



Andy _____
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In partnership with



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**Fundraising
in Difficult
Times**

Getting started...

What do you want
to learn today?

Why is this topic
important to you?



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Poll: What's your *primary* role?

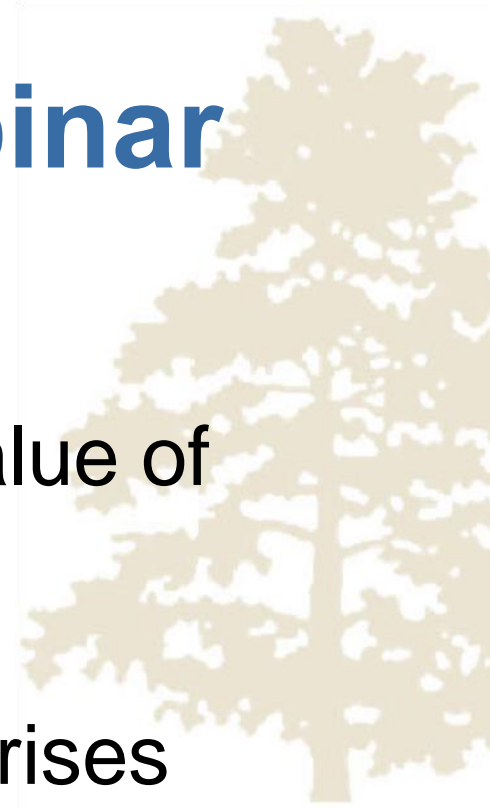
- Executive director or CEO
- Development director / fundraising staff
- Board member or volunteer
- Program staff
- Funder or donor
- Consultant
- Superhero
- Other



Outcomes for today's webinar

Participants will learn...

- Income options for nonprofits; the value of revenue diversity
- Fundraising lessons from previous crises
- Tools for prioritizing and protecting core work
- How to engage donors more effectively (even when you do it remotely)
- How to avoid freaking out



Poll: What's your biggest fundraising concern right now?

Health is concern #1; after that, your biggest is:

- Uncertainty; difficult to plan
- Impact of COVID-19 on the economy
- Cancellation of events & in-person fundraising
- Logistics of moving everything virtual
- Competition for donations
- All of the above!





Prioritizing core programs

If you need to scale back, what will that look like?

Two tools:

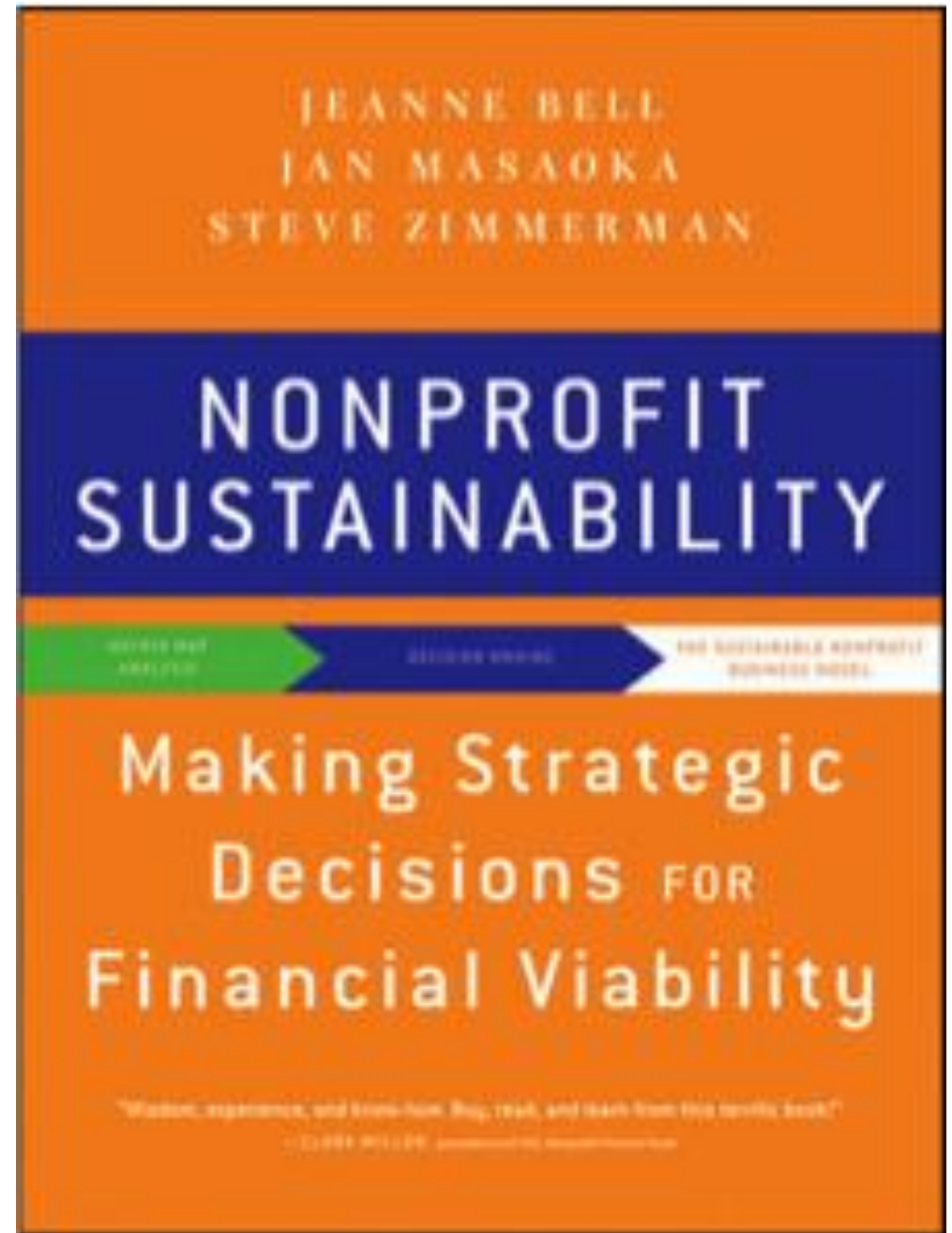
Matrix Map and MacMillan Matrix



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Matrix Map

As presented in:



Matrix Map

High Mission Impact

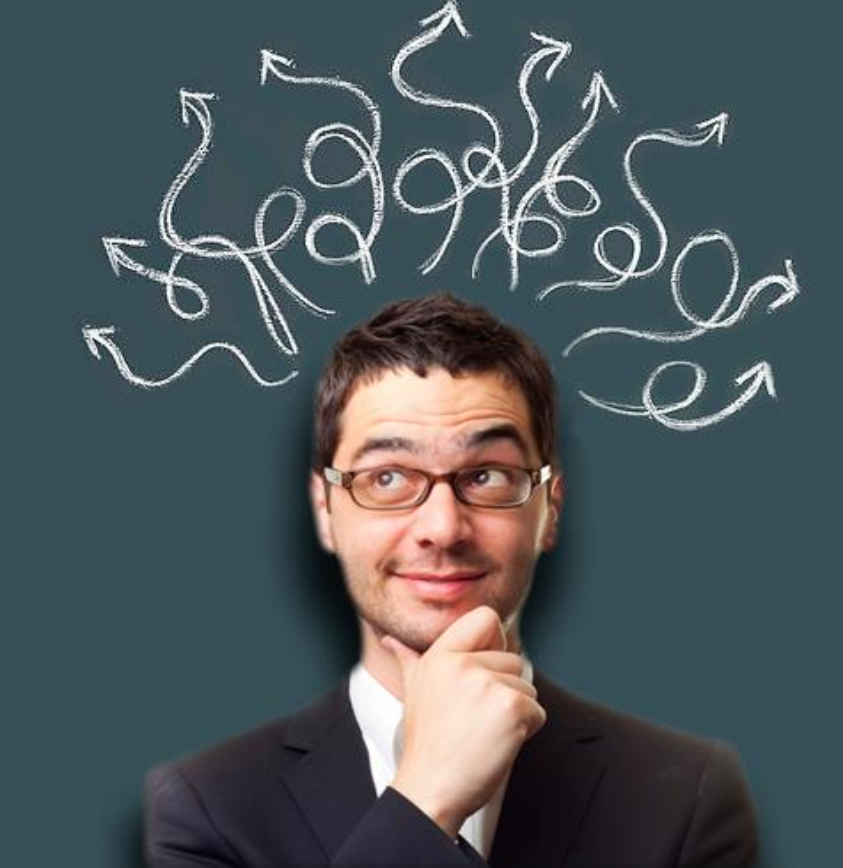


Low Fundability or Profitability

High fundability or profitability



Low Mission Impact



MacMillan Matrix

Created by Ian MacMillan
of the Wharton School,
University of Pennsylvania

Four criteria:

1. Alignment with mission and abilities
2. Program attractiveness: “easy” or “difficult”
3. Competitive position compared to others
4. Alternative coverage – who else is doing overlapping work?



