

Major Gifts as a Team Sport

American Public Gardens Association

June 6–10, 2016 • Miami, FL



CHANGING PERSPECTIVES: **PLANTING FOR THE FUTURE**

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CEO and Senior Leadership

Roberta Sladky, Olbrich Botanical Garden



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Olbrich Botanical Garden

Madison, Wisconsin

- **Age of Organization:**
 - 64 years as a garden
 - 37 years managed as a public garden governed by a unique public/private partnership
- **Attendance:** 289,540
- **Membership, Total Households:** 6,224 (as of 12/31/15)
- **Staffing:**
 - Development: 5 FTE
 - Administrative: 2.25 FTE
 - Program: 30.75



Olbrich Botanical Garden

Madison, Wisconsin

- **Population Based on 2010 Census:**
 - City of Madison: 233,209
 - Madison, Wisconsin Metropolitan Statistical Area: 568,593
- **Budget (2015) Total:** \$3,199,651
 - City of Madison: \$1,500,600
 - Olbrich Botanical Society: \$1,699,051
- **Sources of Revenue (2015):**
 - Earned: \$1,205,372
 - Contributed: \$469,287
 - Membership: \$342,446
 - Grants: \$37,940
 - Government (same as City of Madison above): \$1,524,588



Involving Program Staff Leaders

Kate Brueggemann, Missouri Botanical Garden



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Missouri Botanical Garden

Saint Louis, Missouri

- **Founded in 1859**
- **Annual Operating Budget:** \$40 million
- **Annual Contribution Revenue:** \$9.8 million
- **Capital Campaign:** Achieved \$100 million
- **Endowment:** \$115 million
- **Membership:** 45,000 households
- **Division FTE:** 28



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Engines

Of Fund Development

Capital Campaign	
Mission Delivery	\$35 Million
Historic Preservation	\$11 Million
Major Cultural Attraction	\$14 Million
Endowment	\$40 Million
Total	\$100 Million

Annual Contributions					
	2012	2013	2014	2015	2016
Contributions	3,557,303	4,323,977	4,446,984	5,075,000	5,950,000
Membership	2,901,821	2,635,000	2,882,245	3,000,000	3,250,000
Total	6,459,124	6,958,977	7,329,299	8,075,000	9,200,000

