



**American
Public Gardens
Association**

Membership and Development Strategies During COVID-19

A Survey of Association Membership and Development Professionals April 2020

April 28th 2020, 9:22 am EDT

GARDEN RESPONDENTS

Bok Tower Gardens

Brooklyn Botanic Garden

California Botanic Garden (Formerly Rancho Santa Ana Botanic Garden)

Cheekwood

Chicago Botanic Garden

Daniel Stowe Botanical Garden

Dyck Arboretum of the Plains

Hahn Horticulture Garden at Virginia Tech

Historic London Town and Gardens

Hoyt Arboretum

Lady Bird Johnson Wildflower Center

Marie Selby Botanical Gardens

Mt. Cuba Center

The North Carolina Arboretum

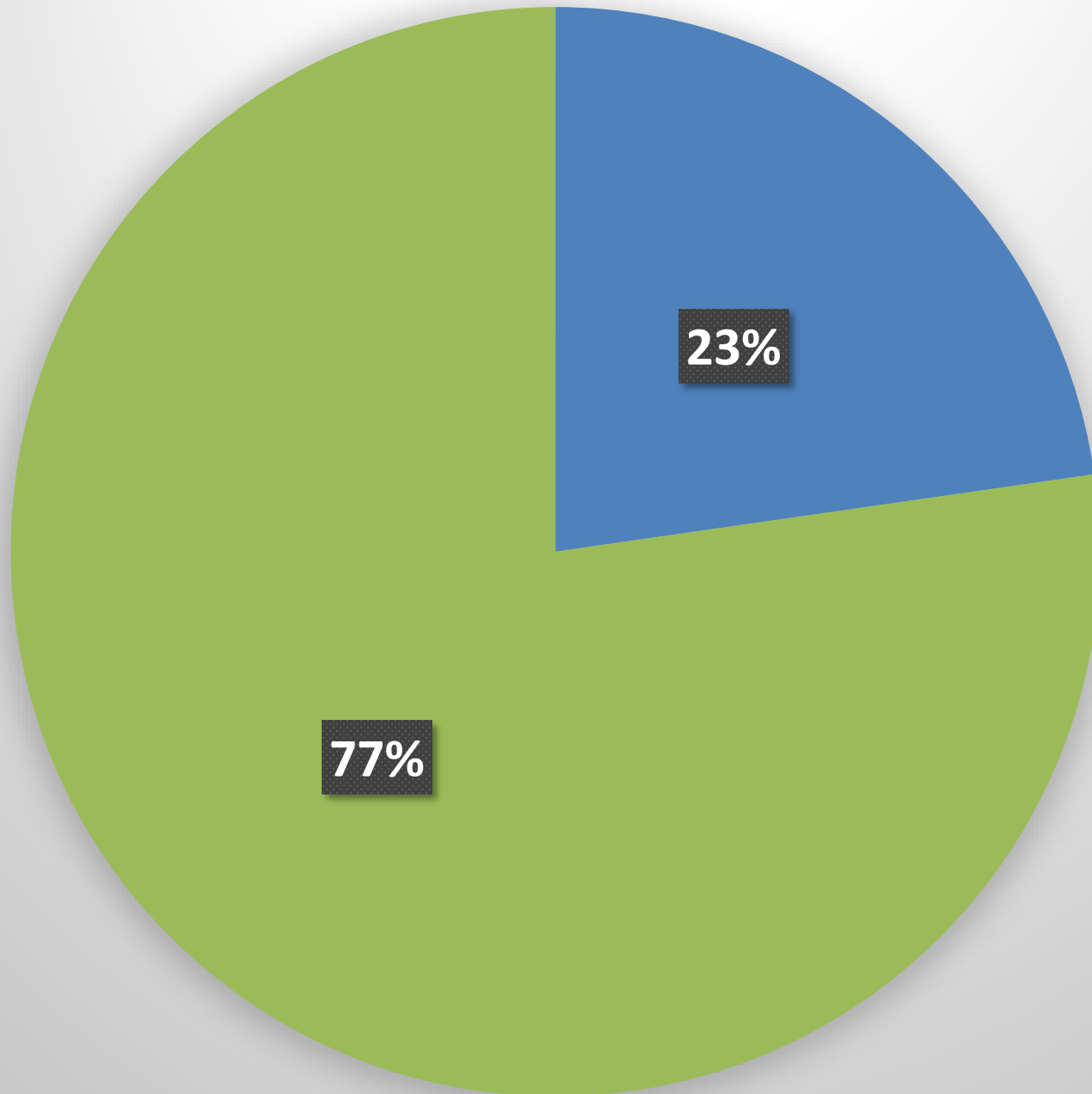
Olbrich Botanical Gardens

Overland Park Arboretum & Botanical Gardens

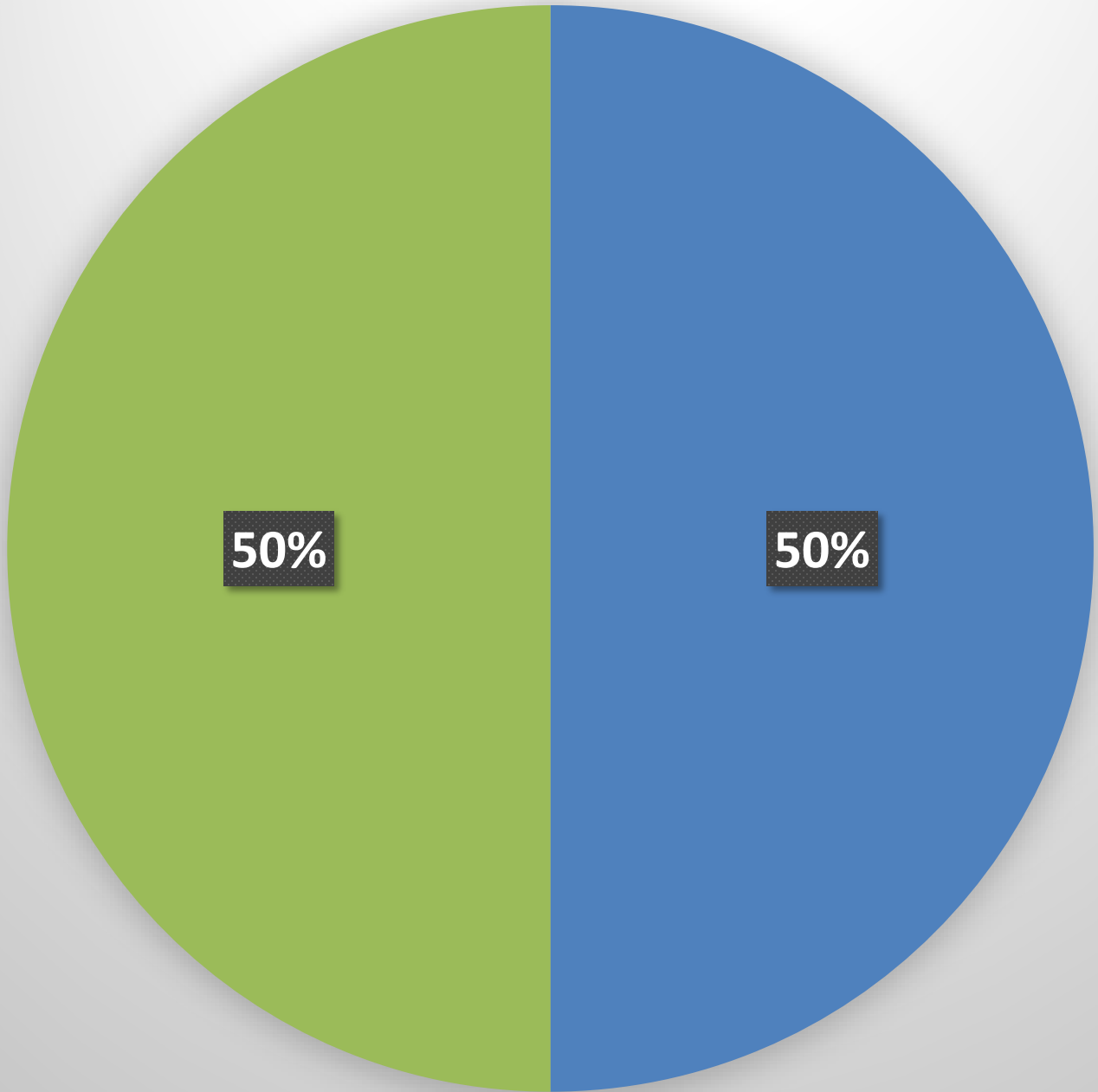
Santa Barbara Botanic Garden

Tulsa Botanic Garden

Has your garden cut back on membership and development staff during this time?



