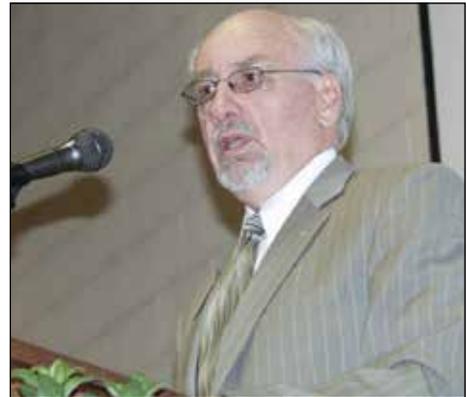


**Prairie View, Inc.**  
*Celebrating 50 Years of Sharing Hope*

**CREATING A DEVELOPMENT PROGRAM**

# Sharing the Hope Now & for the Next 50 Years



*Clockwise. Prairie View's entrance at Newton Campus. Former Prairie View office location in Northeast Wichita. Former CEO Mel Goering speaking at the 50th anniversary. Prairie View's scenic campus on the east side of Newton.*

**G**rey sky. Crisp wind. March cold. None of it was strong enough to detour more than 600 individuals in 2004 from gathering in Newton, Kansas to celebrate the 50th anniversary of Prairie View, Inc. – an effective and humble nonprofit mental health organization.

A \$5,000 donation from the Newton Chamber of Commerce started a drive in 1952 to raise \$250,000 from Mennonite churches and interested parties from the west bank of the Mississippi River to the front range of the Colorado Rockies. In March 1954 Prairie View opened for business when a 62-year-old woman became its first patient. The first year budget was less than \$75,000. It was the beginning for an organization built on charity, compassion, faith and hope.

“As we thought about this campaign the theme was a natural,” said former CEO Mel Goering, who retired in October 2004.

“‘Sharing hope’ had been our catch phrase for years. Mental health even today is frowned upon or questioned by the greater population. People coming to us back then were looking for hope. We told patients and their families that there was hope and that successful treatment was possible.”

Over the next 50 years the message was received loud and clear. More than 100,000 men, women and children had received treatment by 2004 and the annual budget had reached \$21 million. From 1993 to 2003 the demand for services increased more than 40 percent. Prairie View was now providing care in three primary counties and four additional counties in Kansas. It also served those from across the state and the nation who traveled to Prairie View for help.

“Our challenge,” said Goering, “was funding. We knew we had effective treatment programs but public and private

insurance has always treated mental health care with a question mark. Their efforts have been to control costs. From 1984 to 2004 the average length of inpatient stay dropped from 41 to five days.”

Through the years business and government contracts, plus private pay, had allowed Prairie View to expand and build on its award-winning treatment programs, resulting in more patients treated. That economic model was changing for Prairie View.

## Making Development a Priority

Part of the answer to the economic equation was found in Prairie View’s past. Charity – donations of money, labor, materials and time – had built Prairie View in the early 1950s. In 2001 the Board, and then Vice President of Development and Marketing, Pat Swartzendruber, pushed the concept of development as a multimillion-dollar campaign to build new facilities and an endowment.

“Development had not been a priority for us,” said Swartzendruber. “We did some annual fundraising for projects. We did a \$600,000 capital campaign a decade earlier, but in a \$20 million budget fundraising accounted for a small percent of the total revenue stream.” For the organization to build a \$3.5 million facility in Wichita, and an adolescent residential treatment facility in Newton, and grow an endowment, new revenue streams would have to be identified and pursued. “Our patient load in Wichita had grown from 500 to more than 5,000 annually. Changing laws and regulations treating juveniles were in play. We needed to make changes ourselves.”

According to Director of Development Roland Miller, the “Share the Hope Campaign” had more challenges than just asking people for donations. “We did not have a dependable system for tracking donors, donations and volunteers,” he said. “We always said thank you to donors, but we were not good at keeping them informed about us or keeping them involved in the organization. We had some fiscally challenging years. We used that as an excuse not to talk to people. And we had no recent history of asking for large gifts.”

At the encouragement of Goering, Swartzendruber and Miller, the Board of Directors secured the services of Hartsook

Companies, Inc. and plans for a multi-year \$8 million set of initiatives were outlined. A \$3.5 million Wichita facility, \$1.5 million Newton juvenile treatment facility and \$3 million endowment goal were highlighted with an initial focus on the Wichita facility. According to Robert Swanson, president of Hartsook Companies, there was also an understanding that development was about more than money.

“I am often the one who initiates with clients the concept of development being about more than just donations or the goals of a specific campaign,” said Swanson. “Mel, Pat and the rest of the team had an appreciation for this philosophy. Perhaps more important there was an acknowledgement up front that they wanted to create a strong development program that would continue working on behalf of Prairie View long after any one campaign was complete.”

