



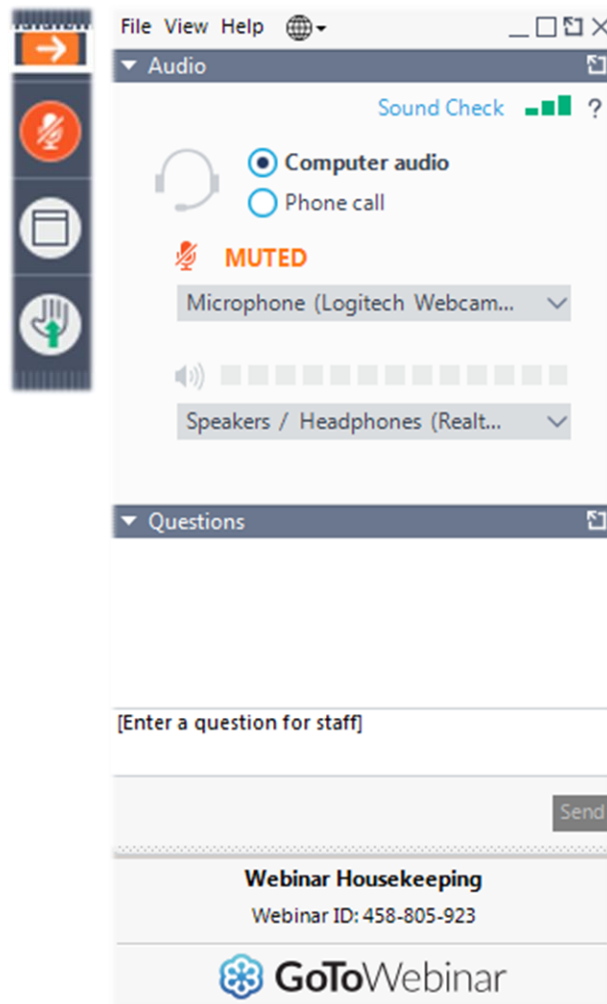
REIMAGINING YOUR FUNDRAISING

Nonprofit Experiences During the Current Public Health Crisis

CCS is a strategic fundraising firm. We partner with nonprofits for transformational change.



Logistics



To join audio:

- Choose “Computer audio” to use VoIP and listen through your computer
- OR**
- Choose “Phone call” and dial-in using the information provided; international numbers are available

Throughout the webinar please type your questions here for discussion later

COMMUNITY
FOUNDATION
of Snohomish County

TODAY'S CONVERSATION

AGENDA

1. What We Can Learn from Past Crises
2. What We Know about COVID – So Far
3. Considerations for Fundraising in the New Environment
4. Q&A



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1 LESSONS LEARNED IN TIMES OF CRISIS



