

**Transcript from “Fundraising During the COVID-19 Pandemic”
Presented by Brad Layland, CEO of The FOCUS Group, for The Murdock Trust**

Good Morning, Everybody. Steve Moore here, I'm on your screen at least temporarily and hopefully you're seeing as well my colleague Brad Layland. Brad is the lead faculty person of a regular workshop we do called, The Essentials of Development, that is led by one of our program directors, John Franklin. I just want to come on and how much I appreciate you being a part. We are all sheltered at home, at least the part of the time hopefully, and I'm in our study at our home in Portland and all of the Murdock Trust staff working remotely.

I just wanted to come on and recognize what an unprecedented time we're in and so we've tried at the Murdock Trust to really figure out ways that we could serve our constituencies with a variety of things from how to navigate the current crisis that we are in as well as a variety of more specific kind of programs and activities. On our website we're going to be every day updating some opportunities that are going to be available for people. I would encourage you to be visiting on the website. If you're a current grantee - if you got an open or an active grant - be sure to be in touch with your program director at the Murdock Trust. And for those of you that maybe don't have an active grant, I can imagine you'd like to have an active grant right now. What we're trying to do in this particular case is to provide a response by saying what is fundraising and what is resource development look like in the midst of the COVID-19 pandemic.

I'm on your screen now, but it just a moment I'm going to drop off the video and I'm going to hit mute, but I did want to introduce Brad Layland. Brad has been a vital part of the Murdock Trust the last few years and in particular the workshop I mentioned called Essentials of Development. Brad, let me just say thank you to you again and express appreciation for the way that you, Steve Godfrey, and some of your team have adapted and responded and helped us in this regard.

I know people have submitted questions that we synthesize some of those questions you're going to be addressing those as you walk through the webinar, but I know people find it helpful to visualize the person that is speaking behind a webinar and appreciate that. I know they don't want to continue to visualize me, so let me just say thank you to everyone thanks for being a part today and we'll look forward to conversations going forward.

**Brad Layland, CEO
The FOCUS Group**

Hello everyone, it's a privilege and honor to get to speak to you today. For those of you who I don't know, I'm the CEO of The FOCUS Group and we do major donor fundraising and serve clients all over the United States and around the world. My background is that I was a chief development officer for a large nationwide organization prior to doing what I do now for about the last ten years. We did get a lot of questions and a great response. When Steve asked us to do this, I said sure, and then when 450 people registered for this webinar I thought, well that's a

little larger than a small gathering of people. So we then took all the questions which were about 300 questions and tried to find about twenty of them that were the largest themes. So, I am going to go through them and I'm grateful for the chance to talk to you today. I'm going to turn off my video as well and just focus on the questions, but nice to meet you virtually and now let's go to the slides.

I mentioned a few seconds ago that we had around 450 people register and specifically 226 questions submitted. Sometimes before we go into the questions I think it's really relevant to see what everyone's asking. What are the themes that people are asking questions about? If you look at it you know about 21% of the people were really trying to understand how to make asks. Then you'll see there were a lot of questions, almost an equal number of questions, about communication and how to communicate during the season. How do we deal with donors during the season? Foundations, just about the same number of questions there and then very interesting about 15% of the questions asked, you really just wanted Murdock to answer. They were Murdock specific questions and so I want you to know that we have compiled those questions and we are going to send them to Steve so that Steve can see what you all are asking. You'll see that very few people talked about leadership and even less talked about strategic planning, but I do want you to know we're going to answer questions from all the categories, except the Murdock specific questions - we're going to let Murdock answer those.