→ **42% growth**



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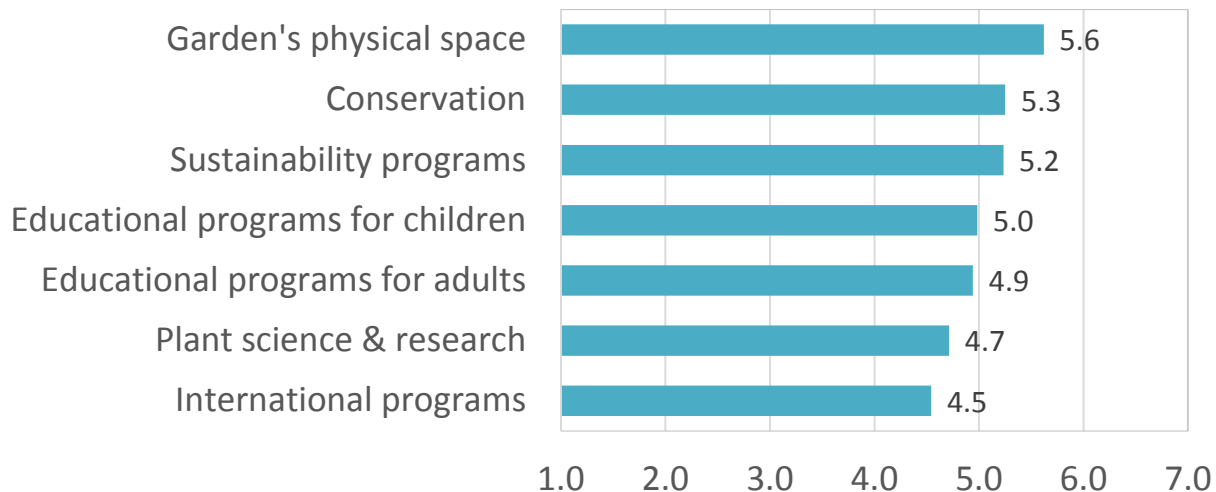
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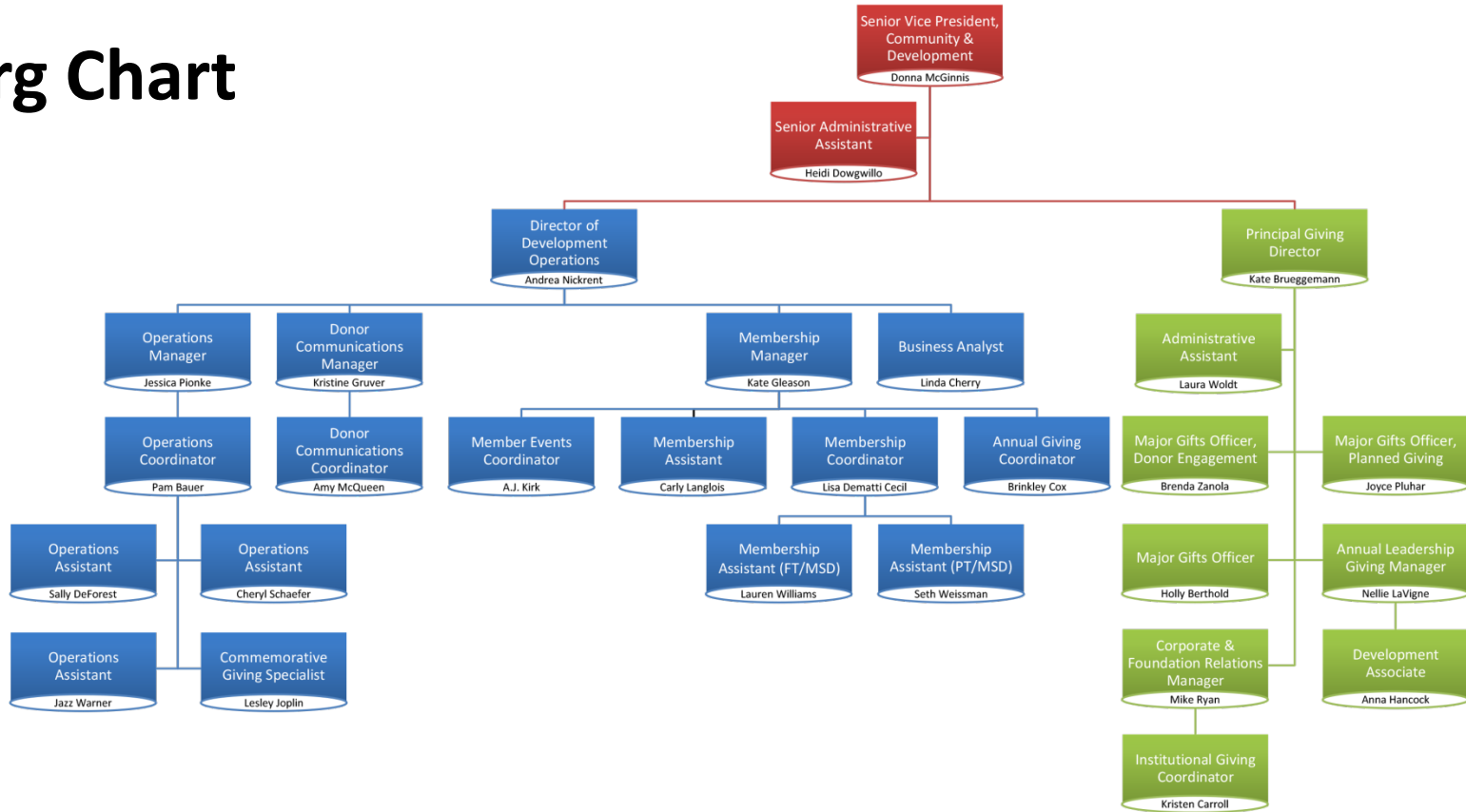


