2019 DIGITAL OUTLOOK REPORT

NAVIGATING THE
UNKNOWN

care2　hjc　nten

20,000 LEADS
UNDER THE SEA

Every year, in preparation for writing this report, we survey hundreds of staff members at nonprofit organizations around the world. Our questions range from demographics to your organization's digital maturity, from the makeup of your digital teams to how you put technology to use. The goal has always been to reveal digital trends and uncover new challenges that many of you face.

In 2015, we found that organizational structure was a hot topic. Our report this year focused on how the structure of an organization plays a role in digital strategy, and how nonprofits adapt to meet the needs of their consumers, and ultimately concluded that cross-departmental integration determined the success of digital strategy.

In 2016, we recognized the reality of limited human, financial, and technological resources. This report tackled the tricky question of how to align staff and skills to make the most with what you have.

The 2017 report took us back to the basics. We outlined a game plan for all levels of digital strategy advancement so that even the most understaffed and early-stage organizations could see a way forward.

In 2018, we approached three advanced topics in the digital fundraising world: email deliverability, mobile optimization, and website conversion.

But recently we've been approaching our survey data in a new light. If you look carefully at this year's responses and start to read between the lines, a new pattern emerges: one woven by "I don't know" and "I don't have this info." You see, this year's survey revealed nothing as much as the gaps in our knowledge.

We uncovered that many of you don't know what other teams in your organization are doing digitally. You aren't privy to your organization's overall digital strategy. Executives couldn't answer questions about digital marketing tools, and fundraising staff couldn't identify the structure of their marketing and communications teams (and vice versa!). And perhaps most concerning, some marketers weren't sure how their own efforts were performing, especially when it came to ROI.

Of course, no single person can have all the answers. That's why this year's report attacks this issue from a practical standpoint. What information should be shared? How do we cross train our teams to promote better collaboration? And why, oh why, don't we track analytics data?

In keeping with the theme of the 2019 Digital Outlook Report, "Navigating the Unknown," we'll first help you launch your ship from the shores of some basic fundraising technology that we should all be using better. We look at P2P, Facebook, and Google Ad Grants to fill in those knowledge gaps that are keeping your ROI ashore.

We then steer our way to the ocean of uncertainty surrounding cross-team communication. It's a topic we've approached in the past, but this year we've got some quick tips to cross-skill your team that require no budget, little time, and will keep your crew happy.

Don't have a ship? We'll teach you to build your own. Too often, nonprofits have to make do with corporate software and solutions that don't fit their particular needs. In the final section, we'll show you how organizations can adapt technologies to fit their purpose, create their own solutions, and think outside the #nptech box.

The knowledge gap won't close overnight, but we hope these strategies will help you navigate your way to smoother waters.
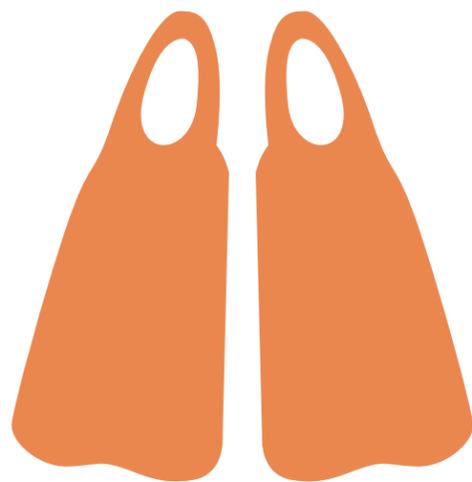
Happy sailing!

Randy Paynter
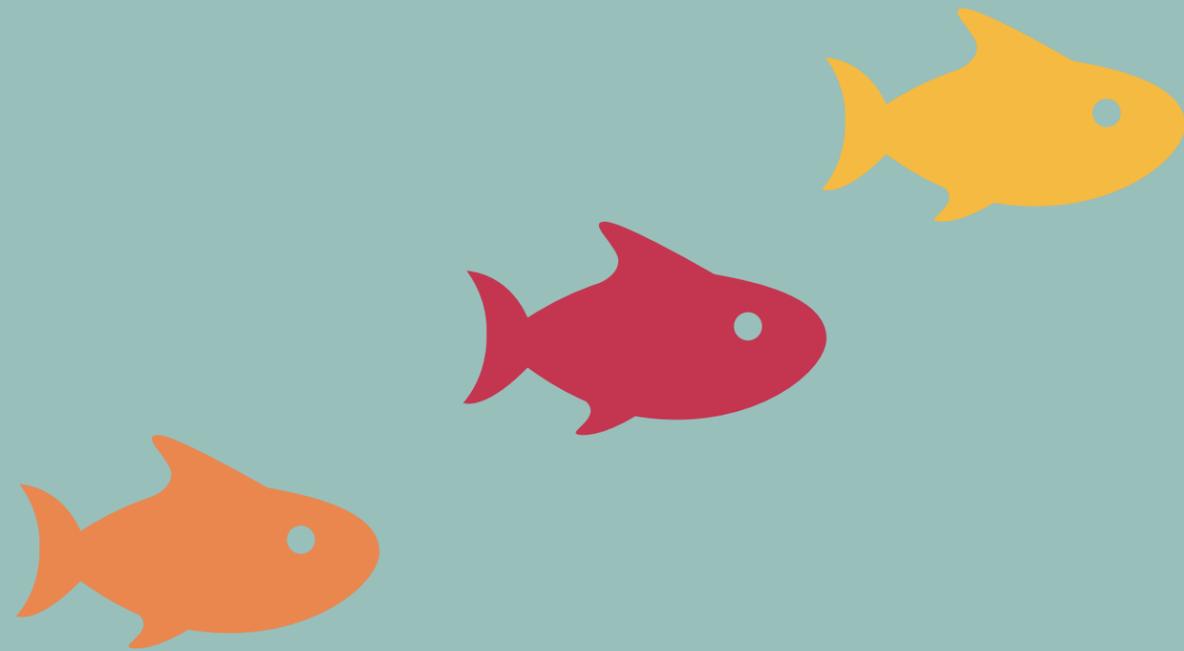Founder & CEO
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care2

Care2 is the world's largest social network for good, with over 50 million standing together, starting petitions and sharing stories that inspire action. People, nonprofits and mission-based brands are making world-changing impact with Care2, helping individuals, animals and the environment. For thousands of leading nonprofit organizations worldwide, Care2 is the preferred source for recruiting new members, supporters and donors online.

hjc

hjc is a digital fundraising agency that has been serving nonprofits like yours for over two decades. Founded in 1993 by Michael Johnston, hjc has worked with hundreds of nonprofit organizations in Canada, the U.S., Europe, Latin America, and Asia Pacific, raising more than two billion dollars. hjc has engineered some of the best online fundraising strategy, run award-winning digital media campaigns, built organizational websites, and implemented underlying donation, P2P and CRM platforms for clients across the globe.

