<b>Gift Size</b>	<b># of Gifts Needed</b>	<b>Category Goals</b>	<b>Cumulative Goals</b>	<b>% of Total</b>
<b>Lead Gifts</b>				
\$1,000,000	6	\$6,000,000	\$6,000,000	
\$750,000	2	\$1,500,000	\$7,500,000	
\$500,000	7	\$3,500,000	\$11,000,000	
\$250,000	11	\$2,750,000	\$13,750,000	
\$100,000	22	\$2,200,000	\$15,950,000	
<b>Subtotal</b>	<b>48</b>	<b>\$15,950,000</b>	<b>\$15,950,000</b>	<b>64%</b>
<b>Major Gifts</b>				
\$75,000	18	\$1,350,000	\$17,300,000	
\$50,000	44	\$2,200,000	\$19,500,000	
\$25,000	68	\$1,700,000	\$21,200,000	
\$10,000	105	\$1,050,000	\$22,250,000	
<b>Subtotal</b>	<b>235</b>	<b>\$6,300,000</b>	<b>\$22,250,000</b>	<b>89%</b>
<b>Community Gifts</b>				
\$5,000	320	\$1,600,000	\$23,850,000	
up to \$5,000	1000+	\$1,150,000	\$25,000,000	
<b>Subtotal</b>	<b>1320+</b>	<b>\$2,750,000</b>	<b>\$25,000,000</b>	<b>100%</b>
<b>TOTALS</b>	<b>1603</b>	<b>\$25,000,000</b>	<b>\$25,000,000</b>	<b>100%</b>

## CAMPAIGN ATTITUDES

### **Key Attitudes to ensure success**

To succeed as a volunteer within a campaign, you must maintain a relentlessly upbeat attitude. Once you start thinking a campaign will fail, it will.

#### **Key attitude #1: Giving is joyful**

It's easy to fall into the idea that giving is an imposition – something people do against their will and resent. But you know that isn't true...People give because it expresses their deepest values and desires. The result of a gift is joy to the person who gives.

#### **Key Attitude #2: Fundraising is an ethical and admirable enterprise**

Somehow, although we gladly give money, we fear that asking for money is unethical. We think of boiler room operations and the dinner-time phone calls...however, if you ask the right way, you will never, ever have to compromise your personal ethics.

#### **Key Attitude #3: People who raise money are the luckiest people in the world**

Many people think that asking for contributions will lose them friends or alienate them from their community. Fortunately, reality doesn't bear out those fears. **Men and women who raise money for community priorities become heroes, setting themselves apart as fearless, selfless and brave. They do something wonderful – create better communities.**

#### **Key Attitude #4: You're not asking for yourself**

When you're part of a campaign, it is too easy to equate what you're doing with begging. In fact, you are serving only as a conduit for the organization, not acting out of self-interest.

#### **Key Attitude #5: No one will do something unless they want to**

People in today's world are sophisticated about charitable giving and their own personal priorities. They won't give to something they don't believe in and they will never give more than they can afford. You are serving as a matchmaker, establishing connection between your friend and a case he might find joy in supporting. Your friend has free will and you will not lead him or her astray. *On the other hand, they can't give if they're not asked.*

#### **Key Attitude #6: The Campaign is going to succeed**

If you can focus on your feeling of accomplishment at the campaign's completion and imagine the satisfaction you'll feel at having played a role in the project's success, you will do better



than if you focus on failure.

Communities band together to follow the initiative of those brave enough to lead. You provide the magic ingredient of leadership that creates a catalytic effect on others.

