



SEATTLE **SYMPHONY**

LUDOVIC MORLOT, MUSIC DIRECTOR

# MAJOR CAMPAIGNS

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Then and Now at the Seattle Symphony

# Capital Campaign to Build Benaroya

- In from 1992-2002 launched and completed successful campaign to build Benaroya Hall \$120M
- \$56M cash and pledges and \$40M municipal bond from the City of Seattle, \$13M from the state and county and \$10M from other sources.
- Over the years, the Endowment has increased to \$26M, but with no sustained campaign
- Good news BUT...

# After the Campaign

- An Endowment of \$26M is not sufficient to sustain the symphony – should be \$100-125M
- Unsuccessful attempt at Endowment campaign post Capital Campaign due to administrative leadership transition

## AND After Capital Campaign:

- Staff and board were fatigued
- Staff turnover lead to stewardship gaps
- Institutional memory left the administration
- Organizational spiral of cutting staff to save \$\$
- Difficulties hiring qualified devo staff
- Difficulties attracting a top FR board

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- Feasibility study in 2008 by Campbell & Co – showed there was no support for a major campaign in Seattle for the Symphony.
- Why? Because of major negative community buzz and internal dysfunction playing out in the press and in public
- False starts with “special appeals” – which took from the annual fund – so no better off

- Things continued to slide financially for the SSO until FY11
  - posted a \$5M loss (20% of our budget),
  - doubled our accumulated deficit to - \$11M
  - increased our line of credit by having funds unrestricted from our endowment as collateral.
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- Sub-optimal place from which to launch a Major Campaign

# Why is now a good time for a campaign?

- New leadership – board, MD, ED, VP of Devo
- Confidence in artistic leadership - incredible buzz on stage, musicians look happy
- Confidence in management - two balanced budget and 30% increase in Annual Fund
- Board re-built – 20 new board members in 2011-12
- New community and education programs show what SSO gives back to community. Defining community value.

# Why is now a good time for a campaign?

- Consistent, relentless messaging over 3 year period about an organization that is stable, innovative, and progressive - and that represents its city.
- Masterworks - 15% growth in three years - index of depth of support in community
- National buzz - Carnegie Hall, CD label, Pulitzer



# What's the same?

- Consultant: Campbell and Co. – original campaign for BH and feasibility study in 2008
- Principles of fundraising 101 – your closest people are your best bets; purposeful cultivation and stewardship your best weapon
- Volunteer management – need to train volunteers about Recency/Frequency/Monetary – and manage your time regarding meetings with HWNI with low engagement

# What is different from traditional campaign structures?

- Minimal feasibility study – data analysis and metrics only; qualification and focus groups within campaign
- Staffing structure integrated with Annual Fund staffing – but self-funding as a separate project, with seed funding from the Foundation

- Goals: Endowment (**65%**); Current Use (**35%**) [of which 19% is Project Use and 16% is Capitalization (aka debt reduction and cash flow)]
- **Very plain about debt reduction** – getting v positive reception – and lots of unrestricted gifts
- Contribution mix – 50% cash, 50% planned gifts

# Challenges

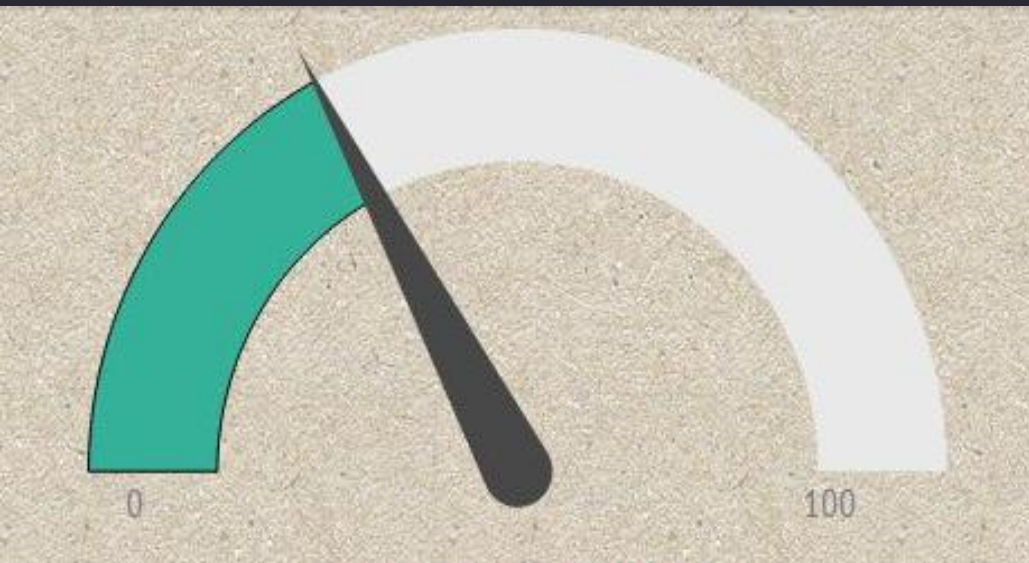
- Decreasing subscriber base; increasing CYOs
- Robbing from the Annual Fund – double asks
- Growing Annual Fund within campaign – 5 year plan

# Challenges

- End Game – focus needs to be very clearly on the institution, systems and the donor so that the organization will survive the inevitable change in staff, board and leadership that follows a campaign
- Starting to shape two year post campaign plan for FR that will follow organization strategic plan
- Discouraging to see mega wealth in our community going to the “wrong” causes – and not just the Millennials – Clippers



# CAMPAIGN PROGRESS TO DATE



After just 10 months for a 5-year campaign, we've reached 1/3 of our original goal!



**▲ 34,064,246**

Dollars pledged to the Campaign after 1 out of 5 years.

**★ 21,310,000**

Dollars pledged/allocated so far as gifts to the endowment.