



**POWER 10**

Capital Campaign Operations

# Funding Your Organization – What To Do Now

*Part of IEDC Webinar, “The Bottom Line: How to Fund Your Organization Through the Pandemic and Beyond”*



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# Agenda



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## 1. Fundraising Right Now

- What we're seeing in the market
- How to handle payments on existing \$ commitments
- How to handle new Asks for \$

## 2. What to Do Now to Raise Big Money Later

- DO: Pivot and Deliver New Value Now
- PLAN: Strategically Plan for Next Phase / New \$ Asks
- COMMUNICATE: Be an Authoritative Voice on the Economic Recovery
- FIND THE MONEY: Scrub Prospect List & Find / Chase New \$

# Fundraising Right Now

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## ❖ What we're seeing in the market

- Majority (not all) of economic development capital campaigns PAUSED
  - Restart approximately late Summer
- Most other fundraising PAUSED (traditional nonprofit campaigns, member campaigns)

## ❖ Core Question: How does one continue to raise money – now and in the future?

## ❖ How to handle payments on existing \$ commitments

- Ensure Board LEADERSHIP re existing commitments
- Consider invoice or delay (short delay = good idea)
- IF invoice now, do not take a “business as usual” approach
  - Communications in tune with the moment
  - Call first whenever possible, letter with invoice, etc.
  - Express situational awareness / empathy; offer payment options
    - Options that “get around” / bypass the COVID-19 situation
    - Delayed payment, monthly payment, escalated payment
- Help investors / members honor their commitments

# Fundraising Right Now (continued)

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## ❖ How to handle new Asks for \$

- If possible, DELAY another month or two (ish)
  - Risk to going forward now – suboptimal outcomes / relationship damage
- BUT don't delay until late 2020 or 2021
  - **If you plan to deploy the \$ to truly important ends, you need the \$ soon!**
  - Exceptions – it's only year 4 of a 5-year pledge period
- Right time to start new Asks for \$?
  - COVID-19 situation recedes / measure of economic stability returns
  - You are confident that prospects are confident
  - Highly compelling program / outcome you want to fund
  - Prospect says they're ready

## ❖ What can you do NOW (and during the next few months)?

- **Everything BUT Asks for new money** – ideas / recommendations follow
- Many not *technically* fundraising recommendations
  - Successful fundraising is not about a slick Ask for money
  - “Track record,” future planned outcomes, financial leadership – ALL matter more

## ❖ Keep in mind - businesses / public sector *want* to invest in community's recovery

- EDO's job - give them a good reason to do so



# DO: Pivot and Deliver New Value Now

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## ❖ Recent conversation with CEO of regional economic development organization

*“Business attraction normally dominates our day-to-day agenda, but we have pivoted to help small businesses secure PPP loans and we’re developing upskilling programs targeted to service sector workers. We may later develop upskilling programs targeted to other challenged industries.”*

## ❖ Pivot and retool as needed to solve problems / deliver value

- Be prepared to pivot again

## ❖ New services: some will be temporary; some you may sustain

## ❖ Consider formal expression of organizational commitment

- Board (and perhaps key partners) signs
- Formal expression of unity and commitment to driving economic growth in the face of COVID-19 related challenges
- Language supportive of organizational flexibility (new / expanded services)



# PLAN: *Strategically Plan* for Next Phase / New \$ Asks

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## ❖ Be strategic in planning process you employ

- Include top prospect decision makers (businesses, government, etc.)
- Consider change in circumstances for individual prospects

## ❖ Be strategic in priorities you identify

- Identify new needs and opportunities
- Consider sector-by-sector review
- Identify 3 x big block strategies that will best accelerate economic recovery
  - **Decisions re what NOT to do are just as important as what TO do**
- DO mention COVID-19 in strategy docs – people want to know you're on the job
- Begin structural changes if needed
  - Staff allocation; new structures (councils, task forces, etc.)

