

COVID-19 Response Series



Shared back-office services

Organizational development

Board/staff

Leadership development

Education

Fiscal sponsorship

Public policy

FUND DEVELOPMENT – NOW AND FROM NOW ON...

- **Values Driven-** this is why you have them...
 - Stay connect to your values in your mission, message, leadership.
 - Ask yourself/team: What footprint do you want to leave from this crisis?

- Since we are being asked to take refuge I think we can all remember the acronym **STOP**:
 - **S**tay calm
 - **T**hink it through
 - **O**bserve
 - **P**lan and prioritize -- Revisit your development plan and re-prioritize your fund development goals
- Thanks to Heather Vogel Fredrick*
- Bottom line: Think through your ideas carefully and make sure they are good right now
 - Bonus S: **S**upport - fund development is a team sport

10 REMINDERS FOR NOW AND LATER

1. Know where you stand
2. Engage - It is a team sport
3. Be donor focused
4. Consider your ask
5. Be transformational not transactional
6. Be specific – There is no one size fits all
7. Have clear definition of success
8. Know the difference between crisis and urgency
9. Focus your communication
10. Ground in abundance

1. KNOW WHERE YOU STAND:

- Know your current financial picture
 - Review your current and anticipated sources of revenue and your expenses with your board and make/update your fund development plan
 - Account for all the costs of fund development: (Internal set-up; staffing; communication materials; cultivation, solicitation recognition activities and materials)
 - Alter your fund development plan accordingly and realistically
 - Align fund development goals to that reality
 - Focus on what is essential
 - Be careful of unrealistic expectations that fund development will “make up the difference”



2 ENGAGE - IT IS A TEAM SPORT

FUND DEVELOPMENT IS A TEAM SPORT:

- This is no time to go it alone
 - It isn't a team sport without a plan
- Communicate consistently internally
 - Weave development into the current activities and communications of the organization
 - Focus on relationships before money
 - Start at “home” - inside before outside. Donors before prospects
 - This is an opportune moment to “meet” with each board member (with your ED) to find out how they want/can engage
 - Alter questions and engagement to meet the current major efforts



3. BE DONOR FOCUSED

**MOVE FROM ORGANIZATION
FOCUSED TO DONOR FOCUSED**

DONOR-CENTERED

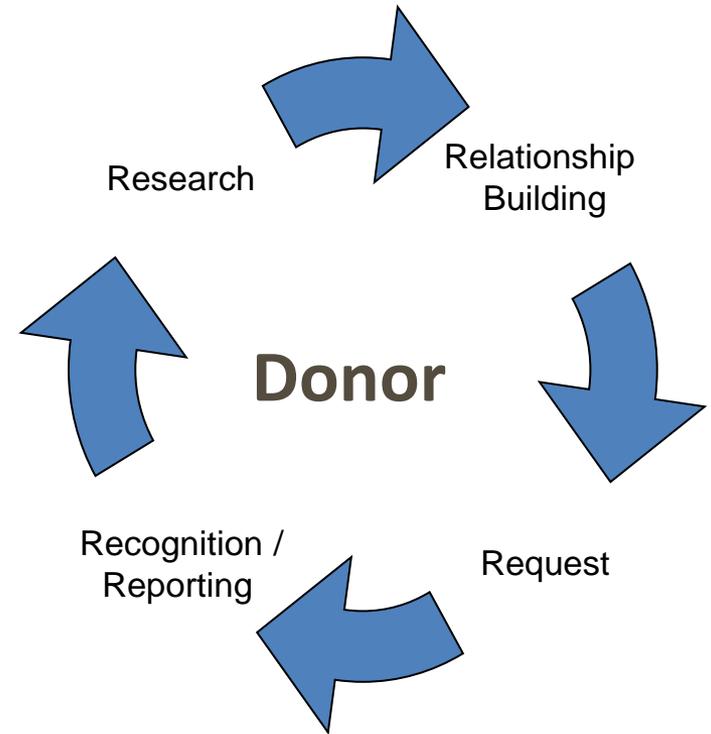
- Find/create opportunities to connect with your donors
 - Check-in with your donors.
 - Remember, the more personal you can make the connection, the better.
 - If time is an issue, start with your major donors and the donors who have supported your organization the longest.

DONOR-CENTERED

- **Create ways for board/staff/donors to be part of a solution** – create ways to focus on solutions “with” them not “at” or “for” them.
- Many donors and volunteers have time and want to help – suggest a few ways they can help your organization or the larger community in ways that honor the “hunker down” and physical distancing requirements.

A HEALTHY CULTURE INCLUDES THE WHOLE DONOR CYCLE. MAKE TIME FOR IT.

