



Memorandum

To: Honorable Mayor and Members of the City Council
Administration & Public Works Committee

From: Martin Lyons, Assistant City Manager / CFO
Lawrence Hemingway, Parks, Recreation and Community Services
Director
Karen Danczak Lyons, Library Director

Subject: Extension of Contract with Community Counselling Services Co. LLC

Date: September 20, 2017

Recommendation

Staff and Friends of Robert Crown recommend that City Council authorize the City Manager to execute a third contract extension of three months for the period of October through December 2017 for consulting services with Community Counselling Services Co., LLC (CCS) located at 155 North Wacker, Suite 1790, Chicago, Illinois 60606 at a total cost of \$96,000 a \$1,500 reduction from the previous quarter.

Funding Sources

FY 2017 Capital Improvements Fund – Robert Crown Project Budget - \$1.5 million
Account 415.40.4117.65515

Architect Fees approved from this account - \$497,000

Previous CCS Expenses in 2017 \$291,500

Net Balance \$713,000

(This balance does not include the proposed acceptance of the Woodhouse Tinucci Architectural contract also included in the September 25 agenda for approval.)

Livability Benefits

Built Environment: Enhance public spaces

Educations, Arts & Community: Promote a cohesive and connected community

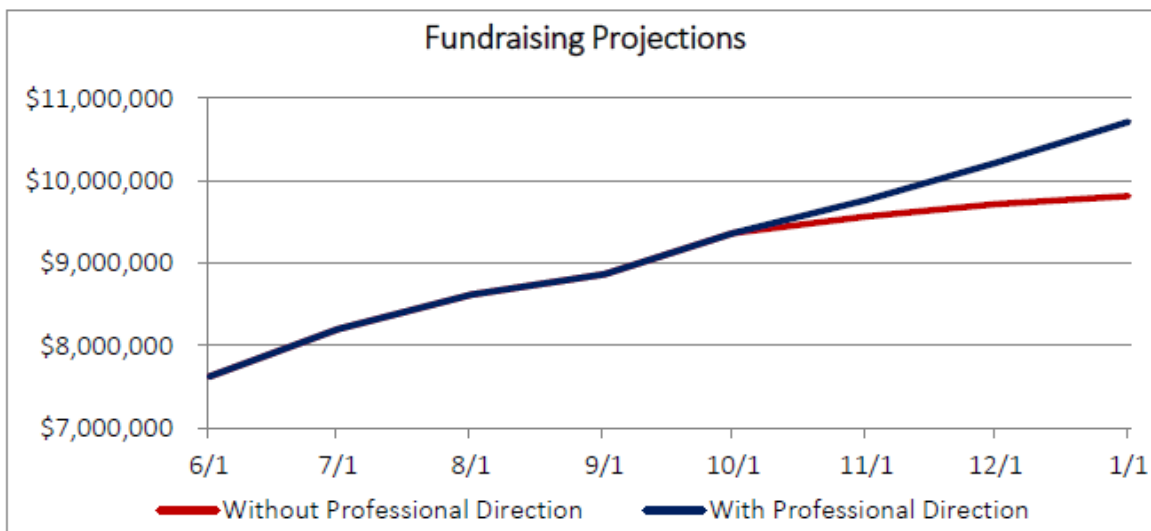
Equity & Empowerment: Ensure equitable access to community assets

Discussion

The third extension of the CCS covers a period from October 1 through December 31,

2017. At the present time, the total estimated funds raised by the Friends of Robert Crown and CCS are approximately \$9.4 million, assuming that the full \$5.0 million matching grant will be received. Total Fundraising payments to CCS through the end of this requested extension will be \$798,500, including the original expense for the feasibility study. As is also noted in this report the CCS analysis showed an 18 to 24 month fund-raising period for this project from which \$3.0 – \$5.0 million could be raised. After 19 months which included substantial organization work in the first 60 days, CCS reports that we have raised just over \$4.45 million which would be matched by a major donor to make total funds raised to date \$8.9 million (Attachment 2).

The fund raising program continues on in a more public phase with a major field sports fund raising event planned in November. CCS will be a critical part of the next phase of fundraising and as such Staff and Friends of Robert Crown have requested another extension of their services. Attachment 3 is a proposal from CCS to continue fundraising through December 2017 at a cost of \$32,000 per month. As noted in the proposal from CCS, without a coordinated approach to continued fund raising the estimated total funds to be raised will flatten out substantially. Continued support with CCS could result in the fundraising effort far exceeding \$10,000,000 and as such the expense should be continued to be viewed as an investment as well. The chart below shows the potential impact of ending the CCS contract on overall funding for the project.



