

COSTS YOUR CAPITAL CAMPAIGN SHOULD INCLUDE

1. **Project Costs**, including (a) hard construction costs, (b) soft costs such as architects, engineers, consultants and lawyers, (c) finishing costs such as furnishings and equipment, (d) interest and other financing costs, (e) the cost of interim space, and (f) a contingency of at least 10% of the total.
2. **Development Costs**, including the cost of staff dedicated to the campaign.
3. **Operating Revenues Lost During The Project**, due to (a) donors reducing annual giving because they are also giving to the capital campaign- a common donor reaction, (b) less time being spent on fundraising for operations because management is focused on the project, and (c) lower earned revenues if program is cutback during the project.
4. **Start Up Costs** attributable to any new or enlarged program. This might include an expanded marketing/development operation and the cost of mounting the first production in the new space or the first two months operating costs of a new program, or the cost of stocking a new gift shop.
5. **Costs Of Growth** including both a larger administrative staff, computers, telephones and copiers.