



## City of Ketchum

November 1, 2021

Mayor Bradshaw and City Councilors  
City of Ketchum  
Ketchum, Idaho

Mayor Bradshaw and City Councilors:

### **Recommendation to Amend Independent Contractor Agreement #22026 with Nested Strategies**

#### Recommendation and Summary

Staff is recommending the City Council approve an amendment to Independent Contractor Agreement #22026 with Nested Strategies for services associated with the city's capital campaign to acquire Warm Springs Ranch.

**"I move to approve amended contractor agreement #22026 with Nested Strategies associated with the city's capital campaign to acquire Warm Springs Preserve."**

The reasons for the recommendation are as follows:

- The city intends to acquire Warm Springs Ranch at the purchase price of \$9M solely through private funds. As of 10.28.21, \$3,413,444 in donations has been committed from the community.
- Due to the purchase agreement's short time frame, outside assistance is needed to organize the campaign.
- Since the initiation of the contract in May, principal Carter Cox has logged 78+ hours over her original scope of work – which initially was proposed for 32 hours at \$4,000 per month. To maintain the needed level of time devoted to ensure the project succeeds by the December 31 new performance date, the scope is proposed to increase to \$6,250 for November-January and \$5,000 for February-April.
- If the City of Ketchum executes the Option Agreement earlier than anticipated, Nested Strategies and the City of Ketchum will cease the contract.

#### Introduction and History

On April 19, 2021, the city entered into a purchase agreement with Bob Brennan to acquire 65 acres of Warm Springs Ranch and plans to purchase the land with donations. The purchase agreement allowed the city 6 months to acquire half of the funds, however that 6-month deadline was extended to December 31, 2021. The city then has an additional 6 months to acquire the balance. This is a very short timeframe, and the city does not have the internal resources or experience to run a capital campaign. The most efficient way to gain the funds to purchase the property is to work with an experienced capital campaign contractor.

#### Sustainability Impact

Preservation of community open space and restoration of Warm Springs Creek habitat.

#### Financial Impact

This contract will be funded from the professional services account.

Attachment:

1. Proposed revised scope of work and fees.



October 14, 2021

Mayor Bradshaw and City of Ketchum  
P.O. Box 2315  
Ketchum, ID 83340

Dear Mayor Bradshaw and City of Ketchum,

The first six months working on the Warm Springs Preserve Campaign revealed what we already knew – resources for the campaign are stretched thin. From the start of our existing scope from May to October 24, I spent 283 hours working on the campaign. We initially anticipated the campaign would require around 180 hours of my time. While the city is poised to gain momentum and fulfill the fundraising efforts for the Preserve, this will require additional resources, either internally or by shifting my scope of work to what is outlined below. I do not prefer to seek larger scopes of work after agreeing to certain hours. In these scenarios, I will outline what I think needs to happen within the city staff to keep my scope the same. I will also provide an alternative scope that expands the time and tools that I can bring to the campaign. I am honored to continue to be a part of this process and provide philanthropy strategy and experience to the city.

Nested Strategies' philanthropy services are designed to meet clients' specific and unique needs. The Warm Springs Preserve campaign is nothing short of unique. In our first six months of working together, we all learned that not only additional time, but *direct* communication with committee members and potential donors was required. I stepped into what was needed not only with the original scope, but also facilitating the committee meetings, providing marketing and communications support, and donor and prospect outreach.

For the Warm Springs Preserve Campaign to be successful, we need to continue with a similar level of involvement. I can continue to play this role – providing a direct line of communication to the community and the time to fully implement the campaign. For this to be possible, I propose an adapted scope outlined in this proposal. The other scenario would be for the city to find additional internal resources –someone to be the lead communication point for committee members and potential donors.

Each path forward allows Nested Strategies to see through the campaign implementation process, by providing strategic counsel, working with the campaign leadership, and providing a team of experts to successfully launch and complete the \$9M goal to acquire and establish the Warm Springs Preserve.

We are an efficient, creative, and nimble team. We are proudly bound by the code of ethics of the Association of Fundraising Professionals. We are committed to working with diligence and integrity as we help the City of Ketchum's team meet and fund your objectives.

I look forward to speaking with you further about this clarification of scope. Please contact me at 502.298.4131 if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Carter Cox", written in a cursive style.