As will be discussed in the Crown Project update on September 25, 2017, Friends of Robert Crown will set their new fund raising goal at \$15.0 million. While this will a major effort, it is needed given revised project cost estimates and given the facilities requested during the public input process of schematic design for the Robert Crown Community Center and Library and surrounding fields. Fundraising will continue beyond January 1, 2017, and extend beyond ground breaking in 2018.

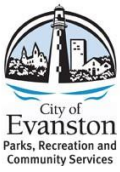
The 3rd extension contract is different than the previous extension in regards to the level of detail associated with administration of donated funds. Friends of Robert Crown, CCS and City Staff have outlined processes for the receipt and payment of funds and these processes will be formalized in a Memorandum of Understanding to be approved by the City Council in October 2017.

Consideration was given to having the Friends of Robert Crown take over a portion of fund raising expenses. Rather than change this contractual relationship, Staff recommends that the Friends of Robert Crown begin payment to the City for Woodhouse Tinnucci Architects for the next phase of their services. These fees will be greater than the requested extension included in this report.

Attachments:

Attachment 1 – Crown Funding Update – September 2017

Attachment 2 – CCS Contract Extension Proposal



CAMPAIGN MEMORANDUM

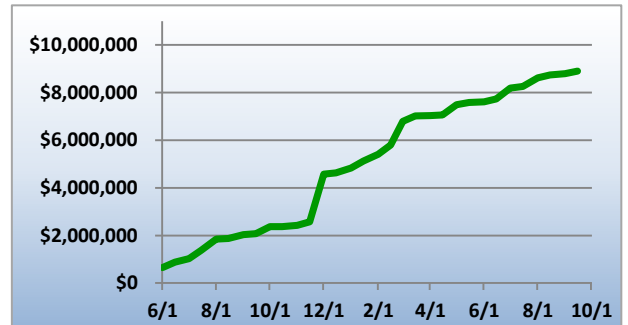
TO: Martin Lyons, City of Evanston **DATE:** September 20, 2017
FROM: Michael Happ, CCS Fundraising
CC: Mayor Stephen H. Hagerty; Friends of the Robert Crown Center; Laura Meengs-Aikens, CCS
RE: Campaign Progress – Robert Crown Community Center

Marty,

Below is a brief campaign progress report, highlighting key accomplishments, challenges, and next steps. Please contact CCS with questions or concerns. As always, thank you for your leadership and support.

Statistical Overview:

Campaign Totals	
Community Gifts and Pledges	\$4,452,732
Matching Grant Commitment	\$4,452,732
TOTAL GIFTS AND PLEDGES	\$8,905,464
City & EPL Bond Financing	\$12,500,000
TOTAL RAISED FOR PROJECT	\$21,405,464
NEEDED FOR \$5M GOAL / \$10M MATCH	\$547,268



The campaign has raised more than **\$4.45 million** in gifts, pledges, and investments from the community, or **\$8.9 million** in total with all gifts doubled by our lead matching grant. Counting the full value of the grant, the campaign has secured **\$9.45 million**. The team must **raise \$547,000** more to fully realize the match, surpass our original stretch goal of \$5 million from the community, and cross the \$10 million milestone overall.

Case for Support: Making use of new color renderings from the architect, CCS has begun the process of completely redesigning the campaign’s slate of materials in preparation for a second publicly-focused wave of fundraising activity. These materials include brochures, request prospectus packets, view books, postcards, hand pass pieces for events, and large signs and banners. Friends of the Robert Crown Center board members are taking a leadership role in crafting the revised message for the next wave of fundraising.

Leadership: The Friends of the Robert Crown Center board met September 11. A planning meeting will be held this Thursday September 21 for a fields-focused fundraising event in November. This is a weekly meeting. CCS has also instituted a weekly meeting with the principal officers of the Friends Board to set short and long term fundraising priorities and drive campaign activity.

Prospects: Three major request visits have been conducted in the past week, with key leaders continuing three other promising pending request conversations by phone and email. Talks with another potential leadership level partner organization are proceeding well; at their request, CCS and Parks Department staff are preparing revised gift and programming proposals for their consideration at an October meeting. Several new prospects at many potential request levels were engaged through the Evanston MashUp, and key volunteer leaders are following up this week. The buy-a-brick campaign has yielded 134 gifts of \$500 to \$2,000, and greatly increased the overall number of community members participating.

