

About our CLIENTS' PROGRESS:

- **Aurora Foundation, Newark, NJ** The Aurora board has formed a Development Committee and has decided to expand the size of their first program pilot from 3 to 12 families. Maria Vizcarrondo-DeSoto serves as Executive Director.
- **Adult Day Center of Somerset County** has recently formed its influential campaign steering committee. The \$2.5 million campaign goal will help to build a elder day care facility to be located in Bridgewater, NJ. Jeff Macaulay serves as Executive Director.
- **Algonquin Arts, Manasquan, NJ** has reached 40% of its first phase campaign goal in just eight months. (see feature article) Fran Drew is Executive Director.
- **Bristol Hospital, Bristol CT** The Hospital Foundation has recruited 40 council members, ambassadors and advocates for the endowment. Twenty-six residents recently joined the "Leave-A-Legacy" society. Tom Kennedy is CEO.
- **College of St. Elizabeth, Convent Station, NJ** passed the halfway point on a \$15 million goal. Sister Francis Raftery is President.
- **Capuchin Province of St. Mary, New York, NY** continues to build donor base through direct mail; expanding their activity around planned giving, major gifts and innovative special events. Father Francis Gasparik, OFM, CAP serves as chair for this campaign.
- **Coldwell Banker Real Estate Corporation, Parsippany, NJ** officially launched its campaign to build 100 homes for Habitat for Humanity (HFH) by its 100th anniversary in 2006. Sixty home sponsorship commitments are already in process with local HFH affiliates around the country. Jim Gillespie is President.
- **Holy Cross High School, Delran, NJ** recently hosted the 16th annual Sister Joan Memorial Golf tournament. A total of \$27,000 was raised at this event, \$11,000 over the original goal. Over \$300,000 has been raised to date. Joseph Lemme is Principal.
- **Little Hills/Alina Lodge, Blairstown, NJ** has received a \$400,000 challenge grant from the Noble Foundation of Oklahoma. Mark Schottinger is CEO.
- **Middlesex Interfaith Partnership with the Homeless, New Brunswick, NJ** has begun a resource development analysis to determine the best ways of attracting private funds in support of people experiencing homelessness. Guy Catapano serves as Board President and Andrea Krich is Executive Director.
- **Monmouth County Girl Scouts, Farmingdale, NJ** is currently engaged in a feasibility study for \$3.5 million for the expansion and preservation of its 140-acre Camp Sacajawea located in Howell Township, NJ. Susan McClure is Chief Executive Director.
- **Mount St. Mary Academy, Watchung, NJ** is launching a major gifts initiative towards recent renovations to student classrooms, halls and study areas. Sister Lisa Gambacorto, R.S.M., is Directress.
- **Newark YMWCA, Newark, NJ** completed a feasibility study and is now exploring a wide range of funding opportunities for capital advancement. Milton Harrison is Executive Director.
- **Newton Memorial Hospital Foundation, Newton NJ**, has reached \$7.0 million in a \$6.0 million goal for new Emergency Center. Diane Brennan is Director of Development.
- **Plainfield Library, Plainfield, NJ** begins a \$1 million fundraising effort for capital improvements to the library. The initial \$100,000 has been raised. The steering committee is coordinating cultivation receptions. Joseph Da Rold is Library Director.
- **St. Anthony's High School, Jersey City, NJ** has reached the \$1 million mark in the early phases of its unprecedented \$10 million campaign. Tom Breen serves as President of the Board.
- **St. Peter's the Apostle Church, New Brunswick, NJ** has begun a \$1 million capital campaign to restore its existing historic church. Father Joseph Curry is Pastor.
- **St. Joseph High School, Metuchen, NJ** has formed the first Board of Governors in the school's history and is exploring a scholarship campaign. Brother Dennis Wermert, S.C., is President.
- **Union County Education Services Foundation (UCESF), Westfield, NJ** UCESF received \$20,000 of proceeds from a successful boxing event sponsored by the leaders of the Westfield Police Department to benefit Centennial High School for at-risk teens. The event also raised community awareness of the Foundation positioning it to expand its board and raise larger dollars. Edward Hartnett serves as Superintendent.
- **Visiting Nurse Association of Central Jersey, Red Bank, NJ.** A successful gala pushed the VNA of Central Jersey past the half-way point in their \$3.5 million capital campaign. May Ann Christopher is President and CEO. ■

