Development Strategy During COVID-19
Making a Plan
Impact of COVID-19 So Far

Fundraising and Programming Changed Dramatically

**Fundraising**
- 89% facing some financial challenges,
- 77% facing major challenges or threats to stability

**In-Person**
- 65% have had to cancel fundraising events

**Programming**
- 96% face challenges but 88% still made virtual shift
Tip #1: Cash Flow

Consider What is Coming In and Going Out

**Monthly**
Make a monthly projection for rest of 2020

**Cash on Hand**
Start by getting total of cash on hand (easy to access assets)

**Bills**
Make list of recurring or planned expenses by month

**Revenue**
Chart likely or expected revenue by month

**Calculate**
Cash + Expected Revenue – Expected Expenses = New Cash on Hand

**Update**
As things shift, update projection (at least monthly)
Mapping Revenue and Expenses

Get the Right Information

**Revenue**
- Be conservative on any uncertain sources
- Definitely include current AR, approved or likely grants, longtime donors
- Exclude or include part of uncertain gifts
- May need two models if uncertain program revenue

**Expenses**
- Differentiate between recurring and optional/one-time
- Make sure expenses fit revenue plan
- Have a solid calculation of payroll, rent, utilities, and debt

**Example**
- You have $40,000 cash on hand
- May: $60,000 in expenses, $40,000 in revenue
- New cash on hand at end of May: $20,000
Tip #2: Forecast Capacity

Who, When, and How

Who

• Consider who can help with donor engagement and solicitation
• For engagement and stewardship, look to get a team of 2-4 people
• Great opportunity for 1-2 engaged board members plus ED and fundraising staff

When

• Plan for virtual engagement and therefore virtual solicitation through July at minimum
• Reserve a set amount of time for donor engagement
• Suggested 1 hour daily
• Schedule 6-8 weeks out

How

• Prioritize donors based on giving history, giving potential, and interest
• Pick a team of 2-4 people who can commit to 2-3 calls daily
• This results in 80-200 calls in a month
Tip #3: Looking at Trends

Foundations

Reach Out

• Need to be engaged just like major donors
• Personal relationships with program officers best insulation against shifting priorities

Priorities

• For the next year, some foundations like to shift focus solely to basic needs or health
• Most are doing something COVID-19 related, focus and impact on traditional funding varies
• Stocks will impact endowments but not until 2021 and 2022

? 

• From recession, big shift was for larger, more competitive grants and more focus on impact
• Unclear yet but one emerging area is racial justice/systemic injustice
• May also be looking for more examples of collaboration/how you fit ecosystem
### Tip #3: Looking at Trends

#### Donors

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Major &amp; Loyal</strong></td>
<td></td>
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<tr>
<td>- Least likely to be economically impacted, although priorities may shift</td>
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<tr>
<td>- Donors who are major givers for you and have been giving for 3+ years</td>
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<tr>
<td>- Likely to retain 85-90% of these donors</td>
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<tr>
<td>- Typically represents 80% of donor revenue</td>
<td></td>
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<tr>
<td><strong>Middle &amp; Loyal</strong></td>
<td></td>
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<tr>
<td>- Middle level donors who have given for 3+ years</td>
<td></td>
</tr>
<tr>
<td>- May be personally economically impacted</td>
<td></td>
</tr>
<tr>
<td>- Conservative forecast would be 40-60% of these</td>
<td></td>
</tr>
<tr>
<td>- Often 10-15% of donor revenue</td>
<td></td>
</tr>
<tr>
<td><strong>New</strong></td>
<td></td>
</tr>
<tr>
<td>- Grassroots and middle level donors who started giving in last two years</td>
<td></td>
</tr>
<tr>
<td>- Most likely to be economically impacted and to shift giving</td>
<td></td>
</tr>
<tr>
<td>- Depends on donor stewardship, but conservative estimate would be 25-40% retention</td>
<td></td>
</tr>
<tr>
<td>- Often 5-10% of donor revenue</td>
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</tr>
</tbody>
</table>
Tip #3: Looking at Trends

<table>
<thead>
<tr>
<th>Corporate</th>
<th>Events</th>
<th>Peer to Peer</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Expect a severe drop and re-prioritization of corporate giving</td>
<td>• Major donors and pre-commitments likely consistent</td>
<td>• Great opportunity right now</td>
</tr>
<tr>
<td>• If still giving, focusing on emergency response or economic issues</td>
<td>• Existing sponsors likely to remain, new sponsors may need to be transitioned to just donors</td>
<td>• Even in crisis, people give to people</td>
</tr>
<tr>
<td>• Can’t volunteer, attend events, etc. and that is big part of giving</td>
<td>• If going virtual, only expect 40-60% of typical live appeal</td>
<td>• Good way to engage supporters and to cut through noise</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Likely best acquisition strategy currently</td>
</tr>
</tbody>
</table>
Tip #4: Make a Plan

