

How to Develop a Campaign Budget

Creating a Campaign Budget to Support Your Work

Creating a comprehensive campaign budget is the next step in the process after the annual plan. Budget development is iterative and resource constraints and fundraising success will drive the speed at which you can accomplish planned milestones. If revenue is not fully in-hand when your campaign year begins, it may be necessary to adjust the annual plan and delay certain activities to later months. Regularly reviewing your plan and budget can help you identify opportunities to allocate funds to effectively deliver on campaign strategies.

This document contains key questions and a sample budget template to help guide your campaign budget development. As you think about the costs needed to implement your campaign, it is important to consider both the short- and long-term. Based on our experience, the average No Kid Hungry campaign runs at full budget for at least 3-5 years depending on the size of the community and current environment. This document can help with annual budgeting as well as long-term forecasting.



Before You Begin

The following inputs are needed to create a campaign budget:

- Annual and long-term campaign goals
- Annual campaign plan and strategies
- Historical budgets, as relevant
- Local salary and other cost trends

Budgeting for Campaign Staff

Think about the roles and responsibilities required to effectively implement your campaign plan. It is important to have a strategic leader who can drive planning, attract and retain strong talent, build local collaborating tables, and most importantly, own and champion the No Kid Hungry vision. You will also need staff to manage and operate day-to-day campaign activities. Your campaign may also require functional personnel such as fundraising staff or a data analysis and reporting team.

Key Questions

- What number and level of staff is needed to implement the campaign plan?
- Will you require full-time staffers or a mix of full-time plus part-time staff or contractors? Hiring AmeriCorps members may be another option.
- How will you divide roles and responsibilities? Some campaigns are staffed by program area (e.g. breakfast, summer, afterschool) whereas others are divided by geography.
- Will you need to set aside budget for employee benefits or other staffing-related costs?

Estimating Campaign Expenses

Campaign expenses are largely driven by the key strategies in your annual plan. Think about the resources needed to conduct this work. Common expenses include grants to local schools/districts or community providers, and lobbying or advocacy costs. Staff travel could be another major expense depending on your campaign geography and whether personnel will need to travel far or frequently to be effective in their roles.

Key Questions

- How many schools or sites in your community will be targeted for NKH programming? Will you award local grants? If so, what is the average grant amount per grant type (e.g. equipment, capacity-building) and/or program (e.g. breakfast, summer, afterschool)?
- What type of state or local advocacy efforts are part of your campaign plan? Will you need a lobbyist or other things to support this work?
- Will you require outreach materials or other communications (e.g. print, digital, TV/radio)?
- Do you plan to host any events? Will you need prizes or other incentives for participants?
- How frequently will campaign staff need to travel? By what means (car, train, plane)? Do you expect other travel-related expenses such as hotel/lodging?
- What other resources are needed? Think about things like training, software, supplies, etc.

Other Campaign Costs

What are the other costs needed to effectively manage your campaign? Overhead or administrative costs are frequently overlooked during the planning process. You may also need to consider things like supplies, special equipment, dues, or rent required.

Key Questions

- Will you have office rent or other expenses (e.g. mobile phones, technology, office supplies)?
- Will you have fundraising costs?
- What advocacy expenses will you have?
- Does your organization require any indirects or have other overhead expenses?
- Will you have any meeting costs or conference fees, dues, subscriptions, etc.?

Developing an Annual Budget

Once you have a clear understanding of the resources needed to effectively implement your campaign, you will need to develop a detailed annual budget. Your budget should include a breakdown of total expenses by month and by item type.

Sample Annual Budget

Category	Description	Total
Staff	Campaign Director	\$ 75,000
Staff	Breakfast Manager	\$ 50,000
Staff	Breakfast Coordinator 1	\$ 40,000
Staff	Breakfast Coordinator 2	\$ 37,000
Staff	Afterschool Coordinator	\$ 35,000
Staff	Summer Contractor	\$ 10,000
Collaboration	Travel	\$ 10,200
Collaboration	Office/Rent Expenses	\$ 21,600
Collaboration	Mobile Phones	\$ 5,100
Collaboration	State Advocacy Consulting	\$ 20,000
Collaboration	Conference Fees	\$ 2,250
Breakfast	Program Grants	\$ 40,000
Breakfast	Outreach Materials	\$ 3,750
Breakfast	Breakfast Summit	\$ 15,000
Summer	Program Grants	\$ 10,000
Summer	Outreach Materials	\$ 5,000
Afterschool	Program Grants	\$ 15,000
Afterschool	Outreach Materials	\$ 3,000
	Total	\$ 397,900

This sample annual budget is for a lead partner of a No Kid Hungry campaign that is prioritizing breakfast but also working on summer and afterschool.

