



# More

The Revolutionary  
APGA Conference



## Fundraising benchmarks in today's economy





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The Revolutionary  
APGA Conference



# WELCOME!

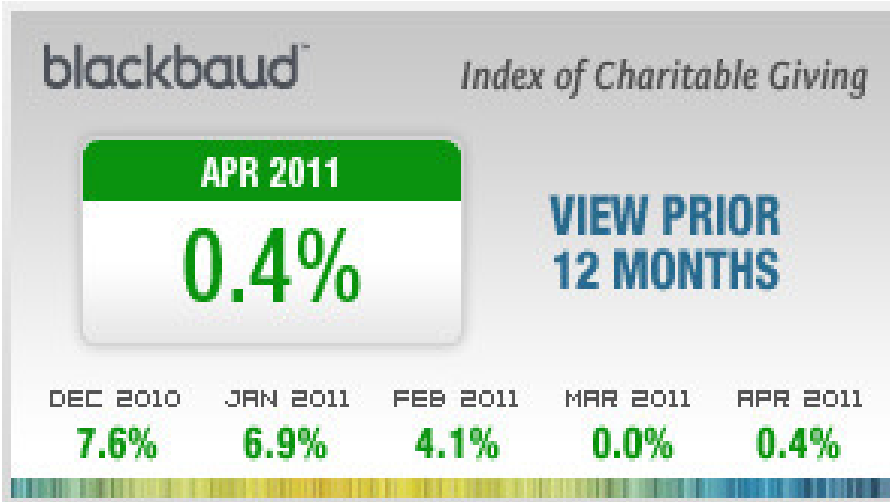




## ► DISCUSSION TOPICS

- Blackbaud Index of Charitable Giving
  - Recent results and trends
  - Comparison by size of organization, organization type
- Nonprofit Research Collaborative Survey
  - Public Gardens vs. other Sectors
  - Examples of success in today's economy
- Leveraging technology to help you succeed

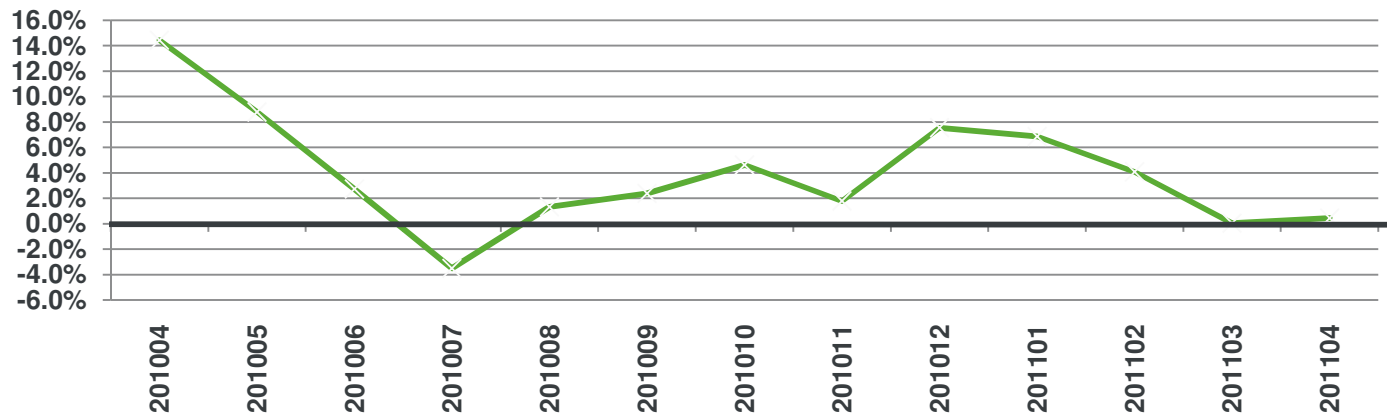
## ► BLACKBAUD INDEX OF CHARITABLE GIVING



### What is it?

- % change in three month revenue as compared with the same period in the prior year.
- Represents 1,430 organizations with \$2.2 billion in 12-month combined revenue