nten
CONNECT ▶ LEARN ▶ CHANGE

NTEN is a community of over 70,000 nonprofit professionals that transforms technology into social change. We aspire to a world where all nonprofit organizations skillfully and confidently use technology to meet community needs and fulfill their missions. We connect our members to each other, provide professional development opportunities, educate our constituency on issues of technology use in nonprofits, and spearhead groundbreaking research, advocacy, and education on technology issues affecting our entire community.
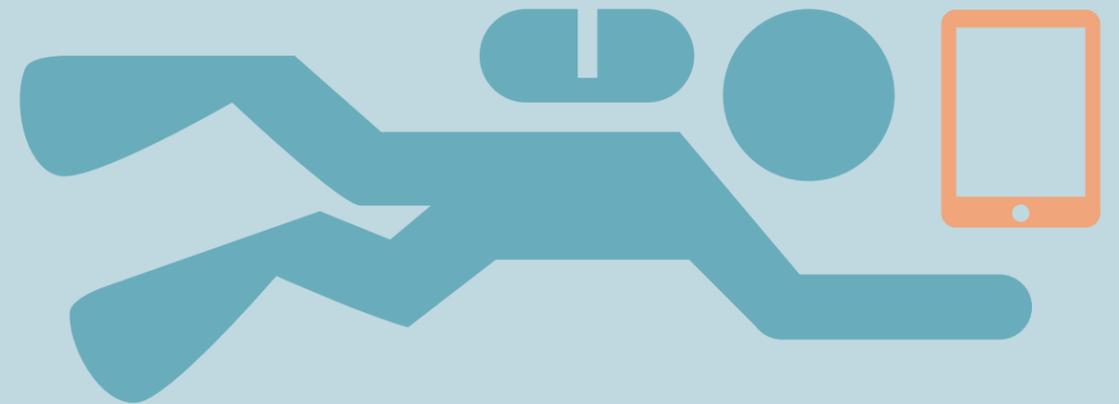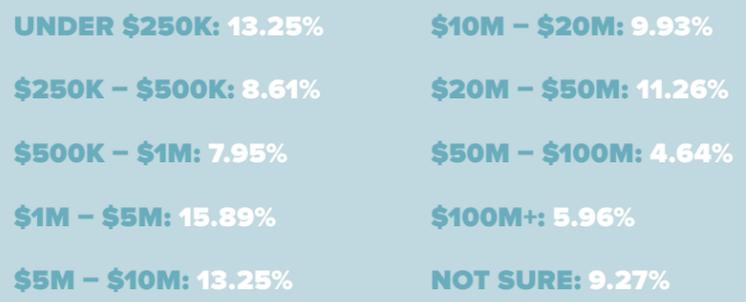
AUDIENCE ANALYSIS

PARTICIPATION BY LOCATION

CANADA: 35.10%

UK: 5.96%

EUROPE: 7.28%

US: 45.03%

MISC: 6.62%
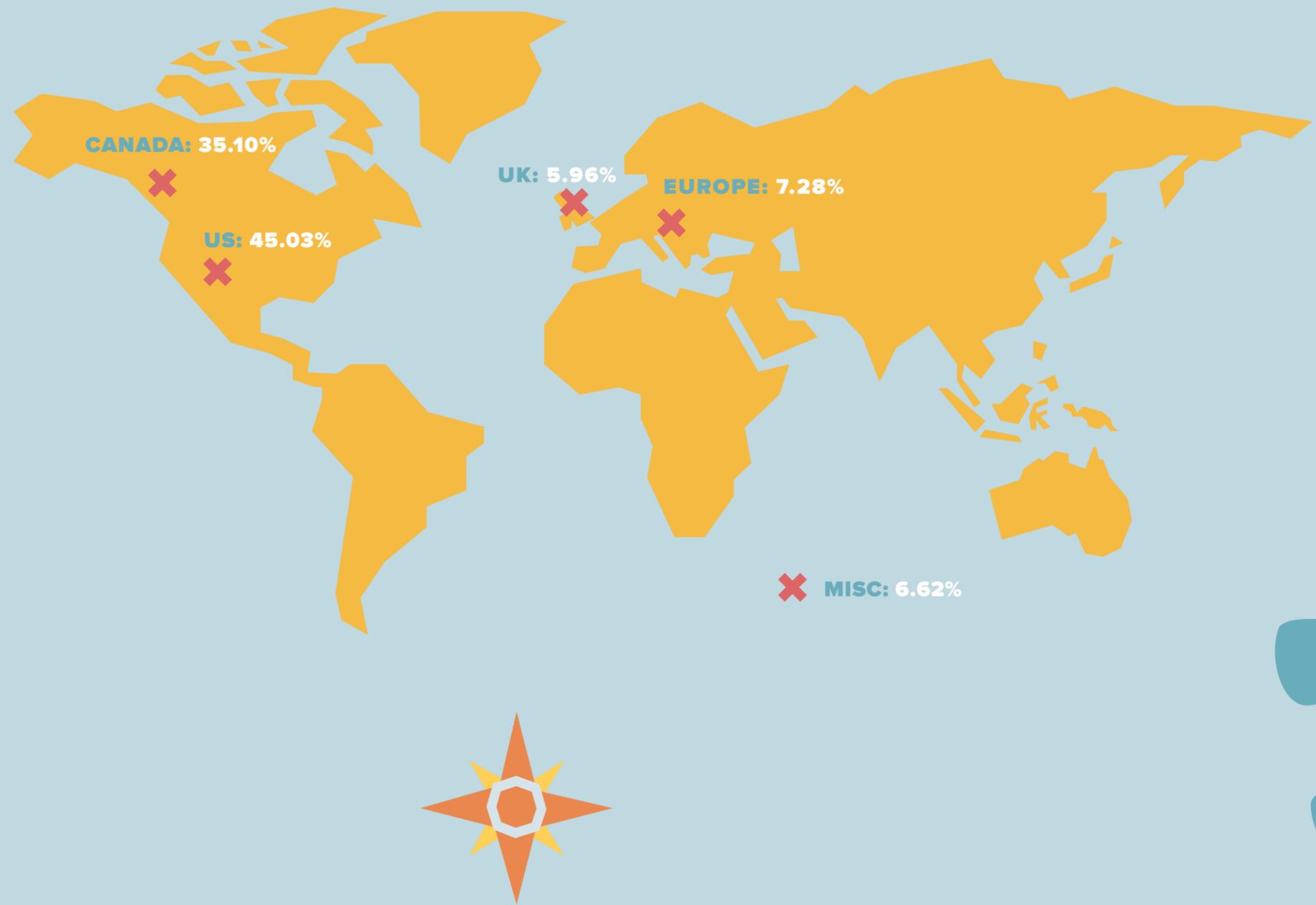
PARTICIPATION BY VERTICAL

ADVOCACY/POLITICAL: 15.89%

ARTS/HUMANITIES: 4.64%

ASSOCIATION: 2.65%

EDUCATION/RESEARCH: 17.88%

ENVIRONMENTAL/ANIMALS: 14.57%

FAITH-BASED: 4.64%

FOR-PROFIT CONSULTANCY: 7.95%

FOR-PROFIT VENDOR: 3.97%

FOUNDATION: 8.61%

HEALTH/HUMAN SERVICE: 30.46%

INTERNATIONAL: 13.91%

LEGAL ASSISTANCE: 1.32%

MEDIA/TECHNOLOGY: 2.65%
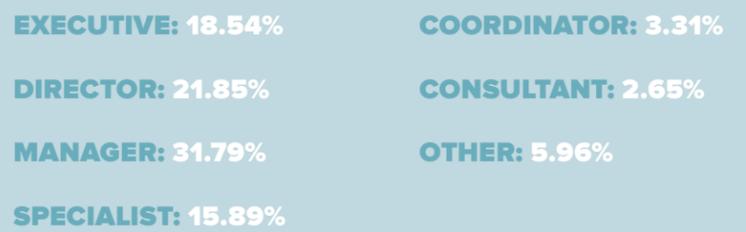
PUBLIC/SOCIAL GOOD: 12.58%

