

Howard County Arts Council

Campaign Feasibility Study Report & Plan

Final Report
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Project Team:

Cathy Card Sterling
Matthew Brown
Ali Allen



Schultz & Williams

Development | Direct | StaffSolutions | Planning | Marketing

Schultz & Williams

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We are committed to providing support and services to nonprofits that work every day to address and influence quality of life issues around the world. Through the collective energy and experience of our team members, we embrace our clients' causes and pursue resources needed to help each organization reach its full potential.

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ACKNOWLEDGMENTS

Throughout this Campaign Planning process, Schultz & Williams (S&W) was fortunate to have the full support of the Board, staff and friends of the Howard County Arts Council (Arts Council). We are grateful to the Arts Council Board, Executive Director, Coleen West, and Development Coordinator, Stephanie Schuster, for their candor and collaborative approach to our work together. We were welcomed at Board meetings and stakeholder discussions – all of which contributed to a deeper understanding of the Arts Council and its partners' readiness to move forward with their aspirational plan for the New Cultural Center.

SITUATION ANALYSIS

Howard County and its largest urban center, Columbia, stand at a pivotal point in a long and successful history of carefully planned growth. The County leadership and its residents value a high quality of life and have supported a variety of important, far-reaching initiatives to ensure that Howard County is safe, productive and lively. Schools and hospitals, libraries and first responders, infrastructure and transportation, all reflect a County that continues to be a beacon in the region for businesses and families alike.

Following years of community-led focus groups and the passage of the 2010 Master Plan for Downtown Columbia, the development plan for Merriweather Post Pavilion, Symphony Woods and the surrounding properties calls for a \$1 billion arts, entertainment, residential and retail-focused district. This district will transform downtown Columbia into a more pedestrian-friendly, interconnected town center with public green spaces and lively arts and entertainment venues, shops and restaurants, residential housing, office spaces and a hotel. New, affordable housing options are a key to this project and will be addressed in the development plan that includes the New Cultural Center. Contemporary indoor and outdoor venues for the visual and performing arts are an important part of creating a vibrant, diverse district that will attract young professionals and provide residents and visitors with an active 24-7 work, live, play experience in downtown Columbia year-round.

To advance this agenda, the Howard County Arts Council partnered with the Columbia Center for Theatrical Arts (CCTA), Howard County Housing Commission, Orchard Development Corporation and Toby's Dinner Theater to propose the development of a new world-class arts and cultural center in the heart of downtown Columbia. Envisioned as part of the larger housing and retail development efforts in downtown, the New Cultural Center would become a focal point for the arts for the entire county. There is broad agreement among decision-makers and thought leaders in the community that creating a cultural hub for the County in Columbia will:

- Establish Columbia as an arts destination for the region;
- Create a needed creative community gathering space for County residents;

- Secure a more accessible and impactful home for the Arts Council to enhance the services provided to County artists and arts organizations;
- Better support local individual artists;
- Build cohesion and collaboration among arts groups county-wide; and
- Provide the needed critical mass to create an Arts District and to attract and retain new businesses and residents to Columbia.

Architectural designs, renderings and schematics for the New Cultural Center have been drafted by the firm Design Collective. The proposed site for the development is being sold by Toby's Dinner Theatre to the Housing Commission – with the proviso that Toby's will occupy a significant portion of the new performing arts space allocated in the Center's current design. Issues still to be considered, include:

- Capital and operating funding streams for the arts and cultural center portion of the development;
- Communications needed to build community support;
- Clear definition of roles of each partner in the project;
- Based on the recommendations in this report, the Arts Council should develop a cost schedule for the project that overlays fundraising goals and any financing requirements;
- Economic and cultural impact data projections;
- Project leadership (both staff and volunteer); and
- The attitudes of County elected leadership towards the project.

The Arts Council and its partners anticipate funding this aspirational New Cultural Center through a capital campaign. In 2016, the Arts Council retained Schultz & Williams to conduct a Campaign Feasibility Study that would determine the degree to which the Arts Council and its partners possess the fundamental requirements for a successful campaign, including:

1. A level of perceived need;
2. How the Arts Council's mission and the New Cultural Center are viewed as a philanthropic choice;

3. A cultivated constituency and the willingness of that constituency to contribute;
4. Strong volunteer and organizational leadership;
5. The right organizational resources and infrastructure; and
6. The availability and amount of potential support for the campaign.

The S&W team tested a \$33 million dollar campaign goal to support the private funding portion of the ambitious New Cultural Center for the County located in downtown Columbia. During the course of this study, S&W reviewed and assessed the Arts Council's fundraising history and case for support, its operating structure, Board and staff leadership, the constituency of donors and the Arts Council's organizational infrastructure.

This Campaign Feasibility Study Report and Plan offers findings and recommendations to guide the Arts Council as it embarks on its first major capital campaign. It presents a broad framework of strategies, with specific tactics to be identified following Board approval of the campaign.

Recommendation

Based on Study findings, a \$33 million campaign goal is unprecedented and will be a challenge. Schultz & Williams recommends that the Howard County Arts Council and its partners – CCTA, Orchard Development and Toby's Dinner Theatre – strategically plan for and launch a \$33 million capital campaign for the New Cultural Center, to be achieved in three critical phases:

Phase 1: Project Planning Task Force – The Arts Council's first step in pre-campaign planning should be to form a Project Planning Task Force that would be responsible for addressing the Critical Planning Issues outlined in the report below.

Phase 2: Nucleus Funding Campaign – When the Project Planning Task Force has convened and addressed the Critical Planning Issues to the satisfaction of all project partners, a focused effort to secure a minimum of \$25 million in anchor funding from lead corporate, County and State funding sources should begin. These public funds are in addition to the County and State funds already included in Orchard Development's finance plan authored in February 2016.

Phase 3: Individual Capital Campaign – When the Arts Council has successfully secured commitments totaling \$25 million from corporate and government entities, the Arts Council should conduct a campaign for private funding from individual donors and foundations to raise an additional \$8-\$10 million for the construction of the New Cultural Center. We further recommend that the effort to raise endowment funds for the New Cultural Center be conducted as a parallel "shadow" campaign, with a goal to be determined.

METHODOLOGY

Materials Review: To thoroughly understand the Arts Council's philosophy, programs and fundraising history, as well as the planning for the New Cultural Center, S&W reviewed a variety of marketing, fundraising, financial and planning documents.

Internal Interviews: In December of 2016, S&W Vice Presidents, Cathy Card Sterling and Matt Brown, conducted six internal interviews with Board members, staff, as well as representatives from County government and Orchard Development to further inform the key elements of the Case for Support. A list of internal interviewees is attached as **Appendix A**.

Interim Report of Findings: Based on our extensive meetings and discussions, materials review and internal interviews, S&W provided an Interim Report of Findings to the Arts Council leadership on January 4, 2017. Results of this phase of work were used to develop the Case for Support, to identify and further understand the Critical Planning Issues involved in the project, and to refine S&W's approach to the external phase of work to follow.

Case for Support: The development of the Case for Support was a collaborative process with S&W crafting an initial draft based on extensive case development by the Arts Council. This draft was then refined by S&W and the Arts Council team over several iterations. The final version of the Case used in the external interviews is attached as **Appendix B**.

External Interviews: In February and March of 2017, Cathy Sterling and Matt Brown conducted 23 interviews, carefully selected in consultation with Coleen West, Stephanie Schuster and the Arts Council's Executive Committee. Interviewees were potential donors and community leaders who represented a cross section of the Arts Council and CCTA's constituencies: individuals, corporations, foundations, artists and elected officials. A complete list of external interviewees is included as **Appendix C**.

The interviews conducted by S&W were based on a structured list of questions designed to elicit information on the following topics:

- Current perceptions of the image, programs and capabilities of the Arts Council;
- Assessment of the Arts Council's fundraising programs;
- The strength of the Case for Support (both for capital renovations and for endowment);
- The role of the volunteer leaders and the Arts Council staff in a campaign;

- A discussion of the financial goals for the campaign and how feasible these goals seem to the interviewees; and
- A discussion of the current external environment for fundraising, including potential competing campaigns.