Asking

The first set of questions we're going to talk about today have to do with asking. It seems to be the most popular thing. How do we continue to ask for gifts in the midst of this crisis? About a dozen of you asked the question that's being posed here first, *should we postpone all fundraising campaigns until the COVID-19 pandemic is over and the economy has bounced back?* The very direct answer is, no, you shouldn't stop fundraising during this season. Assuming that your organization is still doing its work, paying your employees, and continuing its mission. If you have an additional large project that you were working on, maybe not an essential project, maybe you put that on pause. But in general, right now we need to continue our work, which means we need to continue our fundraising. Now, I'm going to talk specifically about how we modify our asks and how we do things slightly differently, but I just wanted to start off by saying of course we need to keep fundraising.

The next question that was brought up is, *what is the most meaningful way to approach donors for major gifts when we are not able to meet face-to-face?* You know it's interesting, I want to start off by saying that when we approach donors right now, we need to approach them fundamentally different than we did before. In general, I believe that fundraising is all about relationships and that we should be building relationships with people at all levels. Our major donors, our mid-level donors, our small donors. We are always managing a relationship and trying to connect a person with a person. I believe that people give to people and so when we think about major donors and how to approach a major donor right now, or donors in general, we need to start off by reaching out to see how they're doing personally. This crisis presents an

opportunity for you to go deeper with your donors. None of us have ever been here before, so when you call a donor, don't start with how your organization is doing, start with how they're doing. That's actually a principle that I would want you to do all the time, but right now it's incredibly essential that we lead with our donors first and their journey. Then as you listen to them talk about their life, what's going to happen is you'll ask them about their life and then they will ask you about your's and your organization's which will give you an opportunity to talk about whatever specific needs or things that you're dealing with.

Building on that question, *do you have any suggestions for quick sources of funding, to cover unexpected costs required to keep programs running.* Many of you are spending way more money because of this crisis. Some of you had to cancel events. We're going to talk about that too today and that was a common question that was asked. Some of you have less money to cover more services right now and I just want you to know that major donors, who I recommend you reach out to, are the greatest source of funding for unexpected costs. If you reach out to them, in the way that I just said by reaching out to them and starting with them and asking them how they're doing and assuming they're doing well after you ask, they will ask you how you're doing and then that gives you an opportunity to answer. I've been basically saying this for about two weeks now - start by caring for your donors. I've actually been saying this my whole professional life. I believe in putting people first, but I've been saying it to the clients that I serve and to the people that I work with, and they have actually been doing it and they're calling me back. This was a text I got just yesterday, from a head of school of a large K through 12 school and he made a point to call his top 10 donors and ask them how they were doing. He said, "just off the phone with one of my lead donors I did what you said and in response he asked me how our school was doing. He then offered to carry the families who struggle through this crisis." My client, my friend, didn't call asking him to do that, he just called to ask me how he was doing and the response was incredible. Another client did the same thing and shared with me. This particular client is a rescue mission, and typically this particular rescue mission provides meals for hundreds of people a day, but they use food that's been donated by local restaurants. But these local restaurants aren't open anymore so suddenly this rescue mission in New York City has \$60,000 a week of food costs that they didn't have before. They had almost no cost and so in response to the answer of how are you doing, the major donor said, after the executive director answered him, you know I would love to cover all the food cost for you going forward. But again it didn't start or lead with, let me tell you how you can help us, it led with how are you doing?

The fourth question is, *how do we effectively make a case for education, when the world is facing urgent basic needs?* That question was asked a dozen or more times, except the word education needs to be replaced with environmental causes, art organizations, etc.. A lot of you on this call are doing incredibly important things, but compared to basic needs, what you're doing might not seem as urgent. But I want you to know that every organization is urgent because every organization is run by people and at the heart of your organization are people who serve. All of you have staff, who you are trying to figure out how to keep them and keep them paid and so while your essential program might not be feeding homeless people, like I just

shared about, but you have staff that have been serving for a long time, who you don't want to quickly let them go, without trying to keep them by sharing their story with your donors. I think you'd be missing an opportunity. Just remember that the heart of your organization are people and those people are really important. I am talking to two clients yesterday and both of them, the way their tax status is with the IRS, their employees don't qualify for unemployment benefits and so they have this urgent need because if they furlough their employees they can't apply for unemployment benefits. So that's part of the message that has to be communicated as we make the case for why we need donors to continue to walk with us.