## ❖ Ensure relevance of metrics (activity and outcomes) you employ

- New businesses attracted / jobs created may be less relevant; *businesses saved / jobs retained* may have new relevancy

## COMMUNICATE: Be an Authoritative Voice on the Economic Recovery

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- ❖ Much “noise” out there – “tips” and “links”
- ❖ So, here are a few tips - for fundraising purposes, consider:
  - Stick to fundamentals: NEED ... PLAN ... BUDGET ... OUTCOMES
  - Report economic outcomes and give credit everywhere it is due
    - Conduct economic impact analysis to quantify ripple effect
  - Standard tactics
    - Personal phone calls to investors (CEO to CEO as much as possible)
    - Regular email communications addressing your activities
      - Program plans - “where we are and where we’re going”
      - **Fundraising plans - you want to be considered in budget discussions**
  - Publicize new financial commitments to inspire others
- ❖ Exercise “video leadership” - embrace use of video conferences
  - This IS a face-to-face approach – LEAN INTO IT
- ❖ Tell stories - there will be a story behind every saved business – learn it and tell it

## FIND THE MONEY: Scrub Prospect List & Find / Chase “New Money”

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- ❖ **Monitor economic winners and losers - stock market is a good place to start**
- ❖ **“Scrub” (closely review) investor / member list – find new money opportunities**
  - Technology has been rising - if you help tech business find talent, seek investment
- ❖ **Reduce reliance on negatively impacted industries and businesses**
  - If strong supporters hurting, find new money
- ❖ **Public money uncertainty**
  - If you're a private org (501c) and a large portion of your budget comes from public sector, seek increased private funding
  - If you're a public org / only funded by public sector, time to form a 501c?
- ❖ **Pursue federal funding (US Economic Development Administration and other)**
  - Lead or support advocacy efforts to ensure your area is a federal priority
  - Paycheck Protection Program money (PPP) – if made available to 501c6
- ❖ **Consider establishing a local (regional) revolving loan or other fund for businesses**
  - Fund it via individuals / foundations
- ❖ **Always consider stakeholders – WHEN you are successful, who wins?**
  - Creative examples of EDO investors: churches, workforce development boards





# POWER 10

Capital Campaign Operations

# ***Covid-19 Organizational Implications that should Inform your Fundraising***

Tom DiFiore  
President

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National  
Community  
Development  
Services



INTERNATIONAL  
ECONOMIC DEVELOPMENT  
COUNCIL

*The Power of Knowledge and Leadership*



National  
Community  
Development  
Services

## **Pre-Pandemic Paradigm for Economic Development Fundraising**

*Fundraising to secure resources needed to execute specific plans and achieve known objectives and measurable outcomes.*

**Now...?**

*Fundraising to ensure the community's capacity to recover and to chart & navigate a new (uncertain) path to economic growth and prosperity.*



**Likely impacts  
that will require  
adjustments to  
your fundraising  
needs, approach,  
and messaging**

- Has your primary role / mission changed?
- Pre-pandemic strategic plans: re-evaluate and re-assess
- New strategic plans: rethink your process
- Address immediate needs (recovery)
- Identify new opportunities
- Program modifications?
- Data needs
- Staffing needs / changes



INTERNATIONAL  
ECONOMIC DEVELOPMENT  
COUNCIL

*The Power of Knowledge and Leadership*



National  
Community  
Development  
Services

## Recommendations

- Don't wait for "certainty." Be proactive.
- Don't assume.
- Don't apologize.

## resource development group

building organizations that build communities

**Clint Nessmith**  
**Principal**  
**[RDGfundraising.com](http://RDGfundraising.com)**



# WHAT THE FUTURE HOLDS

- Every community's situation is different
  - Virus will determine timelines
  - A host of solutions exist – No one right answer
  
- Public sector budgets will take a gut punch
  - Start managing the potential impact now
  - Reinforce your organization's role in the recovery to minimize revenue reductions
  
- Projected “winners” will be monopolies and tech
  - Tech sector is not typically a major funder of EDOs
  - How do you engage them and show value?
  
- Your strategic plan may become less relevant or be no longer weighted towards the needed focus areas
  - It may take time to fully recalibrate
  - “Opportunity Funds” may become more popular

## WE MAY BE SHUT IN, BUT WE ARE NOT SHUT DOWN

You can raise money, but a balance must be struck...