A full, unattributed compilation of all interview responses was presented to the Arts Council's Board of Directors.

FINDINGS

Findings in this section are based largely on interviews, as well as materials review and analysis, site visits and other discussions.

Image and Awareness

- The Arts Council is perceived as being well-run by the arts community, the County and the State; the Arts Council has grown significantly over the last 10 years.
- The arts community values the Arts Council as a coalition-builder, an advocate for the arts and as a primary grantor for operating and program initiatives.

*“The Council has the pulse of the arts community from A-Z.
It is the face and voice of all of the arts organizations and initiatives across the County.”*

- County and State governments value the Arts Council and the arts as community assets.

*“Bringing the arts community together under one roof is a major contribution
to the arts organizations and to the community in terms of economic impact and quality of life.”*

- The Arts Council is well-known in the county arts donor community, but there is little awareness of the organization among County residents who are not currently involved in the arts community.
- The Arts Council's marketing and communications could be more engaging across channels to increase visibility, build brand awareness and improve public relations.

Case for Support



- A large majority of interviewees (74%) felt that the Case for Support was “compelling” or “good”.
- A small but influential portion of the interviewees felt that while the case for the Arts Council to relocate to downtown Columbia was strong, this was not the right project.
- The New Cultural Center is essential because it is the missing piece for the community; the time is right because of momentum in the County and Columbia.
- Suggested improvements to the Case include:
 - Clarify how arts organizations will benefit from the New Cultural Center;
 - Clarify who will manage the New Cultural Center and what role each of the partners will play, particularly Toby’s Dinner Theater;
 - Add metrics and/or details from the Webb Business Plan;
 - Show social, economic and educational impact on a local and regional scale; and

- Include any Arts Council usage and community impact data available from recent years.
- An unprecedented level of public and private funding is essential for the campaign and the project because there is a shortage of private philanthropy in the County. The Case should explain the role that each of the funding partners will play in governance, management and operations of the New Cultural Center.

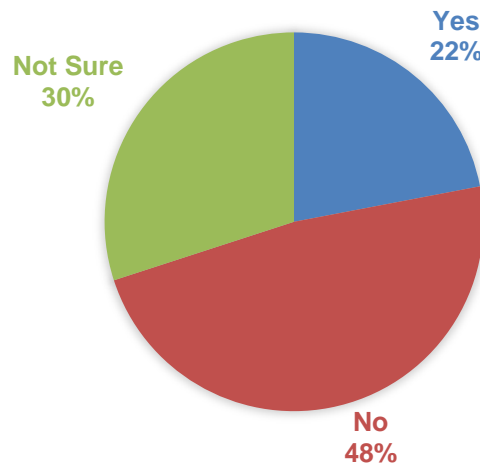
“The State and County will want to be a part of this. Given the make-up of Columbia and Howard County, it is essential that this be a public/private partnership. It is vital that all stakeholders take ‘ownership’ of the success of the Center.”

- The majority of interviewees agreed that now is not the right time for an endowment campaign because the New Cultural Center is such a new organization.

Campaign Readiness/Potential

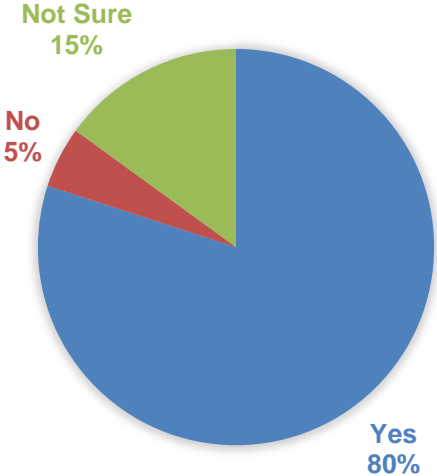
- When asked if \$33 million was achievable over 3-5 years, only 22% of interviewees said “yes”.

IS \$33 MILLION ACHIEVABLE OVER 3-5 YEARS?



- Primary reasons for uncertainty include:
 - A lack of multigenerational wealth in Howard County – Howard County residents have high earned income but not high net worth derived from assets;
 - A campaign of this magnitude is unprecedented in the County;
 - Reliance on funding from the County; and
 - Lack of knowledge about affluent individuals living and moving into the County and the time it would take to cultivate them.
- 80% of individuals said they would support the campaign financially (capital rather than endowment), but the majority of interviewees did not specify an amount.

WOULD YOU SUPPORT THE CAMPAIGN FINANCIALLY?



- Interviewees recommended a significant number of potential funders (individuals, foundations and corporations) to the campaign. A complete list of potential funders was presented to the Arts Council’s Board of Directors.

Leadership

- Coleen West and Toby Orenstein are highly regarded as ambassadors for the arts in the County and should serve on the Campaign Committee.
- Interviewees were confident that Coleen could take charge as one of the “faces and voices” leading the campaign, building consensus and driving momentum.

*“Coleen is excellent and she should be the face and voice of the Council.
That said, I’d like to know who/what entity will be in charge of the Center once it gets its sea legs.”*

- Interviewees felt that additional volunteer leadership would be necessary for the campaign, including a Task Force to address the pre-campaign planning issues (financial, visibility/communications, organizational) and a Campaign Committee to build consensus among the various stakeholders. A complete list of suggested volunteer leaders was presented to the Arts Council’s Board of Directors.
- The Arts Council’s current Board is not a fundraising entity and therefore a strong Capital Campaign Committee is critical to the success of the project.
- The campaign is an opportunity for the Arts Council to take a bigger leadership position in the larger County arts community.

Fundraising History and Development Program

- The Arts Council’s fundraising efforts are very consistent year to year, resulting from strong advocacy for arts funding on the County and State level.
- Current individual and corporate fundraising is events driven, which raises awareness of the Arts Council.
- The Arts Council does not possess a large cultivated constituency of major donors.
- Building and maintaining relationships with major donors will be essential to the success of this campaign.

Regional and Economic Factors

- Interviewees feel the climate for charitable giving in Howard County is “fair”.

- Concerns include:
 - Corporations merging/moving away;
 - Recent or ongoing campaigns in the region;
 - The size of this campaign is unprecedented in this county; and
 - The extent of arts community involvement and collaboration.

*“What arts groups are involved? Is this a collaboration county wide or just for a few lucky arts groups?
Is this competitive with other arts groups – for funding? For exposure? For patrons?”*

RECOMMENDATIONS & CAMPAIGN PLAN

Schultz & Williams recommends that the Howard County Arts Council and its partners – CCTA, Orchard Development, and Toby’s Dinner Theatre – plan and launch a capital campaign that would have three significant elements or “phases”:

Phase 1: Project Planning Task Force – First and foremost, a Project Planning Task force should be formed immediately to address Critical Planning Issues for this campaign as described below. These issues must be resolved prior to any fund development efforts beginning to ensure success.

Phase 2: Nucleus Funding Campaign – At its core, the successful campaign will require a nucleus of transformational lead gifts from a small group of select individual philanthropists, the commercial real estate development community in Columbia, corporations and County/State sources. This anchor group of donors/investors would provide a minimum of \$25 million, creating ***nucleus funding from a small number of lead donors from public and private sources***. It will be essential to establish this anchor funding in order to achieve fundraising success and sustainability.

Phase 3: Individual Capital Campaign – A more conventional campaign to raise the remaining \$8-\$10 million in private funds from lead individual donors, foundations and the residents of Howard County should be launched upon securing major commitments for anchor funding from a select group of individuals, corporations, the County and the State of Maryland. It will take three to five years to cultivate these donors and secure funding.