**SBA,
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**American Association
of Fundraising Counsel,**
AAFRC, is an association for
consulting firms composed of 37
firms nationwide. Founded in
1935, it embraces the highest
ethical standards and maintains
a strict code of fair practices.
In 2002, AAFRC member firms
served 66 clients in New Jersey.
Of those 66 non-profit
organizations, SBA had the
privilege of serving 30.

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Algonquin Arts Restoring a Cultural Treasure

Once a vibrant, art deco movie house of the 1930's, the Algonquin Theatre had fallen into disrepair, becoming an eyesore on the Main Street of Manasquan, New Jersey. As with many downtown areas throughout the state, the economic climate of the 1980's had taken its toll on this small beach town. Owners of the boarded up Algonquin Theatre were proposing a conversion of the space to office complexes. Borough officials were less than thrilled with this prospect.

Meet the Drews

Fran and Jack Drew learned of Algonquin's plight through family members still living in Manasquan, Fran's childhood town. No stranger to the world of community fundraising, the Drews decided that restoration of this once regal theater would become their personal mission. "We appreciate what the performing arts gave to our lives, Fran points out, " I had an emotional reaction to preserving a historic spot in my home town." Armed with construction know-how, philanthropic experience, and sheer determination – the Drews began to prepare for what would become their legacy, The Algonquin Arts Theatre and Performing Arts Center.



Fran Drew and her husband, Jack, review restoration plans in the early 1990's.

More than a Theater

Today, Algonquin Arts is known for its unique and varied offering of art performances and programs to the Monmouth and Ocean county community. It is looked upon by many as the



catalyst of Manasquan's re-vitalization. Many of the physical features of the theater, front retail building, performing arts center and promenade area such as streetlamps and pedestrian pathways, have been replicated along Main Street. It is hard to imagine that only 10 short years ago, the theater was home to "2000 pigeons". "During the first phase of construction, 35 dumpsters of trash were filled," Fran recalls, "We were living in Chatham, working full time, coming down every weekend." Jack adds, "Fran is a great project manager. We even had our friends scraping bubblegum off the seats every weekend. We put a lot of our own money into this project."

The Community Rallies

Although the community did not help financially during the initial phase, they were quick to realize the potential impact that this theater would have, especially on children.



(Above) Algonquin's original moviehouse marquee, which no longer exists.

(Left) A view of the building when the Drews first took ownership.

During the borough's planning meeting session, residents came forward with signed petitions for the approval of the theater; student dancers lined the hallways of the borough hall on the day that the plan was presented. Armed with architectural renderings, reports, and community support, the Drews were not surprised when the planning board approved their plans within 17 days. The Drews credit John Winterstella, mayor of Manasquan at the time, for sharing their vision early on. As mayor for 20 years, John was a recognized leader in the community and knew instinctively that the benefits of an entertainment center far outweighed the benefits of another office complex in his town. Winterstella helped the Drews forge ahead with their plans. His advocacy, and later his membership on the Board of Directors, gave both meaning and momentum to the project.

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Although Fran and Jack Drew feel that “it was really the community that made this happen,” most Jersey Shore residents know that the entrepreneurial spirit of the Drews and their willingness to take personal financial risk, were the driving force behind Algonquin Arts success. In 1992, the nonprofit organization was created with the future goal of assuming control and financial responsibility for not only the theater, but also the performing arts center and all its outreach programs. Today, the board is made up of 14 impassioned advocates. All members are staunch proponents of the arts and realize the reach and impact Algonquin Arts has made on the surrounding area. Jack notes, “All board members have personally contributed to this endeavor, both financially and with supportive ideas on how to make this organization even stronger than it is now.”

