PLANNED CHANGE AND FACILITIES

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|  | | ***General***    **build donor base⮚build donor base⮚build donor base⮚build donor base⮚** | | | ***Specific***  **>**  **build donor base⮚** |
|  | ASSESSING | CHOOSING | PAYING | IMPLEMENTING | |
| **TOPIC** | Evaluate the potential of all facets of the organization | Explore facilities options that balance program needs and organizational readiness | Match the money sources and timing with the project | Carry out your facility plan | |
| **KEY TO SUCCESS** | Be realistic and honest about your assumptions | Ability to adapt dreams to meet means | Constant updating of project budget and cash flow | A well-conceived plan and good control over the project | |
| **TASKS** | Examine:  1. The clarity of program goals  2. The market for program  3. Organizational structure  4. Functioning of the board  5. Financial health  6. Financial and managerial growth potential | 1. Determine project budget range  2. Locate the sources of money  3. Plan for organizational change  4. Evaluate your options and narrow your choices  5. Identify all the costs involved  a. up-front costs  b. implication of on- going costs  6. Make final choice  7. Determine organizational budget in the new space  8. Look at timing of the cash flow | 1. Set capital campaign goal  2. Coordinate leadership  3. Identify prospects  4. Analyze timing of incoming money with outgoing expenses  5. Examine borrowing | 1. Select a project team  2. Finalize design  3. Develop phasing approach  4. Maintain control of costs and timing | |
| **SOURCES**  **OF**  **HELP** | Board  Peers  Program consultants  Audience history  Financial consultants  Fundraising counsel | Board  Architects  Real estate brokers  Financial consultants  Cost estimators  Fundraising counsel  Lawyers | Board  Fundraising consultants  Financial consultants  Lenders  Lawyers | Board  Architects  Engineers  Construction personnel  Cost estimators  Project manager | |
| **ONE LAST**  **QUESTION** | Are you clear about your future program goals? | Can you balance your budget in the new space? | Do you have contingency plans for unforeseen costs? | Have you allocated sufficient staff resources to manage the project? | |