Our rationale for proceeding with the capital campaign (as describe above) at this time is based on the following factors:

1. Overwhelming consensus among all interviewees that “the time is now” to build a New Cultural Center for the County in downtown Columbia;
2. Momentum created by the 50th anniversary of Columbia;
3. The level of commitment to the arts by the County and State government;
4. The Howard County Housing Commission’s plan to provide for affordable housing;
5. Earl Armiger and Orchard Development’s commitment to the project;
6. Toby and Hal Orenstein’s willingness to sell the land; and
7. Investment of significant capital by Howard Hughes Development in the Columbia Master Plan.

For this campaign to be successful, it is vital that the Arts Council first secure a minimum of \$25 million in lead funding from individuals, corporate and government entities, as well as identify and cultivate CCTA, the Arts Council and Toby’s Dinner Theatre donors and patrons to maximize their giving. The success of this campaign will allow the Arts Council and its partners to achieve their goal of Howard County becoming a highly relevant and inspiring focal point for the arts and education, as well as a vibrant gathering place for County residents. **The time is now to establish a dramatic New Cultural Center in Howard County to create an arts experience of excellence for both artists and audiences alike.**

Below is a preliminary breakdown illustrating the level of giving necessary from all sources to achieve a \$33 million campaign goal. A gift table showing the breakdown of the individual/foundation giving levels is attached as **Appendix D**.

Source	Number of Gifts	Amount	Total
Corporate/Individual	3	\$5,000,000	\$15,000,000
County & State	2	\$5,000,000	\$10,000,000
Individual/Foundation	158+	Various	\$8,000,000

Phase 1: Pre-Campaign Planning

Project Planning Task Force

A crucial part of pre-campaign planning will be the creation of a Project Planning Task Force to include 8-10 individuals who will review and address Critical Planning Issues that will impact the project, partnerships and the overall success of the campaign. We recommend that the Arts Council and its partners immediately form and convene this Task Force to include the following individuals:

- Coleen West;
- Toby Orenstein;
- Earl Armiger;
- Select Arts Council and CCTA Board representatives;
- Select individuals not currently serving on either Boards, who would provide strong business planning and communications acumen;
- Representatives from County government; and
- Representatives from the arts community.

Critical Planning Issues

This Task Force should address the following Critical Planning Issues prior to the launch of Phase 2 of the campaign:

- **Business Plan Adoption.** Review and approve the business/economic feasibility plan prepared by Webb, so that the key elements of the plan can be included in the Case for Support.
- **Sustainability.** Building on the business plan review, develop a framework for the long-term management and sustainability of the Center.
- **Organizational Structure of the Future Cultural Center.** Define the governance and organizational structure of the New Cultural Center, who will oversee and manage it both strategically and on a day-to day basis.

- **Campaign Oversight.** Review and make recommendations for a campaign administration plan detailing who will lead the campaign and who will manage the day-to day operations of the campaign.
- **Define Mission Convergence.** Clearly communicate exactly why the Arts Council, CCTA and Toby's Dinner Theater are the right partners for the project and how each organization's mission will support the others, the New Cultural Center, and the community.
- **Define the Total Value of the Project.** Understand the Cost/Benefit of the Dinner Theatre, including the economic impact of the project. Assess the issues surrounding the Dinner Theater and explore options for public dining amenities in the New Cultural Center.
- **Impact on Local Artists.** Define how local artists and arts organizations will have access to the new spaces and how will they be represented.
- **Program Collaboration and Marketing Partnerships.** Describe how the New Cultural Center's programs will intersect with DCAC, the Chrysalis, and other local arts organizations to create a vibrant arts district.
- **Communications/Visibility Strategy.** Review and approve campaign messaging and brand identity. Plan an effective visibility strategy for this project that reaches all of Howard County. This communications strategy will consist of many levels of visibility, including public reveal events, digital and print communications, and a sophisticated public relations effort designed to build awareness for the importance of the arts to the community among constituents and the general public.
- **Phases and Timeline.** Outline the phases and timeline for the campaign and the corresponding financial needs of the capital campaign, marketing and cultivation efforts necessary to break ground and complete each phase of construction.
- **Leadership.** Identify and recruit leadership for the campaign including a Campaign Chair and Co-Chair plus an Honorary Chair who is extremely well-known.
- **Nucleus Fund Prospects.** Identify prospects for the core lead gifts from individuals and the corporate community, and identify the essential leadership to garner public funding from the County and State.
- **Naming Opportunities.** Identify and quantify key naming opportunities in conjunction with lead partners/funders.
- **Campaign Budget.** Approve a campaign budget (*Appendix E*).

The Task Force should work to proactively address these Critical Planning Issues in a timely manner and begin to move forward with a visibility strategy to garner popular and financial support for the project. The Task Force will need to communicate frequently with all key stakeholders.

Phase 2: Securing the Nucleus Fund: Engaging and Soliciting Lead Individuals, Corporations, State and County Government

The Nucleus Fund of \$25 million in public/private investment in the New Cultural Center and downtown Columbia is the cornerstone of this entire campaign and of the future of the New Cultural Center. Without these funds, which account for 75% of the goal, a successful capital campaign will not be feasible.

Once the key Task Force recommendations concerning the New Cultural Center organizational structure, business plan and leadership are implemented, outreach to local corporate leaders and County and State government leaders can begin. To build early momentum, a small group of anchor/transformational funders will need to be identified and solicited to achieve a significant portion of the total campaign goal. This first phase of donor work would include the following:

- Evaluate additional potential public funding – from Howard County, the State of Maryland and others – and create a plan for engaging elected officials;
- Develop a data-driven Case for Support that will make the case for the donor/investor, including the total value proposition showing the economic impact that will illustrate the benefits that will accrue from the success of the New Cultural Center and housing;
- Create a prospectus for potential investors to include the Case for Support, a summation of Critical Planning Issues from the Task Force, design plans and an operating/sustainability plan;
- Identify prospective anchor funders for the Nucleus Fund and qualify by quantifying capacity and likely giving level;
- Identify relationships and assign solicitors for prospects;
- Strategize messages, next step actions and meetings; and
- Begin immediate outreach to the top five potential corporate and individual funders to gauge interest in significant funding for the New Cultural Center.

Campaign Leadership

Campaign leadership, always important to any campaign, will be the driving force in establishing support for the Nucleus Fund of the campaign and for the “public” phase of the campaign to follow. Supported by an aggressive and focused communications effort and a detailed business plan for the New Cultural Center, the leadership of the campaign must be passionate and tenacious – capable of telling the story of why the New Cultural Center is so important to the arts and long-term sustainability of Columbia and Howard County.

Campaign Committee

In Phase 2, the Project Planning Task Force will transition into a highly functioning Campaign Committee of approximately 8-10 members. Not all Task Force members will be expected to serve on the Campaign Committee. However, those Task Force members who can make key connections to major donors and/or make a significant contribution to the campaign, will be encouraged to participate on the Campaign Committee. It will be critical that each Campaign Committee member be passionate and committed to the project. Ideally, major campaign donors or volunteers will be added to the Campaign Committee to enhance and expand its reach. The primary responsibilities of the Campaign Committee at this time will be to identify campaign leadership to oversee the entire campaign, and implement a multi-channel fundraising strategy for cultivating and soliciting lead donors at the corporate, County and State government levels.

The priorities of the Campaign Committee will be to:

- Establish a framework for the campaign based on the recommendations from the Task Force,
- Identify and recruit any non-Board members who should become members of the Campaign Committee (based on sphere of influence and giving capacity). The ongoing identification of individuals who have high visibility in the region and who are adept at attracting interest in the New Cultural Center from distinct constituencies;
- Review Master Plan, Business Plan and Campaign Feasibility Study Report;
- Establish Business Plan Process for executing the campaign;
- Make campaign recommendations to the full Arts Council Board and partners;
- Meet with the Arts Council and CCTA Board members and partners to identify additional leadership for membership on the Campaign Committee;
- Identify a major spokesperson for the campaign in the community, most likely the Campaign Co-Chairs; and
- Review and approve the Task Force recommendations for campaign administration and finalize the coordination plan for Finance, Operations, Communications, Program and Development Committees and staffing.