YOUTH: 8.61%

OTHER: 7.95%

AUDIENCE ANALYSIS CONT'D

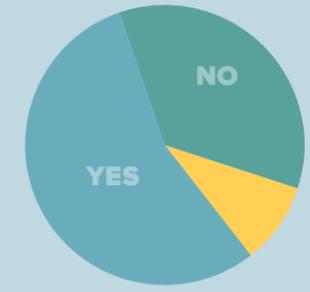## ORGANIZATION'S ANNUAL OPERATING BUDGET

UNDER $250K: 13.25%

$250K – $500K: 8.61%

$500K – $1M: 7.95%

$1M – $5M: 15.89%

$5M – $10M: 13.25%

$10M – $20M: 9.93%

$20M – $50M: 11.26%

$50M – $100M: 4.64%

$100M+: 5.96%

NOT SURE: 9.27%

ROLE WITHIN ORGANIZATION

EXECUTIVE: 18.54%

DIRECTOR: 21.85%

MANAGER: 31.79%

SPECIALIST: 15.89%

COORDINATOR: 3.31%
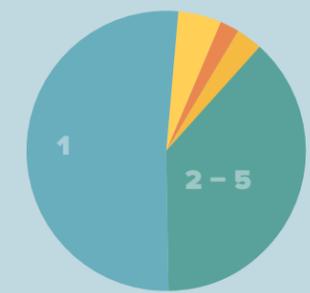
CONSULTANT: 2.65%

OTHER: 5.96%

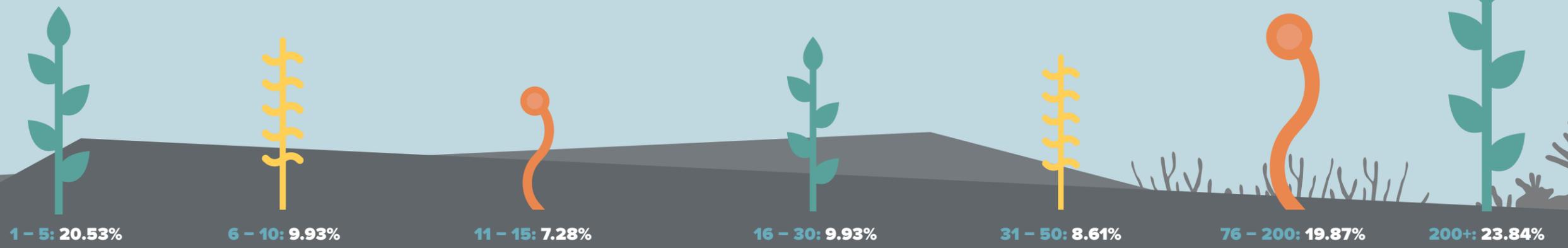## ORGANIZATIONS WITH STAFF DEDICATED TO DIGITAL STRATEGY

YES: 55.40%

NO: 35.25%

VOLUNTEERS / INTERNS ONLY: 9.35%

NUMBER OF STAFF DEDICATED TO DIGITAL PROGRAM

1: 38.13%

2 – 5: 51.80%

6 – 10: 5.04%

11 – 15: 2.16%

16+: 2.88%

FULL TIME STAFF PER ORGANIZATION

1 – 5: 20.53%

6 – 10: 9.93%

11 – 15: 7.28%

16 – 30: 9.93%

31 – 50: 8.61%

76 – 200: 19.87%

200+: 23.84%

SECTION 1
PICKING THE LOW-HANGING SEA CUCUMBERS

The great news is that most of us are using our time wisely. Our sector is following digital trends like investing more time into video content, website optimization, user experience and storytelling for social media. Investing in these proven, high-return tactics is vital to a healthy organization. But, as usual, we seem to have trouble convincing our boards to let us have the budget to continue to grow our digital efforts. Or are we even asking for budget? Do we know what to ask for? Are we asking for the right things?

Because the one thing this year's survey made clear is that we don't know...a lot.
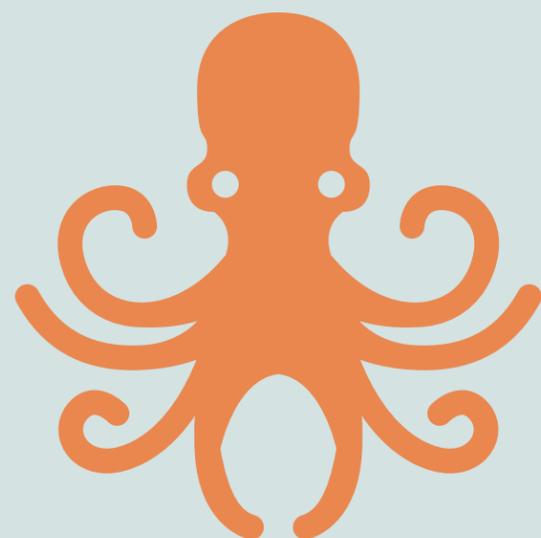
P2P WITH A PORPOISE

Consumers in every sector are demanding a more personalized experience. Therefore, it was surprising to see that the most malleable way to give, peer-to-peer fundraising or P2P, is not being embraced by 44% of respondents. So, why is this well-established fundraising strategy being invested in by giant companies like Facebook but not by nearly half of the respondents?

There are myriad reasons that some organizations are not using P2P. It can be difficult to implement this program, let alone to get the budget to make it succeed. The data mapping, staffing, training and implementation are all beyond reach for many. But from our survey, the most evident reason is that the technology doesn't meet nonprofits' needs.

Anyone who has used P2P platforms knows there are limitations on each. The recent addition of Facebook Fundraising (relatively new in the US and just released in Canada) is by far the smoothest experience, but you sacrifice an incredible amount of control over valuable data.

Virtually all other tools rely on you integrating their CRM or doing intense data mapping, cleaning and importing. Either way, it becomes fiscally challenging to switch platforms if you're not happy with it. Despite that barrier, 20% of respondents said they plan to change platforms in 2019.

Consumers are demanding a more seamless experience, and we have to demand more on their behalf. If we can't demand it, we have to create it ourselves.