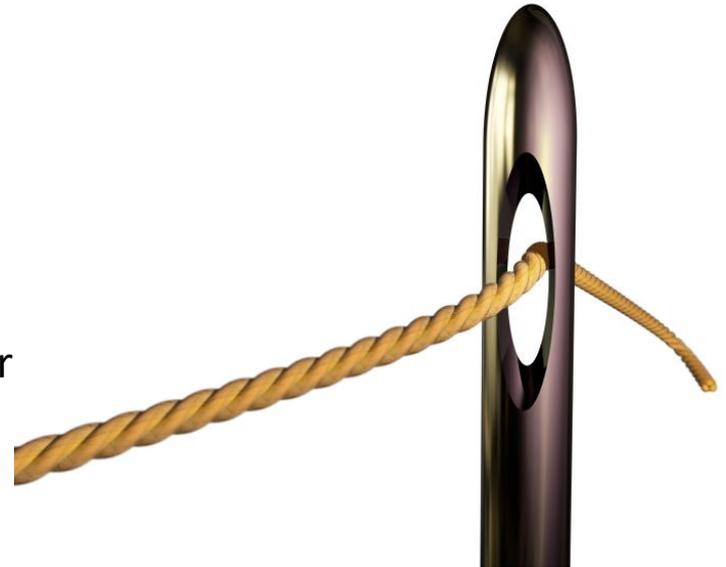
Sensitive/Responsive

Aggressive/Proactive



### Key Campaign Ingredients

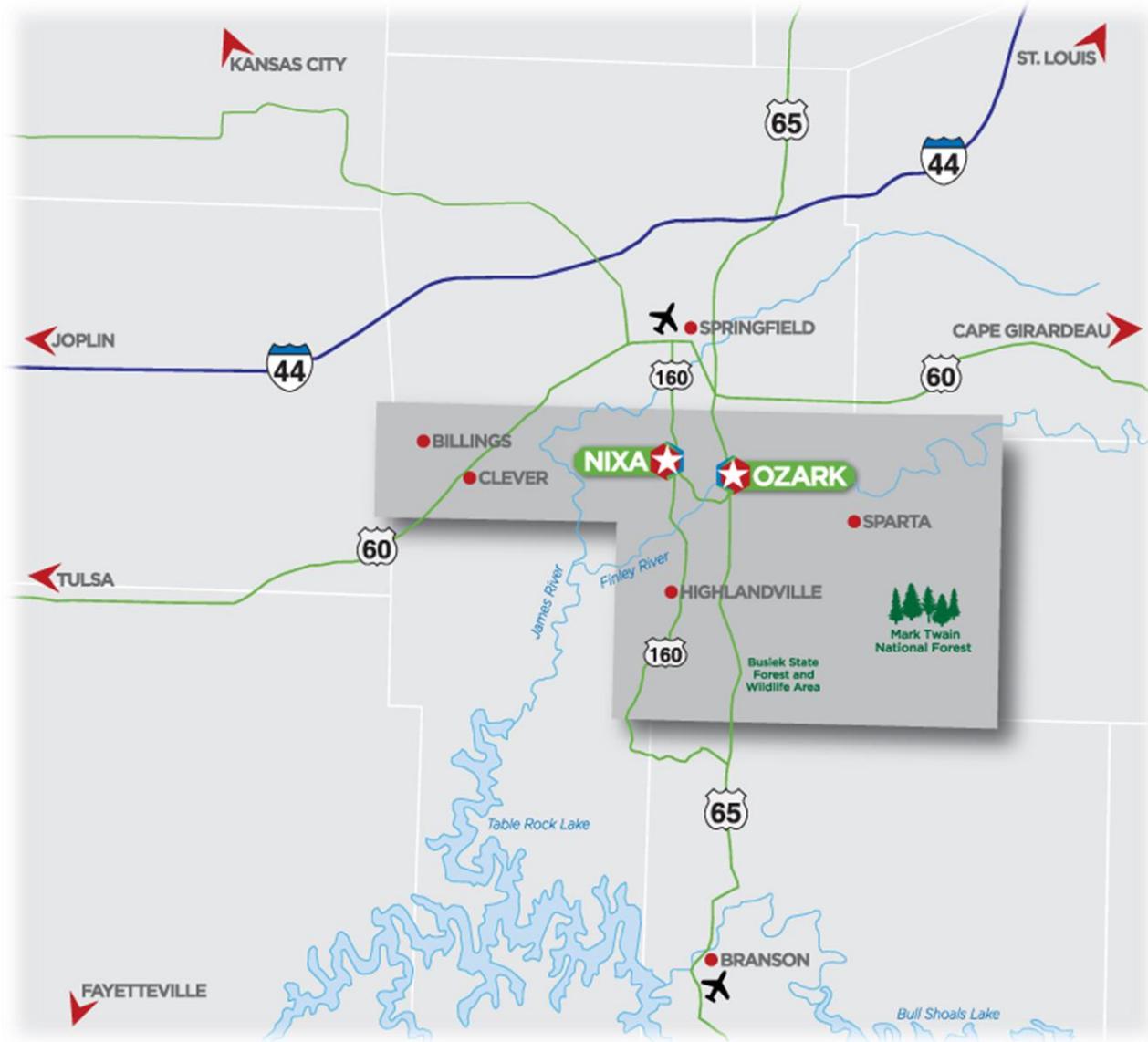
- Requires Champions
- Much/All interaction will be virtual
- Flexibility will be key:
  - Shorter funding cycles
  - One-year commitments instead of multi-year
  - Payment options
  - Offering ability to "ramp-up" in outer years