*Excerpted from: Capital Campaigns: A guide for board members and others who aren't professional fundraisers but will be the heroes who create a better community Stuart R. Grover, Ph.D., © 2006*

## PROFILE OF GIFTS BY CONSTITUENT GROUP

CONSTITUENCY GROUP	GOAL	% OF OVERALL GOAL
Board of Trustees/Staff	\$1,500,000	6%
Individuals: Lead Gifts	\$8,000,000	32%
Individuals: Major Gifts	\$4,000,000	16%
Corporations	\$2,250,000	9%
Foundations	\$4,500,000	18%
Government	\$2,000,000	8%
Community Campaign	\$2,750,000	11%
<b>TOTAL GOAL</b>	<b>\$25,000,000</b>	<b>100%</b>

## CAMPAIGN FUNDRAISING PLAN SUMMARY

### SPECIFIC STRATEGIES BY CONSTITUENCY

#### BROAD SUPPORT IS REQUIRED FOR SUCCESS

A balanced campaign relies on leveraging several different natural constituency groups with specific goals, strategies and leadership for each. The goal is to make personal contacts in order to maximize each gift commensurate with the donor's commitment to the organization's future. Progress against goals will be evaluated throughout the campaign with adjustments made as opportunities and campaign strategies are more fully formed. Fundraising goals from the following broad constituent groups reflect the total amount of gifts to be secured throughout the campaign by specific fundraising committees:

- MOHAI Board of Trustees/Staff
- Individuals
- Corporations
- Foundations
- Community Campaign
- Government

Strategies for constituent groups are listed below, including the volunteer resources needed for each strategy, and a current assessment of each:

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#### **Board/Staff**

**Goal: \$1,500,000**

**February 2008 to February 2009**

*Strategy:* Significant stretch gifts from MOHAI's Board of Trustees and senior management team will set the tone for the overall campaign. A gift from every board member signals the organization's commitment to the campaign vision and relays confidence that the fundraising effort will be successful. In fact, several foundations and corporations will not fund a capital campaign until 100 percent board giving has been achieved. To motivate stretch giving and a \$1.5 million combined goal:

- The goal will include current board members and key staff to stretch support from those closest to the organization
- Prospective donors will be encouraged to make five-year pledges to maximize their gifts
- The campaign will emphasize the importance of 100 percent participation
- All board members, regardless of gift level, are respected for their gift

*Volunteer Leadership:* The Board/Staff Campaign is being led by a volunteer committee comprised of board members and key staff.

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**Individuals: Leadership Gifts: >\$100,000**

**Goal: \$8,000,000**

**April 2009 to November 2010**

*Strategy:* In line with national fundraising trends, the campaign can expect to receive the majority of its gifts from individuals, who are the greatest source of wealth. The campaign is being designed within a tiered-fundraising model. As such, we want to secure the largest gifts early in the campaign, to ensure adequate funding is in place when construction begins. Initial solicitations will focus on gifts of \$500,000 and greater, while donors at lower levels are receiving ongoing cultivation. Opportunities for permanent naming recognition will be available to lead donors who desire it.

Prospective donor groups include:

- Seattle philanthropists
- Long-time MOHAI supporters
- Former board members
- Heritage Guild members
- Advisory Council members
- Leading civic leaders
- Multigenerational families, where appropriate, to emphasize the campaign's significant impact on the community and families

*Volunteer Leadership:* For the first year of the campaign, Lead Gifts will be solicited by the Campaign Steering Committee. At the end of the first year, at the time when emphasis may shift to Major Gifts, a specific Lead Gifts Committee who will support the campaign at a lead gift level as well as assist in securing gifts from others at a lead gift level may be separated out from the Steering Committee.

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**Individuals: Major Gifts: \$10,000 – \$99,000**

**Goal \$4,000,000**

**October 2009 to March 2011**

*Strategy:* Individuals will be personally solicited to make gifts of \$10,000 to \$99,999. Individuals at this level will represent both those with a great familiarity with MOHAI and also those less familiar but are willing to invest in MOHAI's future. Of particular interest will be developing out major gift strategies for younger donors. This will help build MOHAI's donor base and build relationships that over the long term, could leadership-gift-level donors in future fundraising campaigns for MOHAI.

*Volunteer Leadership:* Major Gifts will be solicited by the Major Gifts Committee, comprised of MOHAI volunteers as well as members of the community at large who will support the campaign at a major gift level as well as assist in securing gifts from others at a major gift level.