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MacMillan Matrix for grassroots groups

MacMillan Matrix rephrased for grassroots organizations

Adapted by the Institute for Conservation Leadership in "Managing in Hard Times," www.icl.org. Used with permission.

		HIGH PROGRAM ATTRACTIVENESS: "Easy" Program		LOW PROGRAM ATTRACTIVENESS "Difficult" Program	
		Alternative Coverage High	Alternative Coverage Low	Alternative Coverage High	Alternative Coverage Low
GOOD FIT WITH MISSION AND ABILITIES	Strong Competitive Position	1. Affirm this program and negotiate functions with other organizations.	2. Grow in order to provide this service to the movement.	5. Collaborate to share the load or help fund resources.	6. "Soul of the Organization" – find support for this or limit its scope.
	Weak Competitive Position	3. Give this away quickly.	4. Decide with other organizations who should do this.	7. Give this to other organizations supportively.	8. Collaborate to share the load or give it away.
POOR FIT WITH MISSION AND ABILITIES		9. Give this away quickly.		10. Give this away systematically.	

Before cutting costs, raise \$

Kim Klein: “Most people’s instinct is to cut expenses rather than raise money. *Resist this impulse as much as possible.*”



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Once upon a time...



There was a fearless fundraiser who kept asking when everyone else was too afraid to ask ... and got great results!



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Fundraising during a crisis:

Three big myths

Myth: “Our work isn’t relevant now.”

Truth: More than anything else, people want **community** and **connection**.



Myth: Donors are giving to somebody else – nothing left for us!

Truth: After 9/11/2001, about *one percent* of giving went to 9/11 charities.



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Myth: Economic crash = less giving.

Truth: Partially true: during Great Recession, giving declined 10-15%.

Tough times, but not catastrophic.



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Fundraising lessons from the California wildfires



- Respond in ways that make sense; it's not mission-creep to support your neighbors
- Get closer to your donors!
- Avoid freelancing
- Don't freak out



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Where's the money?

Income for US nonprofits

\$427 billion

Philanthropy

\$300-\$400 billion

Public funding

\$600-\$700 billion

Earned income

\$1.5 trillion

Total income



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U.S. Philanthropy

\$427 billion in 2018

18% Foundations

5% Corporations

68% Individuals

9% Bequests





- 50%-plus households contribute
- The typical household supports 5-10 organizations per year.
- The median amount contributed per household is about \$900 per year





The key to successful fundraising: Income diversity

Focus on the revenue sources that have the greatest potential for growth

Income sources for nonprofits

Individuals

- Membership
- Major gifts
- Monthly giving
- Online giving
- Benefit events
- Workplace giving
- Planned gifts



Five ideas:

Engaging your donors remotely

1. Online party or virtual happy hour
2. Donors-only presentation, performance, etc.
3. Virtual focus group or check-in





4. Donor interviews by phone, Skype, Zoom, etc.
5. Walk and talk (six feet apart or separate phones and neighborhoods)

What would you add to the list?