LESSONS LEARNED

The Great
Recession

9/11

2 WHAT WE KNOW ABOUT COVID – SO FAR



ENCOURAGING PHILANTHROPIC RESPONSE

 **\$10.3 BILLION**
(and growing!)

Corporate
Response

Individual
Philanthropists

Foundation
Response

New Collaborative
Initiatives

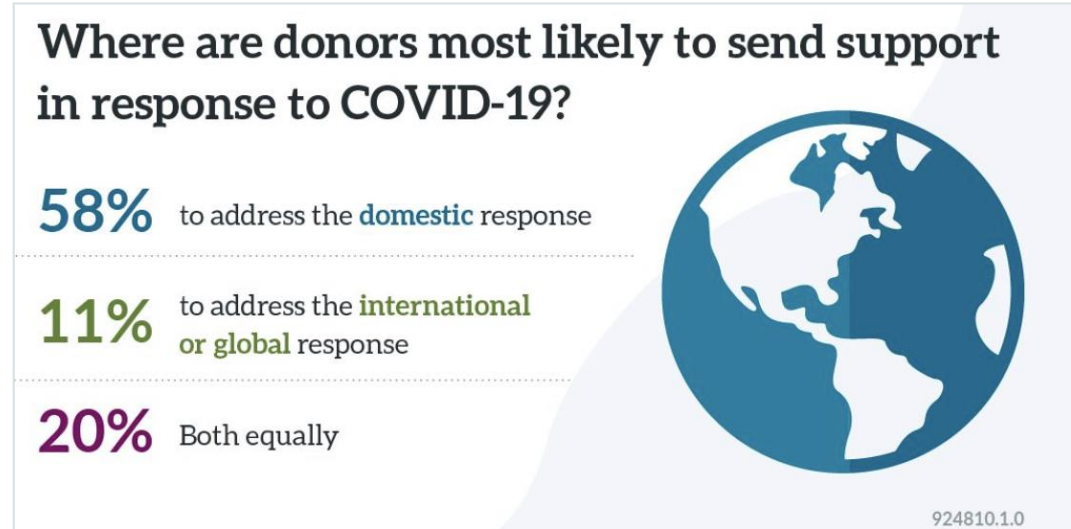
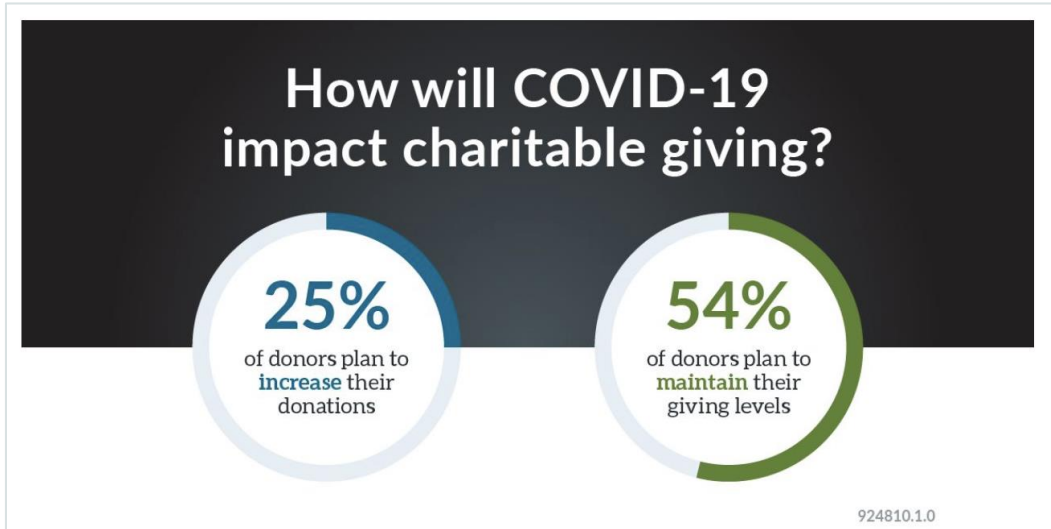
WHAT STANDS OUT

Donors are funding programs and areas not previously high priorities

Philanthropists are providing:

- Food for hospital workers
- PPE
- Support for nonprofit employees
- Support for the initiatives of their beloved organizations responding in their own way to the crisis

FIDELITY CHARITABLE FINDINGS



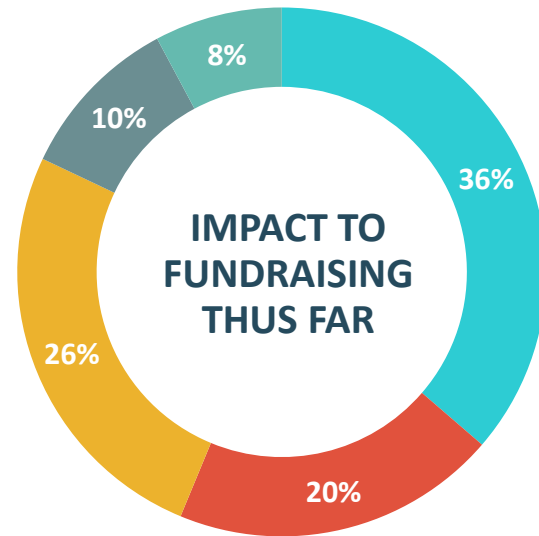
KEY FINDINGS

- 80 percent of donors are **concerned about their favored nonprofits' ability to operate**
- 1/3rd say they **don't have the information they need** to direct their COVID-19 support effectively
- 1/4th say they will **give to different organizations as a result** of the pandemic