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**Foundations:**  
**April 2008 to June 2012**

**Goal \$4,500,000**

*Strategy:* The success of the foundation goal will be directly attributed to four things:

- Evidence of personal stretch commitments from the Board of Trustees;
- A solid, powerful and quantifiable case with evidence of responding to significant community needs with a cost-effective project;
- A powerful vision and;
- Most importantly, documented impact in serving diverse communities of people

Specific strategies will include building support from local and regional family foundations, leveraging relationships with individuals to build relationships with the funders. Furthermore, community campaign fundraising may benefit from a challenge grant from a larger national or regional foundation.

*Volunteer Leadership:* Support from foundations will be lead primarily by MOHAI staff, with volunteer assistance used to help open doors to foundations or individuals connected with foundations, as well as spokespersons for the campaign.

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**Corporations:**  
**April 2008 to June 2012**

**Goal: \$2,250,000**

*Strategy:* As the Museum of History & Industry, MOHAI tells the stories of the tremendous impact that industry has had on the Puget Sound. As they do with the annual History Makers Gala, corporations will want to participate in this campaign to celebrate their own history. Others will have a vested interest in the future of the South Lake Union area, to provide for cultural amenities and attract and retain employees. Still more corporate citizens have a vested interest in promoting a high quality of life for all residents of the Puget Sound in order to build a healthy environment for successful business. This campaign will be positioned a worthy investment with a significant return to the community. Corporate participation will be solicited with the following areas of focus:

- **Corporate Gifts:** Large and mid-size corporations alike will be approached to support this project with a leadership gift.

- **Small Businesses:** Since 80 percent of all businesses in the country are “small” businesses, small businesses will be approached through unique strategies in the major gifts and community campaign

*Volunteer Leadership:* Gifts from businesses and strategies related to cultivating and soliciting businesses with face-to-face asks will be supported by members of the Lead and Major Gifts Committees, or may be divided into a special corporate gifts solicitation committee. Further a broader appeal to small business in the South Lake Union neighborhood may have unique task force leadership during the community campaign.

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**Community Campaign:**  
**January 2011 to June 2012**

**Goal: \$2,750,000**

*Strategy:* The community campaign phase is designed to close the campaign with maximum community participation, “ownership” by giving, an expanded donor base, larger membership base, and a new understanding of MOHAI’s mission and goals. This campaign may be leveraged by a challenge grant to drive the completion of the campaign on time and on budget. The community campaign will pair campaign fundraising with annual fundraising through a strategic, high touch, phone-mail campaign.

*Volunteer Leadership:* A Community Campaign Committee will strategize methods of securing broad based public support for the campaign. Smaller task forces may be convened to support specific fundraising activities.

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**Government:**  
**February 2008 to June 2012**

**Goal \$2,000,000**

*Strategy:* Strengths for this project are the long-standing government relationships and MOHAI’s solid reputation. This project will solicit state and federal appropriations, as well as competitive state granting opportunities for cultural facilities.

In addition to the leadership-level support of the City of Seattle, we will be soliciting county, state, and federal funding.

*Volunteer Leadership:* Support from government will be lead primarily by MOHAI staff, with volunteer assistance used to help evaluate strategies, open doors to legislators, as well as spokespersons for the campaign.

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# **MOHAI CAPITAL CAMPAIGN**

## **DONOR RECOGNITION AND STEWARDSHIP POLICY**

### **POLICY STATEMENT**

Donor recognition opportunities can build community support for the new MOHAI and help motivate people to give generously. We believe donor recognition is important for three reasons:

- As a public “thank you” to donors;
- As a motivator for the original donation and for donations in the future; and
- As a way to distinguish this project from others.

There are many opportunities for donors to give to capital and endowment campaigns. Thus, appropriate and tasteful naming opportunities can help secure donations for our effort.

We recommend that donor recognition and permanent naming opportunities reflect the mission and values of MOHAI and be discrete and subtle by nature. Donors will be given discretion in determining the appropriate language for naming opportunities they select.