Has your communication to members or donors reflected this change in staffing?



- Yes
- No

In what ways has your ability to execute development and membership operations been **negatively** impacted?

At this time, closing the Garden has impacted our operations more negatively than the reduction in staff.

We are not in the office, so unable to print communications on letterhead. Therefore, thank you notes and other communications are being generated electronically only (which also saves on printing and postage). Several development events have been cancelled or postponed.

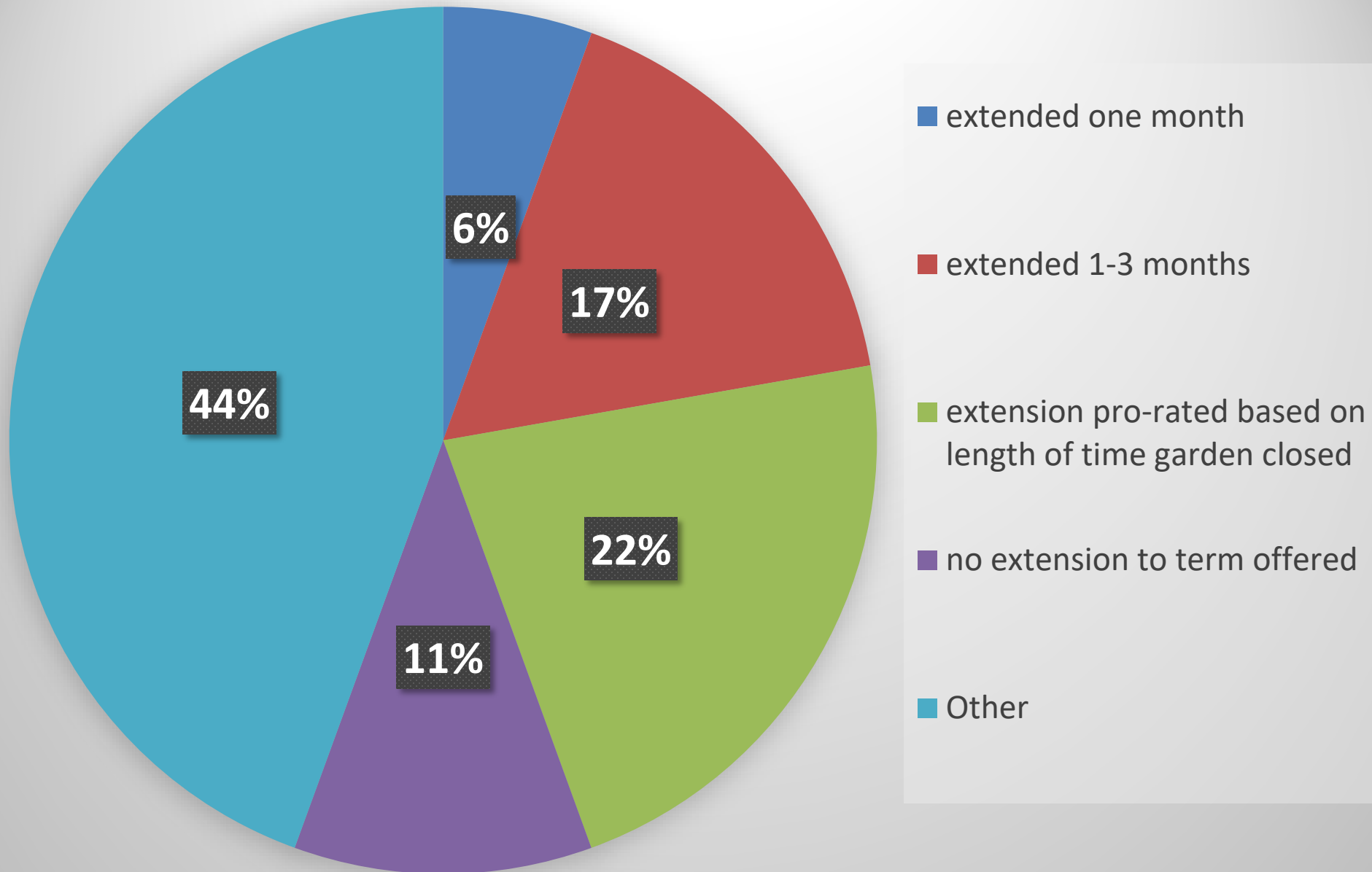
We've postponed doing one of our 2x year mailings to lapsed members (Up to 2 years lapsed). We have shifted responsibilities, so we are going to continue with renewals. And we're going to reorganize our spring appeal to be focused on an emergency fund.