Development Plan
A strategy designed to identify and secure resources needed to advance the mission and strategic goals of the organization¹

Your Goal
What do you want to accomplish?
Set a tangible outcome you’d like to receive, usually a specific dollar amount or relative performance to prior year

Your Strategy
How are you going to do it?
Describe what methods you are going to use to achieve your goal, focused specifically on each revenue source

Your Case for Support
Why does this matter?
Define why others should support your organization, from both a mission and resource perspective (i.e. head and the heart!)

Your Tactics
What are you going to do?
Within individual revenue sources, build out the steps and resources needed to execute against goals

¹Nonprofit Resource Blog, 2008
## Virtual Donor Meetings

### Replicate Best Parts of In-Person

<table>
<thead>
<tr>
<th>Personal</th>
<th>Productive</th>
<th>Brief</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Just like a coffee or lunch, we want to connect with them</td>
<td>• We want these meetings or calls though to still have a strong purpose</td>
<td>• More so than in-person, we have limited time for engagement virtually</td>
</tr>
<tr>
<td>• People give to people</td>
<td>• Have 1-3 major updates/points you want to share</td>
<td>• Attention drops after 30 minutes and even more so beyond an hour</td>
</tr>
<tr>
<td>• Ask how they are, family, work, etc.</td>
<td>• Describe short-term action plan</td>
<td>• Stick to main points for update portion</td>
</tr>
<tr>
<td>• Share your own updates</td>
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<td></td>
</tr>
</tbody>
</table>
Keep Asking

Different But Familiar

**Mission**
- Main mission, pitch, reason to care is likely same as before COVID-19
- Focus on others pieces to give lasting mission context and clarity

**Context**
- Add urgency of situation to your pitch
- Could be expanded needs of clients, new needs of clients, or new challenges for organization

**Clarity**
- Explain the pivot you are making and plans moving forward
- Reduce uncertainty
- Give specifics and try to track stories/perspective s from staff and/or clients
Virtual Options

Three Ways to Go Online

Livestream
- **What is it?** Broadcasting someone performing or speaking live to the audience for majority of event
- **Benefits:** Most urgent, best option is really engaging content
- **Cons:** Can be costly, challenge to produce, loses appeal if not watched live

Recorded
- **What is it?** Sharing prompts or recorded videos with audience
- **Benefits:** Easy production, creative options, can closest replicate event experience
- **Cons:** Tech limitations of audience, must keep them engaged, hard to evaluate

Campaign
- **What is it?** Simply doing an online fundraising campaign at a specific time
- **Benefits:** Easiest for you and audience, expected course of action
- **Cons:** Could be transactional, lose engagement elements of event
Tip #5: Make a Budget

Plan for Contingencies

Identify Variance

- Salary, rent, variable program expenses all most likely to fluctuate
- If uncertain on decisions, model 2-3 scenarios
- Take all scenarios and make good, bad, worse plans
- For fundraising revenue, take cues from your plan

Revenue

- Be realistic but not overly conservative
- Break down revenue line items into buckets and think through trends

Share

- Will probably need more time for discussion than normal
- Major decisions wrapped up in the budget
- Even if you don’t need to do one until end of 2020, can be helpful to update
## Fundraising Strategy To-Do List

### Things to Do Now

<p>| | | |</p>
<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong></td>
<td><strong>2</strong></td>
<td><strong>3</strong></td>
</tr>
<tr>
<td>New Normal</td>
<td>Talk</td>
<td>Forecast</td>
</tr>
<tr>
<td>Virtual donor engagement through summer</td>
<td>Ask recent donors about gift and if they plan to still give later</td>
<td>Make projections for each revenue bucket</td>
</tr>
<tr>
<td><strong>4</strong></td>
<td><strong>5</strong></td>
<td><strong>6</strong></td>
</tr>
<tr>
<td>Plan</td>
<td>Thank</td>
<td>Data</td>
</tr>
<tr>
<td>Project cash flow through end of 2020</td>
<td>Show generosity to supporters, staff, and board</td>
<td>Take the time to look through donor and foundation data</td>
</tr>
</tbody>
</table>
Programs Shifting Too