### 12 month trend – All industries



# ▶ BLACKBAUD INDEX OF CHARITABLE GIVING – BY ORG SIZE

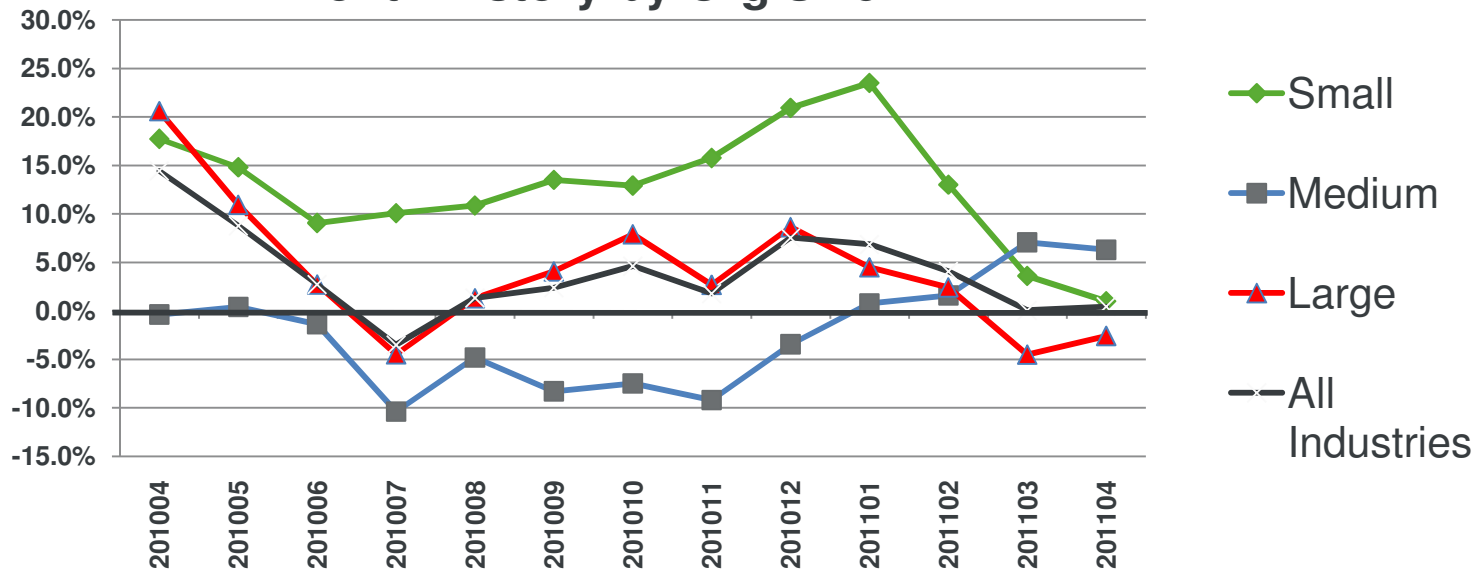
## Small Orgs

## Medium Orgs

## Large Orgs

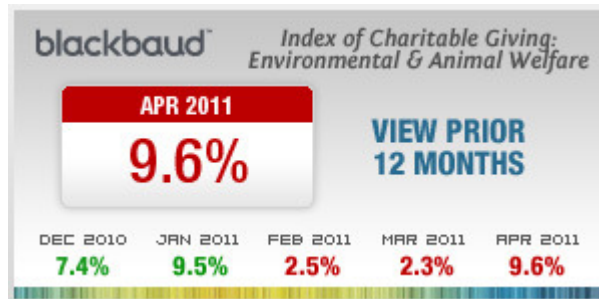


### 12 month history by Org Size

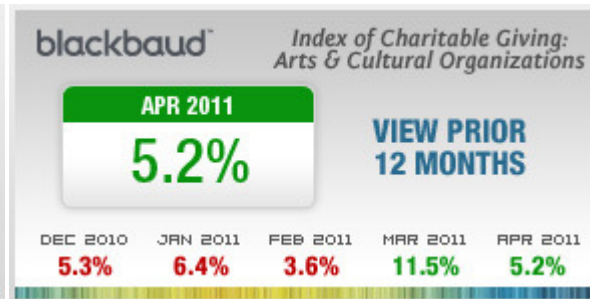


# ▶ BLACKBAUD INDEX OF CHARITABLE GIVING – BY ORG TYPE

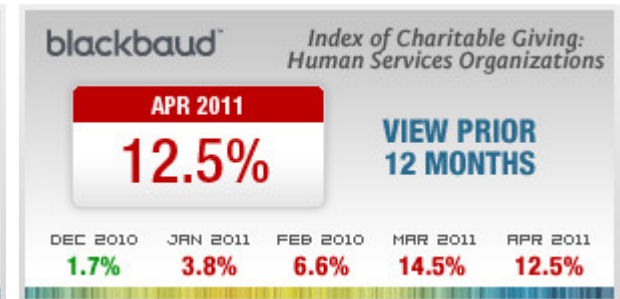
## Environmental and Animal Welfare



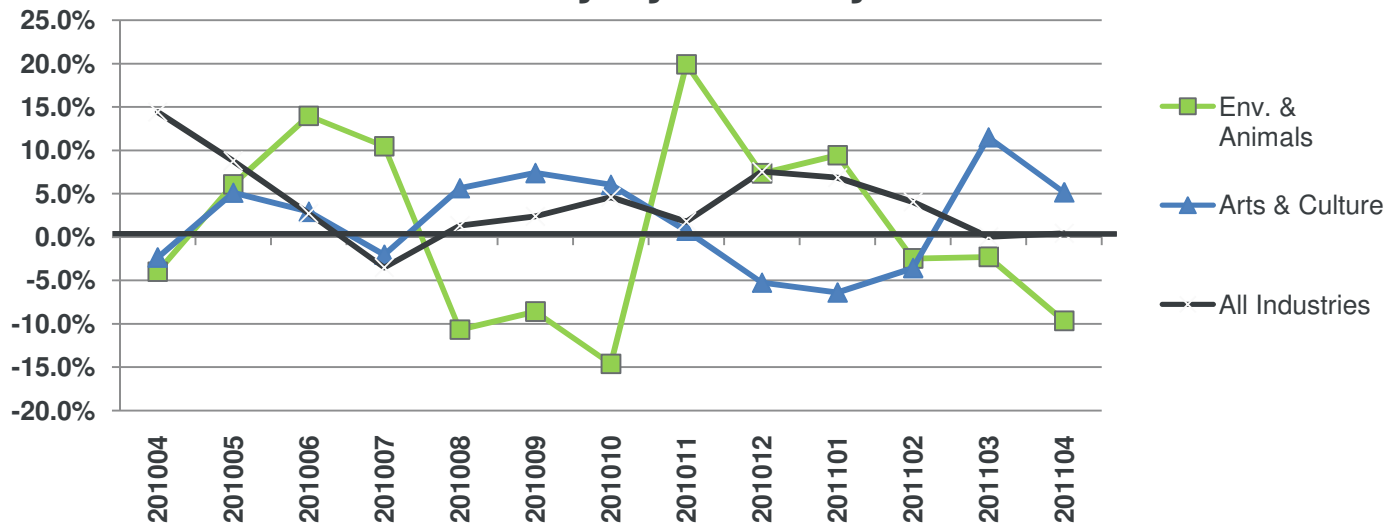
