RE-IMAGINING YOUR FUNDRAISING
Navigating The Challenges Presented By Coronavirus

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

Audio will play through your computer. Please be sure your speakers are turned on.

Attendees will be in listen-only mode for the entire presentation.

Throughout the webinar please type your questions here for discussion later.
TODAY’S PRESENTERS

ROBERT KISSANE
Chairman
CCS Fundraising

PETER HOSKOW
Principal & Managing Director
CCS Fundraising

MIRIAM DROLLER
Managing Director
CCS Fundraising
1 OBSERVATIONS SINCE THE CRISIS BEGAN
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
ENCOURAGING PHILANTHROPIC RESPONSE

$8 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

Source: Candid.com and CCS
COLLABORATIVE INITIATIVES

ABOUT THE
NYC COVID-19 RESPONSE & IMPACT FUND

“New vaccines should prevent epidemics from becoming global health emergencies”

John-Arne Røttingen
Interim CEPI CEO

Coalition for Epidemic Preparedness Innovations
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
2 STAGES OF POST-COVID FUNDRAISING EVOLUTION
CCS distributed a Philanthropic Climate Survey. While this survey is still active, we are sharing a snapshot of responses to-date from more than 700 participants.

**CURRENT NONPROFIT SENTIMENT**

- Impact to Fundraising Thus Far:
  - Modest Decline: 22%
  - Significant Decline: 8%
  - Neutral: 5%
  - Modest Increase: 41%
  - Significant Increase: 24%

- Anticipated Impact on Fundraising for Rest of 2020:
  - Modest Decline: 36%
  - Significant Decline: 9%
  - Neutral: 2%
  - Modest Increase: 45%
  - Significant Increase: 36%

- Degree of Change in Current Fundraising Appeals:
  - Maintained: 27%
  - Expanded: 7%
  - Contracted: 5%
  - Eliminated: 38%
  - Other: 23%

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PRIORITIZED FUNDRAISING STRATEGIES

- General Appeals to All Stakeholders: 405
- Direct Appeals to Major Donors: 359
- Social Media Appeals: 317
- Select Appeals to Board Members: 270
- Virtual Special Events: 222
- Intensified Direct Marketing: 115
- Other: 70

DONOR ENGAGEMENT METHODS

- Personal Calls: 501
- Social Media / Virtual Briefings: 359
- Virtual Events: 232
- Written Reports: 184
- Special Publications: 163
- Webinars & Podcasts: 143
- Under Consideration: 141

SPECIAL APPEALS / EMERGENCY FUNDS

- Yes: 18%
- No: 31%
- Under Consideration: 51%
STAYING THE COURSE & INCREASING ENGAGEMENT

CHANGES TO CASE FOR SUPPORT
- Yes, with special focus on new COVID programs: 4%
- No, our case and needs are the same: 28%
- Yes, with special focus on current programs: 18%
- Our case and priorities are under review: 11%
- Yes, with special focus on staff support: 7%
- Other: 32%

PRIMARY SOURCES OF CURRENT SUPPORT
- Current Donors & Stakeholders: 434
- Major Donors: 297
- Board Members: 273
- Foundations: 207
- Corporate/Business: 104
- New Donors: 102
- Other: 36

CHANGES TO MAJOR CAPITAL OR COMPREHENSIVE CAMPAIGNS
- Continue with Modification: 40%
- Under Review: 23%
- Continue as Planned: 20%
- Postpone Campaign: 11%
- Postpone Launch: 5%
- Cancel Campaign: 1%
HIGHLIGHTS: FUNDRAISING STAFF ACTIONS

- Our research shows that less than 15% of nonprofits have experienced fundraising staff reduction.
- 4.8% have reported significant reductions while 9.6% have reported modest reductions.
- An additional 12% have staffing changes under consideration.
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*
SCENARIO PLANNING
HOW TO EVALUATE: “WHAT IF…”

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

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

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

Assign primary decision-makers for each revenue stream
# 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
CONSIDERATIONS FOR FUNDRAISING IN THE NEW ENVIRONMENT
CORE FUNDRAISING ELEMENTS IN EACH STAGE

IMMEDIATE CRISIS

CASE
Rationale behind the initiative – the “why”

LEADERSHIP
Those who advocate for the cause

STABILIZATION

PROSPECTS
Organization’s natural constituency

PLAN
Strategy and tactics for campaign

RE-EMERGENCE
## STAGES OF FUNDRAISING EVOLUTION

<table>
<thead>
<tr>
<th>I. IMMEDIATE CRISIS</th>
<th>II. STABILIZATION</th>
<th>III. RE-EMERGENCE</th>
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<tbody>
<tr>
<td><strong>CASE FOR SUPPORT</strong></td>
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<tr>
<td>Immediate Action</td>
<td>Interim funding plan and Case for Support</td>
<td>Establish modified or new strategic priorities</td>
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<td>Urgent funding requirements</td>
<td>Short-term funding impact and benefit</td>
<td>Draft Case for Support for the foreseeable future</td>
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<td><strong>LEADERSHIP</strong></td>
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<td>Special emergency working group</td>
<td>Assess crisis impact and recast short-term priorities</td>
<td>Reconstitute Development Committee</td>
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<td>Stakeholder outreach</td>
<td>Broaden role in fundraising</td>
<td>Reorganize fundraising leadership structure to support plan</td>
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<tr>
<td><strong>PROSPECTS</strong></td>
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<td>Segment by giving level and relationships</td>
<td>Reprioritize prospect pool</td>
<td>Full donor base review</td>
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<td>Determine the prospects most viable for immediate requests</td>
<td>Establish individual plans</td>
<td>Screen, model, prioritize</td>
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<td><strong>PLAN</strong></td>
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<td>Intensify communication: connect, inform, and thank</td>
<td>Survey donors</td>
<td>Rebuild capacity to support future efforts</td>
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<td>Implement special appeals to select donors and all audiences</td>
<td>Design strategies for each donor segment</td>
<td>Reassess goal, timing &amp; Case elements of major campaign</td>
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THANK YOU!

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

To learn more about CCS Fundraising, visit us at https://ccsfundraising.com/