Market Volatility Fundraising 90-Day Plan SAMPLE

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| Strategy | Who | When |
| Immediate Communications – Donor and General |  |  |
| For example: create new messaging throughout communications; weekly email from ED/CEO with relevant content, impact story and highlights of continued need; begin video series |  |  |
| At-Risk Events |  |  |
| For example: convert Spring Gala to online giving event, complete with auction/paddle raise, guest speakers, table captains – invest in tech consultant |  |  |
| Annual Fund and Digital Response |  |  |
| For example: create emergency fund appeal (run for 90 days); increase social media postings and positioning; divide active donor base by all staff for personalized attention and stewardship calls |  |  |
| Major, Capital and Endowment Campaign Strategy |  |  |
| For example: convert cultivation efforts to phone-based, ensure all materials are digitally accessible; support each volunteer with an updated and customized cultivation and solicitation strategy; allow pledges to be made and be funded flexibly, including 2021 deferral. |  |  |
| VIP Donor Stewardship |  |  |
| For example: see above annual fund staff portfolios; below for board allocation of key donors; above for all enhancements of communication tools |  |  |
| Board Leadership |  |  |
| For example: immediate allocation of 2-5 key VIP donors to board members for 90-day communication plan; event outreach to key sponsors |  |  |

Crisis Communications Questionnaire

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| Question | Answer |
| 1. **What is your crisis operation plan? What must you, will you do during this time – next 30, 60, 90 days?** |  |
| * Distribute special funds for…   + To whom * Raise special funds for… (do you have a short-term fundraising and cultivation plan?)   + From whom * Conduct regular business   + Manage investments   + Receive grant reports   + Etc. * Pay staff * Work remotely |  |
| 1. **Additionally, what percentage of your current budget is funded with private dollars and how does this affect cash flow?** |  |
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| 1. **If the crisis grows, will your operations change? If so, how?** |  |
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| 1. **Who are your audiences? Please provide detail.** |  |
| * Local, regional and/or national? * Clients/customers * Staff   + Frontline   + Admin   + Leadership * Board/s and committees of the board (marketing and comm committee?) * Community   + Neighbors   + City leaders   + Program partners   + Other NPOs * Volunteers * Donors   + Annual   + Major   + VIP * Media |  |
| 1. **What are your primary communications channels and how frequently do you use them? Include owned, earned and paid.** |  |
| * Website * Email * Social – which? * Media – local mainstream, trade |  |
| 1. **What do you need to tell your audiences?** |  |
| This is a more complicated question – let’s walk through it.  Your internal staff and board will need details about work hours, communications platforms and contacts, meeting schedules and general operational details. You will also want to talk frankly and clearly with your internal audience about any disruptions in work and pay. They should be a part of major decisions and hear any major developments or announcements first. They should be provided with organizational talking points on the overall crisis and be privy to all info shared with external audiences. Your staff is your frontline and including them in all communications creates a united front and reduces confusion.  Your external audience will need to know your hours of operation and how to contact your staff or seek services. They will need to be alerted if you are giving out funds or offering services and support. If you are raising funds, they will need to be asked. Your external audience can help get the word out and create momentum around an effort. Be brief, be clear and share what is necessary to inform them of your efforts and call them to action.  Finally, take this time to also reach out regularly to your donors. While they should be receiving the external communications above, your donors – especially VIPs – will want to see your organization jumping into action and hear how they can help further. See also your short-term fundraising and cultivation plan referenced in #1 above.   * Messages for your internal audience: * Messages for your external audience: |  |
| 1. **During the crisis, when and how often should you communicate?** |  |
| If you have something to share, do it. Don’t cut and paste a long COVID message about how you’re cleaning your office. Everyone is hoping you’re doing that without being told about it.  Share information for the community good and that needs to get out. Short, frequent bursts are better than long-form emails and documents. Consider creating a resource page on your website to serve as a clearinghouse for information for your stakeholders.  Finally, timing can change rapidly as the crisis develops and new things are learned. Be alert, flexible and calm. When you bring reason and value to a situation, people will listen. |  |
| 1. **Who is responsible for communicating? Who is filling what roles?**  **Do you have communications staff or a marketing/communications committee of the board?** |  |
| This is a little different in every organization. Answer the questions below to determine communications roles and cadence needed to strategize, create and execute a communications plan.  Strategy – who is involved with determining organizational direction? Who drives the message? Who approves it? Do you need outside assistance at this time?  Creation – who uses the info above to craft the message? Who creates the creative to go with it? Who approves it? Do you need outside assistance at this time?  Execution – who creates the web post and loads the email platform? Who schedules the posts? Who approves it? Who tracks the feedback/data? Do you need outside assistance at this time?  Finally – who is your media/community spokesperson? Make sure everyone internally knows who this is and refrains from any “proactive” posting and commenting. Share this person’s contact information with the media and other key audiences. |  |
| 1. **Other considerations** |  |
| * You will want to document your missions work during this time to share later. Short videos are great ways to let all audiences know the value of their work and investment. * People will keep giving, so keep fundraising. Make sure you’re prepared to tell people how their gift will be used during this time. * Continue regular meetings of staff and board to ensure operations and message are on point, and to give people the opportunity to ask questions. Keep that united front. * Choose the phone or video conferencing over email in order to stay connected while working remotely. * Authentic messages come from authentic efforts. Now is the time for your mission to shine through your work and your words. |  |
| 1. **And finally, our fundraising advice at this time…** |  |
| Lead, communicate, listen, repeat.  These are confusing times and your supporters likely have family and jobs and all kinds of things to worry about. If you don’t reach out regularly and keep them tethered to the mission, they could easily drift away. Contact your donors to let them know how much you value them and their support, especially in times of distress or ambiguity. Do this 1:1 with key donors (and take advantage of technology like FaceTime and remote meeting platforms). Ask your board chair to make a new gift to demonstrate commitment to the cause and vision for the future.  Consider how to express your mission digitally.  And this doesn’t need to be fancy or expensive. Record a small performance and post it on-line. Post a certificate of graduation on Instagram. Pull out some older photos of group activities and re-post them with new insight or narrative. You’ve got the material – repurpose it to keep energy and activity (and needs) high!  Keep your major gift efforts front and center – do not dial them back, just pivot the purpose.  Instead of going for the ask, use the meeting to inform your donor of recent accomplishment and/or dive deeper into the project at hand.  Ensure your team and department are functioning optimally.  Become a best practice! Consider conducting a quick assessment and creating a new strategy so that when things turn around (as we all know they will – remember the Great Recession?) you are first out of the gate! |  |

Crisis Communications Plan SAMPLE

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| Audience | Message/s | Channel/s | Frequency/dates | Who | Completed/notes |
| Staff |  |  |  |  |  |
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| Board |  |  |  |  |  |
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| Client/customer |  |  |  |  |  |
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| Donor |  |  |  |  |  |
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| Volunteers |  |  |  |  |  |
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| Community |  |  |  |  |  |
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| Partners |  |  |  |  |  |
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| Media |  |  |  |  |  |
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