## Arts and Cultural



## Human Services

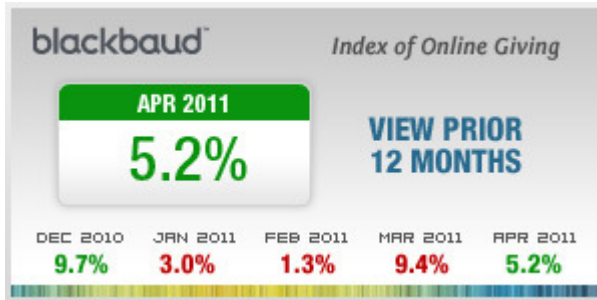


## 12 month history by Industry

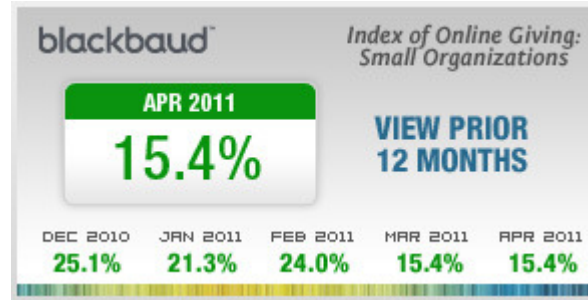


# ▶ BLACKBAUD INDEX OF ONLINE GIVING

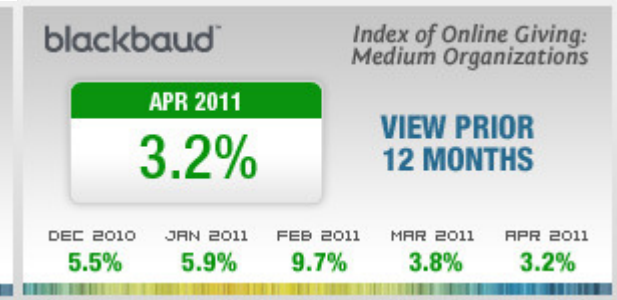
## Overall



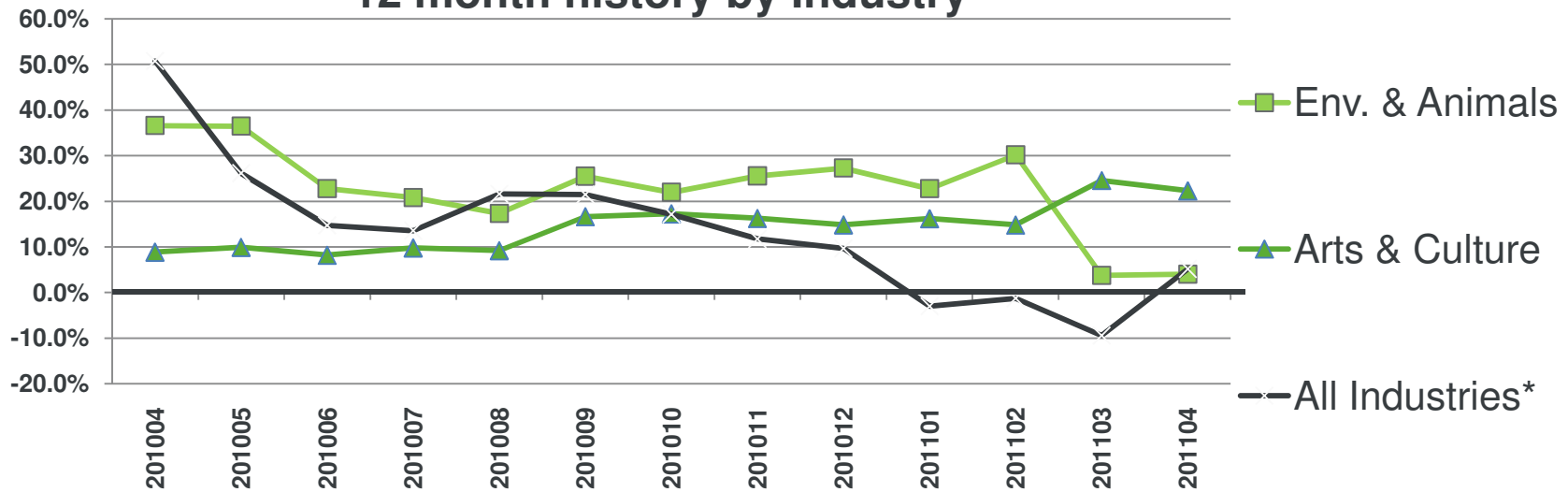
## Small Orgs



## Medium Orgs



## 12 month history by Industry



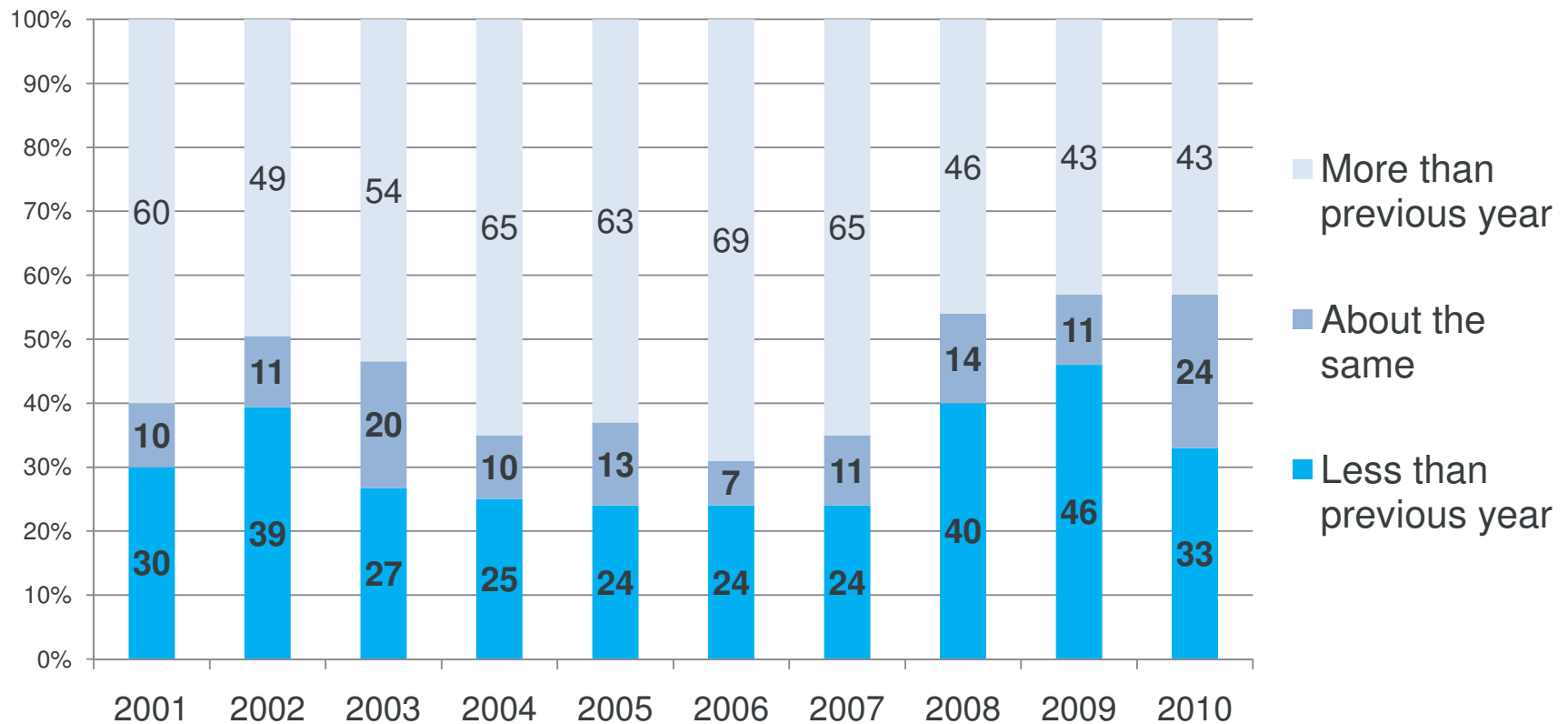
## ► NONPROFIT RESEARCH COLLABORATIVE

- Quarterly surveys on state of fundraising
- 1,845 charitable organizations participating in February, 2011 survey