The Campaign

In just eight months, Algonquin Arts has reached a critical mark towards its campaign goal of \$2.5 million – 40%. An unprecedented grant of \$450,000 from OceanFirst Foundation provided confidence to the initial phase of this campaign. Proceeds of the \$2.5 million capital campaign will provide for urgent needs:

- **Purchase of the Algonquin Arts Assets** – \$1,500,000 – allowing the nonprofit to purchase from the Drews the primary assets.
- **Transition Salaries** – \$240,000 – Since 1993, both Fran (serving as Executive Director) and Jack (serving as Business Manager) have never taken salary nor benefits. As the Drews prepare to retire, the salaries cover the transition of these two key positions.
- **Endowment** – \$200,000 – a plan for future security, the interest will help to underwrite costs of operation and management.
- **Working Capital** – \$120,000 – providing a cushion for deficit spending and continuing the tradition of sound financial precepts.
- **Expansion and Improvement** – \$440,000 – primarily lobby expansions, along with accessibility improvements, décor and technical upgrades.

The economic benefit of the arts, as a whole, is an idea that all sectors – local government, merchants, corporations and foundations – can support. Algonquin Arts often cites a local study, *Arts & Economic Prosperity*, which recently concluded that Monmouth County nonprofit art organizations have had a significant impact on area shops and restaurants, increased government revenues by \$560,000,

and supported nearly 400 more jobs. In addition, they remind constituents about the importance of the arts as it relates to the quality of life. Senior citizen communities, care centers and facilities are all recipients of Algonquin Arts programs. School administrators, teachers and parents can see the difference

that the arts make in a child's life. This message, combined with sound business practices, unique performances, and the amazing energy of Fran and Jack Drew is what is getting the attention of donors.

Opening Day and Beyond

In 1994, the theater's opening day featured the same opening day film shown in 1938 – *Rebecca of Sunnybrook Farms*. Tickets were sold for the 1938 price of 15 cents for adults, 9 cents for children. It was both a nostalgic and triumphant moment when a patron who had sat in a particular chair in 1938, was able to sit in the same chair, albeit re-upholstered, once again. The 1938 winner of the “name the theater” contest was also present for the 1994 grand re-opening.

In 2003, a rare opportunity came to the Algonquin Arts when world renown violinist, Midori, selected the theater from a pool of nationwide venues to be the kick-off site for her prestigious Partners in Performance project. Not only was Algonquin Arts the recipient of all performance and reception proceeds, but also 28 aspiring young musicians received Midori's exclusive attention in an post-performance question and answer session.

Last Thanksgiving, Algonquin Arts and its residents hosted the Moscow Classical Ballet. The dancers, normally sequestered to hotels while they travel, were instead, embraced by the community. While residing in the homes of local families, a remarkable cultural exchange occurred. Families were delighted to serve the Moscow dancers their first turkey dinner and give them their first view of the Atlantic Ocean. The dance troupe is returning in 2004, and all families have signed on again to host their international friends.

Today, Algonquin Arts continues to attract statewide attention for its excellent performances, education programs and community outreach efforts. Recently, the theater hosted a quarterly meeting of the New Jersey State Council on the Arts, where Chair Sharon A. Harrington observed that the theater is “a bril-



The Algonquin Arts Theatre and Performing Arts Center today. In the summer, the community enjoys free outdoor movies projected on the outside of the 50-foot fly tower.

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The Passion to Begin A Message from the President, Dave Bixel...

While you read about Fran and Jack Drew and their amazing transformation of the Algonquin Theatre, ponder how great things really get done. In

our world, the not-for-profit community, we're taught that things get done through the actions of the Board of Trustees, the policies they set, the management they retain, and the direction they give.

After 25 years of serving the not-for-profit community, I am not so sure. My experience tells me that the creative spark for any organization is the individual, or several of them. No different than a business taking off, nonprofits spring from the vision and the passion of the founders. Look around you at the organizations that serve the poor, alleviate hunger, construct housing, find employment or stop suburban sprawl. Here you will find, the real

entrepreneurs, the discoverers if you will, those who have the keys to the nonprofit mission. Their risk is our good fortune; their conviction is our society's benefit. The curtain is opened and we are all stunned at the production. It's bold, imaginative leadership at its best.

