



## **TLP Raising the Roof for House and Home\***

\*working title

### **Campaign Plan Overview Draft**

This year, we will formally move into a capital campaign. As we do so, it is important to understand clearly the purposes of the campaign, which are to:

- Raise funds to support the core elements of the Agency's 3-year Strategic Plan, providing for the Agency's immediate and long-term needs
- Further strengthen our position of leadership, impact and responsibility in the community, to help end the cycle of homelessness
- Enhance our agency's robust and enduring culture of philanthropy and volunteerism, reinforcing all of our fundraising and friend raising efforts, and in the process, enhance our advancement operation

**Strategies:** We will be donor-centric, meaning we will seek to align donor interests with Agency priorities, making sure these intersect with our strategic imperatives, as outlined in our 3-year Strategic Plan. We will rely on 'peer-to-peer' engagement as the means to capture most fully our donors' interests in supporting these imperatives.

#### **Campaign Goals:**

Overall, our immediate priority is to raise funds for our new home office – which is our Australian facility, and longer-term, to create the conditions for growth and sustainability.

1. ***TLP Home Office Expansion:*** repurposing and expanding our current Australian campus into an efficient hub for all of our operations, the starting point for delivery of all programs and services. We will expand our current space of 9,000 sq. ft. to over 25,000 sq. ft. for purpose-built building to support our key client services and outreach efforts, administration and partnership activities.

Executive leadership staff has worked extensively to identify our essential needs looking outward over the next 5 years, which includes four primary program centers: Living Room/Engagement Center for Street Outreach Services; all-inclusive Reentry Center; state of the art Job training and Employment Services and a Housing Center to connect clients to supportive and graduate housing. In addition, expanding and reconfiguring Joshua Catering to accommodate a bakery and future growth. Plus, the new facility will accommodate current and future staffing and client needs.

Goal: \$6-8MM

Additional important goals, as the Campaign evolves – and funds and donors become available are:

2. ***Housing Growth***: increase housing inventory to serve the most vulnerable in our communities. While we will clarify specifics as available funding becomes clearer, we will hope to create 50 mixed-use housing units, acquire 20 units for transitional housing for families, and another 20 units for the underserved senior population, as well as housing for survivors of human trafficking and others not generally served in our current system.
3. ***Mission Building***: ensure a best-in-class operation in support of our agency’s mission.
4. ***Sustainability***: build strong financial underpinnings to serve our clients and our community for the long-term.

### ***Budget To Be Determined***

#### **Leadership and Structure:**

The campaign will be structured as a “Campaign of Campaigns,” with separate, volunteer committees focused on fundraising for individual campaign priorities, including a new building, reentry, engagement services and expansion of social enterprise. It will be led by a campaign executive committee including board members. This committee will be overseen by a chair and/or co-chairs and its members appointed by the Board of Directors. Ex-officio members will include the Agency CEO, the Chair of the Board, and the Chair of the Advancement Committee of the Board. We will also include the volunteer chairs of component campaigns. The committee will report regularly on its progress and make recommendations on campaign-related policy questions (e.g., gift acceptance policies) to the Advancement Committee of the Board for final approval.

**Timeline:** The campaign has started the “silent phase”, as we seek to raise our lead gift and other foundational gifts to allow us to launch the campaign and inspire others to participate. As is typical in such a campaign, we will not ‘go public’ until we have raised a significant portion of our goal. We anticipate the campaign will run 2-3 years, with public roll-out announcements and events as we begin to hit milestone targets. Donors typically make multi-year pledges, which we can anticipate receiving over the next 4-5 years.

**Campaign Budget:** The board will need to approve an investment in the campaign. While one additional Advancement staff is already in the budget, the Advancement committee, working with the Finance Committee, will recommend to the full Board the budget needed to manage the campaign this Fall.

**Messaging:** While the details are still to be worked out, we assume that, as a “Campaign of Campaigns,” each effort will have its own priority-specific communications but those communications will have a “recognized” TLP-look and feel that is consistent across the campaigns. In addition, we will implement strategies to leverage existing Agency

communications channels such as the website, and our social media outlets (e.g., Facebook, Twitter, etc.). An online campaign newsletter may be created to keep our community current and inspired.

**Events:** An important part of our strategy will be to both enhance a number of existing annual events such as the Leadership/Legacy Circle cocktail party and create new occasions, such as a next generation Royal Room, to generate excitement within our core constituencies. Board of Directors will be asked to play a major role in helping to populate these events and energize our current donors as well as attract new potential donors.

**Outcomes:** How do we measure the success of this campaign? Of course, the first measure is reaching our campaign dollar goal, which we will firm up, as we have a clearer sense of donor interest and commitment. Beyond that, we expect that the campaign will also produce a number of measurable outcomes that will persist long after its close. These include: a significant and vital Endowment; an increased donor base; improved annual giving rates; increased bequests and full annual funding of at least one critical program.

**Progress to date:** Gifts from key donors such as the Brown's and Anna Mann, along with a significant bequest, have inspired us to think expansively and to commit to realizing the imperatives of our Strategic Plan. A working campaign committee consisting of Pam McIver, Cornie Thornburgh, Diana Stanley and Anne Noble, are working to develop the campaign objectives and structure, along with writing a "case statement" to be used in solicitations.

**Next Steps:**

We will need the full Board to participate in this important initiative in whatever way possible – as donors, as fundraisers, as communicators, helping to engage friends, colleagues, and the community at large.

We will provide a more complete action plan, report, budget and timetable at our December Board meeting. Our goal for late fall is to have campaign leadership named and have priorities in place for final board authorization.

We can -- and we will -- *Raise the Roof* of The Lord's Place for the future of our clients and our community.

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