**The Board of Trustees, in consultation with the Campaign Steering Committee, will have ultimate authority for approving all named gifts and may decide to decline a named gift if it is deemed inappropriate.**

**This policy, especially our goals for permanent recognition, will be reviewed with the City of Seattle to make sure they are consistent with the spirit and legal parameters established by the City.**

### **DONOR STEWARDSHIP**

Guidelines are being created to acknowledge campaign donors in a timely and appropriate manner, update donors on campaign/project progress, and involve donors in the MOHAI family over the long term.

One example of these guidelines follows describing steps to be taken after receipt of a campaign gift:

- written thank you note from office within 48 hours
- written thank you note or phone call from Board/Steering committee members

#### **Donor Recognition Values**

- Honor and support the design approach/philosophy for the new location, including the historic elements of the Armory
- Convey the spirit and vision of MOHAI at Lake Union Park.
- Acknowledge the early and ongoing support of donors who supported the purchase of 800 Pike and the JumpStart Capacity Building initiative

- Convey personal commitment and history
- Demonstrate intergenerational support
- Symbolize the organization's history and permanence in the community
- Recognize that every gift is important - be inclusive
- Avoid commercialism

#### **BASIC OUTLINE FOR DONOR RECOGNITION OPPORTUNITIES**

<b>Gift Levels</b>	<b>Number of Gifts</b>	<b>Recognition</b>
\$250,000 and above	26	Permanent space naming, plus all benefits listed below
\$100,000 - \$249,999	22	Permanent group recognition in a prominent space, plus all benefits listed below
\$50,000 - \$99,999	62	Permanent group recognition in a unique space, plus all benefits listed below
\$10, 000 and above	173+	Permanent recognition on campaign donor wall, plus all benefits listed below (design and font size will distinguish donors at different gift levels)
\$1,000 - \$9,999	appx 1,300	Permanent recognition in a method to be determined, plus all benefits listed below
ALL DONORS		Listing on campaign donor honor roll Listing in campaign newsletter Signage at grand opening Listing in special edition of Old News Listing in special campaign publications



## Capital Campaign Funds Analysis

6/1/2009

Fund	No. Donors	Avg/Donor	No. Gifts	Avg/Gifts	Total Given	Goal	Over(Under)	%Goal
Cap Board & Staff	25	\$41,580.00	34	\$30,573.53	\$1,039,500.00	\$1,500,000.00	(\$460,500.00)	69.30%
Cap Community	4	\$5,046.24	4	\$5,046.24	\$20,184.95	\$2,750,000.00	(\$2,729,815.05)	0.73%
Cap Corporation	1	\$500,000.00	2	\$250,000.00	\$500,000.00	\$2,250,000.00	(\$1,750,000.00)	22.22%
Cap Foundations	1	\$200,000.00	1	\$200,000.00	\$200,000.00	\$4,500,000.00	(\$4,300,000.00)	4.44%
Cap Government	0	\$0.00	0	\$0.00	\$0.00	\$2,000,000.00	(\$2,000,000.00)	0.00%
Cap Ind Lead	1	\$100,000.00	2	\$50,000.00	\$100,000.00	\$8,000,000.00	(\$7,900,000.00)	1.50%
Cap Ind Major	2	\$30,000.00	3	\$20,000.00	\$60,000.00	\$4,000,000.00	(\$3,940,000.00)	1.25%
Cap. Verbal	4	\$16,250.00	4	\$16,250.00	\$65,000.00	\$0.00	\$65,000.00	0.00%
<b>GRAND TOTALS:</b>	<b>38</b>	<b>\$52,228.55</b>	<b>50</b>	<b>\$39,693.70</b>	<b>\$1,984,684.95</b>	<b>\$25,000,000.00</b>	<b>(\$23,015,315.05)</b>	<b>7.94%</b>
<b>Actual Counts:</b>	<b>37</b>	<b>\$53,640.13</b>	<b>50</b>	<b>\$39,693.70</b>				

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## **Appendices and Additional Resources**

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## **BOARD RESOLUTION OF SUPPORT**

### **ADOPTED BY THE MOHAI BOARD OF TRUSTEES - MAY 2007**

The MOHAI Board of Trustees resolves to move forward with the Lake Union Park project, and not be overly cautious nor hesitate on this project.

