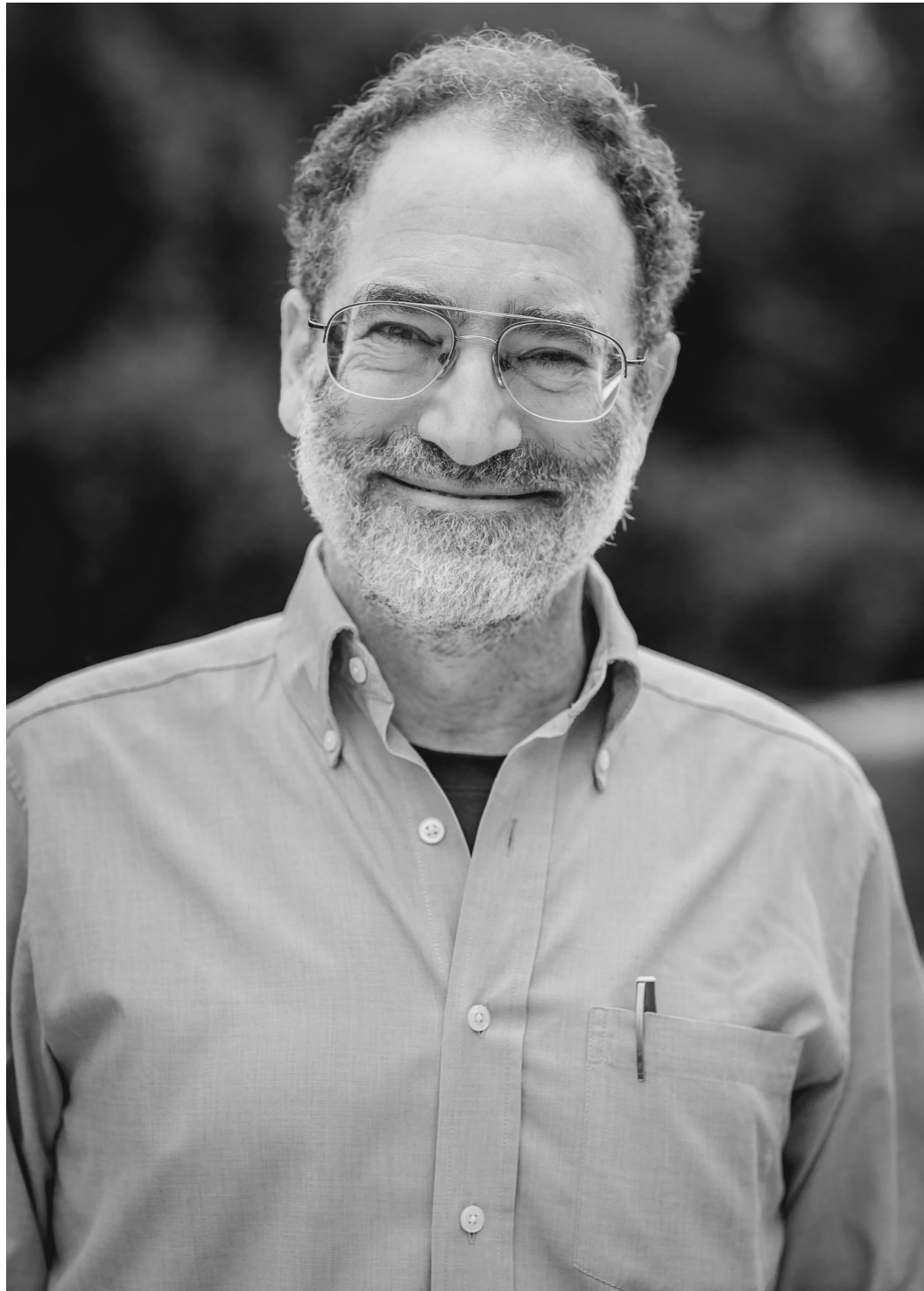




Andy
Robinson

Managing and Fundraising in Challenging Times

Move United conference, April 21, 2026



Welcome!

I'm Andy...

Author, trainer, board
chair, and the Swiss
Army knife of
nonprofit consultants

Outcomes for today's workshop

You will learn how to:

- Identify and protect core programs
- Measure success and sustainability
- Build a more resilient revenue mix
- Consider shared fundraising opportunities



Getting started...

What does the phrase “challenging times” mean for your organization?

What’s the upside of the current situation? What are the opportunities?





Breakouts

Benchmarking
success and
sustainability

How would you **benchmark** or **measure**
success and sustainability – in all
dimensions – for your organization?