So should you implement P2P? Yes. In some form, you should be running P2P: if the donor expects it, you have to have it. Not only that, your supporters are more than likely already holding third-party fundraising events on your organization's behalf and you should offer easy solutions for them to do that online. In order to protect your data health, you should consider creative solutions, new and improved platforms and/or on-staff developers for custom solutions.

P2P SOFTWARE SCORED 3/5 STARS ON AVERAGE
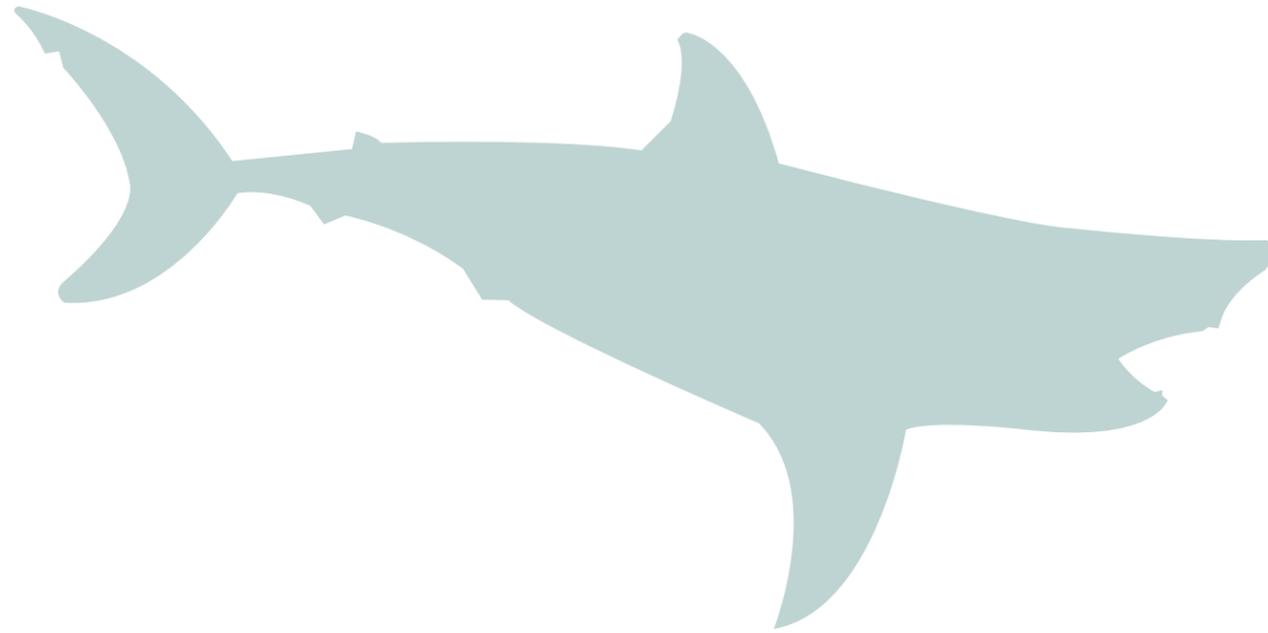
FACEBOOK: CAN'T KRILL ME NOW

Despite what seems like an endless stream of privacy violations and other upsetting news, Facebook is still king. It is a marketing and fundraising giant, so unless your nonprofit is literally dedicated to privacy & security, you need to have a strong presence in order to compete.

Sadly, in our attempt to get some standard ROI metrics for how organizations are performing with Facebook, we received an overwhelming amount of "I don't know" answers. The data we did receive was incomplete and wildly inconsistent.

It can never be stressed enough: you cannot know if your efforts are worth it if you cannot measure them.

Budgets for Facebook and Instagram marketing were anywhere from $0 to $100,000 annually. One nonprofit was open to sharing all their data, which demonstrated a $12:$1 ROI in direct conversions. Digging deeper into it, assisted conversions and value of leads acquired puts that ROI closer to $18:$1. As an organization that has been all self-taught, they assumed they were maybe in the middle of the pack. Based on all the data we received, it is difficult to tell.

"YOU CAN'T MANAGE WHAT YOU CAN'T MEASURE."
– PETER DRUCKER

CHECK OUT THESE RESULTS FROM THE SURVEY:

FB SPEND	REVENUE	FB SPEND	REVENUE	FB SPEND	REVENUE
$25,000.00	UNKNOWN	$82,000.00	N/A	$16,763.00	$202,051.00
$13,680.00	UNKNOWN	$50,000.00	N/A	$15,000.00	$87,000.00
$10,000.00	UNKNOWN	$45,000.00	N/A	$45,000.00	$75,572.00
$8,842.00	UNKNOWN	$19,500.00	N/A	$10,000.00	$40,000.00
$5,114.00	UNKNOWN	$15,000.00	N/A	$5,000.00	$6,300.00
$500.00	UNKNOWN	$10,000.00	N/A	$55,559.00	$3,300.00
$2,000.00	UNKNOWN	$2,000.00	N/A	$61,450.00	$1,430.00
$100.00	UNKNOWN	$3,000.00	N/A	$200.00	$1,325.00
$100.00	UNKNOWN	$1,000.00	N/A	$1,356.00	$400.00
$20.00	UNKNOWN	$800.00	N/A	$500.00	UNKNOWN
$68,700.00	NOT TRACKED IN GA	$318.99	N/A	$20.00	UNKNOWN
$46,000.00	NOT TRACKED	$100.00	N/A	$500.00	UNKNOWN
$100,000.00	N/A	$100.00	N/A	$41.00	UNKNOWN

All other respondents answered: "I don't know."

Of all the lack of information that came from these questions – two huge pieces became abundantly clear. The first being that everyone needs to train their staff in analytics, whether that be Google Analytics or another internal tool you are using. Hearing that a Facebook spend has "unknown" revenue results is concerning. No lead generation? No value to email sign ups to petitions/newsletters/contests? How can anyone justify spending thousands of dollars and not having any concrete results to take away?

Our recommendation: invest in the set up and training of your staff in analytics NOW. Get started today by putting your staff into the 'view only' mode. Show them they can compare year over year results and it could trigger their inner competitive self.

The second piece of info is that Facebook has a lot of untapped potential for better results. Invest in an audit of how you are doing and what it is you need to do to maximize results. Don't get sucked into the Facebook fundraising tool and think that is the max amount you can get out of this platform.
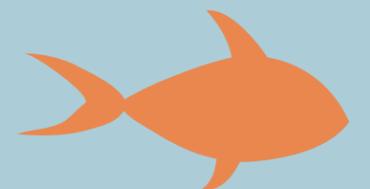
KRAKEN TO THE GOOGLE GRANT

Google Grant is still being underutilized. To repeat our recommendations regarding Facebook ads, investing in analytic training is desperately needed. In fact, we only received 10 seemingly accurate answers to our survey questions around Google Ads ROI.

There are no budget constraints holding you back from this conversion tool, so it's only capacity that is stopping you from implementing it. The great news is that you can get it going relatively easily and maintain it with a time investment of only 1-2 hours per month.