- **30% Research**
 - Policies/Procedures/data
 - Internal team alignment
 - Fundraising Plan
 - Audience identification
 - Case (key messages)
 - Budget
- **30% Relationship Building**
 - Education (mission connect)
 - Communication- LISTEN
- **10% Request**
 - All ways: face-to-face, mail, phone, web, events, proposals, pcg. etc.
- **30% Recognition / Reporting**
 - Strategic and consistent



4. CONSIDER YOUR “ASK”

- We are going to be in this situation for a while (months/years not weeks/days)
- Don't ask too quick or too slow
- Don't under ask
- Take the time to know how philanthropic support will be balanced with government relief efforts

CONSIDER YOUR “ASK”

- Start with existing relationships – be in contact with your existing corporate and foundation supporters.
 - They are the ones to act the quickest. Start with existing individual donors.
- Appropriately access larger community philanthropic funds (Alaska Community Foundation, United Ways, AMHTA, MSHF, etc.)
- See your mission as part of a larger system at work

5. BE TRANSFORMATIONAL NOT TRANSACTIONAL

- Take the opportunity to **move from “transactional” experiences and messages to “transformational” messages and opportunities for donors**
- For those who have been wanted to shift away from events only model this is it!

RE-IMAGINE YOUR IN-PERSON EVENTS OR ACTIVITIES

- Before canceling your event, consider moving your event virtually or pushing the date out at least six months.
 - There are risks and opportunities to each strategy. There are many examples of how to do this effectively
 - If you cannot go virtual, consider re-allocating the time you would have spent planning your event and use it to connect in with donors in a personal way.

RE-IMAGINE YOUR IN-PERSON EVENTS OR ACTIVITIES

- If you cancel your event- have a clear message to ticket holders asking them to donate their ticket to mission. This must be a message that connects donor to mission to positive impact.
- Consider that this might be the opportunity you need to move away from events that cost a lot of time and money and never truly generated revenue in return. – Tell the whole truth.



6. BE SPECIFIC - NO ONE SIZE FITS ALL

THE MORE DONOR FOCUSED WE ARE THE MORE SUCCESSFUL WE WILL BE

- There is no such thing as one-size fits all fundraising
 - Not in the way we communicate
 - Not in the way that we build relationship
 - Not in the way that we ask
 - Not in the way that we acknowledge donors

The more **specific** your **focus** on different donor groups the more **engaged** the donor will be and the more successful the organization will be in maintaining a meaningful **relationship**

7. HAVE CLEAR DEFINITION OF SUCCESS FOR EACH MAJOR EFFORT

- The default answer is money
- What are the other reasons for your efforts?
 - Recognition
 - Engagement – Connection (stewardship)
 - Prospecting (new donors)
- Other examples:
 - Increasing numbers of donors
 - Increasing levels of giving
 - Increasing ways of giving

8. KNOW THE DIFFERENCE BETWEEN CRISIS AND URGENCY

- Be clear about the difference – crisis and urgency
 - Example: Your community is in crisis and you urgently want to address them
 - Help your donors address the needs of your mission focuses on
 - Stay out of the overhead myth trap
 - Show your donors how their gift will make a difference now and don't apologize for asking them.
- Lots of good/okay resources on how to write an emergency appeal – choose carefully

9. FOCUS YOUR COMMUNICATION

- Communication right now
 - Consistent
 - Clear
 - Concise
 - Bring joy
 - Be clear on action needed
 - When you state a problem offer a solution (for donors too)
 - Engage don't just tell

YOUR MESSAGE

- Key questions to determine your message:
 - Does it matter (to your donor and your mission)?
 - Does it move mission?
 - Does it activate your stakeholders?
 - Can have influence?
- **Stay in your lane** – This is no time to be an expert in epidemiology or economy (unless you are).
 - Focus your message on what you know and what you can do from your mission's perspective.



10. GROUND IN ABUNDANCE

OPERATE UNDER A “CULTURE OF ABUNDANCE” FRAMEWORK

- *Philanthropy*, by definition, means the love of humankind.
- We’re all in this together, so reach out to your nonprofit peers, your funders, your constituents and others connected to your cause to check-in and see how you can support one another.
 - Donors believe in causes and issues not silos – working together is good for everyone
- Every organization’s mission is in flux—be part of the larger effort.

"Coming together is a beginning.
Keeping together is progress.
Working together is success."

Henry Ford



FORAKER CUSTOMIZED FUND DEVELOPMENT SUPPORT

- Foraker is offering short-term, strategic fund development consultations and mentoring to help you get through this time.
- Services include:
 - Crafting short-term goals & strategies
 - Evaluating your asking strategy
 - Helping you strengthen donor relationships
 - Revising your fund development plans

WHAT'S NEXT FOR YOU AT FORAKER IN RESPONSE TO COVID-19

- Public policy at all levels to ensure nonprofits are included and have access
- Updating the COVID-19 Response page
 - FAQs on different topics (coming soon)
- CEO Connect
- Ask the Expert – half hour sessions- to help you make decisions
- HR/Staffing support and guidance
- New services we are working on:
 - Town Halls with policy, regional, subsector leaders
 - Closing your doors – saving mission support
 - New fund development services --Maximizing Sultana as a tool
 - Financial scenario planning --Supporting board chairs specifically
 - Collaboration – merger support --Re-imagining virtual facilitation
 - Financial prep to navigate federal aid --New bookkeeping support

THANK YOU

For more information, contact:
The Foraker Group

info@forakergroup.org

(907) 743-1200 • toll-free (877) 834-5003 •

Fax: (907) 276-5014

www.forakergroup.org