COMPREHENSIVE CAMPAIGNS

9:00 a.m. – 10:15 a.m.
The Rome Group
Ellen Howe, Managing Director
Ashley Holmes, Senior Consultant

Lyric Opera of Chicago
Elizabeth Hurley, Chief Development Officer

Cincinnati Opera
Sneja Tomassian, Chief Advancement Officer
Importance of Contributed Revenue

Source: Opera America Annual Field Report
National Trends

• Giving is Up!
  • $390 billion in 2016
  • Arts, culture, & humanities accounts for $18.21 billion of that

• Capital & comprehensive campaigns are driving bigger gifts and larger revenue

• Increased number of organizations conducting campaigns
A Local Snapshot

• 37 Campaigns in St. Louis reported to the Gateway Center for Giving in 2016 with a combined goal of $704 million.

• Campaigns are not just Capital.
  • 51% Capital
  • 11% Endowment
  • 38% Comprehensive
Why a Comprehensive Campaign?
Comprehensive Campaigns can include:
• Facilities;
• Endowment;
• Scholarship;
• Programmatic; and
• Operating support.

Benefits of a Comprehensive Campaign
• Efficiency & Clarity
• Increased Opportunities for Donors
• Protecting Your Annual Fund
• Building Momentum

*Potential Pitfall: diffusion of time & focus*
Are you ready for a Campaign?

✓ Influential & Committed Board
✓ Experienced & Respected CEO/E.D.
✓ Strong Community Image
✓ Ongoing Strategic Plan
✓ Compelling Case for Support
✓ Stable Financial Situation
✓ Growing Annual Support
✓ Strong Base of Loyal Major Donors
✓ Adequate Fundraising Infrastructure
✓ Leadership’s Passion for the Project
The Necessary Fund Development Pieces for a Successful Campaign
Passionate & Capable Leadership

✓ Dedicated & Influential Board Members
✓ A Strong President/CEO
✓ Development Staff
✓ Donors who can help lead and champion of the Campaign
A Strong Donor Base

✓ Growing Annual Fund
✓ Major Donors ($1,000+)
✓ Strategies for Donor Engagement
✓ Moves Management
✓ Volunteer/Board Involvement
Fundraising Infrastructure

✓ Staffing
✓ Policies & Procedures
  • Gift Acceptance Policies
  • Endowment Management
  • Recognition
✓ Donor Focused
  • Stewardship & Recognition
  • Planned Giving
✓ Technology
  • CRM
  • Wealth Screening
Instructive Data

✓ Data that tells you who, how often, and why
✓ Data you can report on
✓ A snapshot of your donor base so you can populate a gift table with REAL People
Campaign Preparation
What’s needed to ensure success?
Campaign Preparation Timeline

2 Years In Advance:
- Complete Strategic Plan

18 Months In Advance:
- Conduct Image Campaign
- Strengthen Board

8 to 12 Months in Advance:
- Ramp up staff and cultivation activities
- Solidify campaign plan
- Conduct feasibility study
- Form volunteer committee
Compelling Case for Support

✓ Based on strategic planning process & vision
✓ Meets a community need & shows impact
✓ Demonstrates you are uniquely qualified
✓ Tells a compelling story
✓ Shows how donor will benefit
✓ Creates a sense of urgency

Should answer the questions:
Why me? Why you? Why Now?
For 95 years, Cincinnati Opera has been one of the nation’s leading mid-sized opera companies, and has brought beautiful, magical, and thrilling grand opera for the Cincinnati region and beyond. As the company looks forward to its 100th Anniversary in 2020, we have embarked on a campaign to fund major artistic projects, build capacity for the company, and grow the endowment.

The New Century Campaign launches the next phase of Cincinnati Opera by focusing on the following key areas: The Great Works, The New Works, The Convener in the Community, and The Beyond.

The Great Works continue our commitment to the masterworks of the operatic canon. New traditional grand opera productions attract long time opera-goers, as well as younger and more diverse audiences. Presenting new productions of traditional grand operas enhances Cincinnati Opera’s national reputation — not only through the creation of the sets and costumes, but also through their premiere performances. It also provides a new and sustainable source of revenue from future rentals of these productions to other opera companies.

The New Works, creating and presenting contemporary American opera. Cincinnati Opera is on the cutting edge of contributing to the expansion and advancement of the contemporary American operatic repertoire. Most importantly, our innovative partnership and artistic incubator, Opera Fusion: New Works provides an opportunity for contemporary composers to workshop their new operas, leading to commissions and national recognition. Opera Fusion: New Works has enabled the development of six new American operas: Doubt, Champion, Morning Star, Fellow Travelers, Great Scott, and Meet John Doe.

The Convener in the Community broadening our reach within the community. Cincinnati Opera has developed a strong tradition of bringing opera to new and diverse audiences within the community through our Outbound touring programs. Through our strategic partnerships with organizations such as the Cincinnati Zoo, UMC, Washington Park, and the School for Creative and Performing Arts, we are able to bring opera to our community in unexpected ways and in unique venues.

The Beyond, exploring innovative ways of connecting audiences with opera. An integral part of Cincinnati Opera’s future is CO2 — an attempt to create an innovative and sustainable business model for Cincinnati Opera by shifting the ratio of contributed vs. earned income. Through this program, Cincinnati Opera also aims to offer more affordable tickets, expand its repertoire, and attract new audiences. Our strategic artistic partnerships now include concert:nova and ROINCy.
Consider a Feasibility Study

A feasibility study helps you understand how your campaign will be viewed by your most integral supporters and donors.

• Hire a consultant
• Determine the right stakeholders to engage
• Conduct interviews to gather feedback about your “case”, the goal, and campaign leadership
• Assess the organization’s capacity to conduct a campaign
Engage a Committee

1. Volunteers can do a huge amount of important work, including soliciting campaign gifts.
2. You can recruit people who are wealthy and powerful but not on your board for short-term involvement that’ll make all the difference.
3. People who volunteer are much more likely to give and give more.
Implementing a Winning Campaign
## Your Donor Gift Table

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Engage Donors Thoughtfully

• Cultivate donors interest by asking them for advice and insights
• Start with your leadership gifts, as key endorsement’s and lead gift givers
• Use what’s already at your fingertips: fold donors into already planned events & activities
• The Campaign shouldn’t be public until you’re 70% + to goal
Conversation
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