The fifth question, *is it appropriate to reach out to companies for donations during this time?* Yes and no. Please use your heads. If you are planning an auction in October, it's probably not the right time to reach out to businesses and ask them for an auction item or something that is nonessential. But if you're an organization that could use a partnership right now, absolutely and especially if it's a gift in kind. I read about how Walt Disney World was shutting down, but they were taking all of their food that they have, stockpiles. Imagine how many people eat at Walt Disney World and all their parks around the world and they're taking all the food and they're donating it. It's gift-in-kind to organizations that distribute it to the people in need. So yes, reach out to companies, but be strategic and use your head as you do.

Communication

Moving away from asking, I want to move a little bit into communications. Lots of questions about communications in general. I'm going to answer three of them that I think covered a lot of what was being asked. The first question, *how much communication is too much with funders or donors, when people are receiving so much email and other communications right now?* As much as you think that you're getting a lot, I'm going to tell you we have to over communicate. Plan to have a communication plan that is more communication than normal because this situation is changing rapidly. Steve Moore said that this webinar is going to be available for you to view or send you a board member or other staffers, so we're going to keep it up on the Murdock site for a week or so. But, we're going to take it down in a week or so because I really believe that a lot of the information that I'm saying, some of it's not going to be relevant a week from now, because things are changing and so your organization's response is changing and so you need to continuously update your communication. Sharing what you're doing and how you're responding.

Several people asked, *is it helpful to develop a case statement to represent our current need?* Some of you on this webinar don't know what a case statement is. Others of you have a functioning case statement that you're using with major donors. A case statement is simply a document that you would use that explains why your organization exists, what you're doing to change the world, what it's going to cost, and how you want people to be a part of it. It's an essential tool. If you don't have one make a little note that you need to develop a case statement for your organization. But, for those of you who do have one, should you revise it or maybe create a special one for this current need. My answer is probably. You know I was

working with one of our clients this week and you know they're preparing for what they might need to do if this epidemic doesn't end soon enough and so we're helping them prepare a case statement that talks about needs. It's not the same case statement, but it's much more of a white paper. It does have a lot of the elements that a good case statement would have in it. Bottom line is that we want to be able to show our donors - what a case statement does is it shows our donors what our need is financially, a budget and then it shows them how they can be a part of it. Both of those things are incredibly important and so for sure we need to be modifying what we have especially if your situation is changing. If your situation isn't changing then you obviously don't need a different case statement than the one you have.

The last question under communications, *The pandemic is using all the oxygen in the room; how do we keep our donor partners focused on the long term?* I believe that our job is the walk with donors over a lifetime, not transactional. We should be thinking about our donors as the most stable part of our organization. We need to have the long term view and then we need to be creating opportunities for our donors to see what we're doing right now. I've seen lots of great examples and I'm going to tell you about two of them, but the one that I'm most excited about is this great organization that I am a personal donor to and is a client of called InterVarsity. They work with college students and they hold conferences every three years where they gather everybody together, called Urbana. It's this huge conference they've been putting on for decades. They're doing a large group gathering - colleges are shut down, they don't have any way to hold large group meetings on college campuses or anywhere right now. No one's having them, but what they're doing is they're doing a nationwide large group gathering tonight at 8 p.m. Here's the deal, it's primary audience is the college students that are in InterVarsity right now, but they've invited their donors and their alumni to take part. How incredible is that? There's not much oxygen left in the room, but I love what InterVarsity is doing. My wife is an alumni, we have it on our calendar, and we're excited to be a part of the work tonight- which wouldn't be taking place in this format had pandemic not occurred. There's a crisis, but we want to keep our donors with us by inviting them in to see. If you are a school, have you taken your school online and could you invite your donors to come and see the online classroom meetings that you have? If you're serving poor people in Portland right now, could you set up a webcam to show what's happening in your world? Whatever your world is, I just encourage you to invite your donors to come see. I've always encouraged organizations to do that, but now we have to be creative. Here's the deal, we're all sitting in our homes and we have more time and I was personally excited about an 8pm appointment with InterVarsity tonight as opposed to watching Netflix, so keep them at the table by inviting them to the table is what I would say.