Plan: CCS’s has provided a formal proposal for a three-month extension of services outlining a clear delineation of roles and responsibilities, projections and revised recommended goals, and deliverables. The two primary 90-day objectives are to continue and accelerate current fundraising success and to prepare the City and the Friends for a new publicly-focused phase of campaigning into and through 2018.

September 13, 2017

Martin Lyons
Assistant City Manager/Chief Financial Officer
City of Evanston
2100 Ridge Ave.
Evanston, IL 60201

Dear Marty:

Thank you again for the privilege to partner with the City of Evanston, the Evanston Public Library, and a diverse coalition of community leaders on the campaign for a reimagined Robert Crown Community Center, Park, and Library. It has been CCS's great pleasure to work with you and the City in advancing the campaign.

ACHIEVEMENTS TO DATE

Congratulations on all that the City and its partners have achieved thus far. Since the feasibility study in the fall of 2015 and the beginning of active fundraising activity in the spring of 2016, the campaign has secured over **\$9.4 million** in total gifts and commitments. CCS is proud to have played a role in this tremendous community success, and we are eager to help continue it. To date, we have:

- Solicited and secured a transformative \$5 million matching grant
- Negotiated and secured a \$1 million institutional program partnership agreement
- Secured \$3.4 million in other gifts and pledges from over 300 individuals, families, businesses, and community organizations
- Expanded the campaign's list of prospects to include more than 1,000 individuals, families, and organizations with over \$60 million in giving potential
- Founded and built an active, vibrant 501(c)(3)-designated non-profit community organization, Friends of the Robert Crown Center, to solicit and steward gifts
- Leveraged our fundraising success to facilitate the formation of a Project/Design Committee, the selection of an architectural firm, and the development of a beautiful and versatile site design
- Created administrative infrastructure and operational systems and procedures to facilitate the project's effective long-term financial planning and management—including bookkeeping, banking, accounts payable and receivable, pledge redemption, gift documentation and acknowledgement, recordkeeping, and revenue projection
- Unified a diverse assembly of community leaders, elected and appointed officials, and volunteers into a thriving coalition focused on a common goal
- Established the momentum necessary for the city and the Friends to launch a robust, publicly focused second wave of campaign activity, with the potential to raise another \$1 to \$3 million in gifts and pledges

The original campaign plan included a recommended goal of \$3 to \$5 million, with the potential for additional lead gifts, to be pursued over a timeline of 12 to 24 months. After 18 months of active fundraising activity, the campaign has far surpassed those goals and is well-positioned for continued success.

Most remarkably, the community coalition working to realize this bold vision has achieved the above victories despite several logistical and systematic impediments. At its outset, the campaign had:

- No design, consensus on major design elements, or designing architect engaged
- No established organizational leadership structure
- No preexisting base of potential donors, members, or supporters
- No applicable “roadmap” of similar successful initiatives to follow

The campaign’s success to date is a testament to the to the values and generosity of the Evanston community, the great and immediate need for the programs and services the new center and park will make possible, the dedication and determination of our volunteers, the collaborative guidance of City and library staff, and the faithful support and leadership of the Mayor and City Council.

CCS is pleased to have helped facilitate this success. We would be honored and excited to continue our partnership with the City of Evanston and build toward even greater achievements.