A complete description of the roles and responsibilities of the Campaign Committee is enclosed as ***Appendix F***.

Boards of Directors

Both the Arts Council Board of Directors and the CCTA Board of Directors are a crucial component of the volunteer leadership for the campaign. The Arts Council and the CCTA Board must play an important role in advocating publicly for the project and in leveraging relationships to help establish the Nucleus Fund. In order to position the Arts Council and CCTA Boards for success we recommend:

- The focus of the Boards must expand beyond fiscal stewardship and operations to actively engaged fundraising in an effort to meet the capital campaign goals of the New Cultural Center;
- That the size of each Board increase to include at least five (5) new members capable of making and identifying significant major gifts to the campaign;
- That all Board members be asked to identify at least two (2) major gift prospects from within their networks;
- That all Board members make a gift to the campaign, commensurate with ability (100% Board participation being vital to the success of the campaign);
- That Board members host intimate fundraising events as capability allows;
- That an on-going campaign Board education and training program be established to identify the strengths of each Board member, to provide them with the tools and messaging needed to support the campaign, and to effectively deploy each Board member in the campaign for maximum impact; and
- That the Boards receive a quarterly “campaign update” e-newsletter from Coleen West to promote interest and engagement in the campaign by all Board members.

Coleen West should play a pivotal role in the leadership of the campaign. Because of the Arts Council's public purpose and the interviewee's assessment of Coleen as a trusted voice for the arts in the County, Coleen should lead a communications and outreach effort that establishes the importance of the arts to Columbia and the County. As one of the campaign's primary ambassadors, Coleen should focus her energies on community outreach among County arts organizations, with the County Executive's office and with high-level corporate prospects. In order for this campaign to be successful, Coleen must convince key decision-makers that the New Cultural Center is essential to the long-term economic and social well-being of the community. Coleen will be supported in this effort by Toby Orenstein, the Arts Council Board and CCTA Board, along with the capital campaign's honorary chairs and co-chairs. County Executive Allan Kittleman should also be willing to promote the project and the importance of the arts at all suitable times and occasions.

Finalizing the Case for Support: Capital Campaign

An organization's Case for Support is the fundamental statement that conveys campaign and organizational goals. Messaging in the Case for Support should be reiterated in all development and marketing materials across all channels for the campaign and the institution as a whole. An effective and engaging Case for Support should achieve the following:

- Clearly defines the mission, needs, goals and funding opportunities through a compelling narrative line or story;
- Summarizes the basic philosophy/rationale of the priorities;
- Describes how these priorities relate to changing needs;
- Outlines the current fundraising effort;
- Establishes the argument for support;
- Explains the sources of support;
- Establishes naming opportunities and giving levels for the campaign;
- Identifies the leadership; and
- States the benefits of becoming involved to the donor.

While interviewees felt that the Case for Support was either “compelling” or “good”, we recommend that the following changes be made to strengthen the Case:

- Position the New Cultural Center as an indispensable regional resource of excellence for the arts;
- Describe the operating entity/partnership and where the missions of the Arts Council, CCTA and Toby's intersect. This will be absolutely critical to define for donors and for the public to show why the partnership is important and how the partnership will work together to create real impact in the community;
- Convey a sense of the specific new programs that will take place in the inspirational new spaces;

- Identify the specific arts organizations and key audiences who will benefit from the New Cultural Center;
- Provide the emotional appeal of specific narratives;
- Convey the essential elements of the business plan and the organizational plan for the future, assuring future sustainability;
- Position the New Cultural Center as a leading partner and stakeholder in the healthy future of the region and State, discussing the economic impact of the Center on Columbia and Howard County;
- Convey that the New Cultural Center will serve as a model for innovation and transformation to other regional cultural centers throughout North America;
- Outline the phases and timeline for the campaign and the corresponding financial needs to break ground and complete each phase of construction; and
- Create a call to action and a sense of urgency around the project and the campaign.

The design of the printed Case for Support should:

- Be image-rich, highlighting architectural plans and renderings, as well as images from the visual and performing arts;
- Convey a tone that inspires confidence in funders capable of making \$1 million+ gifts;
- Invite investment in a bold undertaking using language and design that will appeal to sophisticated donors; and
- Be complemented by a slide show or brief video (3-4 minutes) incorporating some visual design.

Case for Support: Endowment

S&W explored potential donors' willingness to support the concept of an endowment campaign to provide income for operational expenses associated with the New Cultural Center. Most interviewees agreed that in theory an endowment to support operational needs was a good idea, but the level of personal commitment to the concept was weak compared to interest in a capital campaign. S&W believes that the immediate need for capital support could be undercut by any concerted or overt focus on an endowment, which is why we recommend that the case for endowment remain separate from the case for capital funding.

The Arts Council can run an endowment campaign “in the shadow of” the capital campaign: that is, be responsive to donors who prefer to make a deferred gift to support programs or operational needs. It is not necessary to set an overall dollar goal if the purpose is to offset a non-specified amount of the operating budget. Named gift opportunities, however, can be created at values based in part on the budget line(s) that income from endowment will be allocated to; for example, a gift of \$250,000 subject to a spending rule of 5% will yield \$12,500 to support artists’ studios each year.

Message points to emphasize in the endowment Case for Support are:

- A gift to endowment creates a permanent legacy of the donor’s generosity;
- Income from the gift will be used in perpetuity to support on-going needs of the New Cultural Center, which might include:
 - Supporting the salary of one or more staff;
 - Supporting artists’ creative incubation program and facilities;
 - Supporting one or more of the theaters’ annual operating costs;
- In order to preserve principal, the endowment spending policy should limit expenditures to 5% of the principal, and any interest accrued, annually;
- The Arts Council’s excellent reputation for fiscal management; and
- Named gift opportunities could be created (i.e. exhibit fund to display and interpret shows of local visual artists; a conservation fund to support continual improvement of the New Cultural Center’s ability to be environmentally responsible.).

Campaign Communications

Coordinated marketing and communications will be essential to the long-term success of the campaign as the partnership seeks to engage with and attract a larger, more diverse pool of donors. The key will be to establish a brand for the New Cultural Center and for the partnership that connects the importance of the arts to the livability and economic growth of Howard County. All partners must deploy and coordinate the Campaign Committee approved messaging and communications, so that the brand is cohesive and clearly conveys the “need” for the New Cultural Center to the public, the County and State decision-makers. Specific recommendations for campaign communications include:

- Use the campaign for the New Cultural Center as a unique opportunity to tell the story of the impact that the arts will have on the County and the region in a new and energizing way. This story should reflect the messaging in the Case for Support;

- Implement a robust, multi-channel communications effort to emphasize the specific cultural, economic and social goals and outcomes of a New Cultural Center;
- All partners should co-brand communications to reflect the same vision, themes and priorities;
- All campaign communications, regardless of channel, should be as personalized and targeted as possible. Significant research by staff and/or consultants will need to be conducted to support this effort;
- A website should be created specifically for the New Cultural Center and the campaign. The website would serve as a platform for engaging and soliciting prospective donors, as well as increasing awareness and branding. A “call to action” should be prominently placed on the website to more directly engage constituents and to help build a community of support. This “call to action” could be asking for a contribution to the campaign, to sign a petition in support of the New Cultural Center or to attend fundraising events.
- All engagement strategies should capture contact information, the source of each contact and qualifying information (areas of interest, participation in any Arts Council or other arts related activity etc.), which should be entered into the Arts Council’s contact tracking system. Respondents to any “call to action” should be assured that their contact information will not be shared with any other organization or entity.

Campaign Identity

The first step in building the communications platform of the campaign will be to establish a memorable and recognizable identity that connects the mission, priorities and goals of the partnership to the need for the New Cultural Center. Elements of the campaign identity to consider include:

- A compelling name and brand for the NCC should be created that communicates both the function of the Center and the power of the arts to transform the community;
- Campaign name, theme or positioning line;
- Key message points related to the New Cultural Center, to partners, to campaign leadership and to donors;
- Finalization of the Case for Support; and
- Logo, typeface and design elements.

