STATE OF THE ENVIRONMENT
SECTOR

Fundraising Research and Advice

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CONTEXT AND TODAY’S CHALLENGES

**Context**

Change in US charitable giving, 2016-2018 in current dollars*

<table>
<thead>
<tr>
<th>Category</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total charitable giving</td>
<td>7.9%</td>
</tr>
<tr>
<td>Giving to environment/animal organizations</td>
<td>13.5%</td>
</tr>
</tbody>
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**Challenges**

- Stand out and remain relevant
- Build relationships with the next generation of donors
- Communicate the outcomes of your work

The “Trump Bump”
Methodology
METHODOLOGY

Project Definition
- Defined purpose and sector parameters

Electronic Survey
- Launched to 300 organizations
- Collected benchmarking information from 24 organizations (8% response rate)

Interviews
- Interviewed 18 of the 24 organization and development leaders

Analysis & Report
- Developed comprehensive report of trends and themes
Organizational Profile: Last Completed Fiscal Year

<table>
<thead>
<tr>
<th>ORGANIZATIONAL BUDGET</th>
<th>DEVELOPMENT BUDGET</th>
<th>CONTRIBUTED REVENUE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Largest</strong></td>
<td><strong>$208M</strong></td>
<td><strong>$40M</strong></td>
</tr>
<tr>
<td><strong>Smallest</strong></td>
<td><strong>$150K</strong></td>
<td><strong>$10K</strong></td>
</tr>
<tr>
<td><strong>Median</strong></td>
<td><strong>$4.8M</strong></td>
<td><strong>$900K</strong></td>
</tr>
<tr>
<td><strong>Mean</strong></td>
<td><strong>$30.5M</strong></td>
<td><strong>$5M</strong></td>
</tr>
</tbody>
</table>
Survey Findings
KEY FINDINGS

- Prevalence of endowment
- Staffing changes
- Increase in first time donors/members
- Impact of 2016 presidential election
- Campaigns
Interview Findings
#1: THE DESIRE—AND NEED—TO ACT QUICKLY IN RESPONSE TO A FAST-MOVING POLITICAL ENVIRONMENT

- Be nimble
- Develop clear plans for different outcomes
- Secure leadership buy-in
- Craft a clear, persuasive messaging strategy to rally existing supporters and engage first-time donors
- Take advantage of opportunities—with caution, depending on your donor base
#2: CONCERNS AROUND DEMOGRAPHIC SHIFTS, STAYING RELEVANT, AND REMAINING DONOR-CENTRIC

- Address an aging donor base and double down on planned giving
- Appeal to a more representative audience and view your work through a DEIA lens
- Ramp up online engagement efforts
SOME CORE ELEMENTS OF ONLINE FUNDRAISING

- Mobile-responsive website and emails
- Accessible and user-friendly donation page
- Online giving incorporated into current annual giving plan
- Thank you / immediate stewardship—especially landing pages
#3: AN EMPHASIS ON TAILORED ENGAGEMENT STRATEGIES

- Develop interest-driven programming to respond to donors’ desire for deeper involvement
- Emphasize outcomes and the tangible results of your work
#4: THE FUNDRAISING OPPORTUNITIES AND CHALLENGES THAT CLIMATE CHANGE AND OTHER KEY ISSUES BRING

- Tie your work to the urgency of climate change
- Work in coalitions to amplify impact and relevance
- Focus locally to make impact tangible and relevant
- Talk about the long game to keep environmental issues at the forefront
#5: INCREASED INTEREST IN STORYTELLING, MID-LEVEL GIVING AND A NUANCED APPROACH TO RESTRICTED GIVING

+ Use storytelling to foster emotional connections, instill hope, and create compelling calls to action

+ Create and enhance customized programs for mid-level donors

+ Attract transformational gifts by tying them to a specific vision
What if magnificent spaces were no longer ours to roam? Join the movement to save #OurWild from privatization.
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#6: UNCERTAIN IMPACT FROM TAX LAW CHANGES (SO FAR) ALONGSIDE A RISE IN GIVING FROM DONOR-ADVISED FUNDS

- Make sure you have a compelling case for support
- Remind donors about the opportunity to give charitable contributions from their IRAs
- Be ready to talk about the opportunity for donors to give through DAFs and adjust your approach when soliciting multi-year pledges
WHY DO PEOPLE MAKE MAJOR GIFTS?

“...typically, giving decisions are anchored deeply in beliefs.”*

Belief in the mission of the organization
Belief that the gift can make a difference
To support the same causes/organizations year after year
To give back to the community

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GIVING THROUGH DONOR-ADvised FUNDS

Promote DAFs on all your communication channels to donors at all levels

Make it easy for donors to recommend DAF grants to your organization

Don’t be afraid to reach out to DAF holders with more than one ask in a year

Understand the rules that govern how DAFs can be used

Use the correct language in thank-you notes for a DAF grant

In February 2019, Campbell & Company hosted a webinar exploring the latest DAF trends. To watch a recording, visit: bit.ly/CC-DAFs
#7: A RECOGNITION THAT SUCCESSION PLANNING MATTERS, BUT A LACK OF DEDICATED RESOURCES

Embed succession planning into your organizational culture.

- Give staff growth opportunities.
- Make it clear when you have a staff member in mind for a leadership position.
- Work with emerging leaders to build skills.
- Cultivate a level of trust and openness among staff.
- View leadership transition as a catalyst for positive change.
#7: A RECOGNITION THAT SUCCESSION PLANNING MATTERS, BUT A LACK OF DEDICATED RESOURCES (CONTINUED)

The board’s role in succession planning:

+ Create an emergency succession plan
+ Speak openly with the current leader about their future plans
+ Develop and retain internal candidates for the top leadership position
+ Strive for unity around succession planning initiatives
THANK YOU!

Campbell & Company will be hosting a webinar on this topic on 11/7. Register here:

bit.ly/Enviro-19

Contact me to continue the conversation:

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