Dollars and Sense:
A Report on Major Funding Campaigns in the St. Louis Region

2011 Report
Nonmember Version
The Gateway Center for Giving (the Center) is the St. Louis region’s leading resource for helping you as foundations or corporations do more with your gifts of time, wisdom, and wealth. The Center embraces three ideals: collaboration, inclusiveness and effectiveness and translates these ideals into action by helping you connect, learn and act to have greater impact on the issues you care about and the nonprofits you fund.

The Gateway Center for Giving publishes *Dollars and Sense: A Report on Major Funding Campaigns in the St. Louis Region* once a year as a benefit of membership. The purpose of *Dollars and Sense* is to:

- inform grantmakers about the detail and scope of major funding campaigns being considered, currently underway or recently completed or closed in the St. Louis region.
- provide information to grantmakers to gain a better understanding of the region’s major fundraising environment and context of multiple campaigns in their planning and allocation process.
- educate nonprofits to help them work smarter and make better decisions so that grant invested dollars are used most wisely.
- assist grant seeking organizations to better understand the climate in which they are raising funds and to serve as a tool for organizations conducting feasibility studies for major funding campaigns.

This report provides a snapshot of major funding campaigns in the region. For the purposes of this report, major funding campaigns include capital (bricks and mortar) and endowment (restricted funding) campaigns. The information provided in this report is for information purposes only and does not imply that any judgment was made regarding the campaigns listed or the participating organizations. It is also important to note that participation in this report is voluntary and it is assumed that this report has not captured all major funding campaigns in the region. Efforts by the Center were made to be as inclusive and comprehensible as possible.

The Center publishes a member version as well as a non-member version of the *Dollars and Sense Report*. Information submitted for the purposes of this report was compiled and analyzed to be shared only with Gateway Center for Giving grantmaking members. The non-member version of this report is available to the public, and omits sensitive information such as contact information, campaign amount raised-to-date and the identification of organizations that are in a silent phase. The Center respects the confidentiality of information provided.

The next *Dollars and Sense* report will be published in the fall of 2012.

The Center extends its appreciation to the nonprofit organizations that participated in this report.
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Dollars and Sense

Major Funding Campaigns at a Glance

In 2008, 96 nonprofits reported they had launched a capital campaign. By mid-2009, that number was cut to 45. In 2011, only three years later, nonprofits are still being very cautious about resuming existing campaigns or launching new campaigns. As you will see in this report, the number of reported campaigns remains steady between 2010 and 2011. We are still at record lows and have not come back to even 2006 campaign numbers.

The total goal of the 51 organizations listed in the year’s report is just over $780 million with 73% of the total goal raised. So the good news for those agencies who have taken on a capital project is that they are securing the needed funding at the same percentages as in past years. The caution remains that the overall dollars being sought (proportionally) is still half of what it had been three to four years ago. Slow and steady seems to be the theme for this year’s capital campaign report. Let’s take a closer look:

Campaigns Newly Opened in 2011

- Epworth Children & Family Services
- Girls in the Know
- SILENT PHASE
- SILENT PHASE
- Lutheran High School of St. Charles County
- SILENT PHASE
- Our Lady’s Inn
- SILENT PHASE
- Stray Rescue of St. Louis
- SILENT PHASE

Ongoing Campaigns

- Black Cat Theatre
- SILENT PHASE
- Citizens for Modern Transit
- Community Arts and Movement Project
- Dance St. Louis
- SILENT PHASE
- SILENT PHASE
- SILENT PHASE
- Jewish Community Center of St. Louis
- SILENT PHASE
- SILENT PHASE
- MBCH Children and Family Ministries
- MBCH Foundation
- Municipal Theatre Association of St. Louis (dba The Muny)
- SILENT PHASE

- Our Little Haven
- SILENT PHASE
- SILENT PHASE
- SILENT PHASE
- Ronald McDonald House Charities of Metro St. Louis
- St. Louis Arc
- Saint Louis Art Museum
- SILENT PHASE
- Saint Louis Zoo
- Spanish Lake Community Association
- Team Activities for Special Kids (TASK)
- University of Missouri - St. Louis
- Webster University
- YMCA of Greater St. Louis

Completed/Closed Campaigns

- Delta Gamma Center for Children with Visual Impairments
- SILENT PHASE
- Miriam Foundation

Organizations Considering Campaigns*

- Center for Hearing & Speech
- Children’s Home Society of Missouri
- Heartland Independent Living Center
- Mercy Ministries
- National Council of Jewish Women St. Louis Section
- Neighborhood Outreach Center
- Opera Theatre of St. Louis
- Sheldon Arts Foundation
- USO of Missouri
- Warren Co. Council Against Domestic Violence, Inc. aka Turning Point

*From 2006 - 2010 the number of agencies who reported they were considering a campaign was 15. In that same time period the number of those that actually reported opening a campaign was 5.
Organizational Demographics

Agency Categories
Not surprisingly, Social Welfare, Arts & Culture, and Health categories had the most active campaigns.