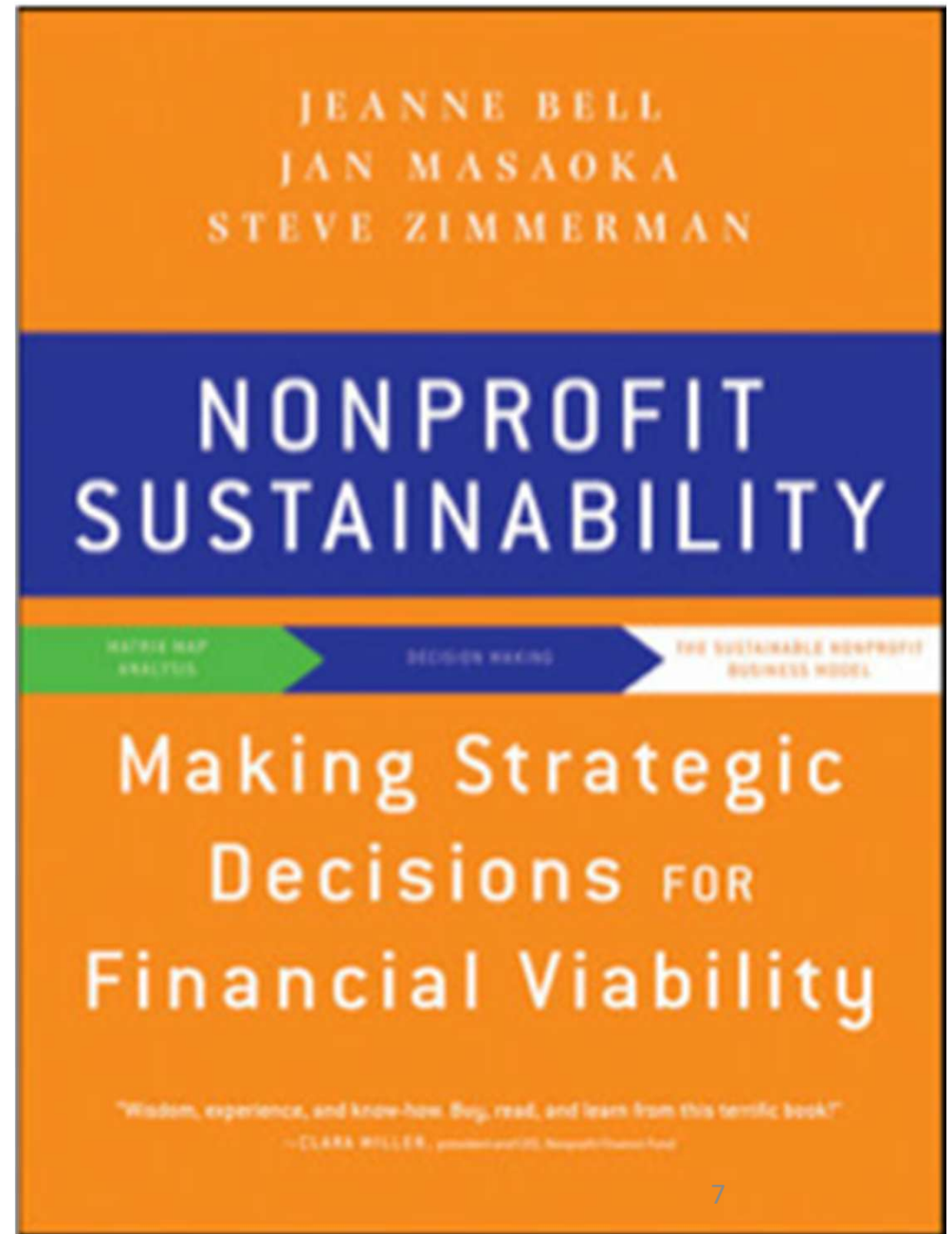
How can we measure nonprofit resilience?

- Depth of partnerships and mutual aid
- Diversity of revenue; adequate reserve fund
- Contingency budget and contingency plan
- Leadership succession plan
- Culture of abundance and adaptation

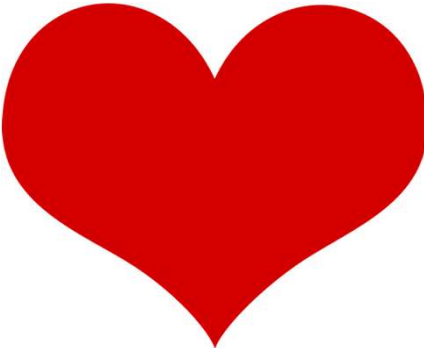
*One tool for
prioritizing programs*

Matrix Map

As presented in:



High Mission Impact



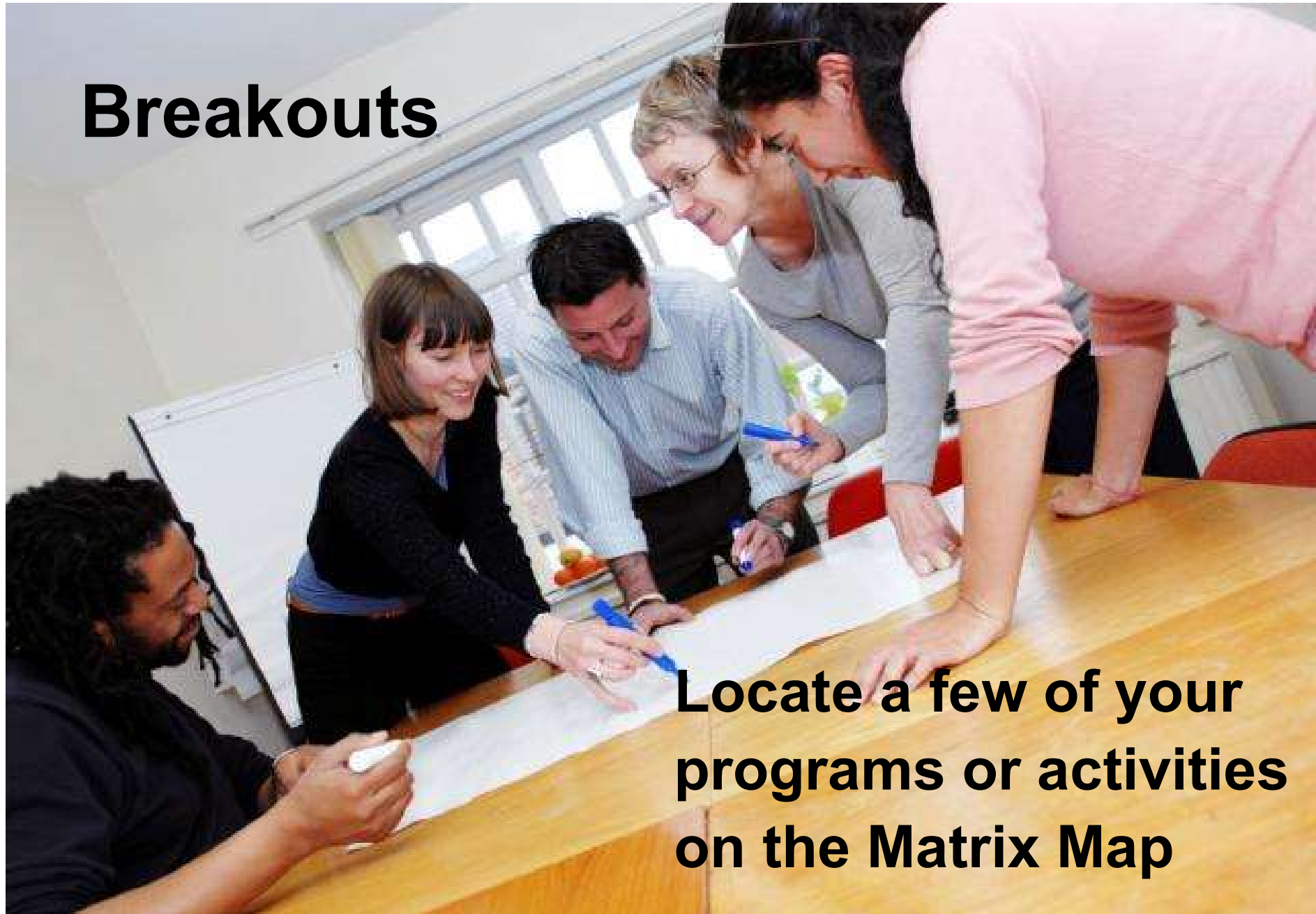
Low Fundability
or Profitability

High Fundability
or Profitability



Low Mission Impact

Breakouts



Locate a few of your programs or activities on the Matrix Map

Where's the money?

Income for US nonprofits

\$593 billion

Philanthropy

\$650 - \$700 billion

Public funding

\$1 trillion

Earned income

\$2 trillion +

Total income

*Source: Nonprofit Quarterly Nonprofit Economy 2020;
Giving USA 2025*

U.S. Philanthropy

\$593 billion in 2024

19% Foundations

7% Corporations

66% Individuals

8% Bequests

Source: Giving USA 2024





- 50% + of households contribute
- The typical household supports 5-10 organizations per year.
- The median amount contributed per household is \$900 per year

Income sources for nonprofits



Grants

- Foundations
- Corporations
- Public charities
- Government
- Service clubs
- Faith-based

Individuals

- Membership
- Major gifts
- Monthly giving
- Online giving
- Crowdfunding
- Benefit events
- Workplace giving
- Planned gifts