## **CAMPAIGN GIFT SUMMARY**

Your total unrestricted pledge will be recorded, yet payment can be made or deferred in several ways as follows:

### **Single Cash Gift**

- Gifts can be via check or credit card

### **Over Time**

- Periodic payments (monthly, quarterly, semi-annually, annually)
- Up to three to five years to fulfill pledge commitment

### **Gifts of Marketable Securities**

- Recorded at current market value
- Immediate tax deduction based on market value for securities held longer than one year
- Avoid capital gains tax payable if you sold the stock and made a cash gift

### **Employer Matched Gift**

- May be combined with any of the preceding options to create a larger total gift
- All gifts are tax deductible for both you and your employer
- Corporate forms are generally available from Human Resources departments

### **Planned or Deferred Gifts**

- Charitable Remainder Trusts
- Life Insurance Gifts
- Should be discussed with personal financial and tax advisors
- Extremely confidential

### **Stock Transfer Information**

- If your broker holds the security for your account, instruct them to electronically transfer – known as “DTC” – the securities to MOHAI’s account, using the information below
- Make stock payable to: MOHAI, Tax ID# 91-0513034
- To transfer to our main account at 01-100-0274787, our DTC number is 955
- Please forward a letter regarding this stock transaction to MOHAI

Contact Elaine Èthier at 206-324-1126 ext 14 or [elaine.ethier@seattlehistory.org](mailto:elaine.ethier@seattlehistory.org) if you have any questions.

## STOCK DONATION INSTRUCTIONS

Please follow the instructions below for transferring securities to MOHAI. Contact MOHAI's Development Office at (206) 324-1126 if you have any questions.

### **A) If your broker holds the security for your account, follow these steps:**

- 1) Instruct your broker to electronically transfer the securities to the Museum of History & Industry's account, using the following information:

- a) Make stock payable to: **Museum of History & Industry**  
**Tax ID#: 91-0513034**
- b) Send stock to: **Bank of America**  
Depository Trust Corporation #: **DTC Participant #955**  
Museum's Account Number: **01-100-0274787**  
**N/O Museum of History & Industry**

- c) Contact information for the Museum's account:  
**Bank of America**  
**Nancy L. Atkinson**  
**206-358-0912**  
[nancy.l.atkinson@bankofamerica.com](mailto:nancy.l.atkinson@bankofamerica.com)

- 2) Contact (or have your broker contact) MOHAI's Development Office at (206) 324-1126 and inform us of the transfer details (including the name of the stock and number of shares). This will help MOHAI ensure proper processing of your contribution.

**B) If you have the stock certificates in your possession**, send the unendorsed stock certificates and a signed stock power (available from your broker) *in separate envelopes* to the Museum of History & Industry, 2700 24<sup>th</sup> Ave E, Seattle, WA 98112. The gift is complete as of the postmark date of the later envelope.

### POSSIBLE SCHEDULE FOR FIVE-YEAR PLEDGES

Gift Level	Yearly Payments/ 5 Years	20 Quarterly Payments	60 Monthly Payments
\$1,000,000	\$200,000	\$50,000	\$16,666
\$500,000	\$100,000	\$25,000	\$8,333
\$250,000	\$50,000	\$12,500	\$4,166
\$100,000	\$20,000	\$5,000	\$1,666
\$50,000	\$10,000	\$2,500	\$833
\$25,000	\$5,000	\$1,250	\$416
\$10,000	\$2,000	\$500	\$166
\$5,000	\$1,000	\$250	\$83
\$1,000	\$200	\$50	\$17

### POSSIBLE SCHEDULE FOR THREE-YEAR PLEDGES

Gift Level	Yearly Payments/ 3 Years	12 Quarterly Payments	36 Monthly Payments
\$1,000,000	\$333,333	\$83,333	\$27,778
\$500,000	\$166,667	\$41,667	\$13,889
\$250,000	\$83,333	\$20,833	\$6,944
\$100,000	\$33,333	\$8,333	\$2,778
\$50,000	\$16,667	\$4,167	\$1,389
\$25,000	\$8,333	\$2,083	\$694
\$10,000	\$3,333	\$833	\$278
\$5,000	\$1,667	\$417	\$139
\$1,000	\$333	\$83	\$28