We also know a trick to keep maintenance minimal. Is it the best most maximized version of using Google Grant? Definitely not. But is it at least a great place to start? You bet.
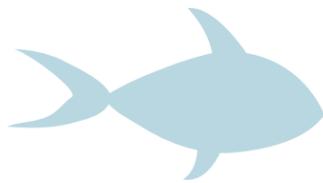
FROM START TO FINISH:

1: ASSIGN TO CURRENT STAFF MEMBER.

2: FOLLOW THE EASILY LAID OUT INSTRUCTIONS & FAQ AT: **GOOGLE.COM/GRANTS**

3: ONLY FOCUS ON YOUR TOP 5 HIGHEST

TRAFFIC PAGES. OPTIMIZE ALL YOUR ADS, KEYWORD SEARCHES TOWARDS CONTENT ON THESE PAGES.

4: EXTENSIONS ARE FAR LESS REGULATED BY STRICT GOOGLE GRANT GUIDELINES. USE SUBLINKS FROM HIGH TRAFFIC PAGES AS FUNNELS TO CAMPAIGNS AND LOW TRAFFIC PROGRAMS THAT YOU NEED AND WANT PEOPLE TO KNOW ABOUT.

As of Feb 19, 2019, Google updated its policy: "With this update, sitelinks directing to non-compliant third-party URLs (currently, domains that don't match the domain of the ads' final URL and aren't on our list of allowed sites)." This means you will have to make sure you whitelist all your domains and third party domains (like crowdfunding sites) that you may want to point to.

5: ON A MONTHLY BASIS, UPDATE YOUR EXTENSIONS TO POINT TOWARD CURRENT CAMPAIGNS.

6: FOLLOW RECOMMENDATIONS MADE FROM YOUR DASHBOARD – GOOGLE WILL HOLD YOUR HAND THROUGH OPTIMIZING YOUR ADS.

If you already have an account, you have probably experienced compliance issues – narrowing down your landing pages and focusing more on ad extensions instead of new campaigns is going to cure a lot of headaches for you.

CASE STUDY: REPROACTION

Reproaction is a small but determined organization with experience in asking for (and getting) more budget. Recently, they realized they could substantially increase their impact with a modest but significant budget increase for action, communications, and organizing (including travel).

They approached a grant funder with a plan. Though it was an unsolicited ask, they put together a budget that included travel to specific cities, necessary action materials, and a guaranteed number of signatures to add to their list in support of their mission. **Being able to suggest a positive ROI for this organizing effort ultimately resulted in success.**

It was a win/win/win for everyone — a win for a funder mindful of increasing impact and winning concrete results on a timeline, a win for Reproaction's ability to expand their base of online supporters, including those they can reach out to for participation in offline action, and a win for pursuing their strategic plan by growing their overall list, and, as a result, their organization.

PHOTO C/O: REPROACTION
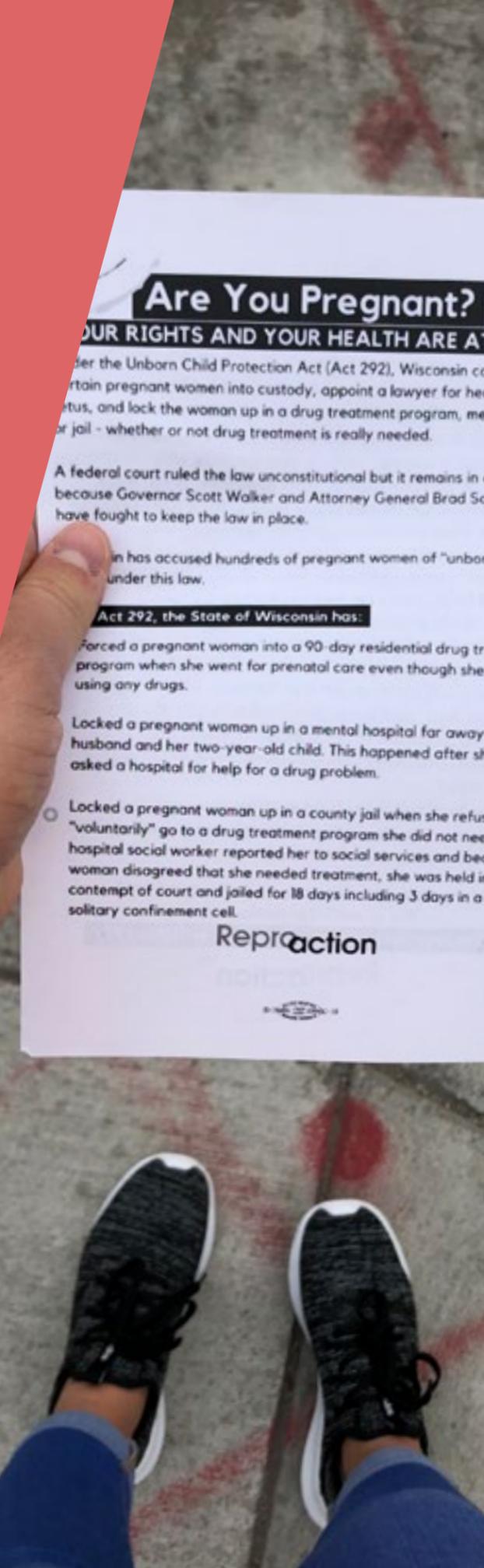
SECTION 2
REMOVING THE BARRIER REEF BETWEEN TEAMS

This chapter may not immediately appear directly related to digital, but bear with us while we explain. There's no point investing in digital if you don't have well-coordinated teams who are not only fluent in the technology they use, but also cooperative with each other.

30.71%
DESCRIBED THEIR ORGANIZATION'S STRUCTURE (INCLUDING DECISION-MAKING, PROCESSES, REPORTING) AS POOR OR UNDER AVERAGE.

18.02%
ONLY HAVE AN IN-HOUSE DEVELOPER.

66.67%
HAVE NO PLANS TO BRING IN AN IN-HOUSE DEVELOPER.

43.18%
DO NOT KNOW WHICH LEAD GENERATION STRATEGIES THEIR ORGANIZATION WILL TEST IN 2019.

SEAL FUNDRAISING AND MARKETING/COMMUNICATIONS ADVENTURES

Yes, fundraising and marketing/communications have an abundance of shared skills, but their core functions are different. 'Fundraising' means raising funds, while 'marketing' concerns communicating your organization's values and how it achieves its goals. Marketing goals include raising brand awareness, increasing audience engagement and providing clear information. Fundraising is about relating to the audience so they feel compelled to donate to your cause and believe their money makes a difference.

Just because a donor has given money, and has even become a monthly donor, it doesn't mean they don't need more love. Receiving only emails asking for more and more money is tiresome and isolates donors. They're human, so treat them like one! Let them know how their donations are making a real impact and how valuable they are to your organization. Never forget to thank them for donating too - this is something that nonprofits often overlook but it's very important and easy to do. They're obviously connected to your cause, so let them know other ways they can support you.

Maybe there's an event they might be interested in attending, perhaps they can support someone doing something awesome to raise money for your nonprofit or maybe they can send a festive e-card.

Surprisingly, only 43% of survey respondents said they knew about their organization's plan for lead acquisition this year. **It's imperative that the fundraising and marketing/communications teams work together.** Both must be acutely aware of supporters' behaviours and know their different audiences like the back of their hand.