We have/had our annual gala scheduled for May 3. I'm not certain the alternative plan we are discussing will generate the needed revenue.

We are trying to spend NO money to make money. Our email solicitation did not generate much.

We are closed so getting new members seems impossible.

Describe any term extensions or other provisions you've made regarding membership in light of current events.



Other Provisions Made:

Extended 3 months for renewals

Two months added for renewals

Offered 2-month extension to members renewing in April. Currently calling all members and allowing 2 month extension if people ask.

Extended by request for length of time garden is closed

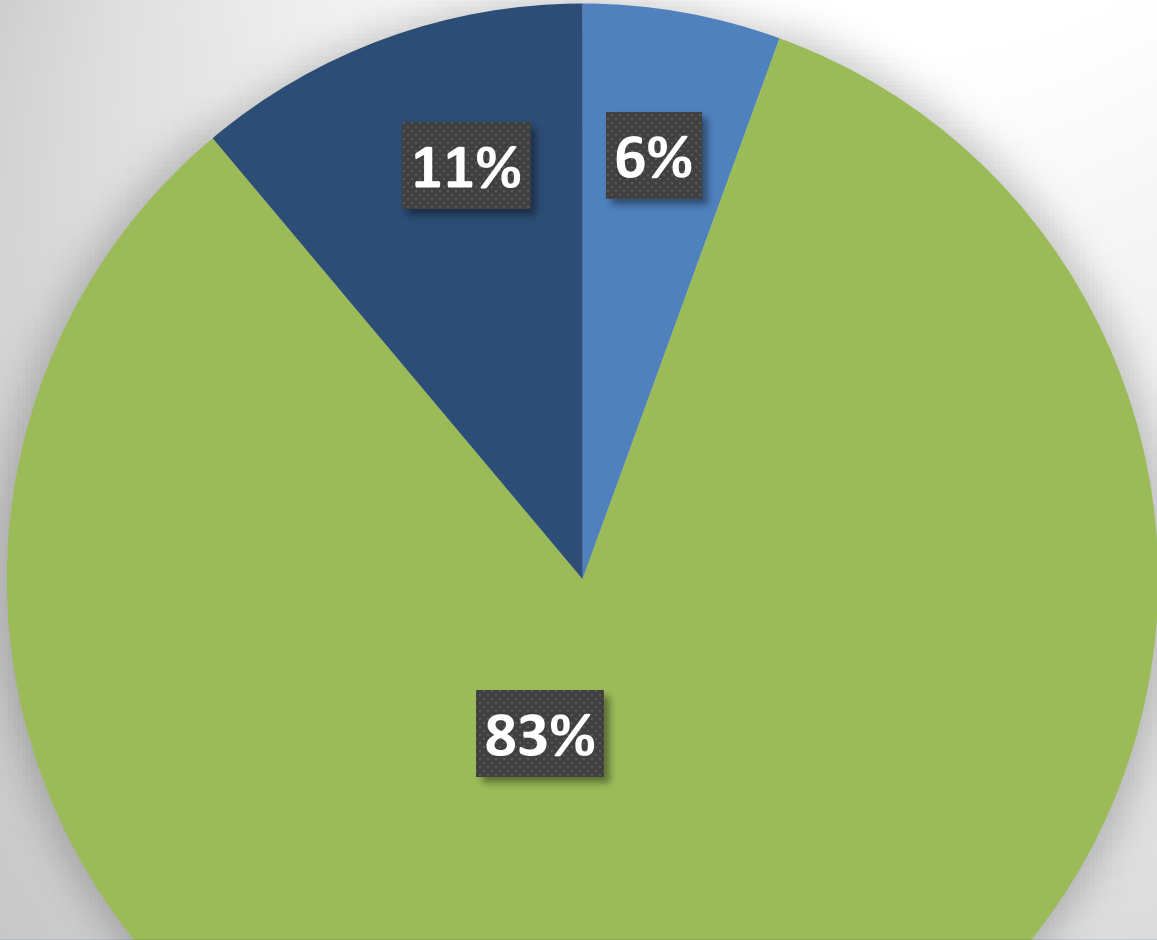
No paid admission, so no need to extend

We're still debating if we should extend membership or not. We will certainly on a case by case basis at the minimum.

Extension only by request

Offering extension as requested (so far, 1 member out of 7,200 households)

How are you handling those members that are coming up for renewal, in terms of policies or communications?



- same schedule for renewal, no change in communication
- same schedule for renewal, modified communication
- Other

Other - Text

New program, uncharted territory.

only doing email renewal for now

How are you **engaging members** during this time?

Social media, videos from senior staff, increased email communication, virtual book club, periodic updates on closure

Online classes, social media video interviews, virtual visits, online youth education programming

weekly members email; larger organizational weekly email; rolling forward new virtual garden experiences (BBG@Home) that will be available to all, from videos of the bloom seasons, photo highlights, presentations and pop up classes; planning a welcome back for members at a right time

We are offering daily video tours, and we continue to communicate with updates. We actually just added a second campus, adopting another nature-based nonprofit that was close to going down. That has given us fresh things to communicate about.

Email, social media, virtual tours on website, etc. - #naturalnourishment campaign.