Phase 3: Building a Constituency of Major Donors from Howard County and Beyond

As the Nucleus Fund of anchor donors is being secured as described above, the Arts Council and its partners should begin the process of identifying and cultivating individual donors for the conventional campaign to raise \$8-\$10 million from residents of Howard County and other likely regional markets, as well as national foundations. The Arts Council and its partners should expect that at least 80% of funds from major donors will come from Howard County, with the majority of those donors coming from Columbia and adjacent communities. Some funding may be identified in the Baltimore market, in DC and in Montgomery County. Once the campaign is fully staffed in year two, significant research will need to be conducted to identify major donors in these nearby communities who have an emotional or business connection to Columbia and its arts community.

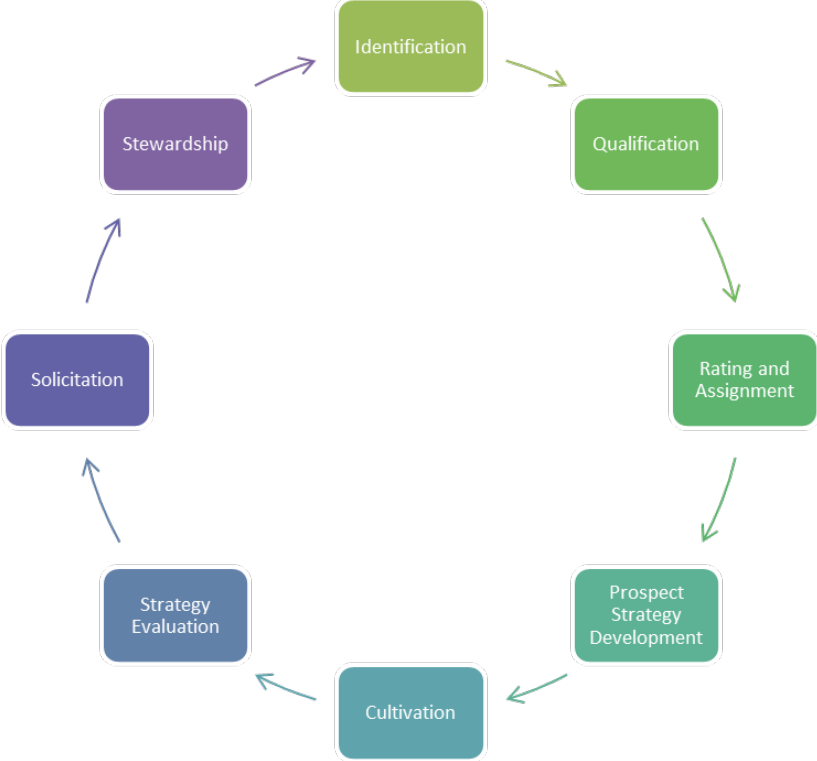
The Arts Council and its partners have a steady and growing relationship with major donors, corporations and foundations in the region, and civic leaders at the County and State levels. These connections should be tended carefully and thoroughly. Given the perception that many local campaigns are approaching the same suite of funders, the partnership needs to reinvigorate its communications with major philanthropists, corporate and foundation leaders and public officials, to indicate that their support for the arts in the community has never been taken for granted. For the same reasons, the partnership needs to look beyond Howard County for funders: national foundations, funders from Maryland, DC and more as resources allow.

To maximize giving from past and current donors, and to secure major gifts from new donors, we recommend that the Arts Council and its partners:

- Immediately define the aggregate giving goal for the Board (typically 20-30% of goal, though it is understood that the Arts Council Board and CCTA Board do not have the capacity to reach this level. However, 100% Board participation in the campaign, at a level commensurate with ability, is crucial for the cultivation and solicitation of other major donors);
- Determine the Boards' capacity to secure funding from outside the Board (corporations, other individuals, etc.);
- Determine target amounts for and approaches to current and past Board of Directors and Board committees;
- Determine target amounts for close-in lead gift individual prospects;
- Define target amounts and purpose of request for each regional and national foundation, while being selective and realistic;
- Immediately identify all lead gift prospects to include individual Board and Capital Campaign Committee members, including a researched estimate of the amount of a reasonable gift request:
 - Identify cultivation strategies for these and next tier of donors;

- Determine optimal corporate giving levels from thriving businesses in the region, both established institutions and emerging or growing businesses:
 - Seek up-and-coming corporations in the cyber security and bio tech sectors and any new corporations/businesses coming to Howard County;
 - Identify which corporate sponsors of the Arts Council and CCTA events and other events could support the campaign at a higher level; and
 - Consider creating an ad hoc sub-committee of the Campaign Committee to focus on corporate outreach.

The ideal prospect management process is illustrated and explained in detail below:



Campaign Administration

After a thorough materials review and internal interviews, S&W believes that the Arts Council has the internal capacity needed to administer the start-up of the capital campaign. As the campaign progresses, additional resources will be needed to implement the campaign plan as presented below. Traditional campaigns should budget 10-12% (\$800k-\$1m for the Individual Campaign) of the goal to cover these costs.

Prospect identification

The Arts Council should identify new prospects on a continual basis; capture names from the Campaign Committee, Board and staff. Ideally, there will be a top 150 prospect list, which the Campaign Committee should continually review and the staff should manage. Because the current pool of cultivated prospects is relatively small, this should be a “top to bottom, inside out” effort that engages the Arts Council’s and CCTA’s closest, most cultivated constituents to help identify and cultivate new donors, creating an ever-increasing circle of potential support.

Prospect Tracking

The purpose of a tracking system is to know precisely the Arts Council’s and its partners’ relationship with each major prospect, in terms of the donor’s giving history, attendance at events, donation requests and cultivation and stewardship activities. The tracking system should also contain prospect research information, including the prospect’s rating. The most important data on a tracking system is:

- Name
- Address
- Gift rating
- Solicitor’s name
- Name of staff person assigned to prospect
- Other people that have connections to that prospect
- Date of last interaction with the prospect
- Notes that include brief review of all interactions over time

- Next steps
- Date of next interaction

The tracking system is a management tool that should be updated regularly, so that the current status with each prospect can be accessed quickly. The Arts Council needs the ability to sort prospects by the elements listed above, so that staff can report regularly to volunteers on progress with their prospects. Documenting all activities with major prospects that move them closer to a gift is essential recordkeeping as the program is being built.

Database Management

As the Arts Council and its partners make progress with corporate and public donors it will be identifying and qualifying numerous existing and new donor prospects for private support. It is imperative to capture contacts, actions and gifts in a sophisticated database. The Arts Council should have a database that has the capacity to create reports on specific prospects and track cultivation action steps required for each prospect. Some prospects, including corporate and public sources, and other major donors will be identified and coded as joint prospects with the Arts Council's project partners. The Arts Council should be the single source for prospect management. It will be vital, therefore, that CCTA and Toby's Dinner Theater be timely and accurate in reporting to the Arts Council the identification of new prospects and all cultivation of prospects during the campaign.

Prospect research and all campaign activities and results should also be captured in the database, and the Arts Council and its partners should invest in research tools and analytics. The Arts Council development staff should produce background reports for senior staff, the Campaign Committee and the Board as they go out on donor visits. These reports should include as complete an understanding as possible of a prospect's individual and corporate history. This is crucial to both the cultivation and solicitation process.

Prospect Rating and Screening

The Arts Council development staff should conduct bi-weekly prospect qualification sessions to review and rate prospect lists that are suggested by the Campaign Committee, staff and volunteers. These bi-weekly calls should focus on the following:

- Evaluation of the target amount and best strategy for each prospect based on:
 - Past giving to the arts or other similar causes;
 - The relationship to the Arts Council or CCTA;

- Commitment to the community;
 - Wealth research;
 - Means and accessibility; and
 - Interest in Howard County's economic and civic life etc.
- Prioritization of prospects, giving each an initial rating based on potential wealth and target gift amount. For example:
 - A = \$1M gift target
 - B = \$500K-\$999K gift target
 - C = \$100K-\$499K gift target
 - D = \$50K-\$100K gift target
 - E = \$25K-\$50K gift target
 - F = Under \$25K gift target
 - Assignment of staff or volunteers for cultivation and solicitation; and
 - Evaluation of readiness for solicitation, timing and calling team (sometimes after cultivation).