41% of campaign activity is in the Social Welfare category.

Other category includes: transportation, community development, public media, environment, animal rescue

Agency Budgets

<table>
<thead>
<tr>
<th>Operating Budget</th>
<th>Number of Agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $250,000</td>
<td>6</td>
</tr>
<tr>
<td>$250K - $499K</td>
<td>3</td>
</tr>
<tr>
<td>$500K - $999K</td>
<td>5</td>
</tr>
<tr>
<td>$1M - $4.9M</td>
<td>21</td>
</tr>
<tr>
<td>$5M - $9.9M</td>
<td>4</td>
</tr>
<tr>
<td>$10M - $14.9M</td>
<td>4</td>
</tr>
<tr>
<td>$15M - $19.9M</td>
<td>2</td>
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<td>$20M - $29.9M</td>
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<td>$30M - $39.9M</td>
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<td>$40M - $49.9M</td>
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</tr>
<tr>
<td>$50M - $99.9M</td>
<td>1</td>
</tr>
<tr>
<td>$100M - $199.9M</td>
<td>0</td>
</tr>
<tr>
<td>$200M - $299.9M</td>
<td>2</td>
</tr>
<tr>
<td>$300M - $399.9M</td>
<td>0</td>
</tr>
</tbody>
</table>

- 41% of organizations reported an operating budget between $1 million - $4.9 million
- The smallest organization reported an operating budget of $10,000
- The largest organization reported a $206 million operating budget.
- The average budget size of reporting agencies is between 1 and 4.9 million. This has been the average since pre 2008.

Agency Budget and Campaign Size

<table>
<thead>
<tr>
<th>Goal</th>
<th>Organization</th>
<th>% Raised</th>
</tr>
</thead>
<tbody>
<tr>
<td>$55,000,000</td>
<td>Webster University</td>
<td>92%</td>
</tr>
<tr>
<td>$150,000,000</td>
<td>University of Missouri - St. Louis</td>
<td>85%</td>
</tr>
<tr>
<td>$30,000,000</td>
<td>YMCA of Greater St. Louis</td>
<td>84%</td>
</tr>
<tr>
<td>$120,000,000</td>
<td>Saint Louis Zoo</td>
<td>79%</td>
</tr>
<tr>
<td>$10,000,000</td>
<td>SILENT PHASE</td>
<td>18%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal</th>
<th>Organization</th>
<th>% Raised</th>
</tr>
</thead>
<tbody>
<tr>
<td>$100,000</td>
<td>SILENT PHASE</td>
<td>20%</td>
</tr>
<tr>
<td>$1,200,000</td>
<td>Spanish Lake Community Association</td>
<td>55%</td>
</tr>
<tr>
<td>$125,000</td>
<td>Neighborhood Outreach Center</td>
<td>0%</td>
</tr>
<tr>
<td>$100,000</td>
<td>Girls in the Know</td>
<td>6%</td>
</tr>
<tr>
<td>$110,000</td>
<td>Community Arts and Movement Project</td>
<td>55%</td>
</tr>
</tbody>
</table>

Campaigns listed in this report range from $60,000 to $150 million.

Of the total campaign goal of $783,538,487, $365 million (or 47%) is being sought by the 5 largest organizations.
Campaign Goals and Amount Raised

The total goal as reported by the 51 participating organizations is $783,538,487, of which, $569,866,894 (or 73%) has been raised.

- The largest nonprofits (as measured by annual operating budget) raised almost half of campaign funds.
- The Social Welfare category accounts for the greatest number of reporting campaigns, while the Education category accounts for the greatest amount raised towards the goal.
- Education organizations account for 10% of listed campaigns, however, the amount raised has surpassed all categories, with 86% of its total goal funded.