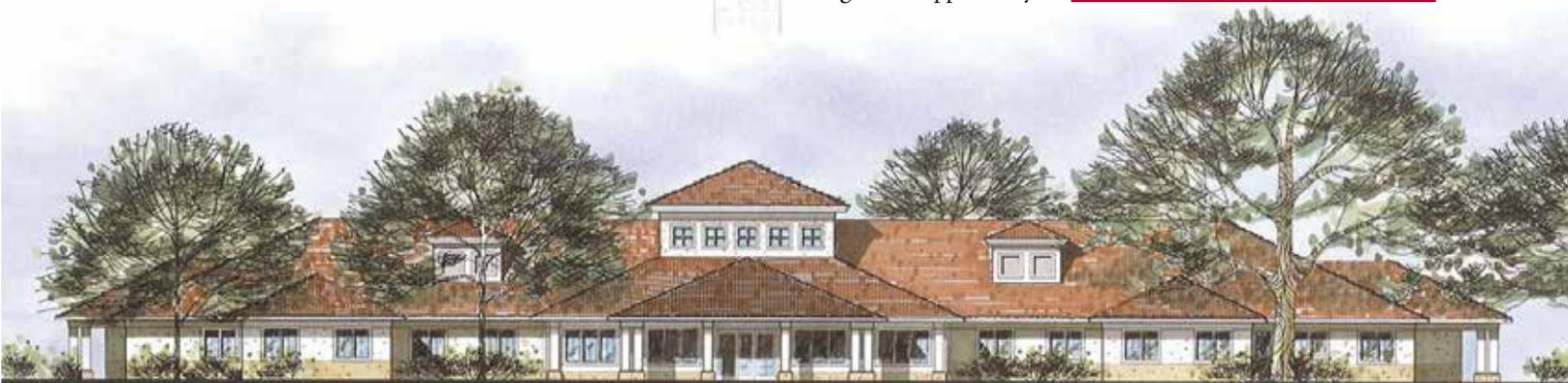
According to Swanson, Prairie View had a legitimate opportunity to

## Selected Development Highlights:

- Secured more than \$4 million in gifts and pledges
- Secured largest individual gifts in the history of the organization
- Created Campaign Leadership Committee with representation from multiple cities and counties
- Installed new donor management software system
- Created grantwriting position
- Expanded and enhanced annual fund program
- Established the Heritage Partners Society with 52 confirmed planned gift members
- Created the Share the Hope Memo, a monthly communiqué to some 800 supporters and prospects
- Expanded a year-end direct mail appeal
- Started a quarterly planned-giving education program

## 2004 Development Staff Team:

Sandra K. Fruit, V.P. Advancement  
Roland Miller, Director of Development  
Marnette Hatchett, Development Associate  
Anne Nicholson, Development Associate  
Rachel Newell, Administrative Assistant for Advancement  
Melvin Goering, CEO



make development a meaningful part of the organization's structure. As a faith-based institution Prairie View believed strongly in its credo of "service to others." Charity was instrumental in establishing the organization in the 1950s. They had literally thousands of donor prospects because of its good work over five decades. Perhaps most important, Prairie View had a successful track record of service to clients.

It took considerable time and significant effort on the part of staff and volunteer leadership for the potential to be realized.



## Campaign Builds Capacity and Sets Fundraising Records

The "Share the Hope Campaign" secured more than \$3.5 million in known gifts and pledges and more than another \$1 million in deferred gifts, and engaged hundreds of new donors in the life of the organization. That, according to Vice President of Advance-ment Sandi Fruit, is only the tip of the proverbial iceberg.

"Pat and Mel, along with the rest of the staff and volunteer leadership, have given this organization a great gift," said Fruit, who replaced Swartzendruber when she left after 12 years to be with family on the East Coast.

"First and foremost the money and the type of money raised have been historic for Prairie View. A Kresge Foundation (Troy, Mich.) challenge grant of \$300,000 followed a J.E. and L.E. Mabee Foundation (Tulsa, Okla.) challenge grant of \$500,000. We had other foundations making their first-time gifts to us, including some six-figure gifts. Those gifts have come from across Kansas and the nation. Staff members and past staff members have joined in."

New strategies and processes were adopted by Prairie View to enhance its ability to identify, cultivate, solicit and express appreciation to donors. According to Swanson, the organization's successes did not come without some retooling and heartache. Major investments were made in donor database and prospect-tracking software. More budget was provided to mass communication and personalized contact with supporters and prospects. The position of vice president of marketing and development was split into two positions, creating greater focus and attention on development as a whole, and a grantwriting position was established.

Staff and volunteer leadership were pushed out of their comfort zone to engage potential donors. Board members learned that if they did not make donations some funders would not offer support. Staff learned that gifts had to be asked for, and not just alluded to, during conversations. Fundamental principles were embraced. "They got to the point," said Swanson "that they were quoting the principles themselves. 'Capacity plus interest equals a charitable gift.' 'Before you solicit, re-search, research, research.' And of course, 'Communication is the essence of appreciation.'"

Development management reports become monthly tools to track progress and failure. Volunteer leadership was secured in a fashion and with a philosophy that was not present before. The organization started communicating on a regular basis with donors and prospects about charitable giving – how it's done and why it's important to Prairie View and its clients.

"We got serious about fundraising," said Goering. "We put tools and resources in place to help make our solicitations more effective. We started traveling to places outside of Newton and Wichita to tell our story and ask for help."

"Of all my time at Prairie View," said Goering, "this may be the most important long-term investment we made."

*For more information about Hartsook Companies, Inc., call 316.630.9992 or visit [www.hartsookcompanies.com](http://www.hartsookcompanies.com)*

## Campaign Leadership Committee: Share the Hope Campaign

Dean and Barbara Ritchie  
Honorary Campaign  
Co-Chairs - Wichita

D. Cramer Reed  
Honorary Campaign  
Co-Chair - Wichita

Lyndon O. Wells  
Sr. V.P. INTRUST Bank  
Campaign Co-Chair - Wichita

Ron Schrag  
COO Integrated Solutions  
Campaign Co-Chair  
Hutchinson, Kan.

Mel Goering  
CEO Prairie View - Moundridge, Kan.

Merrill Raber, PhD  
Raber and Associates - Newton, Kan.

Robert O'Brien  
Health Affairs Consultant - Wichita

Susan Franz Koslowsky  
Sr. V.P. Emprise Bank - Wichita

Carmen Anderson  
Civic Leader - Valley Center, Kan.

Tom Dondlinger  
Dondlinger & Sons, Inc. - Wichita

Kevin Pankratz  
Sunflower Business Solutions  
Newton, Kan.

Rosalind R. Scudder, PhD  
Wichita State University  
Newton, Kan.

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