Campaigns

Let's transition a little bit from communications to campaigns. *What is your recommendation regarding moving ahead with campaigns during this time?* There weren't as many questions about campaigns and when we say campaigns, there's the annual fund campaign, but then there's also what I these questions were referencing, capital campaigns. I know there's several of you that are in campaigns or getting ready to launch campaigns and you are wondering what

do we do? You have your strategic plan, you're trying to change the world, you were going to double in size, you were going to build a new building. Should you be shutting the campaign down? What is the response? The FOCUS Group, is helping 30 organizations that are in campaigns and we're helping 12 organizations that are in the middle of feasibility studies. My official line is now it's not the time to be asking donors to give their largest gift, but it's also not the time for you to turn off your campaign- so don't stop we're not even saying pause, just use this time to cultivate donors to communicate what you're doing. We might need to adjust some timelines, maybe campaigns might be a little longer, but statistically speaking your organization spent a lot of time to figure out what you needed to do, and communicate that to the people around you. Why would you stop that? Your needs are only increasing, not decreasing. Now is probably not the time to ask a donor to give their biggest gift that they've ever given to you in their life, but it is the time for you to cultivate. Don't shut down your campaigns - possibly slow it down, but for sure cultivate.

Donors

Some of the most asked questions were about donors and this is the question that was asked more than any question of all the questions was this specific question, *What is the anticipated impact on charitable giving? This strikes me as hitting the country's economy harder than the housing crisis?* I don't have a magic ball, like one of those black 8-ball we used to shake as a kid and we open it and it says something, that isn't going to happen. But, what I do have is data. Charitable giving in the United States has gone up every year since we've been keeping track of it, except for 2007 and 2008 which is the housing crisis that this person who asked this question asked about. During 2006, 2007, and 2008 the stock market went down 50%. Charitable giving went down in 2007 and 2008. Charitable giving went down in 2007 by 2% and went down in 2008 by 3.6%. I remember being in development doing the job of fundraising in 2009 wondering if it was going to recover. Was it going to be a third year decline in charitable giving and in fact it wasn't. The data says that when the stock market goes down by half and charitable giving goes down by 5% and as I've dug into the data more, the data says that people stick with the organizations they've been with for a long time. If you walk closely with your donors and you're still doing your work then statistically speaking your donors are going to stay at the table. One of our clients was doing this exact thing this past week. Reaching out to donors and when the president of this organization reached out to this donor, whose net worth is entirely held up in the stock market because that's the industry they are a part of, said "that I just want you to know I'm not changing any of my giving and in fact if you need to divert part of my campaign pledge maybe \$1M of it to do direct operational work, I'm absolutely okay with you doing that." What he was is a long term donor and so what's the anticipated impact on charitable giving? I'd say it's going to be modest and it's not going to be 50%. The stock market hopefully will not be down 50% at the end of this year, hopefully it'll bounce back - we've had a couple good days. But the truth is, is that your donors that you've been walking with are going to keep walking with you. Now if you're an organization that has not focused on relational fundraising and you just keep inviting people to come to a banquet every year, and you don't do a good job of following up, and you haven't thanked people, and you've relied on new donors appearing every year, you're

actually going to have a hard time. You were not practicing in the world of best practice before. It's not over for you, you just need to do a good job now of thanking the people that have been with you along the way.