### Campaign Activity by Year*

<table>
<thead>
<tr>
<th>Month</th>
<th>Campaigns Listed</th>
<th>Total Goal</th>
<th>Total Committed</th>
<th>Percent Funded</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 2006</td>
<td>71</td>
<td>$2,329,677,000</td>
<td>$1,414,497,372</td>
<td>61%</td>
</tr>
<tr>
<td>February 2007</td>
<td>67</td>
<td>$2,417,923,000</td>
<td>$1,628,249,015</td>
<td>67%</td>
</tr>
<tr>
<td>August 2007</td>
<td>70</td>
<td>$2,434,924,363</td>
<td>$1,770,306,356</td>
<td>73%</td>
</tr>
<tr>
<td>February 2008</td>
<td>96</td>
<td>$2,862,155,497</td>
<td>$2,133,505,005</td>
<td>75%</td>
</tr>
<tr>
<td>August 2008</td>
<td>95</td>
<td>$2,705,284,497</td>
<td>$2,157,773,586</td>
<td>80%</td>
</tr>
<tr>
<td>November 2009</td>
<td>45</td>
<td>$1,018,740,000</td>
<td>$898,633,386</td>
<td>86%</td>
</tr>
<tr>
<td>November 2010</td>
<td>51</td>
<td>$857,197,227</td>
<td>$550,836,700</td>
<td>64%</td>
</tr>
<tr>
<td>October 2011</td>
<td>51</td>
<td>$783,538,487</td>
<td>$569,866,894</td>
<td>73%</td>
</tr>
</tbody>
</table>

### Campaign Activity by Type*

<table>
<thead>
<tr>
<th>Category</th>
<th>Campaigns Listed</th>
<th>Total Goal</th>
<th>Amount Raised</th>
<th>Percent Raised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts/Culture</td>
<td>9</td>
<td>$220,050,000</td>
<td>$154,424,615</td>
<td>70%</td>
</tr>
<tr>
<td>Education</td>
<td>5</td>
<td>$228,750,000</td>
<td>$195,792,811</td>
<td>86%</td>
</tr>
<tr>
<td>Health</td>
<td>9</td>
<td>$43,350,000</td>
<td>$18,305,007</td>
<td>42%</td>
</tr>
<tr>
<td>Social Welfare</td>
<td>21</td>
<td>$138,588,487</td>
<td>$94,402,931</td>
<td>68%</td>
</tr>
<tr>
<td>Other**</td>
<td>7</td>
<td>$152,800,000</td>
<td>$106,941,530</td>
<td>70%</td>
</tr>
</tbody>
</table>

* Please note that dollar amounts are approximate, as not all listed campaigns provided the Center with their current campaign goal or raised to date amount.
** includes transportation, community development, public media, environment, animal rescue.
One Year Analysis
*N/A includes new campaigns, campaigns that are being considered, and organizations that did not provide sufficient information.

The vast majority of organizations did not change their fundraising goals between November 2010 and October 2011.

- 4 organizations have increased their goals.
- 2 organizations decreased their goals.

The total amount raised as reported from November 2010 to October 2011 produced mixed results. More nonprofits are reporting gains made toward their goals this year than in the past two years.

- 20 agencies reported fundraising gains.
- 2 agencies reported a decrease in the amounts raised. This could be due to uncollected or deferred pledges, or decreases in investment dollars.
- 1 organizations did not report any changes to their amount raised since November 2010.
Commentary from the Field

Kirby Burkholder
Executive Director - Missouri
IFF

These are certainly interesting times and nonprofits have not been immune to the effects of economic uncertainty. Rather than reiterating many of the challenges nonprofits know well it is important to highlight some of the opportunities in these uncertain times based on IFF’s experience as a nonprofit long-term lender and real estate consultant to other nonprofits. Since its inception IFF has advocated for a thoughtful approach to facilities planning and finance with a goal of helping nonprofits build net assets and remain financially strong. IFF’s most successful borrowers have responded to the downturn with an internal assessment of financial management and an assessment of potential external opportunities.

The internal assessment of financial management has led to new or refined tools for financial analysis. The economic conditions of the past few years have exacerbated the variable revenue and expense cycles that are part of daily operating realities for nonprofits. Delayed reimbursements, program reductions or eliminations, and reduced contributions have necessitated careful cash management to remain viable. The economic downturn also affected access to working capital/lines of credit which many organizations use to bridge expenses during variable revenue cycles. Nonprofits in St. Louis know all too well how tough things got during the downturn. Gateway Center for Giving and The Rome Group’s 2009 Philanthropic Landscape report indicated 49% of organizations had less than three months of cash on hand, including reserves, and fewer than 24% had less than one month of cash. IFF considers one to two months of cash plus access to a line of credit as an average measure of liquidity and many organizations were well below that benchmark. Nonprofits faced with fixed expenses, an uncertain revenue environment, reduced reserves, and limited access to a line of credit have the opportunity to focus on the concepts of liquidity and cash management and develop tools and strategies to weather the storm including:

- Understanding cash flow and revenue cycles including site based budgeting to quantify the net revenue impact of programs and an assessment of reimbursement protocol to identify operational issues which may result in delays.
- Identifying and monitoring key policy issues or threats including state and federal changes to program funding and eligibility.
- Creating a financial dashboard for senior staff and board to closely monitor ratios which can indicate financial challenges and implementing proactive strategies to address issues.
- Renewing and/or revisiting the primary banking relationship and exploring options for access to a line of credit or engaging in a conversation about the impact of proposed changes to an existing line of credit grounded in an operating analysis.
- Exploring the strategic use of flexible financing to address deferred maintenance issues or urgent capital improvements in an effort to preserve cash to weather operating cycles. Many organizations have used limited reserves and unrestricted cash for repairs which could have been financed by entities like IFF and are then hard pressed to identify a line of credit and/or access to operating funds.

Organizations that have taken the opportunity to reflect, analyze, and then create tools to manage liquidity and cash flow internally are well positioned to evaluate new external partnership opportunities that have materialized in the past few years.

The economic downturn has led many entities to re-examine the nonprofit landscape and relationships with potential collaborators and competitors. IFF has seen a number of organizations evaluating and executing mergers and the
development of joint ventures, occasionally including for profit entities, to enhance the long-term viability of both partners. There are a number of new players in the nonprofit sector as the slowly recovering commercial market has led for profit developers and building owners to take a second look at nonprofit projects as potential development opportunities.

Falling property values have led some building owners to consider donating buildings to nonprofit organizations. These opportunities can be an excellent option for a nonprofit but it is important for nonprofits to carefully investigate every aspect of the potential gift to ensure that the property is a fit and the organization can manage/afford the project long-term.

Several for profit developers are working on structuring joint ventures with nonprofits to harness tax credit equity and leverage the resources and operating track record of the nonprofit. There can be many benefits of this type of arrangement for the nonprofit including access to an experienced development team, the ability to leverage an additional balance sheet or asset base, and most importantly, access to the benefit of tax credit equity which would not be accessible to the nonprofits without the involvement of the for profit partner.

More nonprofits are exploring tax-exempt bond financing and New Markets Tax Credits as creative strategies to lower borrowing costs and access equity in deals. Sophisticated nonprofits and their partners are combining financing sources to strategically maximize leverage.

Nonprofits planning facility development or expansion have the opportunity to capitalize on new partnerships and structures but need to carefully evaluate options focusing on:

- Assessing mission fit with a nonprofit or for profit partner to ensure that the goals of the project are shared.
- Evaluating organizational capacity to identify gaps in expertise and assembling a team of qualified professionals to assist in the highly technical aspects of project analysis and implementation.
- Researching the financial and operational impact on the partners at every stage of the project from due diligence through the exit strategy.
- Performing a cost benefit analysis to determine if the proposed partnership is beneficial and to quantify the benefit.

The economic downturn has presented opportunity. IFF’s strongest borrowers have responded to the downturn with a sharper focus on liquidity and an openness to capitalize on new opportunities based on an informed analysis both of which will position them for long-term viability and success.
Key to Campaign Listings

The following pages contain lists of major funding campaigns in the St. Louis region. Campaigns are presented by subject categories as indicated by each organization:

- Arts and Culture
- Education
- Health
- Social Welfare
- Other*

*Other category includes: transportation, community development, public media, environment, animal rescue

<table>
<thead>
<tr>
<th>Organization</th>
<th>Name of the organization conducting the campaign.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campaign Goal</td>
<td>The total amount the campaign is planning to raise.</td>
</tr>
<tr>
<td>Amount Raised to Date</td>
<td>The total amount the campaign has raised to date.</td>
</tr>
<tr>
<td>Campaign Purpose</td>
<td>The purpose of the campaign. For the purposes of this report, only major funding campaigns are included. Additional purposes may be included or combined with a major funding campaign. These purposes may include construction, endowed professors, endowment, faculty, financial aid, land acquisition, organizational infrastructure, property, renovation and scholarships.</td>
</tr>
<tr>
<td>Start Date</td>
<td>Campaign start date.</td>
</tr>
<tr>
<td>Target End Date</td>
<td>Campaign target end date.</td>
</tr>
<tr>
<td>Contact Person</td>
<td>Organization representative who can be contacted to learn more about a specific campaign. Their contact information is provided.</td>
</tr>
<tr>
<td>Campaign Status</td>
<td>Active, Closed / Completed, Considering, Silent</td>
</tr>
</tbody>
</table>
### Directory of Organizations by Category *(as reported by agency)*