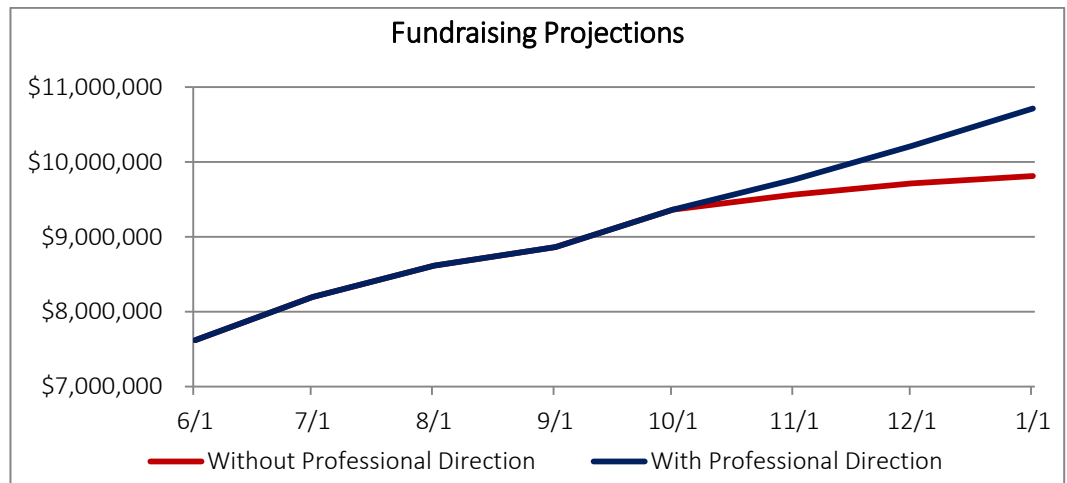
OUR OUTLOOK

CCS believes the campaign has reached an exciting threshold, creating a valuable once-in-a-generation opportunity. The coalition working to create this vital new community resource has built incredible momentum, and by continuing those efforts, stands to positively impact the local community for decades to come. To take advantage of this moment, CCS recommends the campaign coalition take all possible steps to continue and accelerate fundraising activity.

Though the campaign has achieved significant success, there is tremendous potential yet unrealized. To date, we have more than \$2 million in pending requests, \$500,000 in scheduled requests, and \$2 million in briefing meetings completed—representing more than \$4.5 million in potential from donors who have shown enough interest to meet with a campaign representative. In addition, the families, individuals, and organizations who have not yet received requests represent over \$40 million in giving potential. To date, the team has secured decisions from less than 25% of its identified prospects.

These figures present the coalition with a valuable opportunity to take advantage of its current momentum by designing and launching a second phase of campaigning—a 6- to 12-month period of expanded solicitation activity with new materials, an increased focus on public outreach, and a goal of securing an additional \$2 to \$3 million in gifts and pledges.

Though it is impossible to project fundraising scenarios with certainty, CCS can advise unequivocally that pledges and gifts will slow significantly without professional counsel engaged or full-time fundraising staff employed. The following are example projections to aid your decision-making process. Though imprecise, these estimates are based on known solicitations in progress as well as previous comparable CCS engagements.



PROPOSAL FOR CONTINUED SERVICE

With the critical \$10-million milestone rapidly approaching, an innovative and attractive site design nearly complete, a fully operational non-profit fundraising organization in place, and overwhelming untapped giving potential within the community, the campaign stands poised to continue and build on its success.

To help craft and realize that vision, CCS proposes **an extension of full-time, on-site campaign management services beginning on October 2, 2017 and continuing for a period of three months.**

Services and Duties

CCS will provide the following:

- **Campaign direction** – CCS will continue to provide day-to-day management, implementation, and oversight of all campaign activities.
- **Strategic campaign guidance** – CCS will provide strategic guidance, benchmark setting, and measurement to ensure that the established campaign momentum continues and accelerates.
- **Director assignment** – CCS will assign the same full-time Campaign Director who has directed the previous 18 months of activity, Michael Happ, for the duration of this three-month extension of services.
- **Hours and location** – CCS will work primarily out of the current on-site campaign office. The Campaign Director will maintain a weekly schedule of Monday through Friday during normal working hours, and will also attend meetings and events during evenings and weekends as needed. CCS personnel will frequently

attend to campaign business at other locations in and around Evanston during normal working hours, and will occasionally work from the CCS office and other locations as necessary. No part of this agreement shall establish or imply a requirement for CCS personnel to be in specific locations during specific predetermined periods of time.

- **Case and collateral development** – CCS will continue to revise, enhance, and recreate case for support materials, including printed pieces, mail and email communications, video and social media content, and other promotional and internal campaign documents. We will collaborate with the City of Evanston, the Friends of the Robert Crown Center, and other campaign volunteers to ensure that the campaign's slate of campaign collateral meets all fundraising needs for the next 6 to 12 months.
- **Leadership development and volunteer management** – CCS will continue to provide counsel to and collaborate with the Mayor and other City of Evanston leaders to build support for the project and help further campaign objectives. CCS will continue to assist, advise, and collaborate with the Board of Directors of the Friends of the Robert Crown Center, and to coordinate and facilitate the Friends' fundraising activity. In addition, CCS will continue to work with the City and the Friends to identify, recruit, and train other volunteers and leaders.
- **Reporting** – CCS shall report solely and directly to Martin Lyons, Assistant City Manager/Chief Financial Officer of the City of Evanston. Though CCS will assist, advise, collaborate with, and help coordinate the activity of the Friends of the Robert Crown Center, no part of this agreement shall establish, imply, or constitute a reporting relationship between CCS and any officer or representative of the Friends of the Robert Crown Center.