The next question about donors is, *did you have an approach to donors who donate stock, or have donor-advised funds?* What they're saying is you know a lot of major donors have given to us with appreciated stocks and now the stock market is down and so they probably won't want to give appreciated stock. Just for fun a long long time ago, I loved my iPhone and I personally bought a bunch of Apple stock. I'm not a wealthy person, so when I say a bunch it's not like millions of dollars worth, it was a few thousand dollars worth and I bought it long enough ago that my Apple stock has actually grown to be one of the largest parts of my net worth. I've diversified, I've done all these things over the years, but I still have a bunch of Apple stock. Will I want to donate Apple stock this year? Probably not. But what's funny about my Apple stock is it's gone down, but it's still highly appreciated. If I sold it and took the cash, I still would have a huge amount of taxes to pay. Don't make decisions for donors. I probably wouldn't choose to give that way right now, but some donors will. Approaches to donors who donate stock? Don't make decisions for them - just know that it's a different day - the data has changed. But, on the other hand you have some donors who have donor-advised funds. If you had a donor-advised fund two months ago and a stock account with a million dollars in it, that stock account has now gone down in value significantly. Maybe it's \$700k, but your donor-advised fund which had \$100k in it, still has the \$100k in it. My recommendation for you is to not focus on which donors are giving through stock, rather do an assessment of which donors have been giving through donor-advised funds because those donors, more than likely, will have the ability to give you a gift in a more fluid way than donors who give through stock. There is a unique opportunity there.

The next question has to do with, *specific tips for engaging and retaining individual donors (broad-based, and mid-level)?* The person didn't ask about major donors, but I love this question because I want to encourage all of you to treat your donors like you always have. I want to encourage you to segment your donors. In general, what I mean by that is that you do not want to respond to your donors the same way. We don't want to send a major donor, a mid-level, and a third-tier donor just an email. That's not the best strategy right now and so the way to reengage and retain, is we continue to treat donors the same way as we have been treating them. When I say segmenting donors what I mean is we have our major donors, then we have our mid-level donors, then we have our smaller donors. We need to communicate with our donors what we're doing and how we're serving the people that we serve. With our major donors we need to send the message. We need to do that relationally whether it be an individual phone call, a zoom meeting or FaceTime call because we're engaging our major donors. We can't do it face-to-face, but we can do it face-to-face virtually. If you have a mid-level donor, possibly your best approach would be to write individual communications, individual emails to those donors. That could be a very effective way to reach out to them, but it's an individual email not a broad-based email. Not a Dear John or dear donors. For a smaller donor, a more modest donor that you have, it could be appropriate for you to send a mass email. We would recommend that you segment your donors in the groups and then you take those groups

and you engage them as you always would have engaged them. We had one client this past week where they were following this advice and I was suggesting that they reach out to people in these different categories and their strategy up to that point had been mass communication for everybody. I said well you know, I know that you're busy as executive director, but can you call your top 10 people and start by asking them how they're doing, but then move into a place where you're giving them an update assuming they ask you. So, they did that and when this particular executive director got done sharing about how they were doing, the major donor said, "Well, I'm doing fine, I'd like to make a special weekly gift to you of \$10,000 a week." An amazing commitment, that came from a relational conversation. The point being that the donor would not have made that very generous weekly commitment in response to an email. There are some very specific ways to engage donors for sure.

Events

Moving on, let's address some common questions about events and we had lots of questions about events. The first question about events had to do with, *all or most of our operations fundraising events have been cancelled. What best practices do you suggest?* We used to have these events and we don't anymore, what should we be doing? I want to encourage you to convert your events to online as much as you can. As we think about an event, maybe you were going to have a large gala and at that gala you were going to serve a chicken meal or chicken dinner which is great, but they were not coming to your event for the chicken. They were coming to your event because they care about you and so how can you communicate the impact of what you're doing virtually and invite people to be a part of it. I serve on the board of a couple nonprofits here where I live in Florida, and my general strategy has been how can we continue to communicate the message and then invite people to be a part of it. Practical ways can be to set up online auctions for items if you had items already donated. Or a practical way would be to just share stories and invite people to make gifts as a part of it. We have had to deal with cancelled events and we should do our best to continue what we have planned.