We hope that it can go on forever, but it can't. After a while, the mission requires a real structure, management savvy and philanthropic prowess of a Board of Trustees. Resources are needed, new risks must be taken, and an executive with key management abilities must be retained. A new organization has been born and a new level of hard work begins but the beginnings are great fun to watch, and the ride is sensational. It's the entrepreneur in our midst. They had the passion to begin.

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liant model of insightful redevelopment and revitalization.”

“The priority now is to keep this momentum going,” Director of Development, Tracy Elliott points out. “Algonquin Arts has known that we’ve been achieving our mission through our programs and performances. Working with an outside consultant such as Semple Bixel Associates, Inc. (SBA), helped us to fully understand our value, reach and impact. They helped us to ask constituents for the right amount, stretching us to more appropriate goals. They coached us through the process.” On the choice made to retain SBA, Jack Drew submits, “In the early phase of this project, Fran and I interviewed several consultants, and then strongly recommended Semple Bixel Associates to our Board. We based this on several things: their experience, their strong local contacts, recommendations from area non-profits, and the overall responsiveness of the firm. Throughout our association, all of our expectations have been met.” ■

ALGONQUIN ARTS BECOMES THE EDUCATIONAL RESOURCE

In the 1990's, there were major cut backs in art and music programs throughout the school systems. Children were under-served in arts education. Realizing this, the Drews committed themselves to making education a cornerstone component of the Algonquin Arts mission. This mission continues today.

Since 1994 –

- Schools served- 300
- School districts served – 131
- Education programs provided – 191.
- Twenty-five percent of the education programs teach tolerance.

Workshops Offered:

- *Arts-in-Education Showcase* – more than 300 representatives from 125 schools have attended annual program to discover new ways to enrich educational curriculum.
- *Stage One* – Nearly 20,000 senior citizens and young students have been united for intergenerational experiences through this unique program.

Serving At-Risk Students – Algonquin Arts has welcomed 250 special needs children to live theater, and have given 1,800 complimentary tickets to economically disadvantaged schools throughout Ocean and Monmouth Counties.

A Picture is Worth a Thousand Words...