It's also important that the two departments do not create communications that contradict each other's messaging. You should have regular cross-department meetings so both teams' voices are consistent and complementary to the organization. These meetings should facilitate discussion on current projects and strategies, and even seek the opinion of an outsider with a similar skill set. Synchronize calendars so both departments can see which projects are coming up for each team and hopefully collaborate.

THE ADVANTAGES OF JUMPING SHIP

The better you know the ropes, the more well-oiled your vessel will be. **Desk-swapping is an excellent exercise to get your teams out of their comfort zone and foster relationships with colleagues on different teams.** Taking up a desk next to someone you don't normally sit next to encourages more cooperation and creativity. Marketing software company Hubspot actually gets their staff to keep moving desks every few months to increase the flexibility of their cooperation.

Interacting with people on different teams lets you understand people's skill sets in more detail, especially those skills that are not so apparent. An outsider's opinion on a project you're working on can be invaluable. They can give you useful considerations that you hadn't thought of, picking up on the blind spot you've developed from being so close to the project. This also gives the added bonus of collaborating on future projects and perhaps even inspiring new ones.

If there is an area of your organization that you want to learn more about, sitting next to your organization's expert certainly helps. Shadowing that expert for a couple of hours and watching them work provides real world experience as well as opportunities for better cross-team integration. Shadowing colleagues is also invaluable for new team members so they know exactly what everyone else in the office does day-to-day and don't have to play that guessing game!

DISCOVER THE TREASURE TROVE OF CREATIVITY

Desk-swapping and shadowing also encourages creativity, which nicely brings us to our next point. **Creativity and innovation don't happen by chance.** There are several ways your organization can create an environment conducive to inspiration.

The first thing to consider is support. Your staff need to feel like their ideas will be listened to, appreciated and implemented. Always reiterate that there is no such thing as a stupid idea so everyone will be more inclined to speak their mind. It's important that staff feel valued, so convince them that their good idea could really help the organization. Rewarding creativity will prove that your appreciation is genuine and encourage other staff members to share their own innovative ideas and.

Of course, not every creative idea works. Every organization needs to take risks to ascertain what works for them and attempt to stand apart from competitors. Failure is a necessary part of the learning curve. When an original idea doesn't hit the mark, never penalize the person who conceived it. Remind them that they were thinking out of the box – an excellent skill to have. Outline the key takeaways and keep those results in mind for future work.

If you're at the beginning of a project's ideation, invite the rest of your team to a brainstorming session. Use this time to ask for others' input and bounce ideas off each other. You'll be surprised by how fluidly new ideas start appearing. Not only will new ideas be born, but team members can also pre-empt any possible barriers that could appear further down the road.

Brainstorming sessions also invite people to volunteer their own skills and knowledge that the rest of the team may be unaware of. This could mean more collaborators on a project that you thought you had to do on your own, increasing efficiency and freeing up your time.

CROSS-SKILL YOUR CREW

We're sure most people have been on a team with someone who goes on vacation or long-term sick leave just before a problem only they can solve rears its ugly head! There's never a good time for this to happen, **but the best thing to do is make sure you're as well prepared as you can be in advance.**

At the bare minimum, create written 'how-to' guides for vital programs and procedures. Use clear instructions and screenshots with annotations and notes if possible. These guides should be easy, step-by-step instructions that someone with no prior knowledge of the program or situation should be able to understand. Have them saved somewhere the rest of your team can access. This is also an easy way to train new members of your team.

Find out individually what skills your team members want to acquire through frequent one-on-one sessions. If there is someone on your team with the skill another team member wants to develop, facilitate a teaching session. If there's a skill that one member has that the rest of the team is missing, schedule a lunch and learn session: provide lunch and get the expert to teach everyone. A lunch time slot should hopefully mean it won't interfere with other work duties, something very busy team members will definitely appreciate - especially when there's free food!

Get into the habit of having monthly meetings to discuss new ideas that you have seen in your sector. If there are any ideas that you could incorporate into your own work, appoint someone to look into the logistics. Trial the new idea and, if it is successful, spread that knowledge to the rest of your team. Cross-skilling is a low-cost and effective way to upskill your crew, so if someone key is away for an extended period of time, you and your team will be able to keep the boat moving.
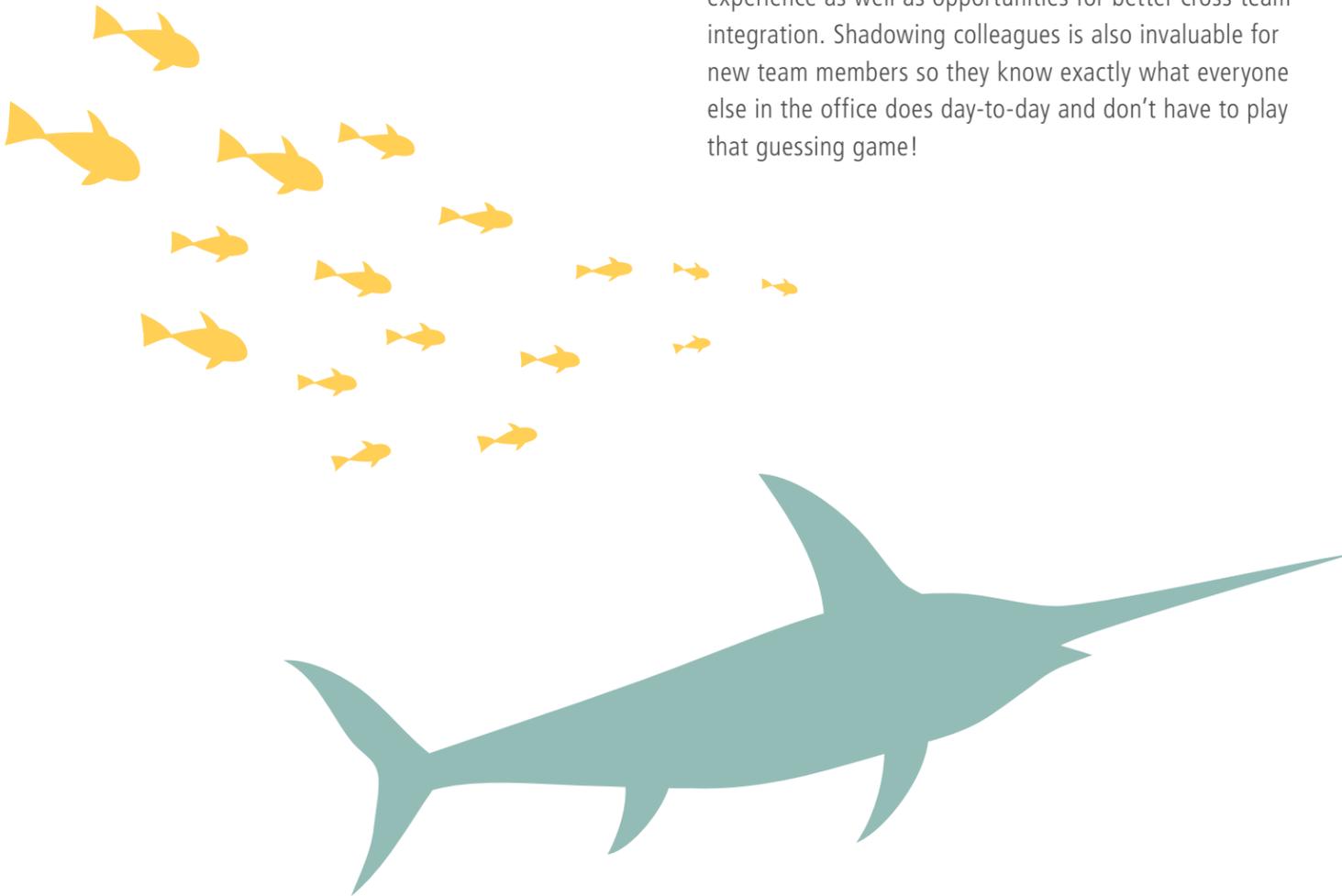
MAKE THEM SAY "YO-HO-HO!"