#### ARTS & CULTURE
- Black Cat Theatre
- Dance St. Louis
- *SILENT PHASE*
- *SILENT PHASE*
- *SILENT PHASE*
- Municipal Theatre Association of St. Louis (dba The Muny)
- Opera Theatre of Saint Louis
- Saint Louis Art Museum
- Sheldon Arts Foundation

#### EDUCATION
- Lutheran High School of St. Charles County
- Miriam Foundation
- *SILENT PHASE*
- University of Missouri - St. Louis
- Webster University

#### HEALTH
- *SILENT PHASE*
- Center for Hearing & Speech
- *SILENT PHASE*
- Heartland Independent Living Center
- *SILENT PHASE*
- Mercy Ministries
- *SILENT PHASE*
- Ronald McDonald House Charities of Metro St. Louis
- St. Louis Arc

#### SOCIAL WELFARE
- Children’s Home Society of Missouri
- Community Arts and Movement Project
- Delta Gamma Center for Children with Visual Impairments
- Epworth Children & Family Services
- *SILENT PHASE*
- Girls in the Know
- *SILENT PHASE*
- Jewish Community Center of St. Louis
- MBCH Children and Family Ministries
- MBCH Foundation
- National Council of Jewish Women St. Louis Section
- Neighborhood Outreach Center
- Our Lady’s Inn
- Our Little Haven
- *SILENT PHASE*
- *SILENT PHASE*
- *SILENT PHASE*
- Team Activities for Special Kids (TASK)
- Warren Co. Council Against Domestic Violence, Inc. aka Turning Point
- *SILENT PHASE*
- YMCA of Greater St. Louis

#### OTHER
- Citizens for Modern Transit
- *SILENT PHASE*
- *SILENT PHASE*
- Saint Louis Zoo
- Spanish Lake Community Association
- Stray Rescue of St. Louis
- USO of Missouri
### Campaigns Updated October 2011

**KEY:** **Bold** listings are CLOSED campaigns; **italicized** listings are in the **SILENT PHASE**

<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>CAMPAIGN GOAL</th>
<th>CAMPAIGN PURPOSE</th>
<th>START DATE</th>
<th>TARGET END DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black Cat Theatre</td>
<td>$2,000,000</td>
<td>Capital Campaign</td>
<td>July 2005</td>
<td>December 2014</td>
</tr>
<tr>
<td>Dance St. Louis</td>
<td>$3,000,000</td>
<td>Endowment</td>
<td>January 2007</td>
<td>June 2014</td>
</tr>
<tr>
<td><strong>SILENT PHASE</strong></td>
<td>$3,750,000</td>
<td>Capital Campaign</td>
<td>September 2010</td>
<td>December 2011</td>
</tr>
<tr>
<td><strong>SILENT PHASE</strong></td>
<td>$15,300,000</td>
<td>Capital Campaign</td>
<td>January 2006</td>
<td>December 2014</td>
</tr>
<tr>
<td><strong>SILENT PHASE</strong></td>
<td>$20,000,000</td>
<td>Endowment</td>
<td>January 2011</td>
<td>TBD</td>
</tr>
<tr>
<td>Municipal Theatre Association of St. Louis (dba The Muny)</td>
<td>$20,000,000</td>
<td>Endowment</td>
<td>January 2009</td>
<td>TBD</td>
</tr>
<tr>
<td>Opera Theatre of Saint Louis (Considering)</td>
<td>$11,000,000</td>
<td>Combination</td>
<td>January 2012</td>
<td>December 2017</td>
</tr>
<tr>
<td>Saint Louis Art Museum</td>
<td>$145,000,000</td>
<td>Combination</td>
<td>October 2004</td>
<td>June 2013</td>
</tr>
<tr>
<td>Sheldon Arts Foundation (Considering)</td>
<td>TBD</td>
<td>Combination</td>
<td>January 2012</td>
<td>TBD</td>
</tr>
</tbody>
</table>