We are making phone calls to all of our members alerting them to stay connected through our website and facebook for livestream concerts weekly and virtual garden tours, a blog page and weekly email blast

Offering members priority on plant orders for our spring sale (our largest annual fundraiser).

How are you **engaging members** during this time? (Continued)

Posting photos and descriptions of gardens and staff working to plant and maintain.

using social media for photos and contests and email for membership extension and other communication. Also, we are making personal phone calls to check-in on specific groups of constituents (top donors/higher level members/volunteers).

Thank you phone calls, letters referencing the COVID-19 crisis and direct appeals for support

New virtual book club, members-only online plant sale, lots of interesting online content

more online opportunities to engage. more frequent email newsletters

Lots of digital engagement opportunities ranging from virtual garden tours to botanical coloring sheets. We are creating Cheekwood wallpaper for computers and mobile devices which will be shared with members next week. Members and all constituents are invited to engage with us via social media, including sharing their own posts.

I've begun emailing to a number of our member and donors individually, just checking in on them. We've increased our overall digital engagement, including revamping our emails to being twice a week and more thematic, instead of focused on upcoming programs. We are also increasing our social media presence, especially trying to share video and photos of the site. We have sent out an email to members with a letter from the executive director giving an update on things. We're thinking about doing some virtual experiences with members and senior staff.

How are you **engaging members** during this time? (Continued)

We are sending a weekly exclusive member email with repurposed content (blog posts, DIY articles, videos, etc). Members are also added to the marketing email for additional content (TBD on how often those go out). We're also encouraging members to follow our social channels for daily bloom alerts.

We have made podcasts and videos that are available on our social media and/or website.

Via weekly email updates. Daily instagram posts of what is blooming.

Our Board and staff are working through a call list to say hello see how folks are doing. We're increasing our social media presence and trying to bring as much of the Gardens as we can to them. We've kept the same frequency of e-mails, but we're trying to be very mindful of language and content. All outbound communications have been or are being reviewed to be sensitive to the topic, while speaking to how much we appreciate their support, especially in this uncertain time.

We are calling every single member household to check in, thank for their support, invite to upgrade/renew and give updates on what we are doing in their garden while they are away.

lots of social media, more frequent emails with emphasis on engagement (things to read, watch, do, etc.).

Describe any **feedback** you have gotten from your members during this time, positive or negative.

Members have continued to renew, some upgrading to support us more. Have not seen any negative feedback yet.

Positive - Miss us, want to reopen but understand. Appreciate the renewal extension and online content. Giving to Staff Support Fund

Negative - Upset about closure/not being able to use membership

most all very appreciative, very positive and understanding, wishing the staff well and letting us know how much the garden means to them and how grateful they are for BBG's communications and the new experiences we are bringing to them at home; members grateful for the current 2-month extension on membership cycles. really no negative feedback; NYC residents deeply understand this once things became very clear. Few requests for refunds.

The overwhelming majority have been supportive. We continue to get gifts daily with renewals, and we quickly exceeded a giving challenge and a matching challenge for memberships. A few people have said they will only renew or join when we reopen, and we have had 2 or 3 out of 14,000 ask for extension. We have had a few sour grapes, but if I had to guess, I would say 98% of members are highly supportive.

Very positive response to #naturalnourishment virtual tours and social content. Membership sales have been impacted negatively, of course.

Describe any **feedback** you have gotten from your members during this time, positive or negative. (Continued)

Most members are in support of our efforts and love the live stream concerts. Some want to know about extending membership amount of time we are closed? Some don't understand why we are closed because we are a garden?

We have seen an increase in brand new memberships and a slight decline in renewals at this time.

Some members would like us to open for members only. We do have 300 acres for people to socially distance, but the one portal makes it difficult to manage.

They've really enjoyed the extra pictures/videos; they have called to offer volunteer support in creative and unsolicited ways; many have given who were previously members only; we did receive some push back for closing the Garden proper (not the buildings/facilities).

Positive comments from the public that the photos being posted on our social media sites are beautiful and they're sad that they can't come see the tulips, hope for coming to visit once we reopen

overall positive

positive, higher open rate on emails and people are really engaging

Describe any **feedback** you have gotten from your members during this time, positive or negative. (Continued)

When we initially closed, we had a few complaints from members, but as COVID-19 closures have become more widespread, most are now supportive. We have seen a number of members renew, taking advantage of the 13 months for the price of 12 that we are offering right now.

Renewals are down, but we do have people still joining and renewing. We have heard from some people who want to know why they can't visit the gardens like they can other county parks or why we can't go to a virtual plant sale.

Overall, feedback has been really positive. For the most part, members have been very understanding and grateful for the automatic two-month extension. We sent out first renewal email on April 7 (same email for anyone currently in the cycle) and got a really nice response (over 100 gifts in first 24 hours).

There have been a handful of members who don't understand why the Garden can't be open, are upset we aren't extending memberships longer, etc. BBG has over 17,000 member households, so we won't be able to make everyone happy, but overall, very nice responses so far.

Many members are sending in their membership dues and happy to support us.

People seem grateful for keeping them updated, even if it seems to be continually bad news about additional cancellations.

Describe any **feedback** you have gotten from your members during this time, positive or negative. (Continued)

The feedback has been overwhelmingly positive. Our supporters and community love the Gardens, and they want to help if they can. It's very uplifting. We're not cutting back on the donor love and outreach.

Our members are delighted with our online content (live concerts, garden walks, nursery tours, etc) and have responded wonderfully to our calls to them. Everyone asks when we will reopen and are looking forward to visiting us again soon!

Most has been positive, but several people are not renewing because of their personal situations that have resulted from this current crisis.

How have you had to **manage relationships with your individual donors/corporate partners or sponsors** during this time? Describe how you handled situations in which funds had been committed to sponsoring fundraising events, projects, or programs that were canceled. (Not including individual tickets to events; see next question.)

Most sponsors donated the funds committed to our cancelled event.

n/a (no major events involving corporate partnerships held during this time)

Yes; proactive in that. We've sent early update communications to all donors/funders on the closure of the Garden and several updates since - including the immediate and deep financial impact to the organization due the spring closure; we've also begun individual conversations with funders and a new more focused series of emails regarding status of support. Some have already stepped forward to un-restrict support or to make gifts/grants early so we have their funds in hand now; more conversations to come, especially with individual donors and event donors. Our gala will be canceled but we will create a virtual event for the community around that time and will ask all current gala donors to consider un-restricting their support to serve as core support to BBG now and/or to be partners to this virtual event. We'll do the same with other donor/funders who have program specific support.