## SAMPLE PLEDGE FORM

### CAPITAL CAMPAIGN GIFT

**DONOR INFORMATION** (please type or print)

Date: \_\_\_\_\_

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_

TELEPHONE (HOME) \_\_\_\_\_ BUSINESS \_\_\_\_\_ FAX \_\_\_\_\_ EMAIL \_\_\_\_\_

### PLEDGE INFORMATION

In consideration of the gifts of others, I (we) hereby contribute cash and/or assets to Museum of History & Industry.

I (we) pledge a total of \$ \_\_\_\_\_ enclosed \$ \_\_\_\_\_ pledged \$ \_\_\_\_\_

Please bill me beginning \_\_\_\_\_ and thereafter ☐ monthly ☐ quarterly ☐ yearly ☐ other \_\_\_\_\_

I (we) wish to have this donation spread over ☐ 1 ☐ 2 ☐ 3 years(s) ☐ other \_\_\_\_\_

My gift will be matched by \_\_\_\_\_  
company/foundation/family.

☐ Form enclosed ☐ Form will be forwarded

☐ I (we) would like information on including Museum of History & Industry in my (our) will/estate planning.

### CONTRIBUTION FORM

I (we) plan to make my (our) contribution in the form of ☐ cash ☐ check ☐ charge ☐ stock ☐ property ☐ other \_\_\_\_\_

Please charge my credit card (circle one) VISA / MC number \_\_\_\_\_ exp. date \_\_\_\_\_

Authorized signature \_\_\_\_\_

**LISTING** (Donors will be recognized in campaign materials unless an anonymous gift is requested).

Please use the following names(s) in all acknowledgments \_\_\_\_\_

Signature(s) \_\_\_\_\_ Date \_\_\_\_\_

Please make checks, corporate matches, and stock transfers payable to: Museum of History & Industry

Donations are tax-deductible to the extent allowed by the law.

Mail your pledge to: 2700 24th Ave East, Seattle, WA 98112

For more information, contact Elaine Ethier, Director of Institutional Advancement

Phone (206) 324-1685x14 • fax (206) 324-1346 • elaine.ethier@seattlehistory.org • www.seattlehistory.org

## COMMITTEE JOB DESCRIPTIONS

### ***CAMPAIGN STEERING COMMITTEE***

#### ***JOB DESCRIPTION***

**Timeline:**

**Expectations:**

Work with a team of two to three campaign co-chairs, staff, fundraising counsel, and a network of community volunteers to *lead* the capital campaign:

- Help establish and monitor campaign policies and progress
- Identify and recruit additional campaign leadership
- Play a key role in a campaign sub-committee or task force
- Identify potential donors, open doors and/or approach peers for campaign gifts
- Make a campaign gift that is of significance to you
- Maintain regular contact with staff and counsel to preserve momentum
- Be a constant, positive representative for the campaign

**Membership:**

The full steering committee consists of 15 to 20 volunteer leaders. This group will be supported by a sub-committee structure involving as many as 25 to 50 campaign volunteers.

**Time Commitment:**

The full steering committee meets monthly. Approximately 1 ½ to three hours per month is required plus fundraising calls.

**Resources:**

The campaign is professionally organized and your efforts will be fully supported:

- *Training and Direction:* The Collins Group will provide fundraising training, strategy and experienced campaign counsel to maximize the potential of every gift.
- *Details and Deadlines:* Staff will offer support for meetings, visits and follow-up to help you complete your commitments. Staff and The Collins Group will prepare you for every activity.
- *Information:* Clear, concise and attractive campaign materials will help you explain the project effectively. The professional campaign team will keep you up to date on every aspect of the project.