**ARTS & CULTURE TOTALS** **$220,050,000**
<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>CAMPAIGN GOAL</th>
<th>CAMPAIGN PURPOSE</th>
<th>START DATE</th>
<th>TARGET END DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lutheran High School of St. Charles</td>
<td>$750,000</td>
<td>Capital Campaign</td>
<td>March 2011</td>
<td>February 2014</td>
</tr>
<tr>
<td>Miriam Foundation</td>
<td>$3,000,000</td>
<td>Combination</td>
<td>July 2009</td>
<td>June 2011</td>
</tr>
<tr>
<td><strong>SILENT PHASE</strong></td>
<td>$20,000,000</td>
<td>Capital Campaign</td>
<td>October 2009</td>
<td>December 2012</td>
</tr>
<tr>
<td>University of Missouri - St. Louis</td>
<td>$150,000,000</td>
<td>Combination</td>
<td>July 2005</td>
<td>June 2012</td>
</tr>
<tr>
<td>Webster University</td>
<td>$55,000,000</td>
<td>Combination</td>
<td>January 2003</td>
<td>December 2011</td>
</tr>
<tr>
<td><strong>EDUCATION TOTALS</strong></td>
<td><strong>$228,750,000</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**KEY:** **Bold** listings are CLOSED campaigns; *italicized* listings are in the **SILENT PHASE**
## Health

<table>
<thead>
<tr>
<th>Organization</th>
<th>Campaign Goal</th>
<th>Campaign Purpose</th>
<th>Start Date</th>
<th>Target End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SILENT PHASE</strong></td>
<td>$850,000</td>
<td>Combination</td>
<td>January 2010</td>
<td>TBD</td>
</tr>
<tr>
<td>Center for Hearing &amp; Speech (Considering)</td>
<td>$1,000,000</td>
<td>Endowment</td>
<td>January 2013</td>
<td>TBD</td>
</tr>
<tr>
<td><strong>SILENT PHASE</strong></td>
<td>$10,000,000</td>
<td>Combination</td>
<td>April 2011</td>
<td>December 2013</td>
</tr>
<tr>
<td>Heartland Independent Living Center (Considering)</td>
<td>$2,000,000</td>
<td>Capital Campaign</td>
<td>December 2011</td>
<td>January 2013</td>
</tr>
<tr>
<td><strong>SILENT PHASE</strong></td>
<td>$2,000,000</td>
<td>Capital Campaign</td>
<td>August 2011</td>
<td>December 2013</td>
</tr>
<tr>
<td>Mercy Ministries (Considering)</td>
<td>$1,000,000</td>
<td>Endowment</td>
<td>October 2011</td>
<td>TBD</td>
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<tr>
<td><strong>SILENT PHASE</strong></td>
<td>$13,000,000</td>
<td>Endowment</td>
<td>January 2007</td>
<td>TBD</td>
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<tr>
<td>Ronald McDonald House Charities of Metro St. Louis</td>
<td>$8,500,000</td>
<td>Combination</td>
<td>April 2008</td>
<td>December 2011</td>
</tr>
<tr>
<td>St. Louis Arc</td>
<td>$5,000,000</td>
<td>Combination</td>
<td>July 2010</td>
<td>TBD</td>
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</table>

**Health Totals** $43,350,000
<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>CAMPAIGN GOAL</th>
<th>CAMPAIGN PURPOSE</th>
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<th>TARGET END DATE</th>
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<tbody>
<tr>
<td>Children’s Home Society of Missouri (Considering)</td>
<td>TBD</td>
<td>Combination</td>
<td>January 2013</td>
<td>TBD</td>
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<tr>
<td>Community Arts and Movement Project</td>
<td>$110,000</td>
<td>Capital Campaign</td>
<td>June 2010</td>
<td>TBD</td>
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<tr>
<td>Delta Gamma Center for Children with Visual Impairments (COMPLETED/CLOSED)</td>
<td>$3,500,000</td>
<td>Capital Campaign</td>
<td>February 2008</td>
<td>June 2011</td>
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<tr>
<td>Epworth Children &amp; Family Services</td>
<td>$625,000</td>
<td>Combination</td>
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<td>December 2012</td>
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<td>Girls in the Know</td>
<td>$100,000</td>
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<td>August 2011</td>
<td>TBD</td>
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<td>Jewish Community Center of St. Louis</td>
<td>$49,000,000</td>
<td>Capital Campaign</td>
<td>June 2005</td>
<td>TBD</td>
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<tr>
<td>MBCH Children and Family Ministries</td>
<td>$2,078,487</td>
<td>Endowment</td>
<td>July 2010</td>
<td>June 2012</td>
</tr>
<tr>
<td>MBCH Foundation</td>
<td>$30,000,000</td>
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<td>July 2007</td>
<td>December 2013</td>
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<tr>
<td>National Council of Jewish Women St. Louis Section (Considering)</td>
<td>$250,000</td>
<td>Capital Campaign</td>
<td>October 2011</td>
<td>TBD</td>
</tr>
</tbody>
</table>