► **2010 WAS THE HIGHEST “ABOUT THE SAME” FUNDRAISING PERFORMANCE IN 10 YEARS**

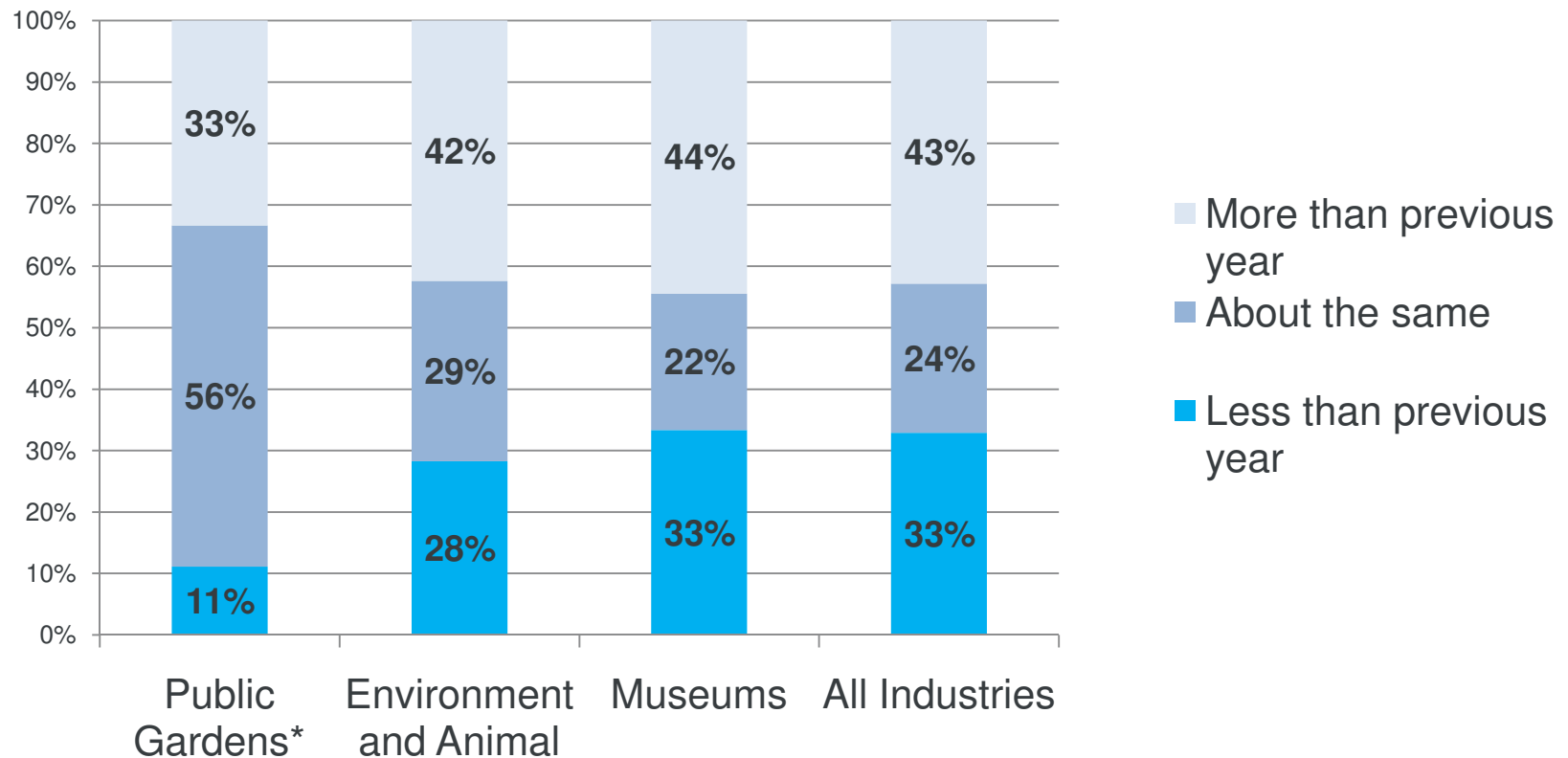
**10 Year Trend in Fundraising growth**



Source: Nonprofit Research Collaborative

## ► HIGHER “ABOUT THE SAME” FUNDRAISING PERFORMANCE FOR PUBLIC GARDENS

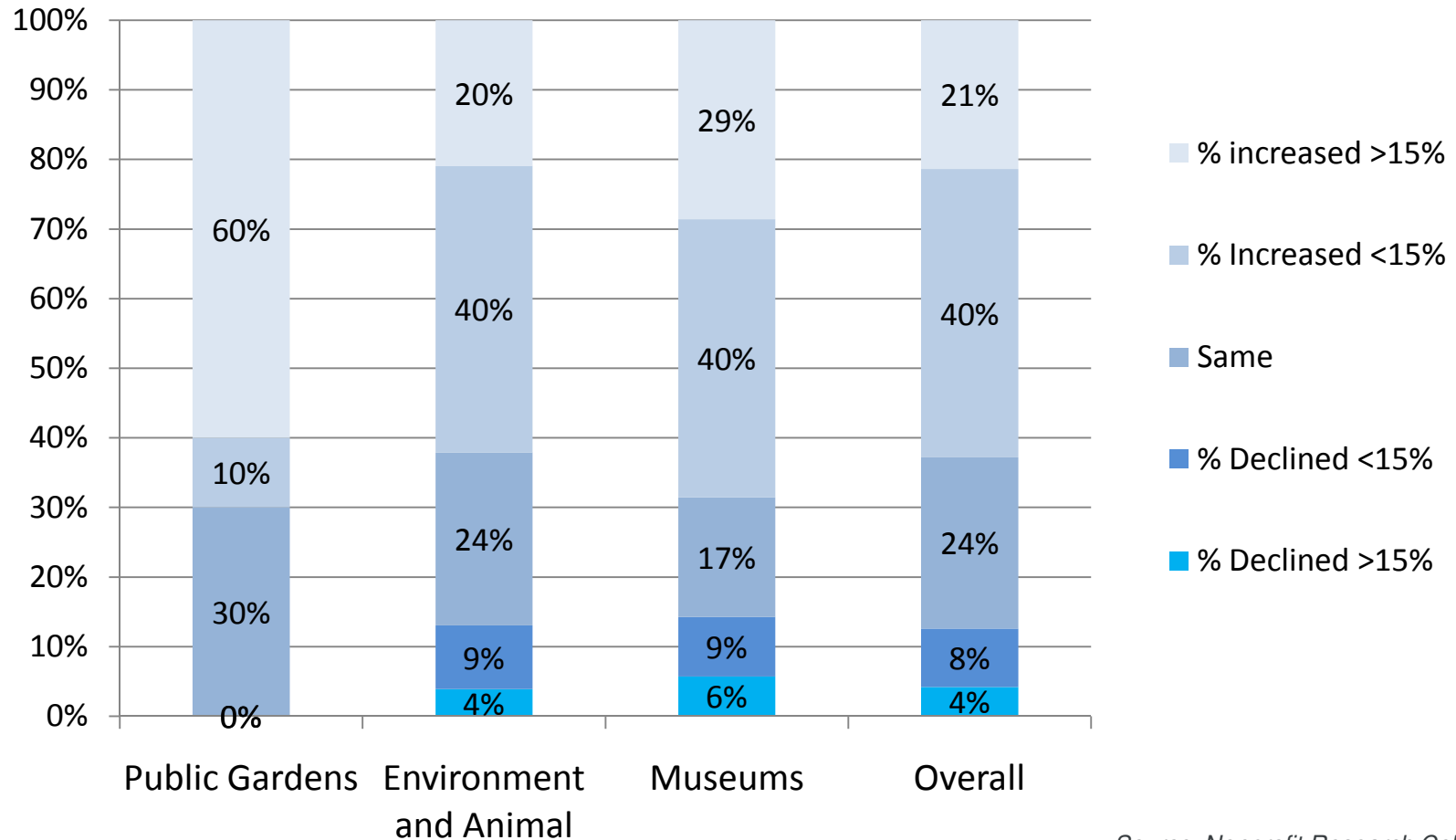
2010 vs. 2009 Fundraising Performance



\* Public Gardens had low response rates. Data is based on only 10 responses

## ▶ ALL SECTORS ANTICIPATING 2011 GROWTH

### 2011 Anticipated Fundraising Performance



Source: Nonprofit Research Collaborative



► **WHAT SINGLE ISSUE MOST POSITIVELY AFFECTED YOUR FUNDRAISING?**

***All Sectors***

*“We were able to describe the impact in specific and accountable ways.”*

*Fundraising success linked to effective communications – e.g. recognition of needs due to recession*

*“The Board’s commitment to increasing their fundraising efforts and adding administrative and fundraising staff...”*