Cultivation & Stewardship

A calendar for cultivation activities and individual strategies will be developed, which will help manage relationships with prospects and engage their support. Cultivation events and communications will afford leadership the opportunity to describe the vision for the New Cultural Center; specifically, the program details, the campaign goals, an update on fundraising activities and possible gift opportunities. Prospect tracking tools will record interactions with prospects and donor information will be collected. After any prospect management meetings and in between meetings, staff will update the prospect tracking system with the outcomes of Committee updates.

Sharing the scope and scale of the New Cultural Center will intrigue donors and help them understand the corresponding scale in investment that is needed to execute the Master Plan. No lead gifts were suggested during the S&W external interviewees although the potential is significant. This is

not atypical in a Campaign Planning Study, when participants are asked at such a preliminary stage to posit what they might give based on the concept alone. Nevertheless, intensive cultivation efforts will be needed throughout the campaign; they should include the following:

- Hold small, top-tier dinners hosted by current lead Board members, stakeholders and thought leaders with significant follow-up. Where possible, include personal stories that help engage and connect donors and prospects more closely to the arts and the New Cultural Center;
- Create public communications strategy to build excitement for the campaign, the New Cultural Center and the changes it will bring, to roll out once lead donors are engaged;
- Conduct a series of roundtables with stakeholders from multiple sectors, i.e., elected officials, educators, corporate leaders, Leadership Howard County, and other stakeholder groups. Link to other economic development coalition(s) that exists;
- Conduct a series of outreach speakers' series on the future of the New Cultural Center;
- Invite prospects and major donors to reveal events in exciting places, evoking the spirit of the future of the New Cultural Center and the future of Howard County and Columbia; and
- Create targeted communications materials for campaign events in the early phase (ex. handout on economic impact for public officials).

Solicitation

Solicitation should be highly personalized and, done in person, or at the very least, by phone. When possible, Campaign Committee members, the Arts Council and CCTA Board members, as well as other leaders who have "sourced" prospects should accompany Coleen, Earl Armiger and others to all prospect meetings and must take a leadership role in direct solicitations.

Communications with Volunteers and Leadership throughout the Campaign

An important part of the donor process is maintaining interest and momentum within the campaign leadership and committed constituents. Volunteers, donors, Board members, top prospects and key staff will obviously have a higher degree of interest in the campaign than the general prospect pool. Communications to these groups must go beyond general campaign materials, to include "insider" information on campaign events, gifts, donors and progress toward goals. Communications may include the following:

- Personal update letter from the Coleen West to the Campaign Committee Chair and members, Board Chair, Community leaders, the office of the County Executive and the Governor's office;
- A brief newsletter at key points in the campaign such as campaign kickoff, halfway point and near conclusion;

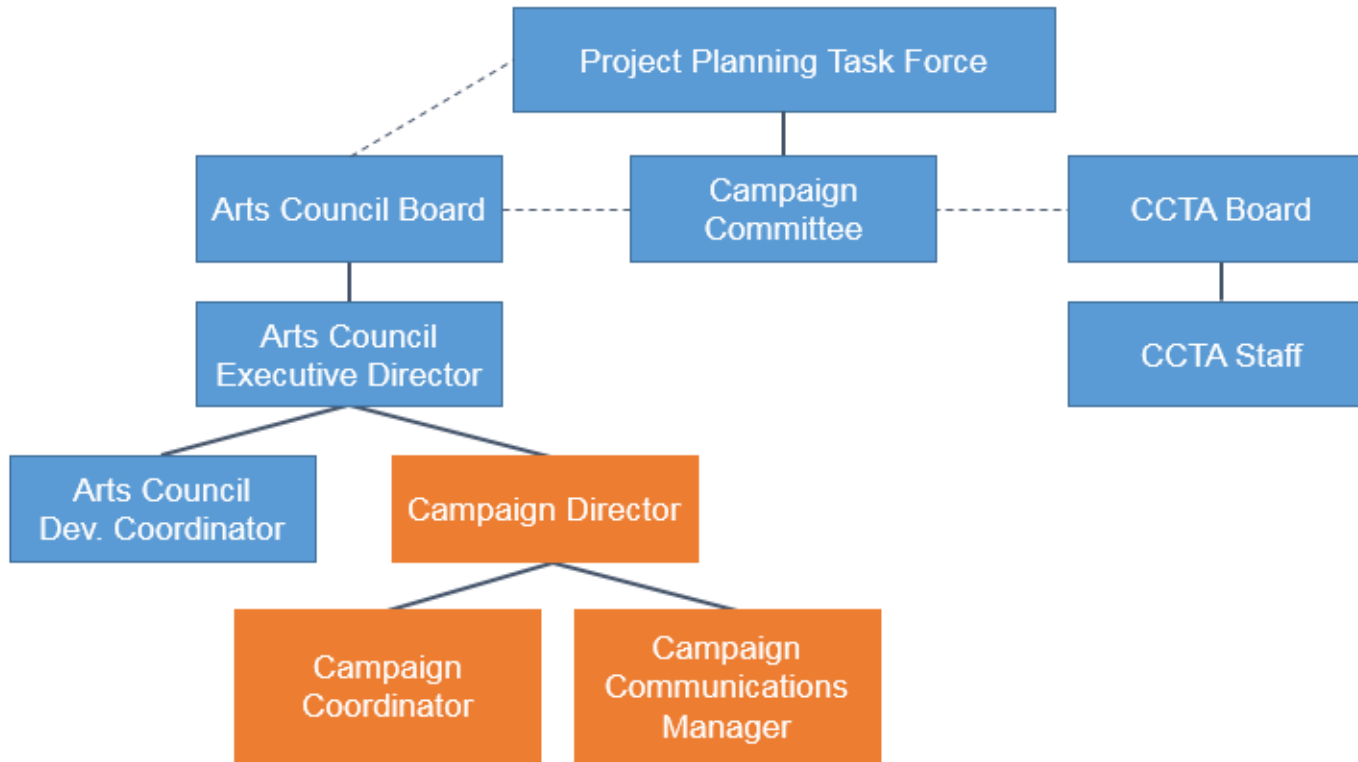
- Campaign update at all fundraising events and community outreach convenings;
- For campaign volunteers, regular (usually monthly) reports regarding assignments; and
- Invitations to campaign events, performing and visual arts openings at partner organizations and a special VIP only event in conjunction with the Arts Council's annual gala for those involved in the Campaign.

Organizational Infrastructure/Campaign Staffing

A significant increase in the capacity of the Arts Council's Development function will be required to conduct the campaign, while continuing its annual fundraising, events and community outreach activities. Typically, the cost to manage and implement a capital campaign is 10-12% of the goal. The cost to implement the \$8-10 million portion of the campaign will be at least \$800,000. While preliminary, the following are recommendations for the structure of the Arts Council's development function during the campaign:

- The Executive Director of the Arts Council will serve as the Campaign Director in addition to her current Executive Director related duties. She will partner with the Campaign Chair (or Co-Chairs) to identify, qualify and cultivate donors.
- Once the public/private partnership concept has been agreed upon by the County and by at least one corporate lead donor, a full-time Campaign Director should be hired to report to Coleen West.
- The Campaign Chair or Co-Chairs should be capable of the highest level of engagement with key corporate prospects, the County Executive, and the County Council in order to build the effective public/private partnership required for this project.
- The Arts Council's Development Coordinator will execute critical to start up the campaign, working with the Executive Director and the Campaign Committee.
- Additional staff will need to be hired for the Campaign as resources become available. We recommend a Campaign Coordinator to manage the day-to-day operations of the campaign including fundraising event support, administrative tasks and prospect list management.
- Given the importance of campaign communications and cohesive messaging for this campaign, a Campaign Communications Manager is highly recommended. This new staff member should have extensive experience in digital and social media communications and should be capable of coordinating public relations efforts between the Arts Council, CCTA, Toby's Dinner Theatre and Orchard Development.