KEY: **Bold** listings are CLOSED campaigns; *italicized* listings are in the SILENT PHASE
The Dollars & Sense Report is produced annually by Gateway Center for Giving. For more information, please contact Beth Grady at (314) 621-6220 or beth@centerforgiving.org
The Dollars & Sense Report is available for purchase at www.centerforgiving.org

<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>CAMPAIGN GOAL</th>
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<th>START DATE</th>
<th>TARGET END DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SOCIAL WELFARE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Neighborhood Outreach Center (Considering)</td>
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<td>Combination</td>
<td>January 2012</td>
<td>TBD</td>
</tr>
<tr>
<td>Our Lady’s Inn</td>
<td>$1,500,000</td>
<td>Combination</td>
<td>January 2011</td>
<td>December 2013</td>
</tr>
<tr>
<td>Out Little Haven</td>
<td>$4,000,000</td>
<td>Endowment</td>
<td>January 2009</td>
<td>December 2011</td>
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<tr>
<td><strong>SILENT PHASE</strong></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>$4,300,000</td>
<td>Capital Campaign</td>
<td>January 2012</td>
<td>July 2013</td>
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<tr>
<td><strong>SILENT PHASE</strong></td>
<td>$2,000,000</td>
<td>Capital Campaign</td>
<td>January 2009</td>
<td>December 2013</td>
</tr>
<tr>
<td><strong>SILENT PHASE</strong></td>
<td>$3,500,000</td>
<td>Capital Campaign</td>
<td>June 2011</td>
<td>TBD</td>
</tr>
<tr>
<td>Team Activities for Special Kids (TASK)</td>
<td>$3,500,000</td>
<td>Capital Campaign</td>
<td>September 2010</td>
<td>TBD</td>
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<tr>
<td>Warren Co. Council Against Domestic Violence, Inc. aka Turning Point (Considering)</td>
<td>$1,200,000</td>
<td>Capital Campaign</td>
<td>January 2012</td>
<td>TBD</td>
</tr>
<tr>
<td><strong>SILENT PHASE</strong></td>
<td>$2,000,000</td>
<td>Endowment</td>
<td>June 2011</td>
<td>December 2013</td>
</tr>
<tr>
<td>YMCA of Greater St. Louis</td>
<td>$30,000,000</td>
<td>Combination</td>
<td>July 2007</td>
<td>TBD</td>
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</tbody>
</table>

**SOCIAL WELFARE TOTALS** $138,588,487
### KEY:
- **Bold** listings are **CLOSED** campaigns;
- *italicized* listings are in the **SILENT PHASE**

<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>CAMPAIGN GOAL</th>
<th>CAMPAIGN PURPOSE</th>
<th>START DATE</th>
<th>TARGET END DATE</th>
</tr>
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<tbody>
<tr>
<td>Citizens for Modern Transit</td>
<td>$350,000</td>
<td>Endowment</td>
<td>September 2010</td>
<td>September 2013</td>
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<tr>
<td><strong>SILENT PHASE</strong></td>
<td>$4,000,000</td>
<td>Combination</td>
<td>October 2010</td>
<td>TBD</td>
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<tr>
<td><strong>SILENT PHASE</strong></td>
<td>$25,000,000</td>
<td>Combination</td>
<td>July 2010</td>
<td>December 2012</td>
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<tr>
<td>Saint Louis Zoo</td>
<td>$120,000,000</td>
<td>Combination</td>
<td>January 2007</td>
<td>December 2013</td>
</tr>
<tr>
<td>Spanish Lake Community Association</td>
<td>$1,200,000</td>
<td>Capital Campaign</td>
<td>July 2006</td>
<td>TBD</td>
</tr>
<tr>
<td>Stray Rescue of St. Louis</td>
<td>$1,800,000</td>
<td>Combination</td>
<td>September 2011</td>
<td>TBD</td>
</tr>
<tr>
<td>USO of Missouri (Considering)</td>
<td>$450,000</td>
<td>Capital Campaign</td>
<td>August 2012</td>
<td>TBD</td>
</tr>
</tbody>
</table>

**OTHER TOTALS** $152,800,000
Appendix
## Appendix A

### Campaigns Last Updated in November 2010

Organizations contacted who previously reported campaign activity but did not reply for the 2011 report.