Unable to answer - I am membership, not development. I do know we had one donor issue a \$50,000 match and it was quickly exceeded.

n/a

We are communicating with our sponsors/granting organizations on a case by case basis, and revising our commitment agreements with them.

How have you had to **manage relationships with your individual donors/corporate partners or sponsors** during this time? (Continued)

We had an event scheduled in May and already been receiving sponsorship \$\$ and individual purchases. 95% of these gifts were converted to general operating support vs. refunds when we asked the donors to consider this option.

We've held virtual cocktail gatherings for the committee and others involved to keep them engaged for next year (event cancelled for 2020, not postponed)

We were forced to reschedule a major fundraising event but all sponsors have been understanding and are on board with the new date.

We had to cancel our annual major fundraising event. We offered refunds on tickets and sponsorships. Most upper-level tickets and sponsorships were donated, approx. 75% of lower-level ticket holders asked for refunds.

One major sponsor of 6 senior free days asked that we just extend their free days into the fall, we had offered an online experience instead which they declined

checking in with sponsors. not asking for commitments for summer events yet, because who knows. one main sponsor said they'd be there if we do the event.

Thankfully, we have postponed, not cancelled, most events that have sponsors attached. One event was cancelled, and we have offered that sponsor the opportunity to sponsor a different event later this year.

We have been keeping up with corporate and individual donors via email and phone calls.

How have you had to **manage relationships with your individual donors/corporate partners or sponsors** during this time? (Continued)

I'm still figuring this one out. Our biggest fundraiser isn't until November, so I've been a bit unsure what to do yet.

The Major Gifts team has been reaching out to high level donors with updates on the Garden; they've been receiving the member engagement emails as well. They are working to determine the best way for any restricted gifts to be changed to unrestricted.

Sponsors for the cherry blossom festival did drop out. Other corporate members and funders seem to be willing to work with us on what we need.

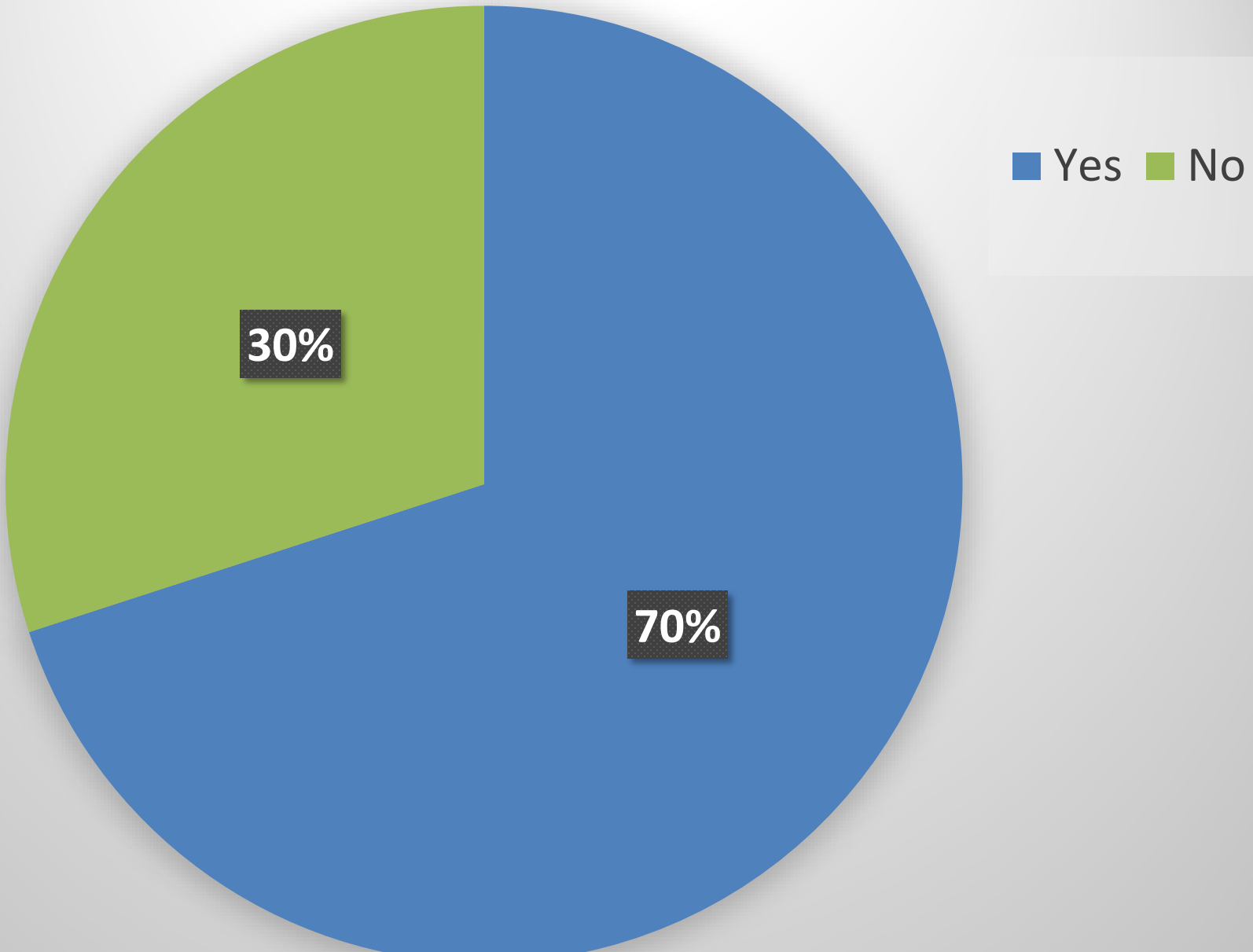
We still need to reach out to sponsors of the gala. We have been waiting to get an exact plan of what we are doing first.

