FOOD FOR THOUGHT: STEWARDSHIP
On-line Discussions with Nonprofit Board & Executive Staff Members

Raising Revenues: Stewardship

Thought Leaders:
Invited Guest: Robbe Healey, Founding Member, Aurora Philanthropic Consulting
Beth Harper Briglia, EVP Philanthropy Services
Chester County Community Foundation
What is Stewardship?

• Stewardship refers to the activities employed to build strong donor relationships.

• A successful stewardship program strengthens donor relationships at every giving level – not just focused on today’s donors, but also focused on the development and retention of tomorrow’s donors.

• Stewardship is more than simply thanking donors for their gifts; it’s a philosophy grounded in sincere efforts which recognize the investment that donors are making to achieve mission of your organization. It is recognizing their interest in being a partner to your organization in achieving success.

• Stewardship is honoring a donor’s generosity and demonstrating how their gifts make a difference.
What is Stewardship?

- **Major and High Value Donors**: These donors give large or planned gifts, or they've influenced many others to give.
- **Mid-Level or Consistent Donors**: These donors give substantially or frequently to your nonprofit.
- **Small or Low Frequency Donors**: These donors have given, but only once, very occasionally, or in small amounts.
- **Supporters, Volunteers, and Prospects**: These contributors have not yet given to your nonprofit.

Source: qgiv.com
Donor Retention Rates

As identified in The Non-Profit Recurring Giving Benchmark Study, monthly giving/recurring donors have a retention rate of 90%. They are the most valuable donors – they stick around for longer and therefore have a higher lifetime value to your organization. They are vital to long-term sustainable growth.
☐ Doing Very Well  ☐ Challenging  ☐ Need Help

☐ Stewardship has rarely been more important. Reach out and talk to major donors.

☐ Diversify revenue streams by seeking new sources of funding that will be available because of the pandemic. Keep an eye out for rapid-response funding efforts by foundations, United Ways, and others during this crisis, and apply as appropriate.

☐ Step up fundraising to respond to this crisis, recognizing that economic market decline and uncertainty will concern most donors. Listen to donors; let their feedback guide you as to when to restart the solicitation of both big and small gifts.

☐ Talk to foundation program officers, both those who have supported you and those who might. Seek to loosen restrictions on current grants to deal with this crisis.

☐ Design and implement virtual special events, to take the place of in-person fundraising events. Brainstorm ways to keep them fun and sociable online.

☐ Refine your longer term special events that require large in-person gatherings. Consider smaller groups and virtual options.

☐ Advocate before public officials to restore aid, provide new types of funding, or both.

Survey = https://www.surveymonkey.com/r/CCCF-nonprofitchecklist
IMMEDIATE PHILANTHROPIC IMPACT

- One in four NPOs cite a decline in fundraising since the start of the pandemic. However, one in four saw no changes and 15% noted an increase, notably health and human service organizations.

- Religious and cultural organizations have been most significantly impacted seeing a significant decline in donor revenue.

- Over 50% of NPOs surveyed have launched special appeals in response to COVID-19.

- Nearly 80% expect a decline in fundraising results for the remainder of 2020.

- Most NPOs plan to continue with major pre-existing campaigns with appropriate modifications – mostly those already in process or contracted.

*Source – CCS Survey April 20th – May 1st*
Will We Assume Our Donors:

1. Are very stressed?
2. Don’t Love us any more?
3. Abandoned our mission?
4. Don’t want to hear from us?
5. Can’t give now?
6. Won’t give?
7. Won’t take a call?
8. Other?