<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>CAMPAIGN GOAL</th>
<th>CAMPAIGN PURPOSE</th>
<th>START DATE</th>
<th>TARGET END DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better Family Life, Inc.</td>
<td>$13,113,740</td>
<td>Capital Campaign</td>
<td>January 2005</td>
<td>TBD</td>
</tr>
<tr>
<td>Bi-Lingual International Assistant Services (Considering)</td>
<td>$70,000</td>
<td>Capital Campaign</td>
<td>June 2010</td>
<td>May 2011</td>
</tr>
<tr>
<td>Boys Hope Girls Hope of St. Louis (Considering)</td>
<td>$3,500,000</td>
<td>Capital Campaign</td>
<td>September 2011</td>
<td>TBD</td>
</tr>
<tr>
<td>The Frank Lloyd Wright House in Ebsworth Park</td>
<td>$125,000</td>
<td>Capital Campaign</td>
<td>October 2009</td>
<td>September 2011</td>
</tr>
<tr>
<td>Gateway Council, Hostelling International (Considering)</td>
<td>$4,000,000</td>
<td>Capital Campaign</td>
<td>May 2011</td>
<td>TBD</td>
</tr>
<tr>
<td>Philharmonic Society of Belleville (Considering)</td>
<td>$100,000</td>
<td>Combination</td>
<td>October 2011</td>
<td>TBD</td>
</tr>
<tr>
<td>SILENT PHASE</td>
<td>$1,000,000</td>
<td>Combination</td>
<td>July 2009</td>
<td>TBD</td>
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<tr>
<td>St. Louis Area Foodbank</td>
<td>$9,000,000</td>
<td>Capital Campaign</td>
<td>September 2006</td>
<td>September 201</td>
</tr>
<tr>
<td>University City High School Foundation/Project Appleseed (Considering)</td>
<td>$50,000,000</td>
<td>Combination</td>
<td>January 2008</td>
<td>TBD</td>
</tr>
<tr>
<td>Wesley House Association (Considering)</td>
<td>$1,000,000</td>
<td>Combination</td>
<td>January 2012</td>
<td>TBD</td>
</tr>
</tbody>
</table>
Appendix B

Dollars & Sense: A Report on Major Funding Campaigns in the St. Louis Region
Submission Benefits & FAQs

The Gateway Center for Giving publishes a report annually called the Capital Campaign Report. The report features major funding campaigns in the St. Louis metropolitan region including capital and restricted endowment campaigns.

Benefits of Participation
- Provides additional marketing of your campaign to the public and potential donors.
- Serves as a tool for organizations conducting feasibility studies for major funding campaigns.
- Provides a scan of campaigns currently underway, being considered or recently closed in the region.
- A complimentary non-member version of this report with general information is made available for participants.

FAQs

The Capital Campaign Report information form asks for sensitive information that my organization is not ready to make public. Should we not participate?

All organizations currently undergoing, considering or who have recently closed a major campaign are encouraged to participate in this report. The campaign information will be compiled and analyzed in a report that is shared only with Gateway Center for Giving grantmaker members. A version of this report is available to the public, and does not contain sensitive information such as contact information, campaign amount raised-to-date and the identification of organizations that are in a silent phase. The Center respects the confidentiality of information provided.

Who will receive the member version of the report?

The report is available to Gateway Center for Giving members which include corporations, family foundations, private and independent foundations, donor advised funds and professional advisors who provide services to grantmakers. Information from this report assists grantmakers in their planning and allocation process, as well as providing a better understanding of major funding requests in the region.

How do I submit my information for inclusion?

The next report will be released in the fall of 2012 and we will begin accepting submissions mid-summer. All submissions are made on-line through our website, and an email will be sent out once we begin accepting information. If you don’t currently receive emails from The Center and wish to be added to our list, please email Beth Grady at beth@centerforgiving.org.

What is Gateway Center for Giving?

The Gateway Center for Giving (formerly St. Louis Metropolitan Association for Philanthropy) is the regional association of grantmakers serving the St. Louis metropolitan area. With over 80 foundation, corporate and individual members, the Center provides services that expand and strengthen philanthropy (the giving of time, wisdom and wealth by groups or individuals for the common good) to improve the St. Louis region. For more information, please visit www.centerforgiving.org.