Understanding Our Donors

Gift Motivation



Org Chart



Building The Pipeline



Major Gift Growth

GIFT BAND		BASELINE	YEAR 1 DONATIONS	YEAR 2 DONATIONS	YEAR 3 DONATIONS	YEAR 4 DONATIONS	YEAR 5 DONATIONS
\$5,000-\$9,999		38	48	55	63	73	80
\$10,000-\$14,999		32	42	49	56	65	70
Priority Zone	\$15,000-\$24,999	14	18	21	24	28	30
	\$25,000-\$49,999	16	20	23	27	31	33
	\$50,000-\$99,000	11	14	16	19	21	23
	\$100,000-\$249,999	10	13	14	17	20	21
	\$250,000-\$999,999	5	6	7	8	9	10
	\$1,000,000 +	2	2	2	3	3	3
TOTAL CONTRIBUTORS		128	163	187	217	250	270
TOTAL REVENUE		\$9,000,000	\$9,900,000	\$11,000,000	\$12,600,000	\$14,300,000	\$15,500,000
AVERAGE GIFT		\$70,312	\$60,736	\$58,823	\$58,064	\$57,200	\$57,407
NET ABOVE BASELINE		-	\$900,000	\$2,000,000	\$3,600,000	\$5,300,000	\$6,500,000
CUMULATIVE ABOVE BASELINE		-	\$900,000	\$2,900,000	\$6,500,000	\$11,800,000	\$18,300,000



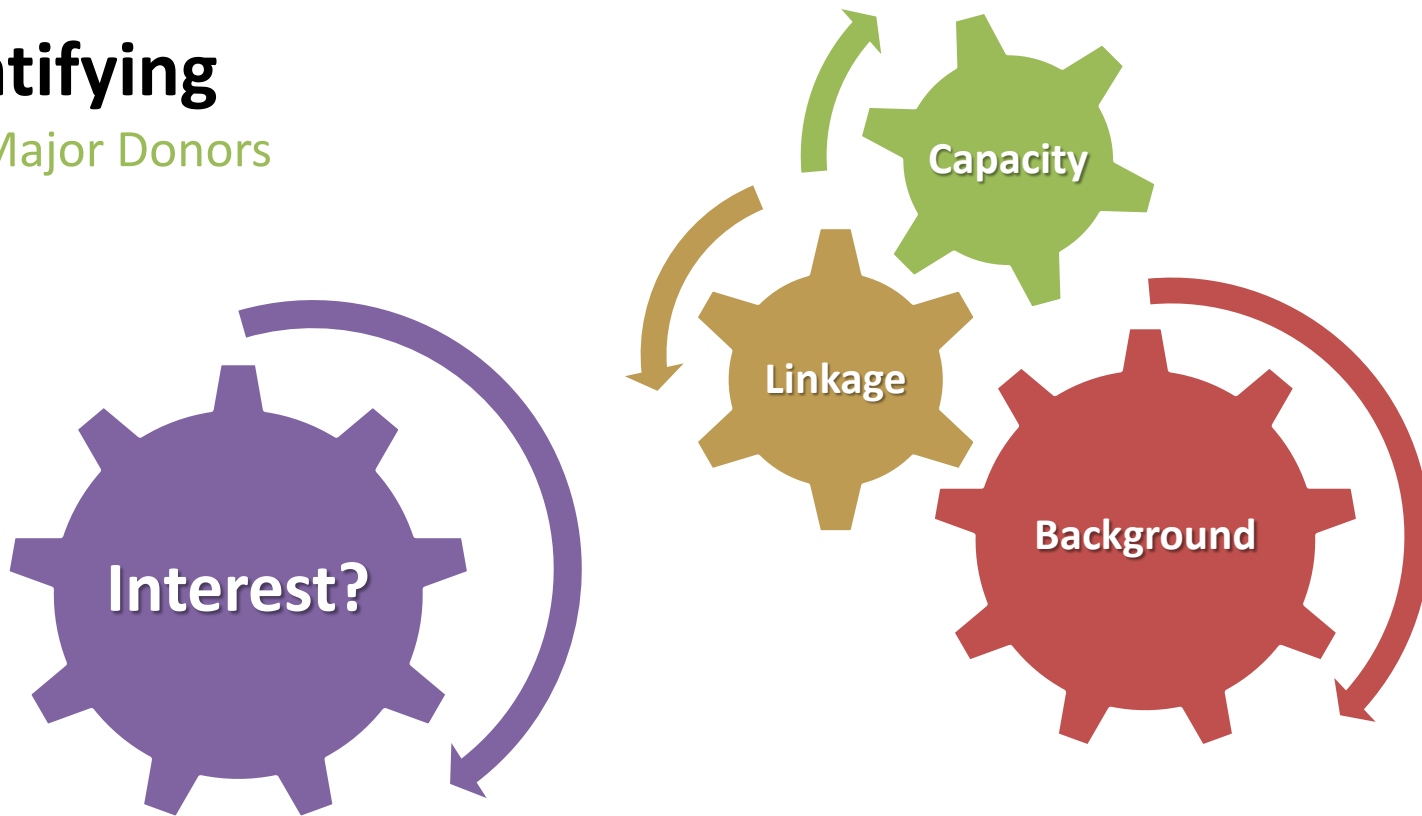
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Identifying