Fortunately, we decided not to have our major fundraiser before asking for sponsorships. Notified the usual sponsors that we weren't having it this year, but to watch for a fall fundraising event.

Extremely personalized approaches for every donor and partner have been necessary. Some of our donors are asking that we proceed as planned--when we can. Some of our donors are reallocating their funding to "greatest needs." Some of our donors are stepping back from their pledges--for now. Everyone has their own need and we are being as flexible as possible.

Our partners and sponsors are also requiring individualized responses. Some are asking that we reallocate their funds for future projects/programs. Others are happily delaying our projects that we were working on together. Yet others are saying "keep our funds. Use them however you need them." And, we have also heard, "keep our money. we'll let you know what we want to do when we know what we want to do."

Did you have **ticketed events that were cancelled?**



How did you handle the **refund or conversion-to-donation strategy** for ticketed events that were cancelled?

We suggested that ticket funds be donated, but refunds were given by request.

conveyed the message and options upfront in announcement and follow-up emails

We have offered conversion to donation or to membership, and the remainder have been refunded.

We cancelled classes, not events, so it was just a straight refund or option to get garden credit to put towards a future class, event, membership, etc.

Each person was called and asked to consider donating their refund

On a cancelled race, we did not refund, but offered a 50% discount on next year's registration. Only a few participants had negative feedback about this and were issued refunds.

On two postponed concerts, we offered to transfer the tickets, provide refund via eGift card or check refund. Most opted for the transfer.

Not sure - our friends group manages all the sponsorship and ticket sales. We've moved our largest fundraiser from June to August. The bit-smaller fundraiser originally scheduled for August has been canceled for 2020. Hoping September and December events can continue as planned.

Emails about the cancellations went out, the option to convert it to a donation or membership was offered. I believe most opted for refund.

How did you handle the **refund or conversion-to-donation strategy** for ticketed events that were cancelled? (Continued)

We asked that folks consider a donation but offered to refund, lower level ticket holders who were not connected to us and were more interested in the event, asked for a refund. Upper-level folks are more connected to us and did not ask for refunds.

Announced via email and offered refunds upon request. Our staff has responded to emails and phone calls to process refunds. Some constituents have chosen to donate their ticket fees.

For events that had already sold tickets, we emailed participants and asked them if they preferred a refund or to convert to a donation. We had other events impacted that we hadn't yet started marketing heavily.

An email was sent to ticket buyers saying we would refund them, but asking them to donate the tickets back to BBG. They were directed to a form to pick an option. Not sure how many people opted to donate, but we'll send a follow-up email to anyone who didn't respond.

We have let people know that they can request a refund or use for another event in the future.

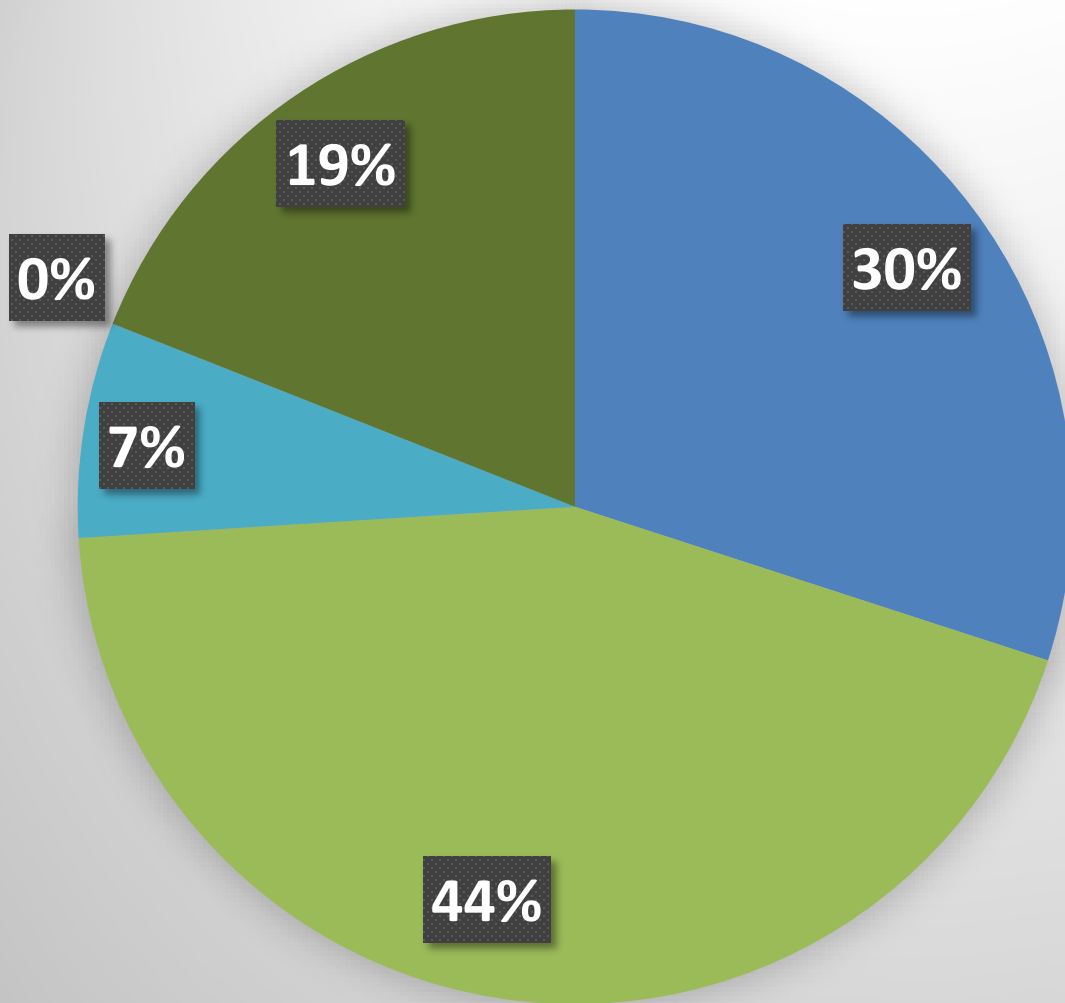
In our first sweep of cancellations, we had too many to reach personally. So, we processed automatic refunds for our credit card purchases and called the rest with a request for consideration of converting the ticket to a gift.