A recommended organizational chart is below:



PRELIMINARY CAMPAIGN TIMELINE

YEAR 1	
Establish Campaign Task Force (CTS)	Q1
CTS Initial Meeting	Q1
Confirm campaign organizational structure	Q1
Hold initial meeting with Howard Hughes	Q1
Hold initial public/private donor meeting with County Executive	Q2
Task Force confirms NCC business plan, budget and campaign goal	Q2
The Arts Council convenes county arts groups for NCC input	Q2
Define HH commitment	Q2
Begin outreach to additional Nucleus Fund prospects	Q3
Task Force makes recommendations on all key issues	Q3
Develop NCC/Campaign web site	Q3
Present public /private donor plan to County Executive	Q3
Finalize Nucleus Fund Donor/Investors	Q4
Task Force transitions to Campaign Committee	Q4
Establish Campaign Policies & Procedures	Q4
Establish Named Gift & Sponsorship Opportunities	Q4
Develop case for support & collateral materials	Q4

YEAR 2	
Hire Campaign Coordinator	Q1
Hire Campaign Communications Manager	Q1
Research on top 150 prospects	Q1
Confirm top 50 major donor prospects	Q2
Launch “quiet phase” Campaign to individual donors	Q2
Begin donor strategy development	Q2
Establish initial Campaign Committee donor assignments	Q3
Establish NCC/Campaign communications plan	Q3
Establish Campaign events plan and calendar	Q3
Begin Public Charettes and Town Meetings on Project	Q4
Further Secure lead gifts	Q4
DUP	Q4

CONCLUSION

As the Project Planning Task Force commences its work to address the Critical Planning Issues for this transformative undertaking and attract the leadership necessary for success, a new culture of philanthropy focused on the arts in Howard County will need to take hold. This new culture will be defined by placing donors and visitors at the center of all activity, building on existing relationships, creating new relationships and partnerships, establishing a new level of communications and a powerful brand for the visionary New Cultural Center. In addition, a fundraising mechanism that telegraphs excellence to donors and stakeholders will need to be established, positioning the Center as the leading arts and cultural institution that inspires and celebrates the arts.

List of Internal Interviewees

**Howard County Arts Council
Campaign Feasibility Study Report & Plan**

List of Internal Interviewees

EARL ARMIGER

Chairman & CEO, Orchard Development

CARL DELORENZO

Director of Policy and Programs, Howard County Government

MELISSA ROSENBERG

CCTA, Board of Directors

CCTA, Former Executive Director

SHARONLEE VOGEL

Secretary, Howard County Arts Council

COLEEN WEST

Executive Director, Howard County Arts Council

DIANE WILSON

Chief of Staff, Howard County Government

Howard County Arts Council Campaign Feasibility Study Report & Plan

Case for Support

New Cultural Arts Center in Downtown Columbia *The Catalyst for a Creative 21st Century Howard County*

THE POWER OF THE ARTS TO TRANSFORM

Imagine walking through a busy, vibrant downtown Columbia at any time of the day or night. Beckoning you will be Broadway plays and musicals, galleries, late night jazz, new works by local artists, contemporary dance and artists' workshops, all together in one place with restaurants, coffee shops and retail. Also imagine a place for artists to live, create, and work with spaces for arts programming for children, adults, and underserved populations. *Only the arts have the power to bring this vision to life and to sustain a vibrant downtown cultural scene.*

The New Cultural Arts Center in Downtown Columbia will be a new, multi-use visual and performing arts center that will capture the imagination of the community and serve as the catalyst for discovery, learning and creativity. It will transform cultural experiences in Howard County and ensure that our community's vision for a vital, livable Downtown Columbia is a reality.

Howard County and its largest urban center, Columbia, stand at a pivotal point in a long and successful history of carefully planned growth. The County leadership and its residents value a high quality of life for all residents and have supported a variety of important and far-reaching initiatives to ensure that life in our community is safe, productive, supportive, and lively. Our schools and hospitals, our libraries and first responders, our infrastructure and transportation, all reflect a County that continues to be a beacon in the region for businesses and families alike.

Among our greatest assets are the artists and arts organizations that give Columbia and the County its rich cultural life. But our arts community suffers from a lack of the first-rate facilities enjoyed by our neighbors in Baltimore, Washington, DC, and Montgomery County. We have phenomenal local artists throughout the County that are starved for an updated space to present their work. The arts are absolutely essential to the civic health of our community, to the education of our children and to our continued economic viability. We owe it to ourselves and future residents, artists, businesses, and visitors, to show that Howard County can be a world-class arts destination and regional hub of creativity.

A CULTURAL HEART FOR HOWARD COUNTY

The New Cultural Arts Center in Downtown Columbia will be a beautiful new 112,346 square foot contemporary arts center in Downtown Columbia. This new arts venue and creative space, expected to be completed by 2021 at a cost of approximately \$72 million, will unite the performing and visual

arts under one roof and will serve as the cultural heart of the County. The Howard County Arts Council (HCAC), in partnership with Columbia Center for Theatrical Arts (CCTA), will spearhead a \$33.5 million capital campaign to secure the private philanthropic support necessary to complete the new Arts Center. The remaining funds necessary for the project will be secured through bonds and other public sources.

A 350 seat theater in the round will be complimented by a 225 seat community “black box” theater and a 225 seat children’s theater. Two dance studios with sprung floors, five rehearsal rooms, technical support facilities, green rooms, prop rooms and storage areas will round out the Arts Center’s performing arts facilities.

The Center will support the visual arts with two professional galleries, fifteen artists’ studios, three arts education classrooms, three incubator spaces for arts organizations, a multi-purpose meeting space and a roof-top sculpture garden and gathering place in Downtown Columbia. Other Center amenities will include an “arts lobby”, ample parking, a coffee shop and bar, and a gift shop. The Center will become the new home for the Howard County Arts Council and the Columbia Center for Theatrical Arts. Toby’s Dinner Theatre, for decades a mainstay of Columbia’s performing arts community, will also have an upgraded, state of the art theatre in the Arts Center. The Center will also serve as a venue for galas, fundraisers, and public and private events.

THE BIG PICTURE

Following years of community-led focus groups and the passage of the 2010 master plan for Downtown Columbia, the development plan for Merriweather Post Pavilion, Symphony Woods and the surrounding properties calls for a \$1 billion arts, entertainment, residential and retail-focused district. This will transform Downtown Columbia into a more pedestrian-friendly, interconnected town center with public green spaces and lively arts and entertainment venues, shops and restaurants, along with residential and office spaces and a hotel. New, affordable housing options are very important to this transformative concept. Ninety-six affordable units will be reserved for artists as a part the residential portion of this development plan.

New indoor and outdoor venues for the visual and performing arts are key to creating a vibrant, diverse district that will attract young professionals and provide residents and visitors with an active 24-7 work, live, play experience in Downtown Columbia year-round. The New Cultural Arts Center in Downtown Columbia will be the centerpiece of this larger mixed-use development. Adjacent to Merriweather Post Pavilion, Symphony Woods and Chrysalis Amphitheatre, the development will provide all of the elements needed to create the critical mass necessary to sustain Columbia’s and the County’s vibrant arts scene for decades to come.

A PUBLIC/PRIVATE PARTNERSHIP FOR SUCCESS

To make this vision a reality, the Howard County Arts Council and the Columbia Center for Theatrical Arts have partnered with the Howard County Government, Howard County Housing Commission,

Toby's Dinner Theatre and Orchard Development Corporation. Each partner brings a unique and important contribution to the project.