Significant Impact on Service Delivery

Mission
Still have a need and desire to carry out mission, but the how may shift for rest of 2020

Changes
Majority (over 75%) have moved programming virtual in some way

In-Person
Likely to not return until after summer for most, longer for many
Consider Needs

Immediate and Medium Term Programs

**Existing**
Consider the main needs of clients pre-COVID-19, and map out which are being met or not

**New**
Ask clients for updates and get a sense of emerging or short-term needs due to COVID-19

**Realistic**
Either due to capacity, client realities, or both, some options may not be possible in short term
Consider How Your Audience Will Engage

**Tip #1: Access**

**Devices**
- Consider if clients or audience have devices, and if so, do they have a camera
- If unsure, do a tech audit survey
- If finding a need, reach out to institutional funders or explore emergency grants

**Connection**
- Not just device access, but need wifi or internet access as well
- Consider level of connection and if you should be doing video

**Context**
- Where will your audience be during programming?
- Alone or with family?
- Distracted or focused?
Tip #2: Choose Type

What Do Your Clients Need Most Now?

**Live**
- Synchronous
- Encourages more engagement and urgency
- Can limit who participates and requires staff planning/comfort

**Group**
- Virtual opportunity to engage with each other
- Often in a Zoom-like format
- Builds sense of community
- Can be difficult to facilitate and engage all

**Recorded**
- Asynchronous
- Allows for flexibility for participants
- Can be shared as well or referenced
- Harder to gauge engagement and in general feels more “virtual”
Content #1: Live

Directly Reaching Your Audience

- **Dynamic**
  Not just a talking head, make sure content engages

- **Activity**
  Have host ask audience to do something

- **Short**
  18 minutes or less is ideal (try to keep it definitely under 30)

- **Wing It**
  Live virtual programming requires more planning than in-person

- **Ignore Shift**
  Engagement will happen but will be different
Content #2: Group

Driving Virtual Community

**Discussion**
Directly engage participants to talk with each other

**Goal**
Need to have purpose for group talking with each other

**System**
Implement system to ensure most participate

**Top Down**
Avoid question and response; mix it up and try to drive lateral chats

**Organic**
Needs facilitation and will need direction
**Content #3: Pre-Recorded**

**Widest Variety of Options**

<table>
<thead>
<tr>
<th>Creative</th>
<th>Accessible</th>
<th>Follow-Up</th>
</tr>
</thead>
<tbody>
<tr>
<td>✅</td>
<td>✅</td>
<td></td>
</tr>
</tbody>
</table>

**Creative**
Allows you to do more, edit, and involve multiple people

**Accessible**
Option makes it easiest for audience to participate given potentially hectic home life

**Follow-Up**
Ask audience to leave comments, write a response, fill out a poll, etc.

**Engagement**
Limits engagement so will need to do peer to peer connection elsewhere

**Talking**
Can’t just be a talking head in order to stand out
Tip #3: Creative

Don’t Feel Stuck Trying to Replicate Everything

Let Go

• Not everything will (or should) translate virtually
• May have to lose some discussion elements, re-think self-guided activities, and change how long we speak for

Task

• Some creative ideas we are seeing are using virtual engagement to teach skills
• Could be specific lesson, craft, recipe, etc.

Discussion

• Other groups are using tech to creatively drive discussion
• Real focus on small groups
• Could use Zoom breakout rooms (pricey) or a series of Hangout/Zoom links (cheap but confusing)
Tip #4: Goals

Set Specific Targets for Participation and Engagement

**Audience**
- Set goals for total number of audience and who is participating
- May want to make targets for specific audiences
- Set total goal as number and also percentage of regular audience (typically 50-75%)

**Engagement**
- Set goals for how you want the audience to engage
- Could do comments, posts, etc.
- Think of concrete things you can track

**IRL**
- For some content, we may have goals for people taking action in the real world
- To track this, we can ask on follow up calls or send surveys
- Won’t capture 100% but good to track
### Programming To-Do List

#### Things to Do Now

<table>
<thead>
<tr>
<th></th>
<th>Schedule</th>
<th>Prepare</th>
<th>Reusable</th>
<th>Ask</th>
<th>Thanks</th>
<th>Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Think ahead for virtual programs through July</td>
<td>Take time to strengthen in-person resources</td>
<td>Make investments to prepare you for this in the future</td>
<td>Ask audience what they need, want, and like</td>
<td>Shout out your staff and let them know your appreciation</td>
<td>Dive into audience and engagement statistics</td>
</tr>
</tbody>
</table>