Now that we have more time and infrastructure in place, we are calling every ticket holder to ask if they would like a refund, to make their ticket a gift, or to split it.

We have had a remarkable reaction to these requests and everyone who can is making the gift. Some folks are candid and share that they just can't because they are supporting family and every cent counts. When that happens, we underscore that we understand that everyone's circumstances are different.

In retrospect, we should have called all of our ticket holders from the very beginning. We left a lot of funds on the table by doing automatic refunds. We are updating our "emergency plan" to document how to organize the calling-all-ticket holders process so we don't make the same mistake again.

Are you continuing to **fundraise actively** during this time? (select all that apply)



- emergency funding, new campaign - 30%
- refresh of regular seasonal campaign message to emergency funding message - 44%
- capital campaign fundraising - 7%
- we put the brakes on fundraising right now - 0%
- Other - 19%

Other – 19% Types of Fundraising Employed

Lots of grant writing

very soft asks in newsletters

put the brakes on the end stages of a campaign, because of the need for operating dollars

We will soon begin a new campaign for emergency funding, but that hasn't happened yet. We continue to pursue donors/gifts that were in the pipeline.

If you are crafting a new case for support, what are you saying? (solicitation language you are using; feel free to copy and paste your own samples)

Help us avoid staff layoffs, please contribute to Staff Support Fund.

As we all navigate the coronavirus and a challenge unlike any we have encountered, we want to first offer our well wishes to you, and your family.

Times like these, as difficult and painful as they are, tend to bring us together as a community and to take care of each other and the assets that we believe are most important.

The Leadership at DSBG remains committed to the mission of the garden during these uncharted times, working to preserve its incredible beauty and legacies. Following a significant reduction in staff this past Monday, the remaining essential staff is working diligently and safely each day to maintain all the garden and its reception and maintenance facilities.

COVID -19 has resulted in substantial losses in revenues from admissions and private receptions, revenues that we as a non-profit depend upon for maintaining operations. As a result, we are asking you to kindly consider a general contribution at this time so that we can offset some of these lost revenues.

Your generosity has been the backbone of our growth over the past two decades. We encourage you to give thoughtful consideration to this request as we continue to grow into the future.

If you are crafting a new case for support, what are you saying? (solicitation language you are using; feel free to copy and paste your own samples) (Continued)

The Garden has lost a substantial amount of admission dollars due to COVID-19 closing our doors during our amazing spring bulb display which annually welcomes over 10,000 visitors. We need your support to close this major funding hole.

"Keep Cheekwood Blooming" is the tagline. We are using variations of the following:
For 60 years, Cheekwood has served Nashville as a place of joy and solace. During this closure, your support is more important than ever and will keep Cheekwood Blooming for years to come.

I haven't drafted our emergency fund appeal yet, but here's our revised case for renewing membership:

Dear «House_Hold_Salutation»,

First and foremost, thank you for your support this past year as a «Membership_Name» member. Your support has cared for London Town's historic and horticultural treasures. Your generosity educated 5,500+ students. You have made London Town a place of storytelling and community. I am incredibly grateful for you.

I hope you'll take this opportunity - when the museum needs you the most - to renew your <<Membership Description>> membership, which expired on <<Membership Due Date>>. I know that not everyone can renew in this difficult time, but if you're among those who can, you will be making a difference in preserving and sharing this special place. You can renew using the enclosed envelope or online at www.historiclondontown.org/member.

If you have any questions, please reach out to me at lauren@historiclondontown.org or 410-222-1919 x205. However, please bear with me, as it may take a little extra time to respond to you!

While London Town is currently closed to the public, we're still working hard behind-the-scenes to care for the beautiful gardens, preserve the historic William Brown House, and plan for an exciting array of programs when you return. We're also exploring new ways to provide you and our community with opportunities to continue to engage, to learn, to share, and to experience this remarkable place. You can find these on our blog, Facebook, and Instagram pages as well as in newly revised emails focusing on history and horticulture. More information is at www.historiclondontown.org.

Thank you for being part of the London Town family. I can't wait to welcome you back! I appreciate your continuing support – now more than ever. Thank you so very much.

If you are crafting a new case for support, what are you saying? (solicitation language you are using; feel free to copy and paste your own samples) (Continued)

For membership, we are shifting language in the renewal emails to focus more on support for the Garden and the impact their gift will have.

We just explained that money is still needed when the garden is closed.

The cancelation of our plant sale, garden gala, and numerous rentals have resulted in a loss of over 50% of our yearly operating budget, if you are able, please consider giving now to help offset those losses.

Yes. The need and the mission hasn't changed, even though we are close to the public. We must maintain the health of the plant collection, support our staff, and prepare to re-open, whenever that may be.

I'd be happy to share the full shell and copy of our spring appeal. Did I read there's a COVID-19 APGA community where we could upload those materials? I don't want to copy and paste our whole letter here.

Every Quarter Counts Online Campaign

What is 25 cents worth? More than just a simple quarter, the money collected from our fish feeders directly supports the Gardens. Just by exchanging a quarter for a handful of fish food, you help keep our Gardens growing.

But, it counts so much more. In our 91-year history, hundreds of thousands of kids (and kids-at-heart) have enjoyed the simple pleasure of feeding the koi that call the Singing Tower's moat home. By feeding the koi, these kids have made the world a bit better and more beautiful—just as Edward Bok encouraged us all to do.

Their generosity counts. Will you join them?

In these uncertain times, rediscover the childhood magic that comes from a simple handful of fish food. Every \$25 donated online is a virtual quarter to help keep your Gardens growing. Like the Koi, we will keep swimming. And, with your quarter, we will keep caring for our koi and our beautiful Gardens.

Thank you for your support. It really counts.

Describe any conversations you are having with **grantors** regarding grant deliverables impacted by garden closures. What **advice** would you have for those in this position?