An organization with high morale is more likely to put in the extra effort to reach the top. When people are in good spirits, they're more cooperative and helpful. They're also more dedicated and inspired, so this quick win is something that every organization should do. It's imperative to ensure that everyone knows how their role is important to the organization's mission. They should realize that they are needed to fulfil this mission and, by extension, help make the world a better place.

To truly understand what your team collectively expects, carry out anonymous employee feedback surveys. These should shine a light on what staff members think the organization is doing effectively, what they dislike, how things could be improved and how much they feel valued by the organization.

It's not enough to just read the responses - you must act on them. Highlight any recurring issues and let your team know you are looking at ways to improve these. To make your staff feel even more listened to, set up a meeting with them where you decide the best course of action together. The more you and your team are singing from the same hymn sheet, the further you'll take your organization and even reduce employee turnover.
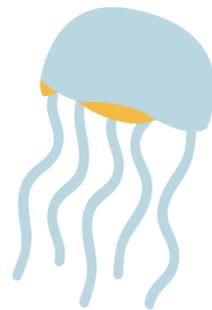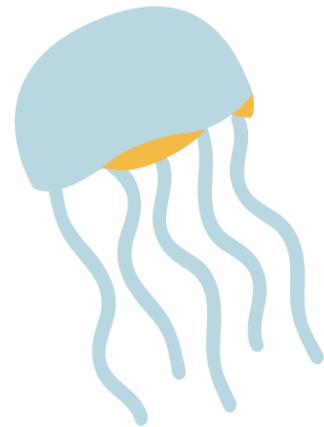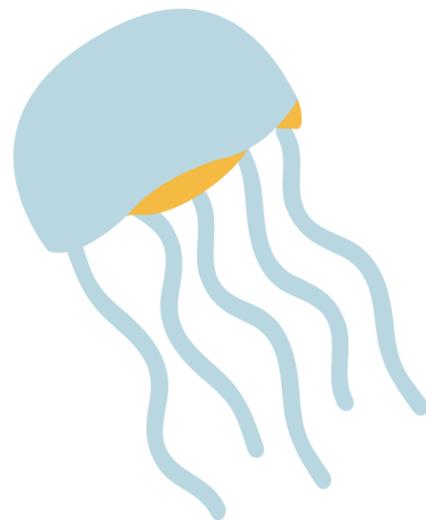
5 YEARS OF THE
DIGITAL OUTLOOK REPORT

2019 marks our fifth year of gathering data for the Digital Outlook Report. In that time, some things have changed in the world of digital fundraising; others, not so much.

Staff shortage is listed as the biggest challenge preventing digital advancement in 2015, 2016, 2017, and 2018. In 2019, budget constraints took over as the biggest challenge faced by digital marketers.

Across all 5 years, proving ROI internally remains a bigger challenge for larger organizations than for smaller ones. As the 2016 report theorized, "a larger team may mean more red tape to get through.

While smaller organizations may not have a lot of people power and budget, they may be nimble, allowing them to test new digital ideas."

In 2015, nearly 73% of respondents only had 10-20% of their marketing budget earmarked for digital strategies. In 2019, that number was much higher. Some organizations are spending 100% of their 2019 marketing budget on digital.

ORGANIZATIONS WITH STAFF DEDICATED TO DIGITAL STRATEGY OVER THE PAST 5 YEARS:

2015: 43.19%   **2016:** 61%   **2017:** 60%   **2018:** 58%   **2019:** 64%

SECTION 3
USING THE TECHNOLOGY AVAILABLE TO US EFFECTIVELY

RELATIONSHIPS, NOT JUST FOR FRIENDS AND ANEMONES

So much in nonprofits, and especially fundraising, is about relationship building. As experts in the field, it's astonishing to find that our relationships with the tools we use are often left out of the big picture. Survey results indicate a serious lack of knowledge and satisfaction with tools, which means there is no path to a positive relationship. We should enjoy the programs we use and be excited by what we can accomplish using them.

So how often do you just want to pick up your computer, give it a good shake and then smash it into a million pieces on the ground? You are not alone!

Not everyone gets along, so why do we expect every member of staff to adapt to every piece of technology our organizations adopt? Instead of forcing relationships between staff and software, reimagine it like matchmaking.

Who would the ideal partner be for Raiser's Edge NXT, for example? Someone that appreciates consistency, accuracy, sharing information, small details and an excitement to learn new things.

Facebook's perfect partner? Someone without a lot of personal hang ups or boundaries (like that pesky privacy thing), intuitive, empathetic, a strong sense of self (a.k.a. brand), loves new things and is highly adaptable.

Best friends with Shopify? You would have to be someone obsessed with other people's experience being as easy and happy as possible. Someone who enjoys exploring, adapting, trying new things, testing and experimenting.

Earlier in the report, we discussed how some nonprofit technology is unsatisfactory across the board, but that's only part of the problem. Assessing the relationship between your team and those tools is really important. Is it a good match? Do your people need something that operates differently? What if the tech you want doesn't even exist?

HALIBUT WE TRY SOMETHING ELSE?

A little over half of organizations we polled have already created supporter profiles, so the majority know the average demographics and interests of their donors. This above all should weigh into your tech and hiring objectives. **Is the tech you are using or thinking of implementing going to serve the end users' needs and capabilities?**

When one organization decided to roll out a symbolic giving program, the top priority was to make the experience as familiar as possible for the average e-commerce consumer. The demographic is older, female and familiar with e-commerce.

They knew that interacting with a nonprofit site should be a comfortable experience no different from any other online purchase or experience. Despite data concerns and adaptations, the platform they chose was Shopify – a ubiquitous piece of tech that most have interacted with at some point. It matched well with the consumer and with the staff responsible for running it.

It's not necessarily the platform that first comes to mind for taking online donations, but all the basic tools were already in place. A free app for tax receipting already existed for U.S. based customers, so the Canadian organization worked with the developer to make it CRA compliant. It's now available to anyone on Shopify for free (a small gift to anyone willing to join them in stepping outside the nonprofit tech box).