The next question, *we are part of a gala event in October, and are supposed to be soliciting silent auction items for it now - how do we know when?* I would just encourage you to move forward cautiously. I would communicate that you thought about it and that you've been planning the event. This is probably not the time to get silent auction items or ask local small businesses to be sponsors, but the idea of canceling an event in October would be too aggressive. Recently, I received a communication piece from our friends at ACCS where David Goodwin is the President. He sent out an email saying "we're not canceling the event because we're not being instructed to yet by the federal government, but between now and May 15th we're going to consider everything. Then on May 15th we are going to communicate to you whether or not we're going to have the event. You can cancel and get all your funds back as long as you cancel by May 20th. And the hotel has a very liberal policy for canceling as well." He over communicated and shared the vision for how they were moving forward. If you have fundraising events in the fall and can cancel them later, I encourage you to do so. I said earlier on the call this entire situation is changing on a regular basis.

Foundations

I'd like to answer some questions about foundations as there were a bunch of them asked. Each of these questions are important and these questions are not questions that relate to specifically the Murdock Charitable Trust. I just want to remind you that those need to be answered specifically by Murdock. This is the Brad Layland perspective. I work with lots of foundations and so this is from my perspective, not Murdock's perspective, so please feel free to hear that. I'm not speaking for Murdock, I'm speaking from my point of view. The first question is, *are foundations willing to be flexible on grant timelines, in light of event cancellations and postponements. How flexible?* The simple answer is I'm pretty sure that they will be, but they need to be communicated with on a very regular basis. If you had promised the foundation that you would accomplish certain things by a certain date and your organization is not able to do that right now, you need to be communicating that ahead of time. By no means should you be getting to the end of the grant cycle and then saying, oh by the way we didn't hit our numbers because of this pandemic. I'm sure foundations will be comfortable in being graceful, but you need to be communicating now with your program officer what is changing. That is going to give you an opportunity to gauge what may or may not need to happen.

There are a bunch of questions asked on this topic, *what's the climate like in grantmaking organizations now, and what is the outlook for the next 3, 6, and 12 months?* and this is another one of those situations where the 2006, 2007, 2008 data is very relevant. Many foundations had to stop giving away as much because their portfolios went down, but foundations are going to refocus their giving on those things that are most pertinent. I literally am making this up, but imagine you are an organization that wanted to build a new building, but the one you had was working. In the past maybe a foundation might have given money to you and said I'll help you build the new version of your center for great work. A foundation may not be inclined to give to that now, but may be more inclined to give the things that relate to what's occurred in our country right now in around the world. What they give to is likely going to change and the amount that they have to give may change based on the stock market, but your job is to ask and communicate and listen to foundations about what they're going to do.

I really appreciate this person's question, *can Brad comment on the Council on Foundations' COVID-19 pledge and share his insight?* Maybe you have not actually heard this yet, but there have been about 390 foundations that have signed a pledge. The pledge is to offer more unrestricted grants, to reduce reporting requirements, to contribute to community initiatives, learn from others, and listen to our partners. It supports what I said in my first two points that foundations are going to be more flexible and redirect their giving. Again, not speaking for Murdock, but I'm pretty sure that most foundations will agree with this pledge.