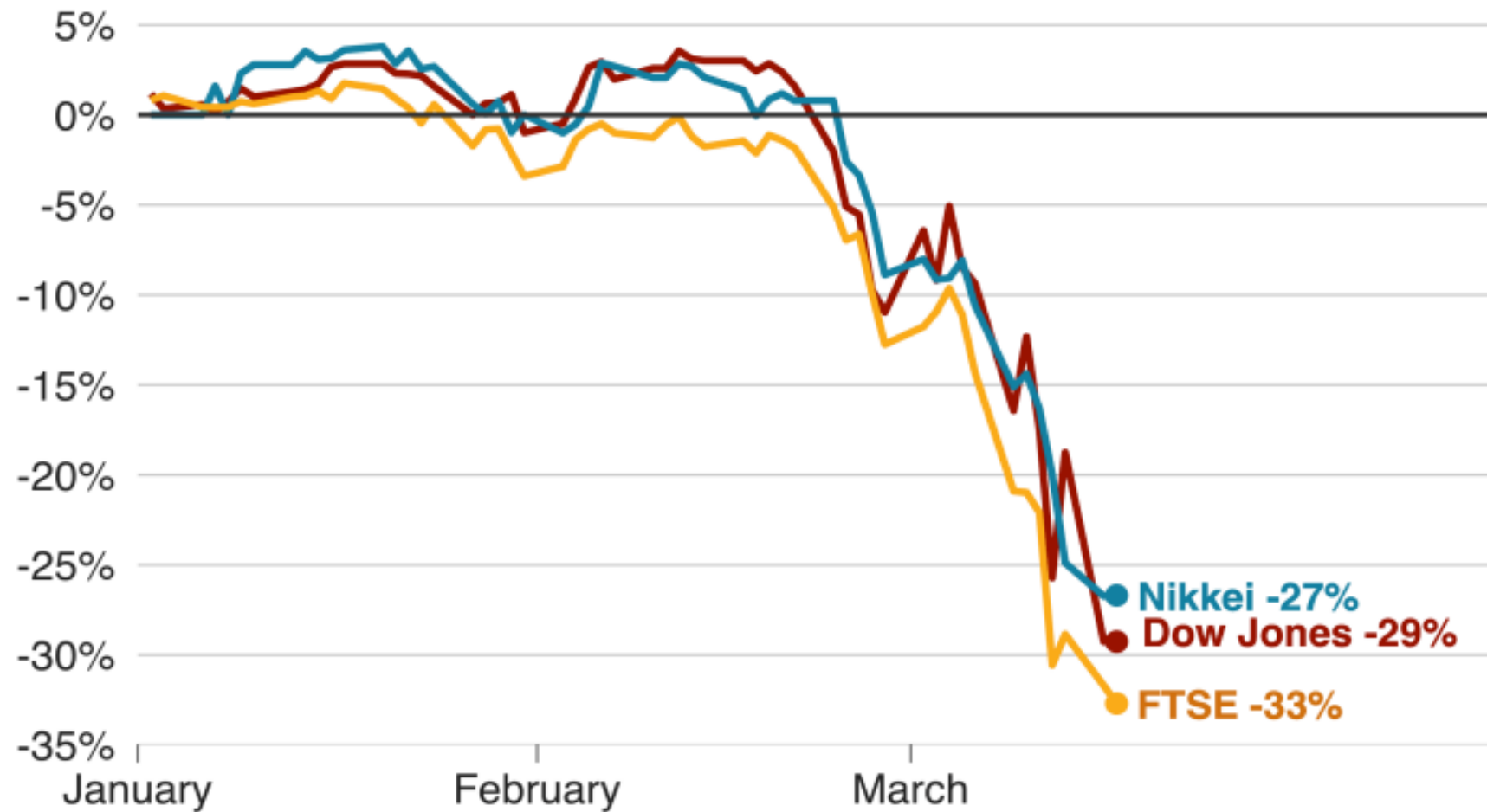
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Grants

- Foundations
- Corporations
- Public charities
- Government
- Service clubs
- Faith-based

Coronavirus impact on stock markets since the start of the outbreak



Source: Bloomberg, 17 March 2020, 13:00 GMT

BBC



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How foundations are responding



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LEARN MORE
Coronavirus Resource Hub
This resource hub shares updates from the field, insights from the sector and learning opportunities.
[READ MORE](#)

U.S. Government Action on COVID-19

FRIDAY, MARCH 20, 2020 - 8:45AM

A Call to Action: Philanthropy's Commitment During COVID-19

THURSDAY, MARCH 19, 2020 - 12:30PM

COVID-19 Resource Hub

MONDAY, MARCH 9, 2020 - 4:00PM

[MORE NEWS](#)



PHILANTHROPY'S COMMITMENT DURING COVID-19

TAKE THE PLEDGE.

[LEARN ABOUT THE PLEDGE](#)



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Guidance for grantees

- Stay close, stay in touch
- Know your status and be honest about it
- Adapt your strategies
- Match your need to their need