**BOARD GIFTS TASK FORCE**  
**JOB DESCRIPTION**

**Timeline:**

**Expectations:**

The Board Gifts Task Force leads the Board Gifts Campaign, which will set the tone and expectations for the overall campaign with 100% participation and stretch giving from board members and senior staff members. Personally significant gifts from board and senior staff members will provide the best foundation for a successful campaign by demonstrating commitment to the project and its importance to the community. Task force members will work with campaign staff and The Collins Group to:

- Shape board campaign to establish stretch goal and 100% participation
- Identify appropriate, respectful request levels for board members to reach that goal
- Make stretch campaign gifts that are significant for them
- Approach peers for stretch campaign gifts
- Be a constant, positive representative for the campaign

**Membership:**

Chair, plus five to six additional board members, the Executive Director, and an additional senior staff member.

**Time Commitment:**

15-20 hours over a four-month period for task force meetings and personal solicitations of board members and senior staff

**Resources:**

The campaign is professionally organized and your efforts will be fully supported:

- *Training and Direction:* The Collins Group will provide fundraising training, strategy, and experienced campaign counsel to assist in maximizing the potential of every gift
- *Details and Deadlines:* Campaign staff will offer full support for meetings, visits, and follow-up to help you complete your commitments
- *Confidentiality:* The task force discussions will be entirely confidential and conducted in a respectful manner

## ***MARKETING AND PR JOB DESCRIPTION***

### **Timeline:**

### **Expectations:**

The PR/Marketing & Donor Recognition Committee will work with staff, volunteers, and professional fundraising counsel to develop gift acceptance policies and donor recognition guidelines, and guide the messages and visibility of the capital campaign in coordination with annual fundraising projects:

- Develop gift acceptance policies and donor recognition guidelines
- Advise on the development of a coordinated public relations/marketing plan to support the annual and capital fundraising drives
- Identify and recruit additional volunteers with expertise in communications, marketing, public relations, or media relations
- Advise on the development of campaign materials with an overall theme, look, and logo; including stationary items, presentation booklets, and a campaign brochure
- Identify and help approach sources for in-kind donations of related professional services and materials, for campaign and annual efforts
- Make a campaign gift that is of significance for you
- Participate in face-to-face solicitations
- Be a constant positive representative for the campaign

### **Membership:**

Board committee plus two to three outside community leaders

### **Time Commitment:**

Committee meetings as needed; the PR Committee chair also participates as a member of the Campaign Steering Committee which meets monthly for 1 ½ hours; additional time commitment includes one to three hours per month for solicitation calls.

### **Resources:**

The campaign is professionally organized and your efforts will be fully supported:

- *Training and Direction:* The Collins Group will provide fundraising training, strategy and experienced campaign counsel to maximize the potential of every gift.
- *Details and Deadlines:* Staff will offer support for meetings, visits and follow-up to help you complete your commitments. Staff and The Collins Group will prepare you for every activity.
- *Information:* Clear, concise and attractive campaign materials will help you explain the project effectively. The professional campaign team will keep you up to date on every aspect of the project.

***FACILITIES COMMITTEE***  
***JOB DESCRIPTION***

**Timeline:**

**Expectations:**

The Building Committee will work with staff, professional project consultants, a network of community volunteers, and professional fundraising counsel to:

- Oversee and monitor broad construction and service programming issues pertaining to the Project including;
  - Obtaining all discretionary public approvals for the proposed project.
  - Completion of full design and building plans and permitting in a timely fashion.
  - Selection of a project manager as appropriate.
  - Implementation of the most appropriate contracting process in accordance with funding source requirements.
- Support the work of other committees within the Campaign.
- Participate in and support the Campaign.

**Membership:**

**Time Commitment:**

Committee meets monthly for 1 to 1 ½ hours during the first months and then as needed throughout completion of the building project. Some special meetings may be required to ensure timely responses to project needs.