Earned income

- Goods
- Services
- Investment income
- Cause related marketing



	Pros	Cons
<i>Grants</i>	<ul style="list-style-type: none"> • Large amounts • Program funds • Get organized! 	<ul style="list-style-type: none"> • Lousy odds • Restricted money • Mission drift
<i>Individuals</i>	<ul style="list-style-type: none"> • Lots of options • Unrestricted \$ • Community support • “Lifetime value” 	<ul style="list-style-type: none"> • Donor retention and upgrading takes effort • Board resistance
<i>Earned Income</i>	<ul style="list-style-type: none"> • Improved financial systems • Greater program impact? • Diversification 	<ul style="list-style-type: none"> • Underpricing • Some programs can't be monetized • Risk

Before cutting costs, raise \$

Kim Klein: “Most people’s instinct is to cut expenses rather than raise money.

Resist this impulse as much as possible.”



Mapping your income diversification

	Dollars	%
Operating budget		
Foundations		
Corporate & business		
Government		
Membership dues & donations		
Major gifts & board giving		
Benefit events		
Earned income		
Investment & interest		
Other		



Breakouts

Long-term, what's the most sustainable income mix for your organization?

Collaborative fundraising survey

A sampling of conservation land trusts, 2019

- 65%** Joint grant proposals
- 29%** Shared fundraising events
- 27%** Donor or funder briefings
- 26%** Shared asks with major donors
- 26%** Local or statewide giving day
- 21%** Joint capital campaign or land project
- 18%** Fundraising workshop with peers
- 11%** Exchanged mailing lists or e-lists



Survey: **What are the barriers?**

53% Not enough time or bandwidth

52% Competition for scarce resources

44% Fear of “losing” our donors

30% Resistance from board/staff

20% Don't know how

18% Why would we do that?

38% Other



How to structure joint proposals

Amount requested: \$50,000

Grantee 1 (project lead, grant manager), \$25,000

- Deliverable A
- Deliverable B

Grantee 2, \$15,000

- Deliverable C
- Deliverable D

Grantee 3, \$10,000

- Deliverable E





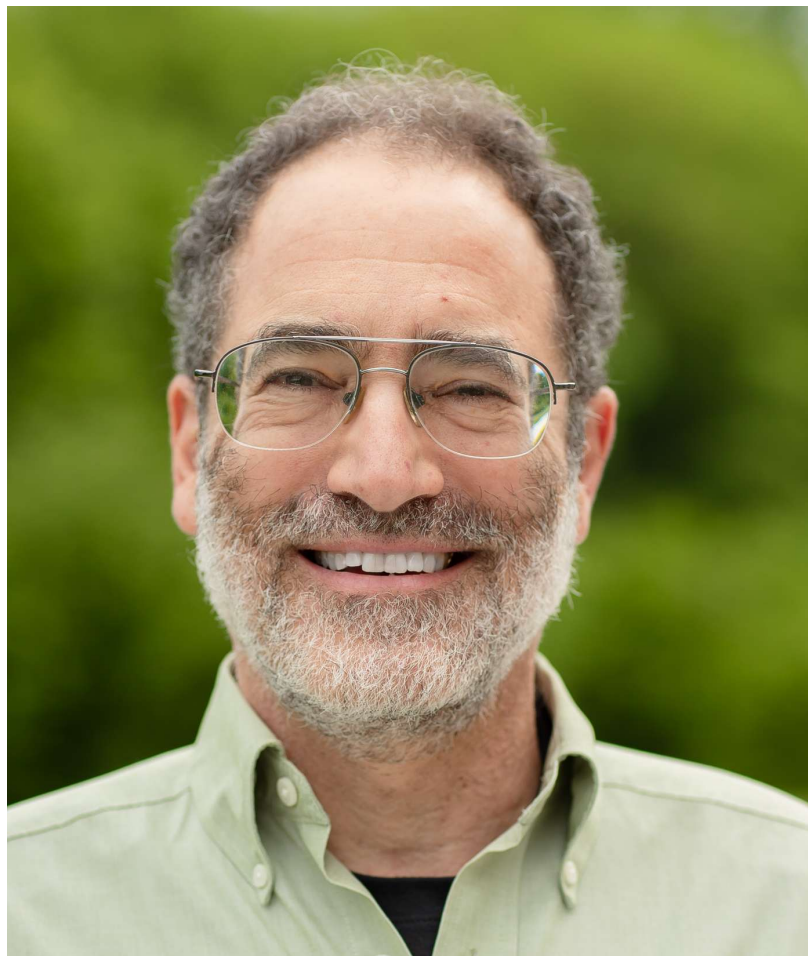
Questions?



Action planning

How will you implement what you learned today?

What's your favorite idea from this session?



Carry on and stay in touch!

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