Next Major Donors



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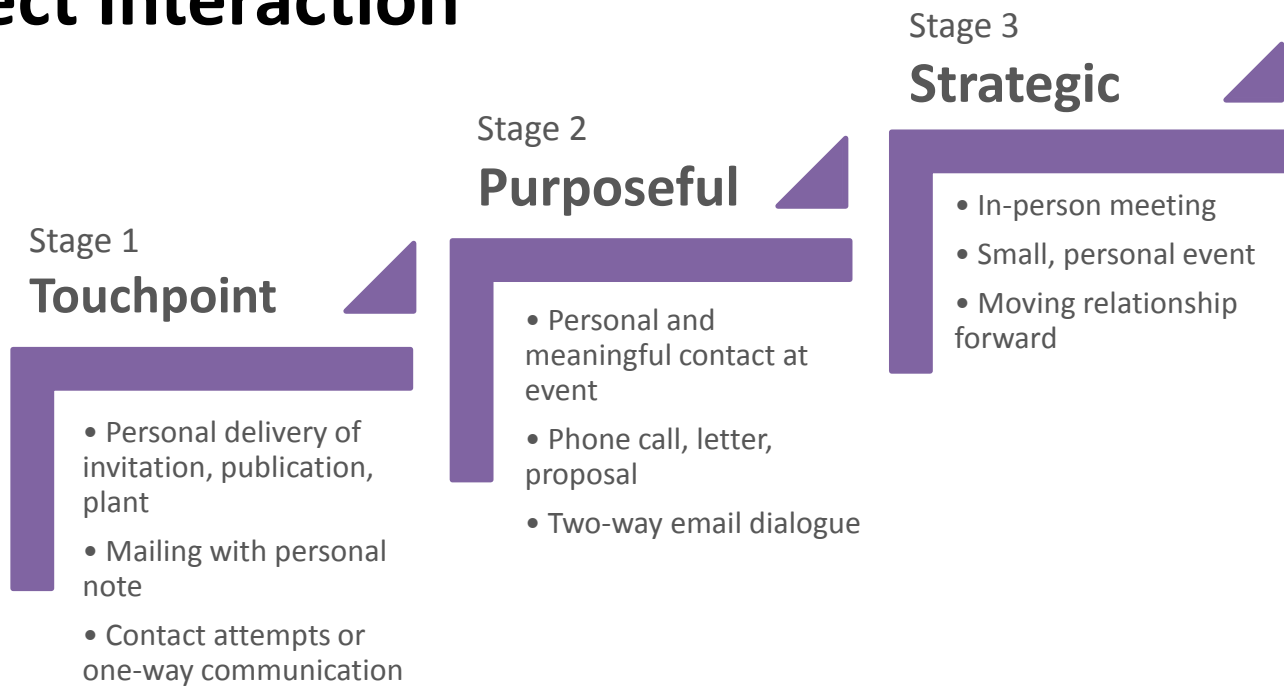