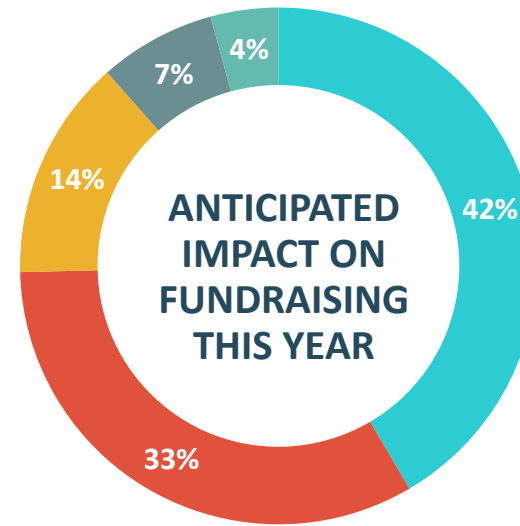
CURRENT NONPROFIT SENTIMENT



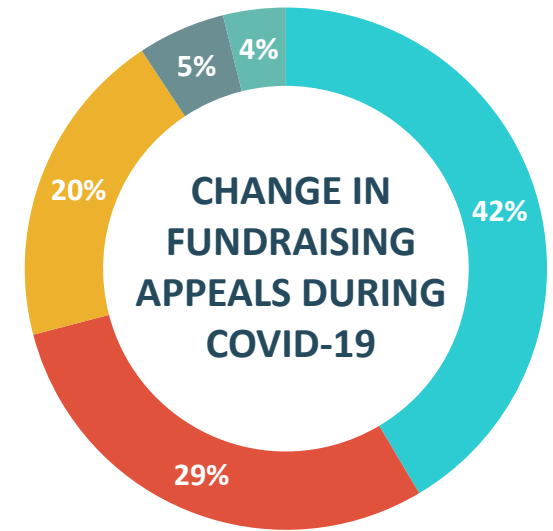
CCS conducted a **Philanthropic Climate Survey**, a total of **257** responded from **the West**. This is a snapshot of their responses.



- Modest Decline
- Significant Decline
- Neutral
- Modest Increase
- Significant Increase



- Modest Decline
- Significant Decline
- Neutral
- Modest Increase
- Significant Increase



- Maintained
- Expanded
- Contracted
- Eliminated
- Other

3 CONSIDERATIONS FOR FUNDRAISING IN THE NEW ENVIRONMENT



CCS COVID-19 GUIDELINES



Increase
Communication



Communicate the
Immediate and
Short Term
Financial Impact



Consider Special
Fundraising
Initiatives



Consider Special
Briefings



Avoid Wholesale
Cancellation of
Fundraising Plans



Show Empathy
and Concern
for Your
Stakeholders



Develop a
Short-Term
Action Plan



Leverage
Technology



Increase Activity



Reaffirm Your
Mission and
Impact

COVID-RELATED FUNDRAISING EVOLUTION



I. IMMEDIATE CRISIS

CHARACTERISTICS:

- Chaotic
- Urgent
- Fast moving while immobile

AREAS OF FOCUS:

- Continued Operations
- Special Appeals



II. STABILIZATION

CHARACTERISTICS:

- Methodical and slowing
- Planful

AREAS OF FOCUS:

- Program modifications
- Stakeholder engagement



III. RE-EMERGENCE

CHARACTERISTICS:

- Resembling pre-COVID

AREAS OF FOCUS:

- Campaigns and fundraising plans
- Metrics and evaluation

WHAT WE CAN DO

Gut Check Locus of Control

- No way to know how long this will last or what will happen in the economy
- Focus on “knowns” and what can be controlled
- Are direct reports focusing in the right areas/on the right things?