***Public Gardens***

*“Completion of a long range plan that clearly articulated our needs...”*

*“We worked to get our story and vision clear so we could articulate the need.”*

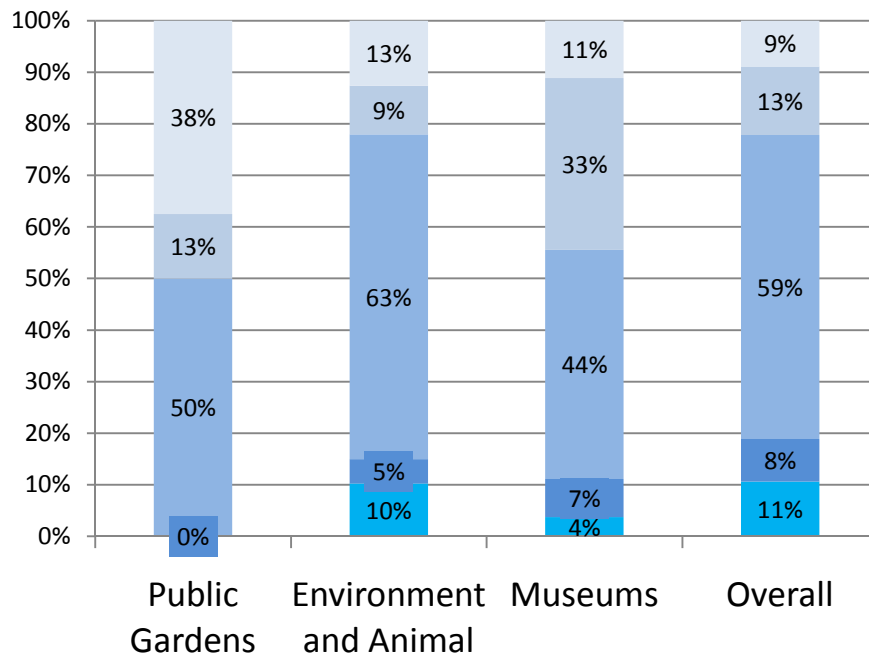
*“We involved the board.”*

*“A full time Development Director was hired...”*

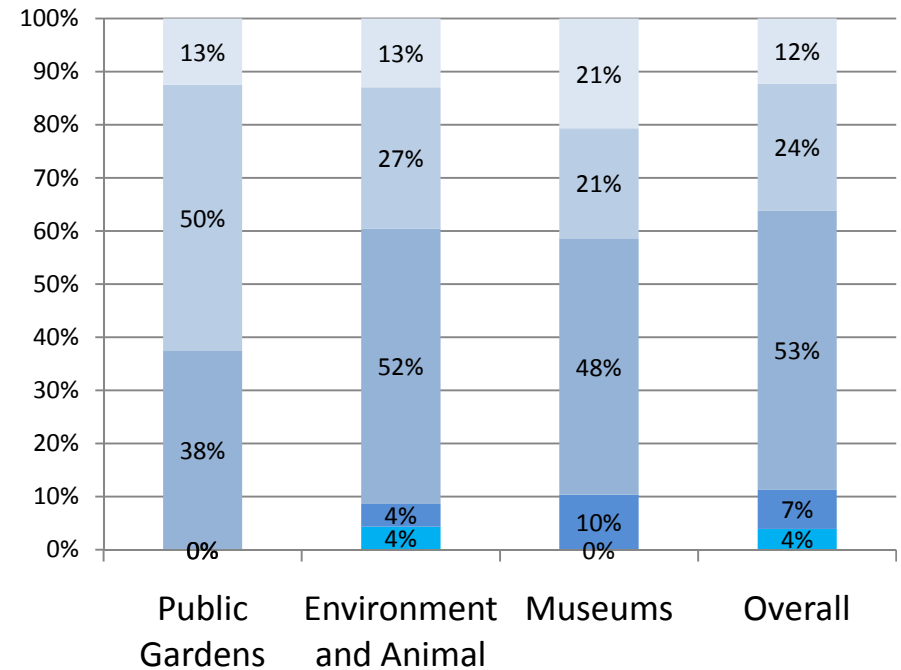
*Source: Nonprofit Research Collaborative*

## ▶ INVESTMENT INTO FUNDRAISING EFFORTS

### Change in Fundraising Staffing 2010 vs. 2009



### Change in Volunteers assisting with Fundraising 2010 vs. 2009



■ % Declined >15%    ■ % Declined <15%  
■ Same                      ■ % Increased <15%  
■ % increased >15%

Source: Nonprofit Research Collaborative



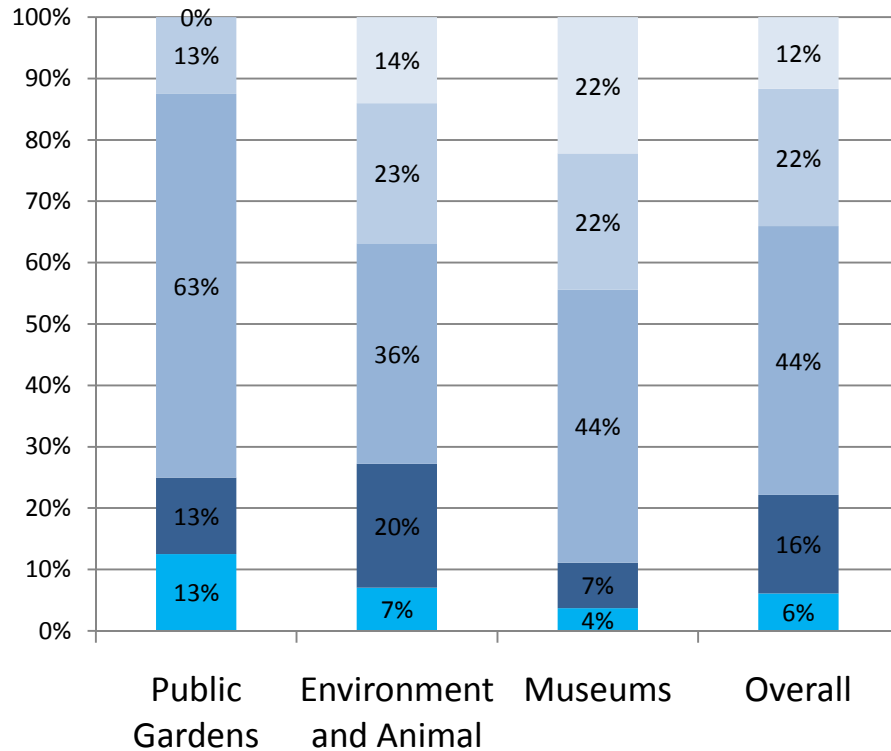
## ► INVESTMENT INTO FUNDRAISING – BEHIND THE #S

### Emerging trends

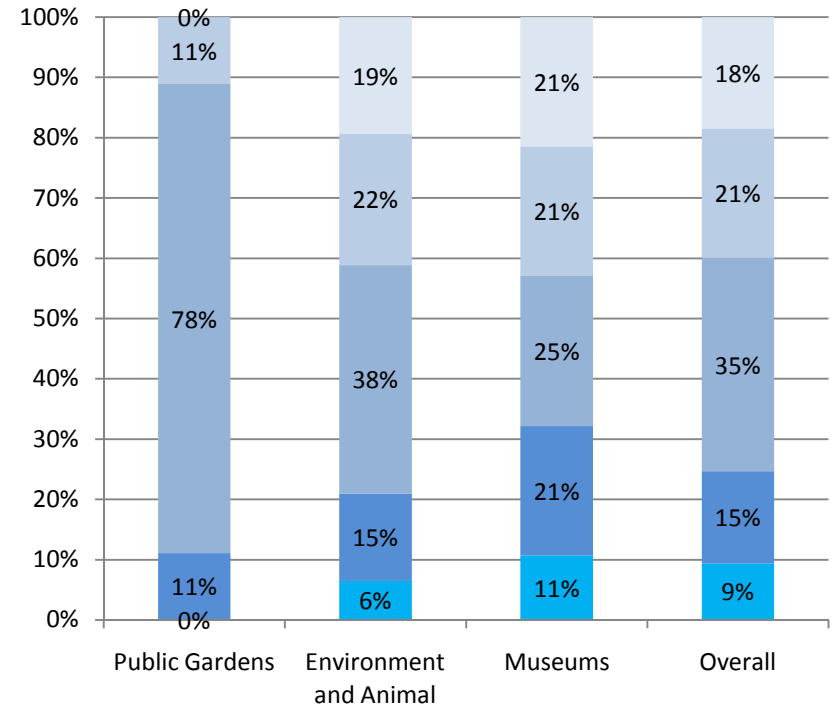
- Hiring Development staff and leadership from outside of Public Gardens
  - Symphony, Political Campaign, Public Broadcasting, Ballet
  - Add specific skill sets to the organization
  - Implementing organized individual giving programs
- Involving the Board
  - “We’re doing a lot of training with our board”
  - “We’re redefining the role of the board...introductions and fundraising is part of their job.”
  - “95% of your fundraising problems are governance problems.”
  - “Each board member gave us 10 people to invite to the Garden for lunch...”
  - “We’re convincing the board that something is actually possible”