Prospect Management

Staff	Prospect Status, # Days	Donor	Gifts: Largest, Last	Last Action Date and Notes
Kate	Qualification 30 days	John Donor	\$1,000 \$60	Phone call; trying to schedule visit during Lantern Festival
Anna	Cultivation 437 days	Sarah Smith	\$25,000 \$15	Phone call; left voicemail but haven't received call back
Mike	Solicitation 42 days	Bob Green	\$100,000 \$25,000	Email; resent sponsorship request
Kelly	Stewardship 100 days	Jesse Hill	\$25,000 PG donor	In-person visit; leaving for FL on Oct 1



Prospect Interaction



3 Types Of Supporters

Outcome-Oriented Supporter

- Supporters are motivated by the cause or mission of the organization.
- Highly loyal and making gifts at the top of their capacity.
- Information and result seeking in their behavior – eager for demonstrations of impact of their contributions

Brand-Motivated Supporter

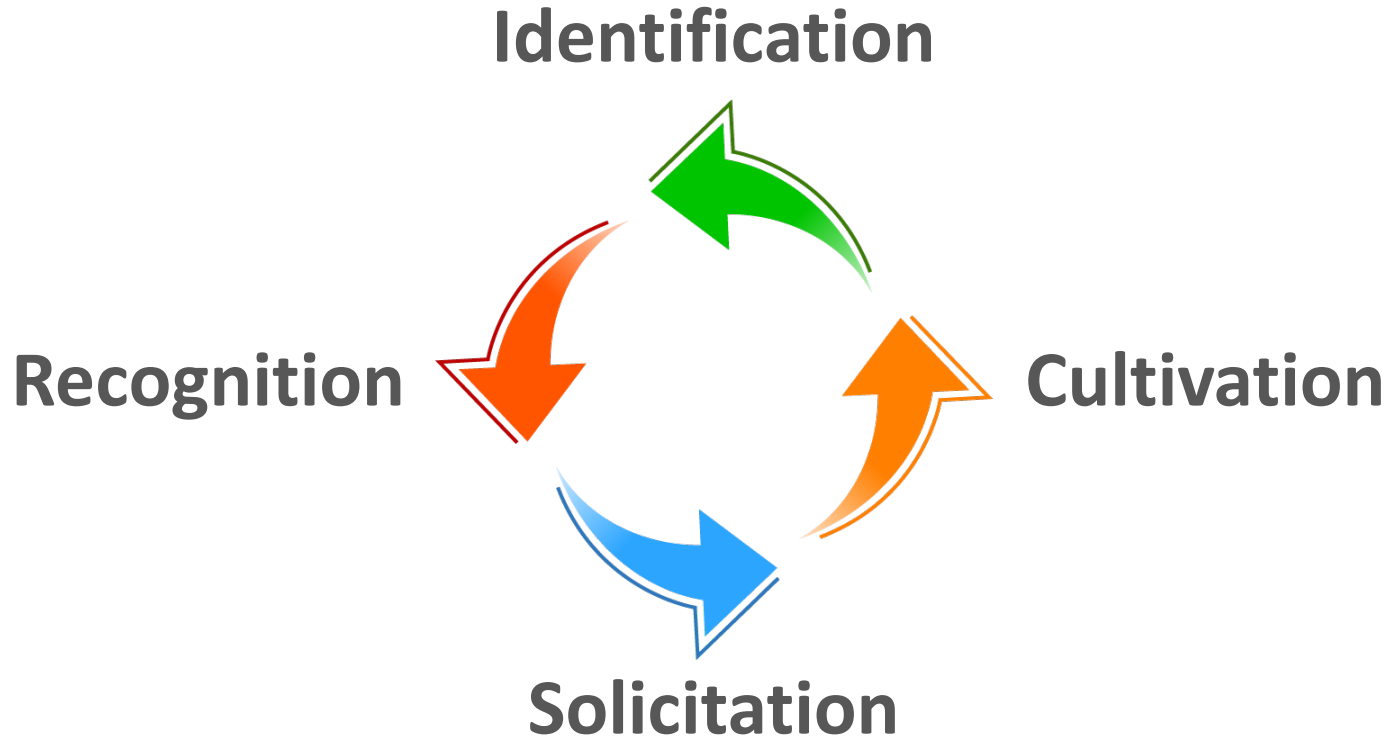
- Organization focuses donor attention on the image, brand or connection.
- Gifts tend to be in the middle or low end of their capacity.
- Reliability and perception of organization is a motivator for gift loyalty.