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Earned income

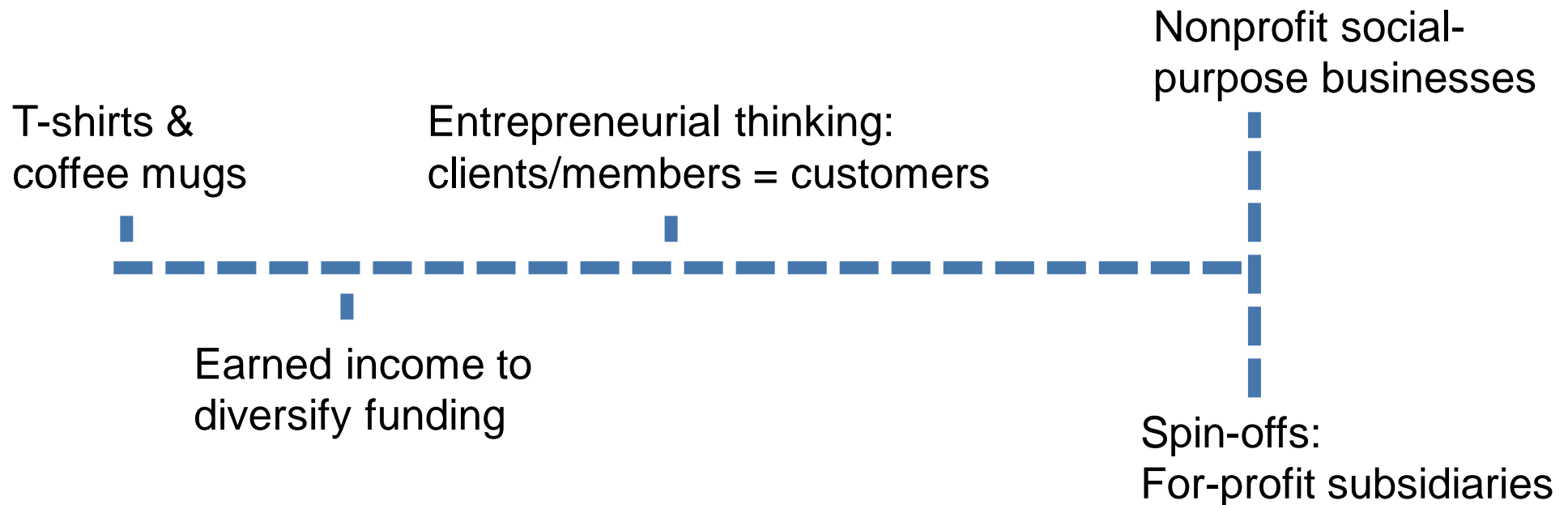
- Goods
- Services: consulting, etc.
- Tuition and training fees
- Investment income
- Cause related marketing



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Beyond t-shirts and coffee mugs:

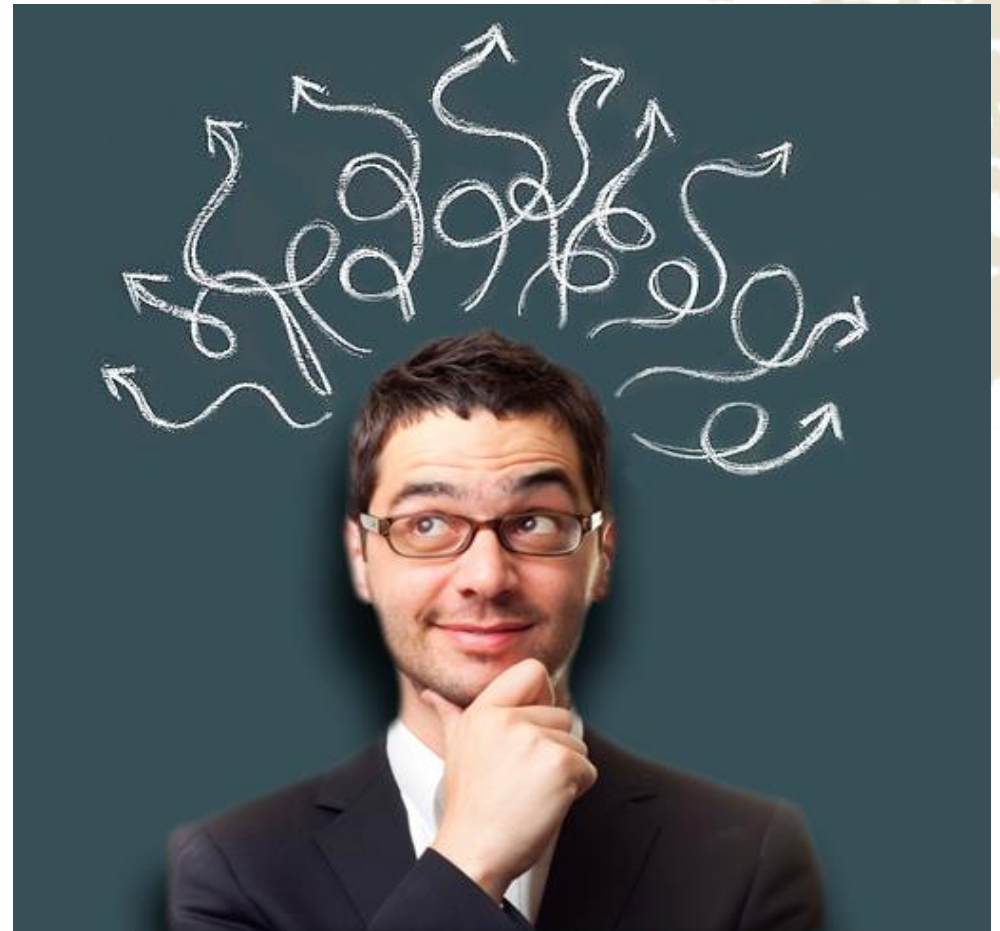
The earned income spectrum



Know your strengths, know the market:

Earned income checklist

- Define your niche
- Do market research
- Repackage your expertise to reach new customers and create new products
- Don't underprice your work!
- Think retail last



You need an
“enterprise advocate”

**Who will focus on
creating earned revenue?**

Warning: If you try to add this
project to someone’s already
overflowing job description,
nothing good will happen.



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In times of crisis, seek out and create

Shared fundraising opportunities



- Grant proposals
- Funder briefings
- Joint fundraising events (virtual?)
- “Giving days”
- Joint approaches to major donors
- Shared training



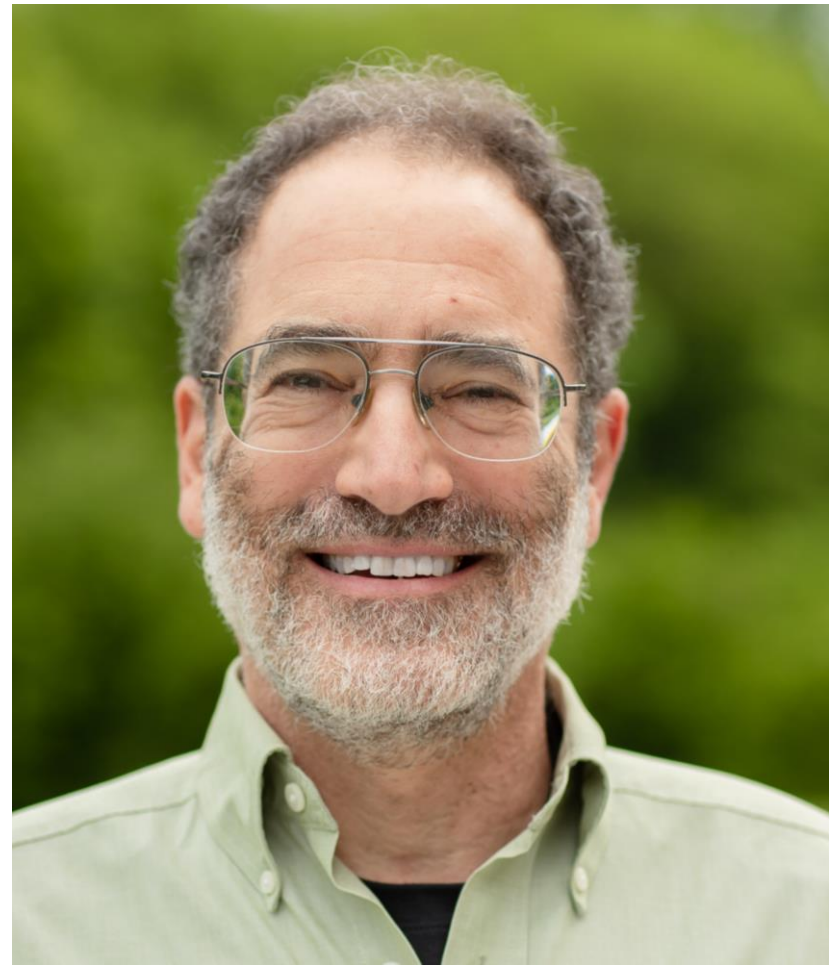
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How will you implement what you learned today?



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We will follow up. Stay in touch!

www.icl.org

www.andyrobinsononline.com