## ► INDIVIDUAL FUNDRAISING

### Change in Corporate Giving 2010 vs. 2009



### Change in Foundation Giving 2010 vs. 2009



■ % Declined >15%    ■ % Declined <15%  
■ Same                      ■ % Increased <15%  
■ % increased >15%

Source: Nonprofit Research Collaborative



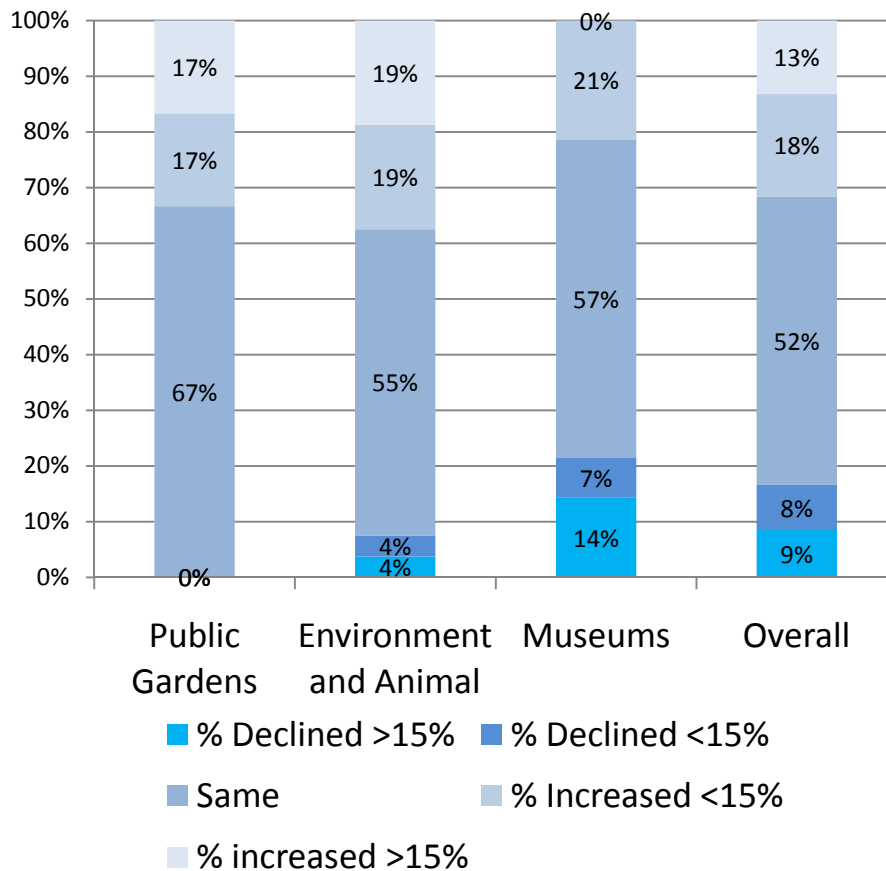
## ► **INDIVIDUAL FUNDRAISING – BEHIND THE #S**

### **Emerging trends**

- Increase in naming opportunities
  - Time-limited naming opportunities
  - “In honor of” naming campaigns
  - Expansion projects
- Creation of premium membership levels or high dollar annual giving levels
  - \$10k membership levels
  - Chairman’s Circle, Catalyst Circle
  - Involving the board for introductions and solicitations
- “The more time and effort you spend on individual giving, the better you are. Focus time and resources on cultivation and targeted communications.”

## ► BEQUESTS/PLANNED GIFTS

### Change in Bequests 2010 vs. 2009



### The good news

- “Fruits of past efforts”
- “Surprise bequests” from long-time volunteers, members

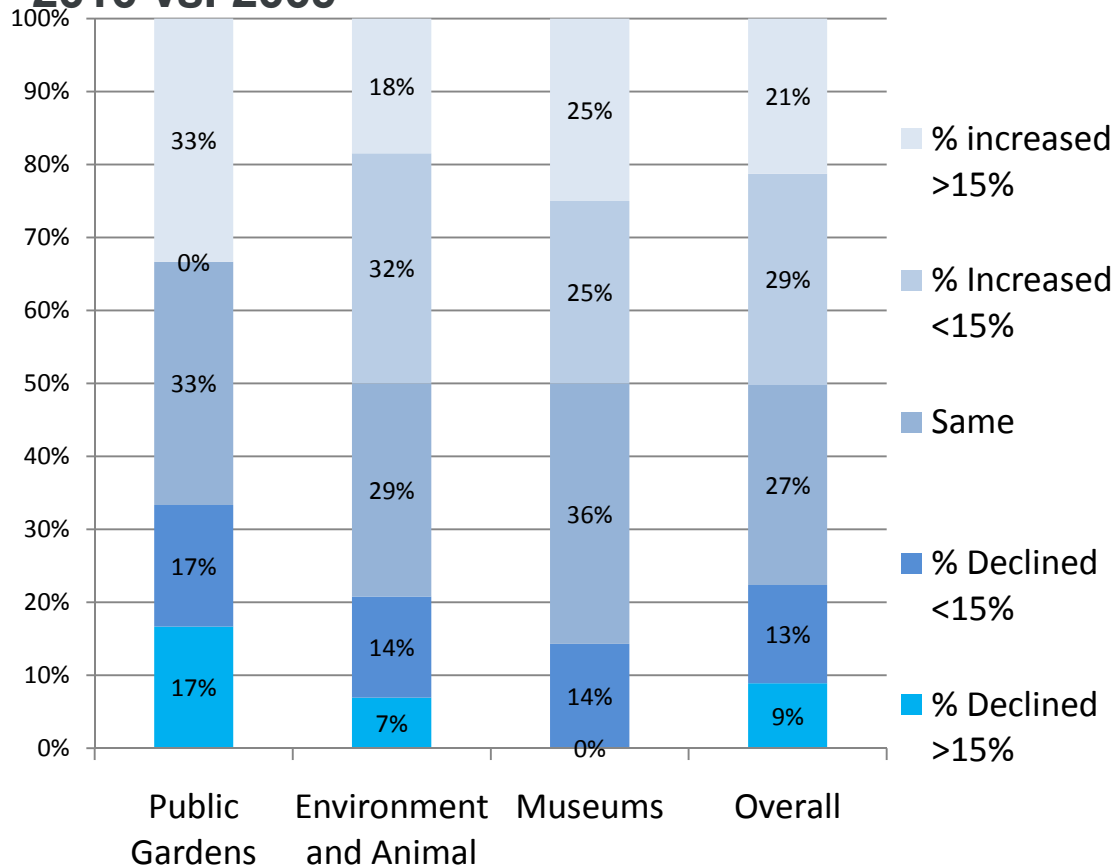
### The bad news

- Surprise “lost” bequests
  - National avg age of bequest is 84
  - National Avg Age of “Time of Last Will” is 79
  - 4-5 will changes before “Time of Last Will”
- Donors have taken a step back and prioritized who they support