Leadership

There were only five total questions that were asked about leadership. If you have hung around The FOCUS Group for a while you'll hear us talk about the five fundamentals of fundraising and the first is Case, which I talked about earlier, which is why you exist. Second is Leadership which carries your message or carries your case to who? Donors, that's the third one. Your case is carried by leadership to donors in a strategic way (which is segmenting your donors, and finally you have an annual plan. So our five things are Case, Leadership, Prospect, Strategy and Plan. That's what we talk about. Now I would say if you didn't know about those five- that's the secret to fundraising, those five things. What's the one that organizations do the worst at? Leadership. It's actually proven through the fact that out of hundreds of questions there were a total of 5 questions asked about leadership. It's actually the thing that makes the biggest difference in your fundraising because there's two forms of leadership. Staff leadership, which many of you are, and then there's volunteer leadership. Volunteer leadership is the fulcrum, that's the thing that blows it up and makes it amazing. This person asked, *has anyone utilized peer-to-peer online fundraising, and what is the key to getting people to engage and start up a campaign page?* I appreciate the person for asking, but I want to say that it's bigger than just peer-to-peer fundraising. If you have a fundraising team, way to go, you need to call a meeting. If you don't have a fundraising team, and when I say fundraising team, I mean a time of volunteers who are in it with you. The perfect fundraising team would be a team of major donors who rally with you around your cause. They are so sold out for your organization, that they not only give their own gift, but they are willing to invite their friends to give as well. This is where I spent a lot of my time helping people form fundraising leadership teams. If you have one, don't use this season as a time to cancel the meeting, schedule it virtually. If you don't have one, use this time to create one because, yes we could log on to some great services you can use to create an online peer-to-peer fundraising page. You know we could launch one on Facebook today for any one of you and maybe you could raise a couple hundred dollars a person. That would be amazing. But even better than a couple hundred dollars is you getting your major donors together who are giving you large gifts and having them ask their friends to join them in their giving. I could literally talk for hours about how much success I have seen in this one area. For those of you on this call, this is an opportunity for you to rally your major donors to make them be a part of what your organization is going through. I was on a call with a college president this week and this is what he said, "I need to refund \$2M to families who have paid for dorms and food. They're not going to sleep in the bed and not going to eat the food and I am in a crisis." My response was to rally his major donors and share the truth and let them be a part of the solution. Thank you to those of you for asking questions about leadership. It gave me the opportunity to talk about what I believe the greatest opportunity many of you have, which is to rally leadership.

Strategic Planning

One question left and it's on strategic planning and so this last question, *we're expecting to lose operational income from our summer/spring program. What short-term and long-term advice do you have?* Maybe some of you read Andy Crouch's article published on the Praxis blog site this week. It was good article and they describe that we don't know if the pandemic season is going

to be a blizzard (a storm that comes and goes), or if it's the blizzard that's going to turn into a winter, or if the winter is going to turn into a mini ice age. This article made the point that if you're an executive director or an organization you need to plan for all three. We all hope that this is a short-term thing. We all hope that when Trump said that he hopes to see churches filled on Easter, we all hope for that. And if you are like me you're wondering how that can be, but I can still have hope and if that's the case then a lot of what we're talkin about we'll be blip on the radar and we will be able to recover quickly. But, if this goes into the summer that is a different story. Many of you lead camps and if camping doesn't happen and you usually are sustained from camping over the summer you are in trouble. I talked to one person and 75% of the revenue comes from summer camp. That's not just a modest thing, that's a disaster. But it's not, we're shutting down for the next few years in a mini ice age, so what should you do and how should you plan? The advice I have is, hope for a blizzard, plan for a winter, and if we move into a mini ice age, then all the rules are going to change for all of us. I just can't imagine what it will be like if none of our college students go to school in the fall. All of us need to plan for the winter, maybe think about the mini ice age, but hope for the blizzard.

Conclusion

I am completely convinced that if you pursue people relationally, that you follow the principle that people give the people, that you'll be able to make it. The data says that even if the economy goes south that donors keep giving because donors are amazing people. Especially donors who you walk with over a lifetime, so think about it as your job is to communicate, and connect, and trust that we're going to be able to get through this. We're going to prepare the best we can and hope for the blizzard, but prepare for the winter. Thanks everybody, it was good being with you today.