Transactional Supporter

- Organization drives giving through benefits, incentives or social connections.
- Philanthropy tends to be self-reflexive and often the supporter receives (or perceives) specific benefits in exchange for their giving.
- Support tends to be at the low end of capacity with low retention.
- Supporters are generally not orientated to the wider mission of the organization.

Contribution Value ↑





Inspiring Board Members and Other Key Volunteers

Cindy Learned, Naples Botanical Garden



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Naples Botanical Garden

Naples, Florida

- **Located in Naples, FL in Collier County**
 - Collier County: 339,000 permanent population
 - Peak Season (January through March) population is estimated at an additional 20%: 407,000
- **Naples Botanical Garden was incorporated with the IRS with 501 C (3) status in 1994**
 - 170 acres of land was purchased in 2000
 - First Formal Gardens opened in November of 2009
 - First Master Plan completed with the opening of the Chabraja Visitor Center in October 2013



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Naples Botanical Garden

Naples, Florida

- Membership averages about 9,700 households, 250 of whom give \$1,500 and above as part of the Royal Palm Society
- Sources of Income for FY2015:
 - Contributions: \$3,026,323
 - Grants: \$272,061
 - In-Kind Contributions: \$202,018
 - Admissions and Other Income: \$1,952,776
 - Sales: \$745,560
 - Special Events: \$382,317
 - Public Income: \$0



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Naples Botanical Garden

Naples, Florida

- Naples Botanical Garden has 49 full-time equivalent employees
- Development has 7.5 full-time equivalent employees:
 - 3 positions have front-line fundraising responsibilities as a portion of their position. We **do not** have a position dedicated to Major Gift fundraising
 - 2 positions have full-time responsibilities for managing the Sustaining Leadership Council, 2 large fundraising events, and 1 golf tournament



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Board Members As Partners In Fundraising

Context

- Many of our board members have served on the board for eight to ten years.
- They share a vision and passion to create a world class botanic garden.



Board Members As Partners In Fundraising

They Created The Garden By...