Identify Problems

- There’s “water leaking in” from a lot of points right now
- Monetary Resources? Time/Bandwidth? Relevance/Attention?

Prioritize and Pare Down

- Where can you let go of small leaks to focus on big holes that merit your brain power?
- What does this mean for short-term strategies and tactics?
- How does this have a through line to the longer term?
- What should we be doing right now to set us up for a better place in the future?

STEP 1:

Assess

How have you modified your services and what is the status of your fundraising?



STEP 2:

Adjust/Pivot

How do effectively adjust or pivot your fundraising during these times?

CORE FUNDRAISING ELEMENTS IN EACH STAGE



PLAN

Strategy and tactics for campaign



CASE

Rationale behind the initiative – the “why”



PROSPECTS

Organization’s natural constituency



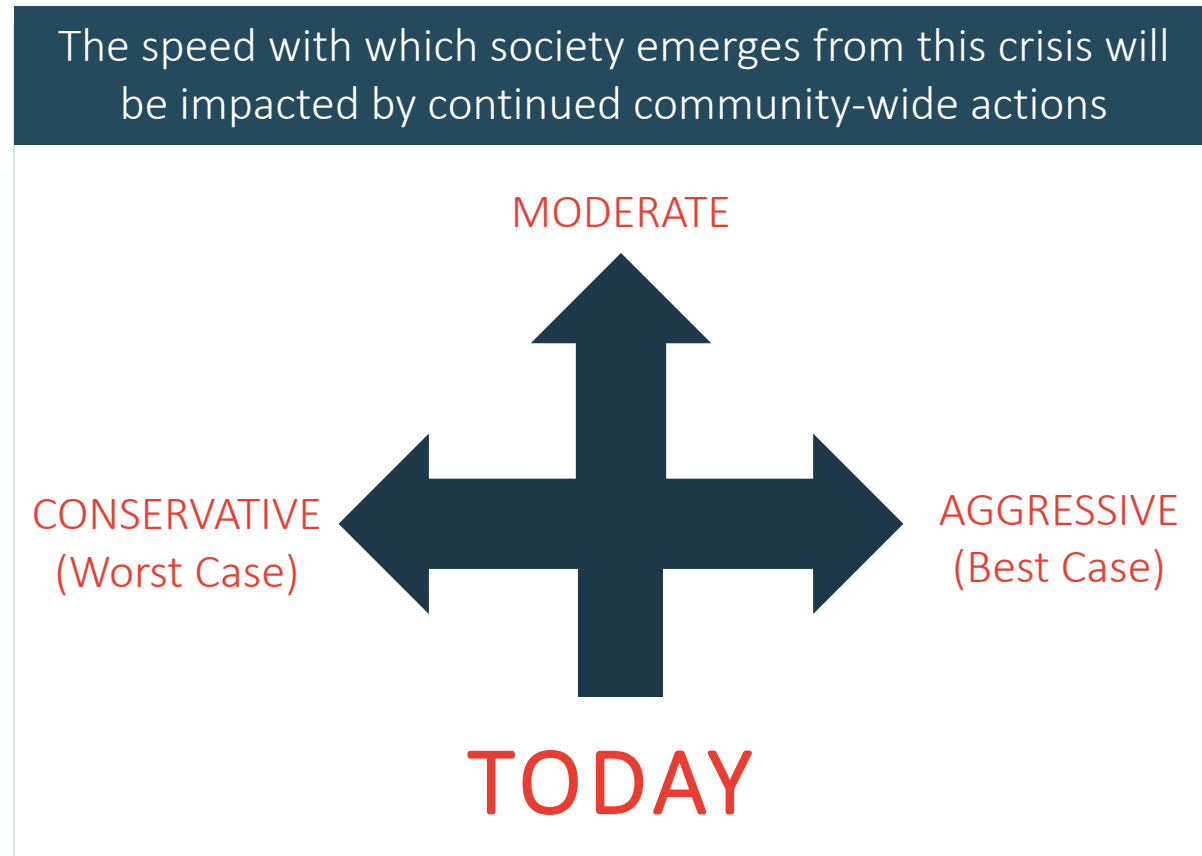
LEADERSHIP

Those who advocate for the cause

STAGES OF FUNDRAISING EVOLUTION

	I. IMMEDIATE CRISIS	II. STABILIZATION	III. RE-EMERGENCE
CASE FOR SUPPORT	<ul style="list-style-type: none"> Immediate Action Urgent funding requirements 	<ul style="list-style-type: none"> Interim funding plan and Case for Support Short-term funding impact and benefit 	<ul style="list-style-type: none"> Establish modified or new strategic priorities Draft Case for Support for the foreseeable future
STAFF LEADERSHIP AND BOARD	<ul style="list-style-type: none"> Special emergency working group Stakeholder outreach 	<ul style="list-style-type: none"> Assess crisis impact and recast short-term priorities Broaden role in fundraising 	<ul style="list-style-type: none"> Reconstitute Development Committee Reorganize fundraising leadership structure to support plan
PROSPECTS	<ul style="list-style-type: none"> Segment by giving level and relationships Determine the prospects most viable for immediate requests 	<ul style="list-style-type: none"> Reprioritize prospect pool by tiers Establish individual plans for each tier 	<ul style="list-style-type: none"> Full donor base review Screen, model, prioritize