The new Arts Center will be located on the current Toby's Dinner Theatre site. Crucially, Toby's Dinner Theatre intends to transition from a for-profit to a non-profit organization during the development of the new facility. The Howard County Housing Commission will issue \$55 million in Lease Revenue Bonds to finance the arts and parking portion of the project. The Housing Commission will own the Arts Center and enter into a 99-year master lease with the County. The County, in turn, will provide long-term leases to HCAC and CCTA at terms that will meet their common objectives. HCAC and CCTA will be headquartered in the New Cultural Arts Center and will provide much of the visual and performing arts offerings. HCAC and CCTA will also spearhead identification of private philanthropic investment for the project. Orchard Development Corporation is managing the property development on behalf of the Housing Commission. Howard County Government has committed to underwrite the Lease Revenue Bonds as part of the recently approved TIF and will provide other ongoing operational support through the general budget.

POWERFUL FUNDRAISING LEADERSHIP

HCAC and CCTA are currently developing a comprehensive fundraising campaign plan. The capital campaign will be led by the Boards of Directors of both organizations. Additional top-level, private-sector leadership from within the County is also being recruited to help lead this ambitious but essential fundraising campaign. With the full support of the County Executive and elected officials from the State and County, and the commitment of the Boards of Directors of HCAC and CCTA, we are confident of success.

THE ARTS AS CATALYST – THE TIME IS NOW!

Never before have so many crucial pieces come together to make Columbia an arts destination and to provide all Howard County residents and artists with the world-class cultural experiences they deserve. We have a unique opportunity to take a major step forward to support the artists and arts organizations that are a linchpin in any successful effort to continue to develop both Columbia and the County. But the time is now! We must not undervalue the impact that the arts can have on our community and its future. The New Cultural Arts Center in Downtown Columbia will provide the focal point, the heartbeat, of the arts in our community.

With a strong and committed public and private partnership, and with the support of philanthropists throughout the County, the time is now to bring this vision to life. We hope you will join us in making the New Cultural Arts Center in Downtown Columbia a reality in Downtown Columbia.

List of External Interviewees

**Howard County Arts Council
Campaign Feasibility Study Report & Plan**

List of External Interviewees

CALVIN BALL

Vice Chair, Howard County Council

TOM COALE

Attorney, Talkin & Oh, LLP

THERESA COLVIN

Executive Director, Maryland State Arts Council

MIKE DAVIS

Senior Partner, Davis, Agnor, Rapaport & Skalny
Celebration Sponsor through DARS

GREG FITCHITT

VP Development, The Howard Hughes Corporation
Celebration Sponsor through The Howard Hughes Corporation

STEVE GERSHMAN

Shareholder and Former Co-Chair, KatzAbosch
Board President, Howard County Arts Council (Former)
Board Member, Red Branch Theater

FAITH HOROWITZ

Chief Administrative Officer, Fourth Dimension Engineering

STACIE HUNT

President/CEO, Leadership Howard County
Community Partner

ROBERT JEFFREY

Executive Director/Financial Advisor, Jeffrey Group at Morgan Stanley
Honorary Chair, Celebration of the Arts, Howard County Arts Council 2011

BARBARA LAWSON

President and CEO, The Columbia Foundation (Retired)
Celebration Committee Member, Howard County Arts Council
Honorary Chair, Celebration of the Arts, Howard County Arts Council 2008

GREG LOWE

CFP, Lowe Wealth Advisors
Celebration Sponsor through Lowe Wealth Advisors

KEN LUNDEEN

President, Environmental Reclamation Company
Honorary Chair, Celebration of the Arts, Howard County Arts Council 2016
Howie Award Winner for Arts Supporter 2004
Board Member, Columbia Festival for Theaters of the Arts (Former)

MISSY MATTEY

Director of Development/Executive Director, Howard Community College Foundation
Community Partner

LEONARDO MCCLARTY

Executive Director, Howard County Chamber of Commerce
Community Partner

MICHELLE MILLER

Director, Division of Community Services, Columbia Association
Celebration Sponsor through the Columbia Association

JEAN MOON

Owner, Jean Moon & Associates
Consultant for ArtsVision 2003
Howie Award for Outstanding Community Arts Supporter 2003

TOBY & HAL ORENSTEIN

Owner, Toby's Dinner Theater
Founder, CCTA
Celebration Sponsor through Toby's Dinner Theater
Grantee, CCTA
Howie Award for Outstanding Artist 1990

SUSAN PORTER

Owner/Founder, InSITE Training and Development Inc. (Former)
Board President, Howard County Arts Council (Former)
Strategic Initiatives Committee Member, Howard County Arts Council
Board Member, Red Branch Theater Company

STEVEN SACHS

Executive Vice President, Director of Real Estate, Hotel and Gaming Practice, Willis, Towers & Waston
Honorary Chair, Celebration of the Arts, Howard County Arts Council 2015
Celebration Sponsor
Board President, Columbia Festival of the Arts (Former)

MARY ANN SCULLY

Chairman, President and CEO, Howard Bank
Celebration Sponsor through Howard Bank
Howie Award for Business Supporter of the Arts 2014

MARY KAY SIGATY

Member, Howard County Council
Artsites Artistic Review Panel
Board Member, Columbia Festival of the Arts

DICK STORY

Director of Community Relations and Government Affairs, Howard Bank (Retired)
Emcee for Celebration, Howard County Arts Council
CEO, Howard County Economic Development Authority (Former)

BRIAN WALTER

Market President, M&T Bank
Board President, Howard County Arts Council (Former)
Finance Committee Member, Howard County Arts Council
Celebration Sponsor through M&T Bank
Howie Award for Business Supporter of the Arts 2016

\$8 Million Gift Table

**Howard County Arts Council
Campaign Feasibility Study Report & Plan**

\$8 Million Gift Table

Proposed Gift Table: \$8 Million Campaign		
Number of Gifts	Amount	Total
2	\$800,000	\$1,600,000
2	\$500,000	\$1,000,000
5	\$250,000	\$1,250,000
14	\$100,000	\$1,400,000
20	\$50,000	\$1,000,000
40	\$25,000	\$1,000,000
75	\$10,000	\$750,000
158+		\$8,000,000

Campaign Budget Template

**Howard County Arts Council
Campaign Feasibility Study Report & Plan**

Campaign Budget Template

Budget	2017	2018	2019
<u>Salaries</u>			
Campaign Manager			
Additional Staff			
<u>Outside Support</u>			
Campaign Counsel			
Prospect Research/Wealth Screening			
Campaign Marketing/Creative Services			
<u>Fundraising Materials and Activities</u>			
Case Statement			
Letter of Intent			
Named Gift Opportunities			
Recognition Materials			
Planned Giving Materials			
Campaign Newsletter			
Video			
Cultivation Events			
Entertainment			
Travel			
Campaign Mailings			
Campaign Report			
<u>Computer Support</u>			
Software			
Online Research/Internet			
<u>Office Expenses</u>			
Supplies			
Copies, Fax, Mailing			
Postage, Delivery			
Letterhead			
TOTAL			

Roles and Responsibilities of the Campaign Committee

**Howard County Arts Council
Campaign Feasibility Study Report & Plan**

Roles and Responsibilities of the Campaign Committee

1. Provide overall leadership for the capital campaign and set the example for total Board participation in the campaign process through giving and by attracting gifts.
2. Assist in the development of a campaign plan and present it to the Board.
3. Be actively involved in the prospect interaction by identifying 10 new prospects and participating in one-on-one and small group cultivation and solicitation activities for 3-5 major prospects at any one time.
4. Understand the objectives of the campaign and be the general spokespersons for the effort.
5. Recommend the pricing structure for naming and gift opportunities.
6. Make a personal contribution to the campaign at a level that demonstrates significant commitment to the future of the organization.
7. Review and approve gift policies for the campaign.
8. Help interpret and react to changing issues within the fund-raising climate in the region.
9. Serve as advisors to the staff on all issues relating to the campaign.
10. Attend the scheduled meetings of the Campaign Committee and report on ongoing prospect activities.
11. Help plan, host and attend cultivation events for prospects.