*Truly "threading the needle"*

# SHOW ME CHRISTIAN COUNTY

- **Population: 86,260**
- **Avg. HH Income: \$75,385**
- **75% of residents work outside the county**
- **65% of businesses have fewer than 15 employees**



# OUR STORY



TIP Strategies  
Report

2012

County entities  
sit down to  
discuss growth

2013

2017

Show Me  
Christian  
County is born



Andrea Sitzes  
hired



2018

July  
2019

Sarah Lawson  
hired



StepUp Christian  
County launched



October  
2019



- **3 project announcements**
- **\$22 Million CAPX**
- **121 Net new jobs**



# 5-Year Strategic Action Plan



START

GROW

LOCATE



LIVE

TRAIN

LEARN

## Christian County **COVID-19** Business Support & Resources

We understand this is a difficult time for our community, especially our business owners. That's why we have compiled a one-stop-shop of resources to assist our businesses in navigating through this uncertain situation. We will continue to update this page to bring you the most up-to-date and accurate information.

### DAILY COVID-19 UPDATES

**APRIL 30, 2020**

### LOCAL UPDATES

Christian County Commission extends stay at home order to May 3rd

- Also allows retail to fulfill orders using curbside, delivery, and mail. See most updated essential details [HERE](#)



# SHOW ME CHRISTIAN COUNTY RESOURCES

## THE GREAT RESET WEBINAR

On April 23, 2020, Show Me Christian County hosted a webinar to highlight the current economic status through COVID-19. In this webinar, David Mitchell, Professor of Economics, Bureau of Economic Research Director, and Center for Economic Education Director for Missouri State University, gives a snapshot of our region's economic status and demonstrates the difference between the COVID-19 economy and the Great Recession and Great Depression.





**SHOW ME**

The word "SHOW ME" is displayed in large, bold, sans-serif letters. The letter "O" is replaced by a stylized house-shaped icon with a red outline and a green base. Inside the house icon is a red map of Missouri with a white star in the center. The letters "S", "H", "W", and "M" are blue, while "E" is green.

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**STRONG BUSINESS**



# SHOW ME

**STRONG BUSINESS**

## **BRE WORK PLAN**

- **Business Visits**
  - **Collect first-hand data**
  - **Resource network**
  - **Referrals for services**
- **Roundtable Discussions**
- **Business Walks**
- **Business Appreciation Events**
- **Resilience Training & Certification**





**SHOW ME**

**STRONG BUSINESS**

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**FORTIFY CHRISTIAN COUNTY**



**“I hope you’re uncomfortable... because DISCOMFORT  
is the first sign that you’re willing to change.”  
– Rev. Dr. C.B. Akins, Sr.**