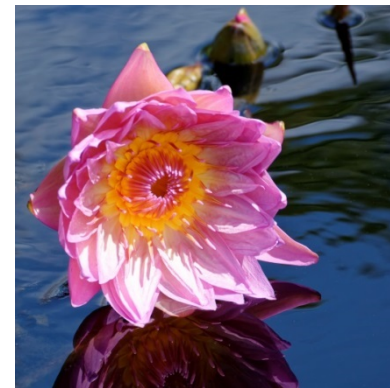
- **Bringing their “A” game to the table.**
 - Strategy (Necessity): Since the goal was to create a botanical garden, everyone had a role.
 - Several board members took leadership roles in fundraising.
 - ✓ Building membership
 - ✓ Creating fundraising events
 - ✓ Soliciting major gifts for Capital Campaigns
- **Making significant financial commitments.**
 - Strategy: Board members need to be asked to make a financial contribution.
 - When board members make a financial commitment, they can ask old and new friends to make a gift because they’ve made their own commitment.



Board Members As Partners In Fundraising

Naples Botanical Garden Today

- 220,000 Annual Visitors
- 9,700 Member Households
- Over 700 Active Volunteers
- Almost 80 Acres of Cultivated Gardens
- Native Preserve Covering 90 Acres
- 2,200 New Plants Introduced in 2015



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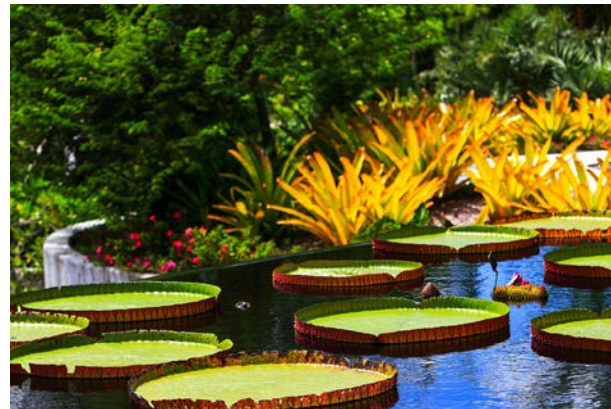
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Board Members As Partners In Fundraising

Fundraising Today

- **Annual Giving (Membership and Annual Fund)**
 - FY15: \$1,393,396
 - FY16 (through May 15): \$1,359,980
- **2 Capital Campaigns**
 - 2006–2011 Raised \$32.2 Million
 - 2011–Present Raised \$19.3 Million
- **Current Endowment Just Over \$3 Million**



Relationship Between Board Members and Development Staff

Staff Driven

Some strategic board involvement, but managed and implemented by development staff usually by Director of Development and Major Gifts officer(s).

Board Driven

Board members have primary responsibility for major gift asks with development staff directing the internal management—meeting organization, prospect research, and proposal development.

Development Committees at Naples Botanical Garden

We currently have 3 committees that fall under Development:

- Capital Campaign
- Planned Giving
- Membership



Relationship Between Board Members and Development Staff

Capital Campaign Committee – Board Driven

Strength: The board members on the committee are fantastic and eager to raise money for the Garden.

Challenge: Transitioning to more staff major gift fundraising while continuing to engage the board in their major gift fundraising.



Relationship Between Board Members and Development Staff

Planned Giving Committee (2 years old) – Staff Driven

Managed and implemented by Development Officer with support from the Director of Development.

Strength: Committee members are leaders in the community who are at the top of their fields and very connected in Naples.

Challenge: To create meaningful opportunities for engagement that bring our new committee members closer to the Garden.



Relationship Between Board Members and Development Staff

Membership Committee – Staff Driven

Managed and implemented by the Membership and Annual Fund Manager with support from Director of Development.

Strength: This group is completely invested in the Garden's membership growth. Over the past ten years, they have been directly involved in membership acquisition at the Garden.

Challenge: To facilitate ongoing transition from a “hands on” committee to one that serves more strategically.



Building On The Success Of Our Board In Creating Naples Botanical Garden

Continue to engage our board in all aspects of fundraising in both strategic and participatory roles.

The momentum of their success is an opportunity for our development team to grow our major gifts and planned giving programs. We already have seen this with planned giving over the course of the last two years and hope to replicate with major gifts.



Big Picture



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Questions and Answers



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