PLAN	<ul style="list-style-type: none"> Intensify communication: connect, inform, and thank Implement special appeals to select donors and all audiences 	<ul style="list-style-type: none"> Survey donors Design strategies for each donor segment Offer short term gift payment options 	<ul style="list-style-type: none"> Rebuild capacity to support future efforts Reassess goal, timing & Case elements of major campaign

RE-EMERGENCE SCENARIOS



KEY CONSIDERATIONS

- Some of the most Aggressive models predict a **beginning of re-emergence during Q2 of 2020**
- More Conservative models suggest that **real re-emergence will not happen until Q2 of 2021**
- Your own organization will have to **consider sector-specific and region-specific elements** to craft your own scenario plans

EXAMPLES OF SCENARIO PLANNING

Example Scenario Planning	Best Case	Worst Case	Somewhere in Between
October Gala	Social distancing requirements are eased and people are comfortable gathering in groups by the time October 17 th arrives.	Full social distancing requirements are still in place and we did not pivot quickly enough to a revenue replacement plan.	We facilitated conversations this summer with sponsors and donors as the situation evolved and had a clear plan for revenue impacts and engagement by September 1.
Major Donors	Virtual visits keep most prospect plans on track through Q3, and travel and social distancing requirements are eased in time for the year-end push.	We don't see or have an opportunity to solicit our top donors until January 2021.	Some of our significant donors are impacted by the public health crisis or economic challenges, but we have enough information to reframe our plans.

SCENARIO PLANNING

HOW TO EVALUATE: “WHAT IF...”



#1: Gather key decision makers, including a trusted Board member or two



#2: Identify critical streams of philanthropic revenue over the next 6-9 months (e.g., major gifts, grants, fall events, fall appeals)



#3: Identify a best case, worst case, and middle ground scenario that applies to your sector, region, and organizational dynamics



#4: Assign primary decision-makers for each revenue stream



Q&A

THANK YOU!

For more resources on the impact of COVID-19 on philanthropy, visit
<https://ccsfundraising.com/strategies-during-covid-19/>