Source: Nonprofit Research Collaborative, The Sharpe Group

## ► SPECIAL EVENTS

### Change in Special Events Fundraising 2010 vs. 2009



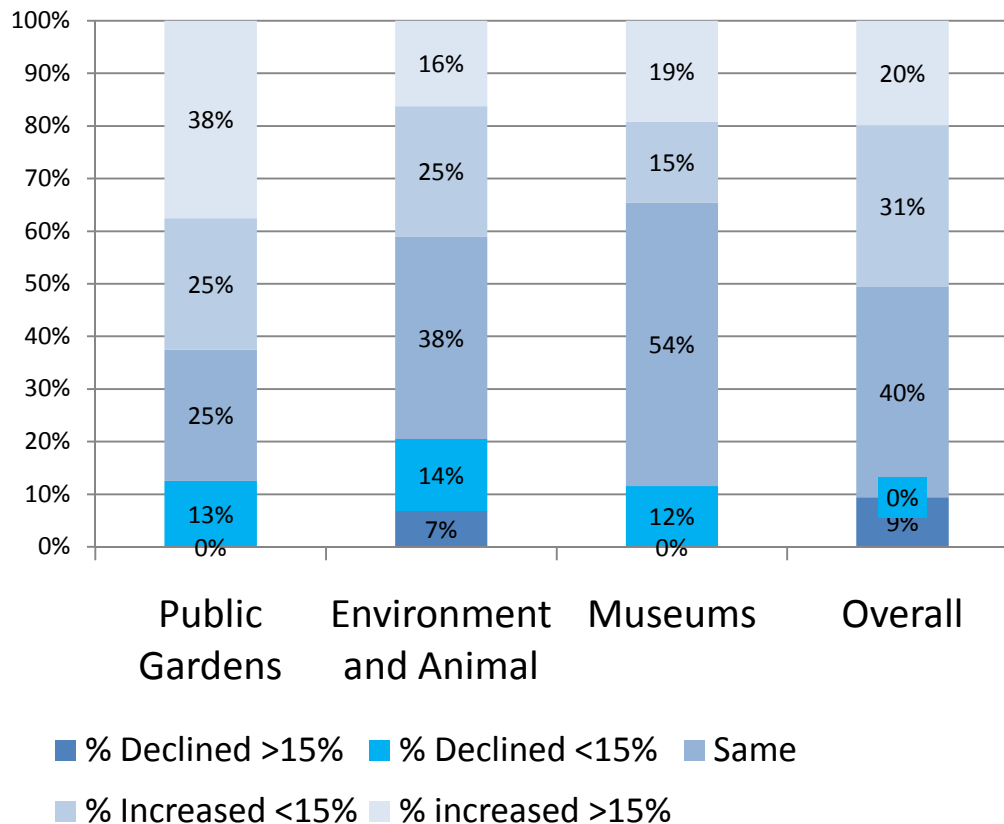
### Emerging trends

- Willingness to cancel traditional events
- Shift to “invitation only events”
- “We’re having to discount tickets to our gala to get enough attendees”

Source: Nonprofit Research Collaborative

## ► FUNDRAISING FROM DIRECT MARKETING – ONLINE AND MAIL

### Change in Direct Marketing Fundraising 2010 vs. 2009



### Emerging trends

- Experimentation with directed giving
- Getting the story right
  - *“Describe your success and your real needs”*
  - *“Highlighting our education programs as a reason to give”*
- Know your audience
  - *Getting the data under control*
  - *Knowing who interacts with your organization in multiple ways*

Source: Nonprofit Research Collaborative



► **EXAMPLE – USING RICHER DATASET TO “KNOW YOUR AUDIENCE”**

- Test different variables, e.g.
  - Matching gift
  - Visited garden >15 times
  - Attended  $\geq 5$  programs (e.g. lectures)
- Create single passion variable
- Do you know WHY they visit you?
  - Behavior vs. demographics



▶ **EXAMPLE – MONITOR YOUR DATA QUALITY  
REGULARLY**

- Identify 100 donors randomly, each year, and thoroughly review their data
  - Incorrect data (typos, moved, married, dead)
  - Duplicate records
  - Missing information
  - Correct treatment (clubs, tracks, expire dates)

# THE COST OF A TYPO!

	Correct Last Name	Misspelled Last Name	% Difference
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## Organization A

Average Gift	\$52.43	\$46.16	-12.0%
Renewal Rate	49.4%	41.9%	-15.2%

## Organization B

Average Gift	\$39.13	\$38.55	-1.5%
Renewal Rate	51.1%	46.6%	-8.8%



## ► REFERENCE MATERIALS

- *Blackbaud Index of Charitable Giving details*
  - <http://www.blackbaud.com/bb/index/bb-giving-index.aspx>
- *Link to Nonprofit Research Collaborative report*
  - [http://phx.corporate-ir.net/phoenix.zhtml?c=176673&p=irol-newsArticle\\_Print&ID=1541526&highlight=](http://phx.corporate-ir.net/phoenix.zhtml?c=176673&p=irol-newsArticle_Print&ID=1541526&highlight=)



Complete web-based platform for managing your arts & cultural organization

**Our Focus: Arts & Cultural organizations**

**Our Solution: Holistic organization view**

**Our Price: All inclusive**

**Our Promise: Your satisfaction**

**Your way to:**

- improve cultivation
- increase retention
  - reduce IT costs
  - gain efficiency
- schedule programs
- target communications
- improve data analysis
- achieve mission success



► APPENDIX



## ► TODAY'S HEADLINES

“Shrinking tax revenues means lower government funding to nonprofits”

“Endowments down 25.4%...”

“A slow year for big gifts spurs creativity...”

“Garden prepares to lose Clemson funding”

“Consumer demand for good deals increasing...”

“Fewer corporations supporting nonprofits...”

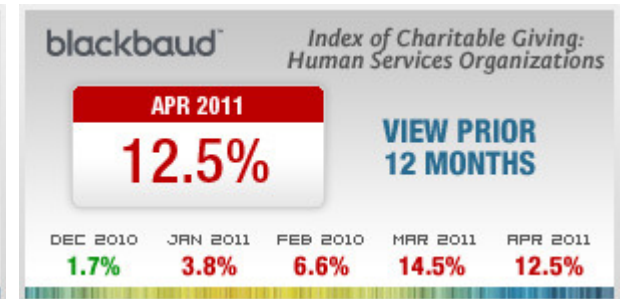
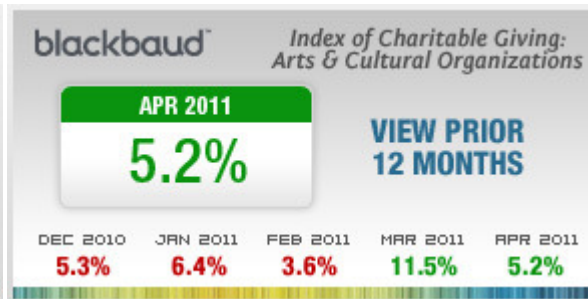
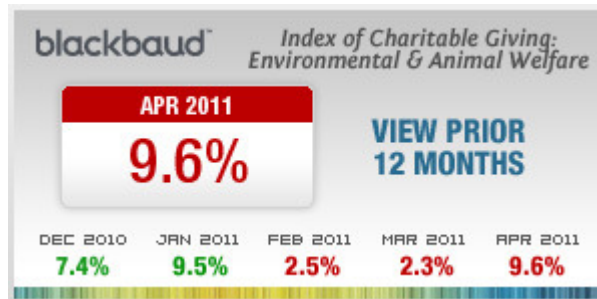
“Museums and gardens to cut staff, programs...”