1. Are very stressed?
2. Still love us?
3. Still care about our mission?
4. Want to know how we are doing and how we are helping?
5. Can or maybe can’t give now?
6. Will give if they can?
7. Would love to get a call?
8. Other?
NPO Crisis Management – A Checklist

• Stewardship has rarely been more important. Reach out and talk to major donors
  - Doing or have done
  - Actively considering
  - Need to consider

• Diversify revenue streams by seeking out new sources of funding – i.e. special response funds
  - Doing or have done
  - Actively considering
  - Need to consider

Source: Nonprofit Crisis Management Checklist- Chronicle of Philanthropy, April ,2020
NPO Crisis Management – A Checklist

• Step-up fundraising. Listen to donors; let feedback guide you as to when to start the solicitation of gifts – large and small
  - Doing or have done
  - Actively considering
  - Need to consider

• Advocate before public officials to restore aid, provide new types of funding or
  - Doing or have done
  - Actively considering
  - Need to consider

• Talk to foundation program officers – current and prospective – seek to loosen restrictions
  - Doing or have done
  - Actively considering
  - Need to consider

Source: Nonprofit Crisis Management Checklist- Chronicle of Philanthropy, April, 2020
What are effective stewardship strategies during COVID-19? Thank donors of course-

- Think one on one
  - Call your donors
  - Write personal notes
  - Be personal, empathetic
  - Engage your Board, volunteers, staff in this task

- Be mission centric in communications
  - Use videos, zoom, blogs, visual images, info-graphics
  - Illustrate the NPOs mission in action
  - Share impact of their gifts today and share with them information on tomorrow’s needs – at least what you know
  - Don’t forget the “lighter” elements
What is effective stewardship during COVID_19?

- **Tell Stories**
  - Narrative storytelling is among the best ways to keep your donors engaged. Communication

- **Send messages from Board, staff, volunteers and clients**
  - Thank your donors in unique ways

- **Seek Advice**
  - "Ask for a gift, and you will get advice, but ask for advice, and you will make it easier to get a gift." - Anonymous fundraiser
## Respect Generational Differences in Philanthropic Communications and Giving Patterns

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<td>Influencers</td>
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<td>Increased divorces</td>
<td>9/11 and terrorist attacks</td>
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<td>Fundraising Tips</td>
<td>One on one mtgs</td>
<td>Engage them so they find fulfillment</td>
<td>Engage them quickly (often with humor) let them see how they can make a difference</td>
<td>There are 75 million millennials in the US</td>
<td>They will not wait for information and acknowledgement because they know they can get it elsewhere.</td>
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<td>Traditional solicitation strategies: planned giving and financial management tools</td>
<td>Your organization may be a place to volunteer in retirement</td>
<td>Connect w/issues they care about: families and environment.</td>
<td>Ask their opinions and engage them in focus groups</td>
<td>Encourage them to use their networks-to raise funds for causes that interest them and their peers.</td>
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<td>No email fundraising</td>
<td>Offer more aggressive financial planning tools</td>
<td>Messages can be delivered by technology but need to be short and to the point.</td>
<td>Encourage them to use their networks-to raise funds for causes that interest them and their peers.</td>
<td>Act fast on their interest or you will lose them.</td>
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<td>Letters and meetings</td>
<td>One on one mtgs</td>
<td>Telephone</td>
<td>Text and social media vehicles</td>
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Stewardship – Best Practices

- Segment your donor database to “capture” donor characteristics – stewardship segments
- Tailor your communications to donors in stewardship segments.
- Create stewardship plans for your targeted donors
- Use a CRM database (integrated as possible) to maintain stewardship profiles
- Use donor contact automated tools to maintain regular stewardship.
- Employ your Board, staff and volunteers in maintaining regular stewardship strategies (Ambassador to Steward Continuum)
- Engage (and re-engage) donors with relevant stewardship opportunities.
Authentic stewardship is delivered with respect for the donor and genuine gratitude for the gift

- Timely response times to all inquiries
- For major donors as feasible – a conversation before the gift is secured
  - What do you want to accomplish with your charitable gift?
  - How can we steward your gift in the most meaningful way?
- A phone call within 48 hours of receiving the gift – just a thank you. A meaningful acknowledgement letter within five days of receiving the gift
- A demonstrated way to show the impact to the donor of their gift
- Continued –low cost- personal touches

Effective stewardship is a philosophy
ADDITIONAL RESOURCES


- More information about how Americans give after a disaster: https://www.Theconversation.com/american-generosity-after-disasters-4-questions-answered-83277


HOPE TO SEE YOU NEXT TIME!

PLEASE INVITE BOARD & SENIOR STAFF COLLEAGUES

REGISTER AT chescocf.org/explore/food-for-thought/