Carter Cox,  
Principal Philanthropy Advisor and Campaign Counsel

## **Proposed Scope of Work and Cost Estimate Campaign Counsel and Execution Support**

Carter Cox of Nested Strategies will work with the mayor and staff of the City of Ketchum to support and accomplish the following:

### **1) Support the completion of the Warm Springs Ranch Comprehensive Campaign**

- a) Provide “Keys to Fundraising Success” Training as appropriate;
- b) Provide counsel and support to conduct a Comprehensive Campaign;
- c) Work with City of Ketchum staff to develop and refine communication materials and supporting talking points;
- d) Lead content creation and coordination of periodic update emails to existing donor and interested community members;
- e) Brief volunteers and core team donor visits and solicitations;
- f) Debrief all major gift donor solicitations with relevant teams;
- g) Provide strategic support to close pending gifts;
- h) Lead management of major gift pipeline;
- i) Work with Spur Community Foundation and WSP Committee members to track the full campaign pipeline;
- j) Support WSP Committee members, city staff, and other volunteers with donor follow-up;
- k) Work with WSP Committee and city staff to plan and implement broad community fundraising efforts;
- l) Support planning and follow-up for Campaign fundraising events;
- m) Assist with grant research and grant applications;
- n) Research potential campaign donors;
- o) Assist with donor thank you protocols and follow up; and
- p) Support the major donor prospect identification, review, tracking and reporting processes.

### **2) Lead End of Year Fundraising Campaign**

- a) Create and lead End of Year Campaign Plan to capitalize on year-end donation opportunities;
- b) Craft all messaging related to mailings, social media, and email outreach;
- c) Coordinate with staff to implement social media, email, and mail outreach;
- d) Conduct specific outreach to wealth managers and tax professional to expand targeted communication efforts; and
- e) Work with Spur Community Foundation, the WSP Committee, and city staff to plan and coordinate acknowledgement efforts

### **3) Compile and organize campaign resources for the close of the campaign**

- a) Provide a comprehensive and organized list of all donors and contact details to be used for Warm Springs Preserve communication;
- b) Create stewardship plan for specific and limited communication to thank donors and engage the community once the property is acquired; and
- c) **Ensure that all documents, resources, communication threads, contacts, and materials are organized and transferred to city staff.**

## **Scope Comparison**

	Existing Scope	Proposed
Hours per month	32 May-Oct	50 for Nov-Jan and 40 for Feb-Apr
Hours in total for 6 months	192	270
Cost per month	\$4,000	\$6,250 for Nov-Jan and \$5,000 for Feb-Apr
Total cost	\$24,000	\$33,750

Over the past 6 months, I was hired for a scope based on 32 hours of work per month and an exclusively behind-the-scenes role for the fundraising campaign. In this updated proposed scope, I request that the City of Ketchum shift our agreement to reflect the role that I have played and the hours that are required in this position moving forward.

#### Proposed Schedule and Pricing - 6 months

November 2021 – January 2022

\$6,250/50 hours per month:

Attend and support bi-weekly Warm Springs Committee meeting; work with city staff to partner on communicating weekly with all committee members to check-in on major first fundraising progress; work with City of Ketchum to develop and coordinate all campaign materials – including end-of-year fundraising campaign; support leadership in hosting community gatherings and/or workshops related to the campaign; support all major gift solicitations, brief and debrief asks; provide strategic support as others close pending gifts; coordinate with Spur Community Foundation on follow-up for pledges; manage major gift pipeline with city staff; communicate directly with Spur Community Foundation for all matters related to donations, pledges, and potential gifts; assist with donor thank you protocols and follow up; assist with addressing inquiries from possible partners and campaign volunteers.

February – April 2022

\$5,000/40\* hours per month: Attend and support bi-weekly Warm Springs Committee meeting; work with city staff to partner on communicating weekly with all committee members to check-in on major first fundraising progress; work with City of Ketchum to develop and coordinate all campaign materials; support leadership in hosting community gatherings and/or workshops related to the campaign; support all major gift solicitations, brief and debrief asks; provide strategic support as others close pending gifts; coordinate with Spur Community Foundation on follow-up for pledges; manage major gift pipeline with city staff; communicate directly with Spur Community Foundation for all matters related to donations, pledges, and potential gifts; assist with donor thank you protocols and follow up; assist with addressing inquiries from possible partners and campaign volunteers; complete all end-of-campaign work to transfer materials.

\*I anticipate end-of-year fundraising (Nov-Jan) to require more time and resources than Feb-April. The opportunities for fundraising with end-of-year will put the city in a much better position going into the 1<sup>st</sup> quarter of 2022.

**Scope Cost: \$33,750**

The flow of hours within this proposal can shift throughout the 6-month period based on need. Hours are tracked throughout the scope and can be balanced from month to month as approved by the City of Ketchum. If the City of Ketchum executes the Option Agreement at any point within the scope, Nested Strategies and the City of Ketchum will cease the scope once the project responsibilities are complete.