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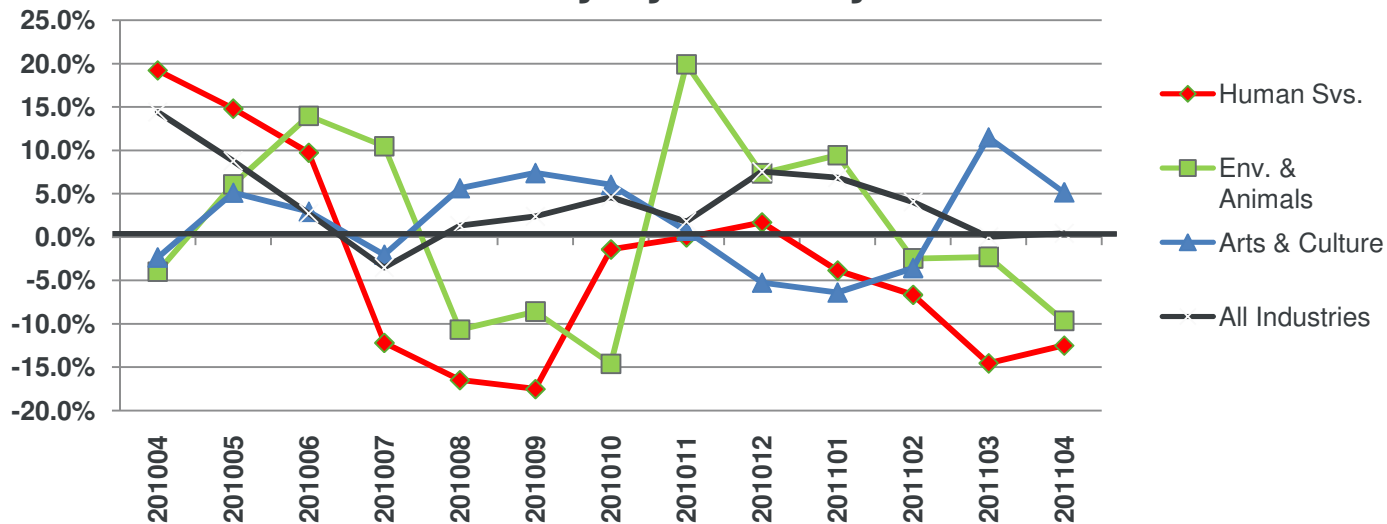
## Environmental and Animal Welfare

## Arts and Cultural

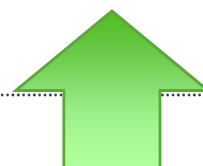
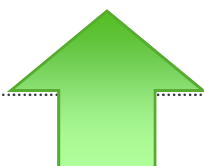
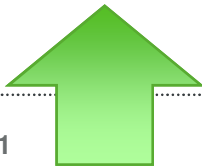
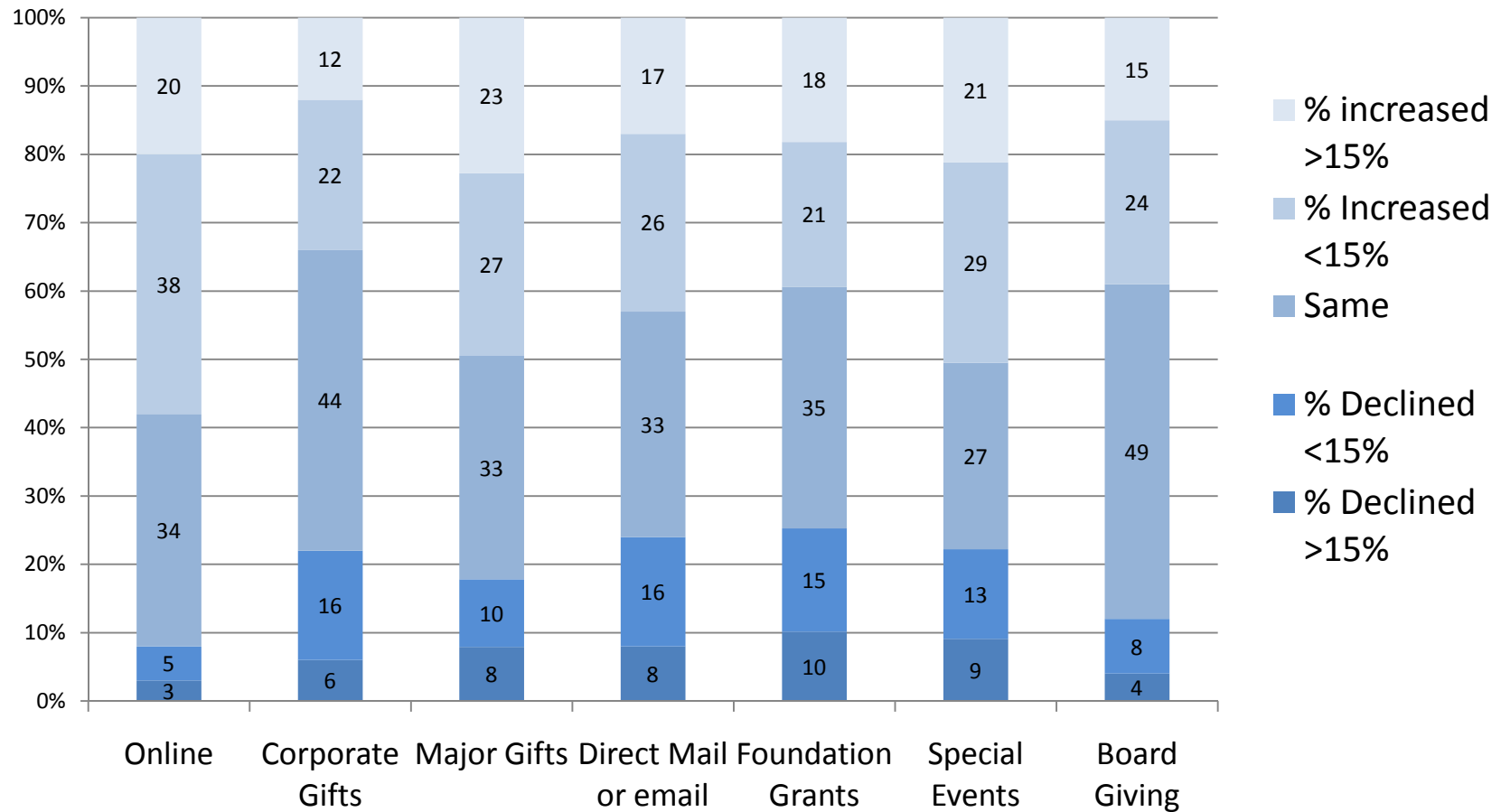
## Human Services



## 12 month history by Industry



# ► WHICH FUNDRAISING VEHICLES ARE WORKING – OVERALL?



06/22/2011


28





## ► YOUR DONOR'S VIEW OF YOUR ORGANIZATION

- “I just gave to them”
- “They spend all of my money sending me mail”
- “They can’t even spell my name right”
- Passionate donors may tolerate your missteps but not all donors will



► **RECOMMENDATION #5 – CREATE HURDLES FOR DONORS TO CLEAR TO QUALIFY FOR FURTHER INVESTMENTS**

- Who returned the survey?
- Who came to the event?
- Who called the call center, visited the web site, or matched their gift?