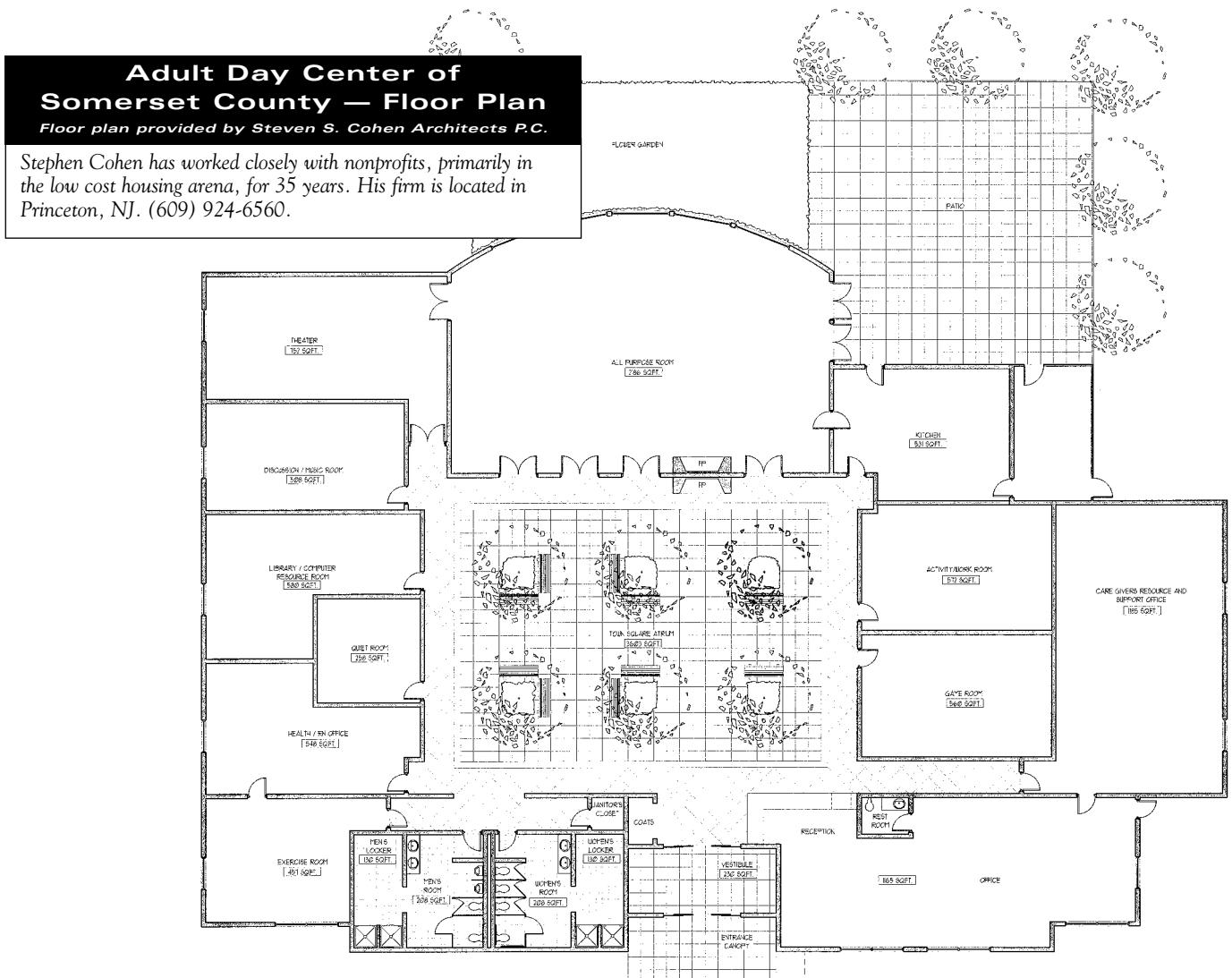
If a picture is worth a thousand words, a rendering may be worth thousands of dollars to a nonprofit organization embarking on a capital campaign. What may seem common sense often becomes an afterthought in the pre-campaign readiness process, or worse, a late consideration.

Successful campaign materials include case statement brochures, agency brochures, executive summaries and building display posters for cultivation events. Preparation time, board approval and the bidding process can delay a seemingly simple aspect for months. There are many reasons why nonprofits benefit from having pictures of a new building or expansion, namely;

- Donors can visualize the project, and perhaps its place in their community or lives.
- Early renderings give the impression that the project is well underway and will be successful.
- Naming opportunities – floor plans, especially, give donors personal choice, and nonprofits wishing to stretch a pledge to a particular level can adjust or promote specific opportunities accordingly.

Architect Steven Cohen, of Steven S. Cohen Architects P.C., suggests getting the architect involved as early as possible. Architects help evaluate the needs of a building, and can determine if the site is

suitable for the building's use. Having worked with many nonprofits, Mr. Cohen also points out the value of a personal interview when selecting an architect. Interviews tell an Executive Director and Board if the vision of the project is shared and if they are flexible enough for a nonprofit's fluctuating needs. "We find that when working with nonprofits, the 'front-end time' is considerable. For budgeting purposes, allow approximately \$3000+/- for a rendering package that includes a floor plan and an outside building design perspective. Although working with nonprofits can be an intense process given their fundraising concerns, our firm is always inspired and impressed by their dedication." ■



Adult Day Center of Somerset County — Floor Plan

Floor plan provided by Steven S. Cohen Architects P.C.

Stephen Cohen has worked closely with nonprofits, primarily in the low cost housing arena, for 35 years. His firm is located in Princeton, NJ. (609) 924-6560.