Deliverables

CCS will create or lead the development process of the following:

- **Internal planning and operational documents** – These materials will include a 6- to 12-month Campaign Plan with a new timeline and recommended leadership structure, an updated Table of Gifts and Annotated Prospect List, an administrative Standard Operating Procedures Manual, and a Campaign Continuation and Completion Guide.
- **Promotional pieces** – These materials will include a new general-purpose campaign brochure, a project view book, a revised personal gift prospectus, updated promotional copy for a new campaign video, an advertisement opportunities brochure, an updated and expanded slate of naming opportunities, new banners and posters, and redesigned visual and textual website content.
- **Donor communications** – These materials will include acknowledgement letters, pending request letters, pre-visit introductions, event invitations, a holiday-season general appeal, community announcements, and mass email marketing messages.

Roles and Responsibilities

Recognizing the City of Evanston’s in-kind support of the Friends of the Robert Crown Center in the form of staff hours, CCS will direct campaign activity in accordance with the following delineation of authority and responsibility:

Duties and Activities	CCS Fundraising	City of Evanston	Friends & Campaign Volunteers
Volunteer Management			
Solicitation training	✓		
Individual coaching	✓		
Prospect assignment	✓		
Fundraising meeting leadership	✓		✓
Volunteer recruitment	✓		✓
Sports and user group communication			✓
Event planning meeting leadership			✓
Gift Solicitation			
Leadership and major gift requests	✓*		✓*
Community gift requests - \$25,000 and below			✓
Prospect calls and emails - prep and counsel	✓		
Prospect calls and emails	✓*		✓
Community group meetings and presentations			✓
Solicitation Materials - Content Creation			
Briefing and request prospectuses	✓		
Request levels	✓		
Brochures and targeted pieces	✓		
Postcards and other mail pieces	✓		
Posters and banners	✓		
Pre-visit and pending request letters	✓		
Letters of intent - standard and customized	✓		
Talking points	✓		
Video content	✓		✓
Email blasts and social media posts	✓		✓
Internal and Operational Materials			
Campaign plan and timeline	✓		
Table of gifts and prospect lists	✓		
Systems and procedures	✓		
Campaign continuation and completion guide	✓		

* at CCS's discretion; see "Prospect Assignment"

Duties and Activities	CCS Fundraising	City of Evanston	Friends & Campaign Volunteers
Data and Pledge Redemption Management			
Prospect research	✓		
Gift and pledge tracking	✓	✓	
Gift documentation and recordkeeping		✓	
Financial reporting and revenue projections		✓	
Invoices and reminders		✓	
Acknowledgement letters		✓	
Financial Functions			
Physical recordkeeping	✓	✓	
Mailbox / correspondence management	✓	✓	
Expenses and banking		✓	
Credit card transaction management		✓	
Bookkeeping, budgeting, financial statements		✓	✓
Audit & 990 preparation		✓	✓
Financial oversight			✓
Grants Oversight and Management			
Research	✓	✓	
Application and proposals	✓	✓	
Letters of Inquiry		✓	
Supporting material assembly		✓	✓
Office and Administrative Functions			
Campaign progress reports	✓		
Staff meeting coordination		✓	
Website maintenance	✓		✓
Mass mailings			✓

Objectives

Using all of the tools and tactics described herein, CCS will use this three-month engagement period to aggressively pursue the following two main objectives:

- **Continuing current fundraising progress** – CCS will work to ensure that fundraising momentum continues and accelerates, keeping the campaign on pace to eventually reach \$12 to \$13 million.
- **Ensuring long-term campaign sustainability** – CCS will prepare the City of Evanston, the Friends of the Robert Crown Center, and all other allies and partners to continue a robust and successful campaign into 2018 and beyond.

PROFESSIONAL FEE

CCS's fee for the above services is \$32,000 per month. The total fee for three months of extended full-time, on-site campaign management services is \$96,000, payable in monthly installments as services are rendered. The only additional costs would be for local transportation for the on-site director and executive travel.

At the end of this extended contract period, CCS would work with you and the City to assess what is needed beyond the next three months, and identify the most appropriate level of service to support further fundraising activity.

CONCLUSION

If the City is satisfied with the terms and conditions included herein, this letter can serve as an agreement between the City of Evanston and Community Counselling Service Co., LLC (CCS Fundraising) to extend full-time campaign management services for three months beginning on October 2, 2017 and ending on December 29, 2017. All other terms and conditions of our contracts dated August 11, 2015, February 13, 2017, and June 6, 2017 remain the same.

Please sign and return a copy to CCS Fundraising and retain one copy for your files. Thank you again for the opportunity to continue our work with you.

Sincerely,



Laura Meengs-Aikens

Name

Signature

Title

Date

Name

Signature

Title

Date