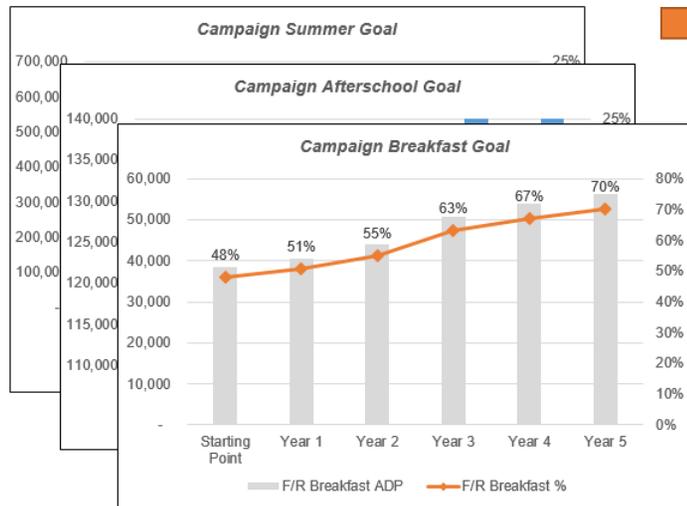
This budget assumes work around SNAP, WIC, and nutrition education are out of scope for the current school year or outsourced to a separate partner organization, but may be included in future years.

Fundraising costs and other overhead is contributed by a broader organization.

Developing a Multi-Year Budget

It is important to think early and often about the revenue needed over the life of your No Kid Hungry campaign. It is not safe to assume campaign costs will stay the same year-over-year. Expenses may fluctuate as campaign strategies and needs shift, or based on changes in your local environment. Developing a multi-year budget is an iterative process that will involve forecasting your expenses over time. As with any forecast, your near-term budget will likely be the most accurate because you have the most information, versus budgets for later periods will be less certain as there are more unknowns. It is a good practice to regularly revisit the multi-year budget (such as on an annual basis) to input actual expenses and update the forecast for future expenses.

Long-Term Campaign Goals



Sample Multi-Year Budget

Category	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Grand Total
Staff	150,000	250,000	200,000	150,000	100,000	150,000	\$ 1,850,000
Collaboration	50,000	75,000	50,000	75,000	50,000	100,000	\$ 590,000
Breakfast	30,000	50,000	30,000	50,000	30,000	50,000	\$ 410,000
Summer	10,000	10,000	10,000	10,000	10,000	10,000	\$ 60,000
Afterschool	10,000	10,000	10,000	10,000	10,000	10,000	\$ 60,000
Total	\$ 250,000	\$ 395,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 320,000	\$ 2,970,000

In this sample multi-year budget, expenses are forecasted based on the long-term campaign goals for each program. As campaign plans and priorities shift, so should the budget.

Fundraising



Fundraising and budgeting go hand-in-hand. As you develop your annual and multi-year budgets, it is important to also think about how you will raise the revenue needed to support campaign activities.

Considerations

- How much is needed. What funding is currently on hand to support campaign activities? How much will need to be raised this year? How much will need to be raised annually over the life of the campaign?
- Fundraising ability. Do you have a sustainable pipeline of funding and/or potential investors available to fund future years of campaign work? Do you have the appropriate staff capacity or talent to support fundraising efforts?
- Funder alignment. Do the goals and organizational missions of your funders support the mission and campaign goals of No Kid Hungry?
- Use of funds. Are there any restrictions associated with existing funds that would impact or dictate campaign spending? As much as possible, you should aim to raise funds with little or no restrictions/terms of use in order to enable the most flexibility in campaign planning and budgeting.