All very upfront, forthright and clear in our presentation to funders - and that if they are able one of the best ways they can help the institution now is to maintain support and allow it to be unrestricted, or if needed to support activities we are doing virtually and/or the core staff team so we have them when we are able to re-open (80% of the institutional budget is staff/benefits...programs don't happen w/o a staff them there and able to do them; so our msg now is also protecting staff to the extent we can is a way of protecting the institution and the programs, and is the right thing to do). Advice to grantors - help work with us, be flexible, rise to the challenge, let us know what you need and how we can support it to produce the best outcomes in this situation. We can, all, still make a lot of good happen together.

Communicate transparently and often!

Grant award timelines have been pushed back. We just have to hold tight. Although, foundations are heavily aware of the funding impact on nonprofits.

Describe any conversations you are having with **grantors** regarding grant deliverables impacted by garden closures. What **advice** would you have for those in this position? (Continued)

All of our grantors are extremely understanding

requesting more flexibility with how we use the funds already granted. just ask

Keep the conversation candid and open. Plans are in flux at this point.

I've reached out to several of our grantors, just to check in with them and to see if they're discussing rapid response funding. They've been happy to hear how this is impacting us. Several are doing surveys to gauge the field. Some are beginning to offer revised grant agreements or rapid response funding, and some are still figuring it out.

We are not really in conversations with grantors right now. I would just communicate. They must understand the situation.

One grantor has reached out and let us know that our funding is safe, even with programming on hold.

We will communicate with other grantors shortly, and be honest with them about our situation. We will also be interested to hear how their organization is doing.

We have had very open, candid conversations with our grantors about the realities of our operations and our needs. Our governmental grantors are not able (yet) to change much of our grant agreements but are extending deadlines and are working to find ways to modify our agreements.

Our corporate and foundation grantors are incredibly understanding and supportive. They are asking us to tell them what the best way forward might be and 100% of them have followed the next steps we have suggested.

My recommendation is to be as open and honest as you possibly can. Prepare your new "ask" before you call them and have a clear picture of what the best-case scenario would be for each grant/project through the lens of today's realities. That clarity is respected by grantors and inspires confidence in us as partners. I believe we are entering into a whole new level of partnership with these funders that will impact our work together well into the future.

Are you, or do you plan to share information with your donors about the **\$300 of gift deductibility** for all taxpayers due to the CARES Act?

not sure

Likely

Probably

n/a

Including in Acknowledgement letters right now as a simple way to just make them aware.

Yes

No, not at this time.

yes, when the time feels right to ask for \$\$

Not at this time.

Yes, but I haven't worked out the specifics yet. It'll probably be a part of our spring campaign for the emergency fund, in coordination with some sort of match from the board/former board members.

Potentially. That will be more for the major gifts team to decide.

Maybe. Not sure yet. To me, the 100% up to AGI seems more important.

Not yet. We do talk about tax deductibility in other fundraising vehicles (planned giving, newsletter articles talking about DAF/IRAs), but right now I think that gets in the way of the clear and urgent need for support, which is more an emotional case for support right now.

What else in your development or membership operations **has been impacted**? Share stories or examples.

The other is simply helping staff learn to work together, remotely, and in new ways. While keeping spirits up in a time of great uncertainty (including job security).

Renewals are definitely down, as are new memberships - our Welcome Center is a huge source for both of these. And I have been unable to print membership cards because I am unable to go into the office.

Just sales so far.

We've seen even higher restrictions on grant funding from foundations since so much is being directed to front-line nonprofits. (healthcare, food, shelter, etc.)

We are very carefully crafting our planned giving messaging, not asking but instead providing resources

We have worked more collaboratively with the Education team to create opportunities for digital engagement, such as a series of children's art projects that can be facilitated by parents at home. Our "Drop Everything and Read" Day is now a full month of reading recommendations / projects shared digitally instead of a daylong reading celebration on site. We are doing our best to keep donors and members engaged and excited about things that are coming up after we reopen.

What else in your development or membership operations **has been impacted?** Share stories or examples. (Continued)

On the staff side, our first ever Development and Communications Assistant, who was just hired in February, was let go. If the Paycheck Protection Program doesn't start soon, we will have to furlough more staff, and I'll be taking a pay cut.

Our biggest membership day of the year is our Spring Plant Sale. There's a member/volunteer preview on Friday followed by the full sale on Saturday. We get more memberships that day than any other in the year. This will greatly impact that.

I was planning a series of member tours and events that are all now on infinite postponement. I hope to translate some to online events, but our time and capacity is running so low, as we're a very small site.

Processing checks and not being able to easily communicate with members via mail.

We have a strong volunteer program. They are not allowed at the Garden with our skeleton crew so that has been hard.

Like others, we've completely lost on-site revenue. No education classes or workshops, no gift shop sales, no programs or exhibitions. We have large plant orders incoming for our Mother's Day weekend plant sale and are exploring an online order and curbside pickup, if possible.

We have prepared furlough/layoff scenarios but have not yet had to implement them. Our renewals have decreased significantly and not having in-person membership sales has been devastating to our annual goal. We are having to completely reevaluate what the future of philanthropy looks like for our garden and re-think the 5-year fundraising plan we were using to guide our daily operations.

What else in your development or membership operations **has been impacted?** Share stories or examples. (Continued)

For membership, our direct mail acquisition campaign was just dropping right as we closed. We elected to send it out anyway, hoping to recoup our costs. Overall, membership transactions have decreased.

Have questions? These Members are willing to be a resource for you:

Name	Organization	Title	Email
Amanda Behnke	California Botanic Garden (Formerly Rancho Santa Ana Botanic Garden)	Director of Advancement	abehnke@rsabg.org
Lori Bockstanz	Lady Bird Johnson Wildflower Center	Director of Membership	lbockstanz@wildflower.org
Leslie Findlen	Brooklyn Botanic Garden	Sr. VP Institutional Advancement	lesliefindlen@bbg.org
Emily Lane	Marie Selby Botanical Gardens	Membership Manager	elane@selby.org
Elizabeth Sheets	Cheekwood	Chief Advancement Officer	sheets@cheekwood.org
Lauren Silberman	Historic London Town and Gardens	Deputy Director	lauren@historiclondontown.org
Whitney Smith	The North Carolina Arboretum	Marketing & PR Manager	wsmith@ncarboretum.org
Michelle Spreitzer	Daniel Stowe Botanical Garden	Director of Development	spreitzer@dsbg.org
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