The tech they wanted didn't exist – so they worked with outside contractors and in-house developers to make it happen on a nontraditional platform. The $50,000 (CAD) project paid for itself in six weeks.
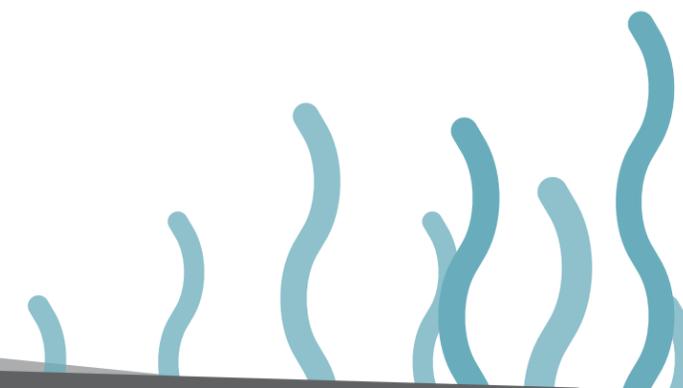
EEL DEFINED POLICIES

The Internet, by its nature, is difficult to plan for. **Training is incredibly important, but how much time should be spent documenting when that time could be spent adapting? It has to be a delicate balance.**

An immediate policy change you could make (if you haven't already) is four weeks notice when someone is exiting your organization. Two weeks is typically not long enough to get the documentation needed, especially if HR is backed up and you can't get any overlap with a new candidate. Though this policy may not be enforceable, if you ask nicely, employees may be willing to accommodate. Considering that 44% of respondents promote staff from within or add skills to them, this will give you a much better chance overlap time for training.

In an effort to stay on top of innovations, think about bottom up training. Have younger/newer staff bring management a new idea in at least one monthly meeting. They should be helping you stay relevant, not the other way around.
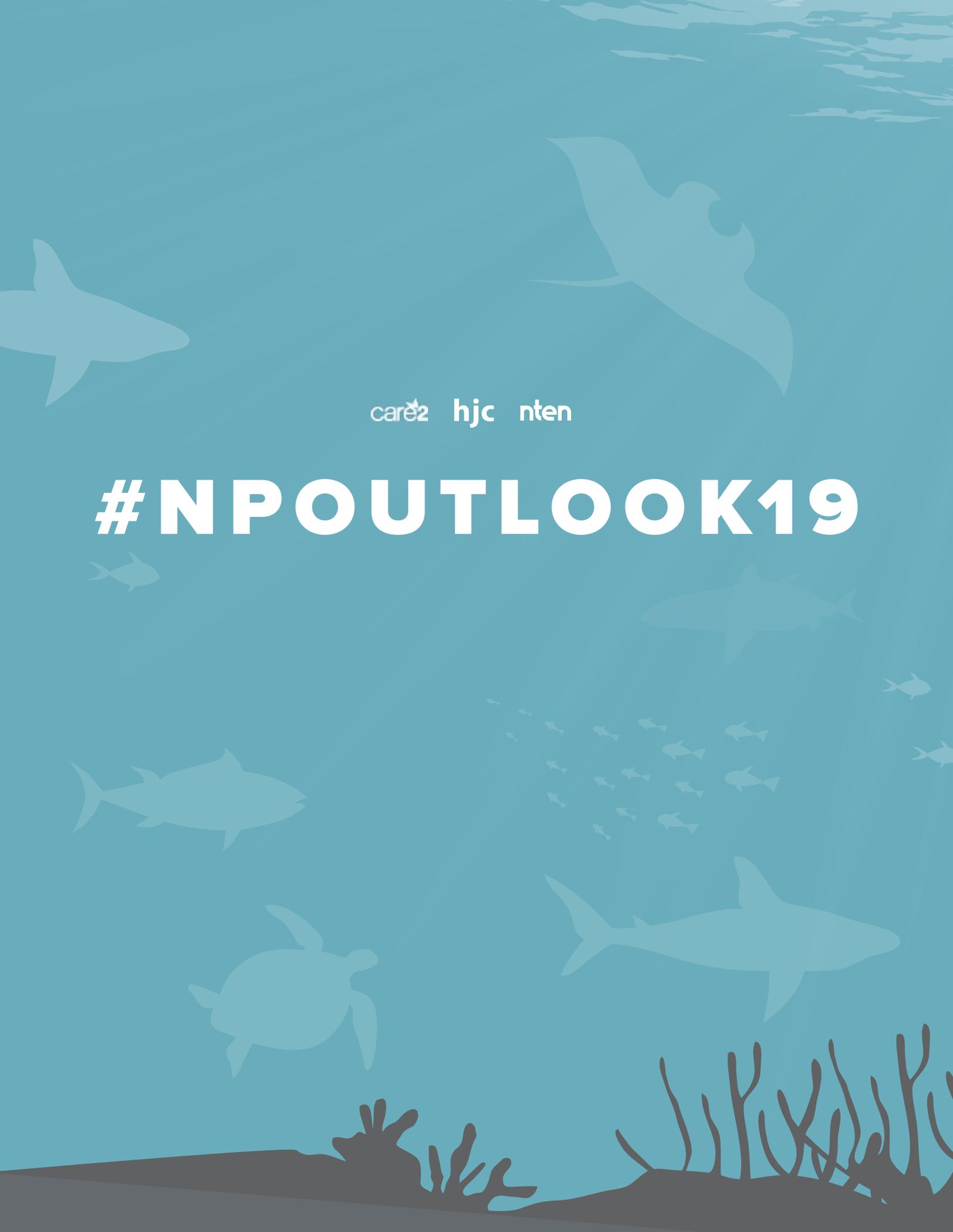
We can pass down often outdated knowledge when new blood can bring in new fresh ideas. The terrible thing about fundraising is high turnover; the great thing about fundraising is high turnover!

Digital is a unique beast among its relatively static fundraising cohorts. Wills and estates, major giving and direct mail still follow many of the same best practices they have always followed. But the rules of digital have already shifted from when this report was written. Our suggestion: throw out the playbook and look to the future! Adapt constantly or fall behind quickly and lose supporters with high expectations in the process.

The key to smooth sailing and to keep your organization relevant is to plan for the future. That includes at least having some talent on staff that can attack a crisis, like a broken form, a down site, or the million other crisis moments that pop up in every day operations.
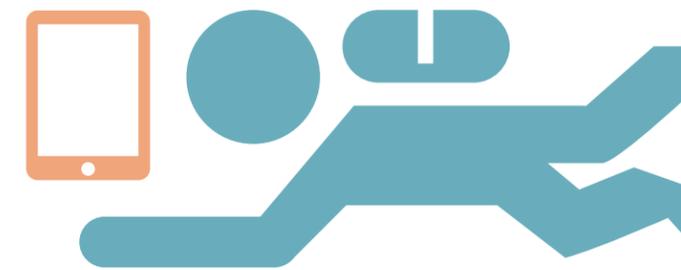
THE SHIP HAS SAILED ON DIGITAL AND IT'S TIME TO HAVE A PLAN IN PLACE