**Resources:**

The campaign is professionally organized and your efforts will be fully supported:

- *Training and Direction:* The Collins Group will provide fundraising training, strategy and experienced campaign counsel to maximize the potential of every gift.
- *Details and Deadlines:* Staff will offer support for meetings, visits and follow-up to help you complete your commitments. Staff and The Collins Group will prepare you for every activity.
- *Information:* Clear, concise and attractive campaign materials will help you explain the project effectively. The professional campaign team will keep you up to date on every aspect of the project.

**INDIVIDUAL LEAD GIFTS COMMITTEE**  
**JOB DESCRIPTION**

**Timeline:**

**Expectations:** Work with staff, professional fund-raising counsel and a network of other community volunteers at the inception of a capital campaign to:

- Identify potential \$100,000 + donors and approach them for early campaign gifts
- Make a campaign gift that is significant for you
- Maintain regular contact with staff and counsel to preserve momentum
- Be a constant, positive representative for the campaign

**Membership:** 4 to 6 community and business leaders. The Committee is an important arm of a committee structure involving as many as 80 to 100 campaign volunteers for hands-on work.

**Time Commitment:** Committee meets semi-monthly throughout the campaign's first several months.

**Resources:** The campaign is professionally organized and your efforts will be fully supported:

- *Training and direction:* The Collins Group will provide fund-raising training, strategy, and experienced campaign counsel.
- *Details and Deadlines:* The staff and The Collins Group will offer full support and preparation for any role you play.
- *Information:* Clear, concise and attractive campaign materials will help you explain the project effectively. The professional campaign team will keep you up to date on every aspect of the project.

**INDIVIDUAL MAJOR GIFTS COMMITTEE**  
**JOB DESCRIPTION**

**Timeline:**

**Expectations:** Work with staff, professional fund-raising counsel and a network of other community volunteers to secure gifts of \$        and up from prospective individual donors:

- Identify and approach additional committee leadership
- Work with staff and professional counsel to set strategy and goals for the individual gifts committee fund-raising drive
- Encourage other volunteers and hold them accountable for assignments
- Identify potential individual donors and approach peers for campaign gifts
- Make a campaign gift that is significant for you
- Maintain regular contact with staff and counsel to preserve momentum
- Be a constant, positive representative for the campaign

**Membership:** Eight to ten community members

**Time Commitment:** Committee meetings monthly from        to

**Resources:** The campaign is professionally organized and your efforts will be fully supported:

- *Training and direction:* The Collins Group will provide fund-raising training, strategy, and experienced campaign counsel.
- *Details and Deadlines:* The staff and The Collins Group will offer full support and preparation for any role you play.
- *Information:* Clear, concise and attractive campaign materials will help you explain the project effectively. The professional campaign team will keep you up to date on every aspect of the project.

***CAMPAIGN HONORARY COUNCIL***  
***JOB DESCRIPTION***

<b>Timeline:</b>	Fall 2009 – Opening (mid 2012)
<b>Expectations:</b>	<p>Contribute to the work of the standing Campaign Steering Committee, through time-limited, focused commitments that include:</p> <ul style="list-style-type: none"><li>• Identify potential donors, open doors and/or approach peers for campaign gifts</li><li>• Make a campaign gift that is of significance to you</li><li>• Be a constant, positive representative for the campaign</li></ul>
<b>Membership:</b>	The Campaign Honorary Council consists of 15 to 20 volunteer leaders.
<b>Time Commitment:</b>	The Campaign Honorary Council will meet in an informative social context up to two times per year. Approximately 1 ½ to three hours per quarter may be required, plus additional time for donor cultivation, as needed.
<b>Resources:</b>	<p>The campaign is professionally organized and your efforts will be fully supported:</p> <ul style="list-style-type: none"><li>• <i>Training and Direction:</i> The Collins Group will provide fundraising training, strategy and experienced campaign counsel to maximize the potential of every gift.</li><li>• <i>Details and Deadlines:</i> Staff will offer support for meetings, visits and follow-up to help you complete your commitments. Staff and The Collins Group will prepare you for every activity.</li><li>• <i>Information:</i> Clear, concise and attractive campaign materials will help you explain the project effectively. The professional campaign team will keep you up to date on every aspect of the project.</li></ul>