Joe Park

CEO & Principal

Joe leads a team of 33 dedicated Ministry Strategists, International Coaching Federation trained coaches, and support staff at Horizons Stewardship. Our mission is to help churches and faith-based nonprofits grow disciples and fund ministry. The Horizons team has assisted churches in raising over $9 billion in capital funding and uncountable amounts of annual and planned giving.

Rhodes Logan

Senior Vice President

As a seasoned fundraising professional, Dr. Logan has expertise in capital campaigns, major gift solicitations, planned giving, annual giving programs, and development communications.

Through his ministry, Rhodes discovered his passion for working with local churches and religious nonprofits. He is inspired by the transformational work of his clients to guide them to success and achieve funding for their missional objectives.

Richard Rogers

Senior Vice President

Richard brings over 20 years of a unique blend of business savvy, ministry experience, and passion for the local church to his work with Horizons.

Richard is the author of Generational Generosity (NK Publishing, 2022), and The E-Giving Guide for Every Church: Using Digital Tools to Grow Ministry (Abingdon Press, 2016).

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Session Topic

- Economic & Giving Landscape

- Generosity Tools

- Generosity Strategies

Why the Changes in

The Financial Landscape

Matter

What's Changed | What Hasn't

	2009-2021	AVG	Current
Stock Market	9108 to 36,480	24,899	30,946
GDP Growth	-2.6% to 5.7%	1.7%	-2% Q1, +3.1% CBO
Unemployment	9.9% to 3.9%	6.2%	3.6%
30 Year Mortgage	5.7% to 3.25%	4.5%	5.7%
Inflation	2.7% to 7.0%	2.2%	9.06%
Med. HH Income	$60.2k to $67.5k	1.0%	$67.5k
Avg. HH Income	$35.6k to $74.4k	3.0%	$74.4k

What's Changed | What Hasn't

Share of Wealth Owned by the Middle Class

|	1990	2020	% Change
Top 1%	+ 17.2%	26.9%	+36%
81-99%	+ 43.5%	43.5%	0%
60-80%	+ 16.7%	15.5%	- 7%
Bottom 60%	+ 22.6%	14.1%	-38%

Changes in the

Giving Landscape

Source: Giving USA 2021

2021 contributions: $484.85 billion by type of recipient organization*

(in billions for dollars – all figures are rounded)

5%
Arts, culture, & humanities
$23.50

3%
Environment/animals
$16.32

2%
To individuals
$11.74

5%
International affairs
$27.44

27%
Religion
$135.78

8%
Health
$40.58

11%
Public-society benefit
$55.85

14%
Education
$70.79

13%
Gifts to grantmaking foundations**
$64.26

13%
Human services
$65.33
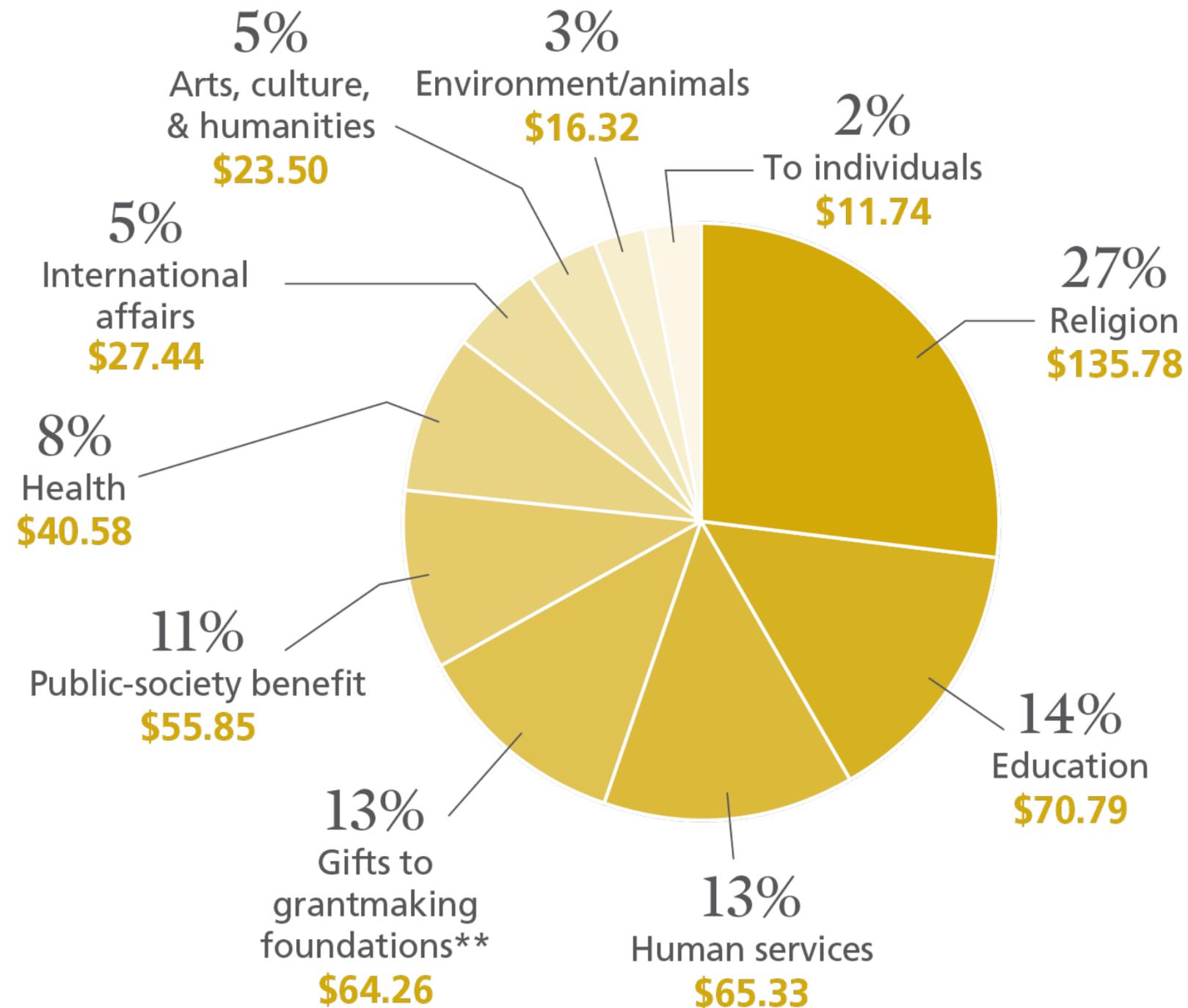
* Total includes unallocated giving, which totaled -$26.75 billion in 2021.

** Estimates developed by the Indiana University Lilly Family School of Philanthropy using data provided by Candid.

# Changes in giving by source: 2019–2020 and 2020–2021, 2019–2021 cumulative

(in inflation-adjusted dollars, 2021 = $100)

■ 2020-2021
■ 2019-2020

*The two-year change is calculated separately and is not the sum of the changes in the two years.

	2020-2021	2019-2020	2019-2021 cumulative*
Total	-0.7%	8.1%	7.4%
Individuals	0.2%	4.6%	4.7%
Foundations	-1.2%	14.7%	13.3%
Bequests	-11.4%	28.9%	14.2%
Corporations	18.3%	-6.0%	11.1%

Percentage change from previous year
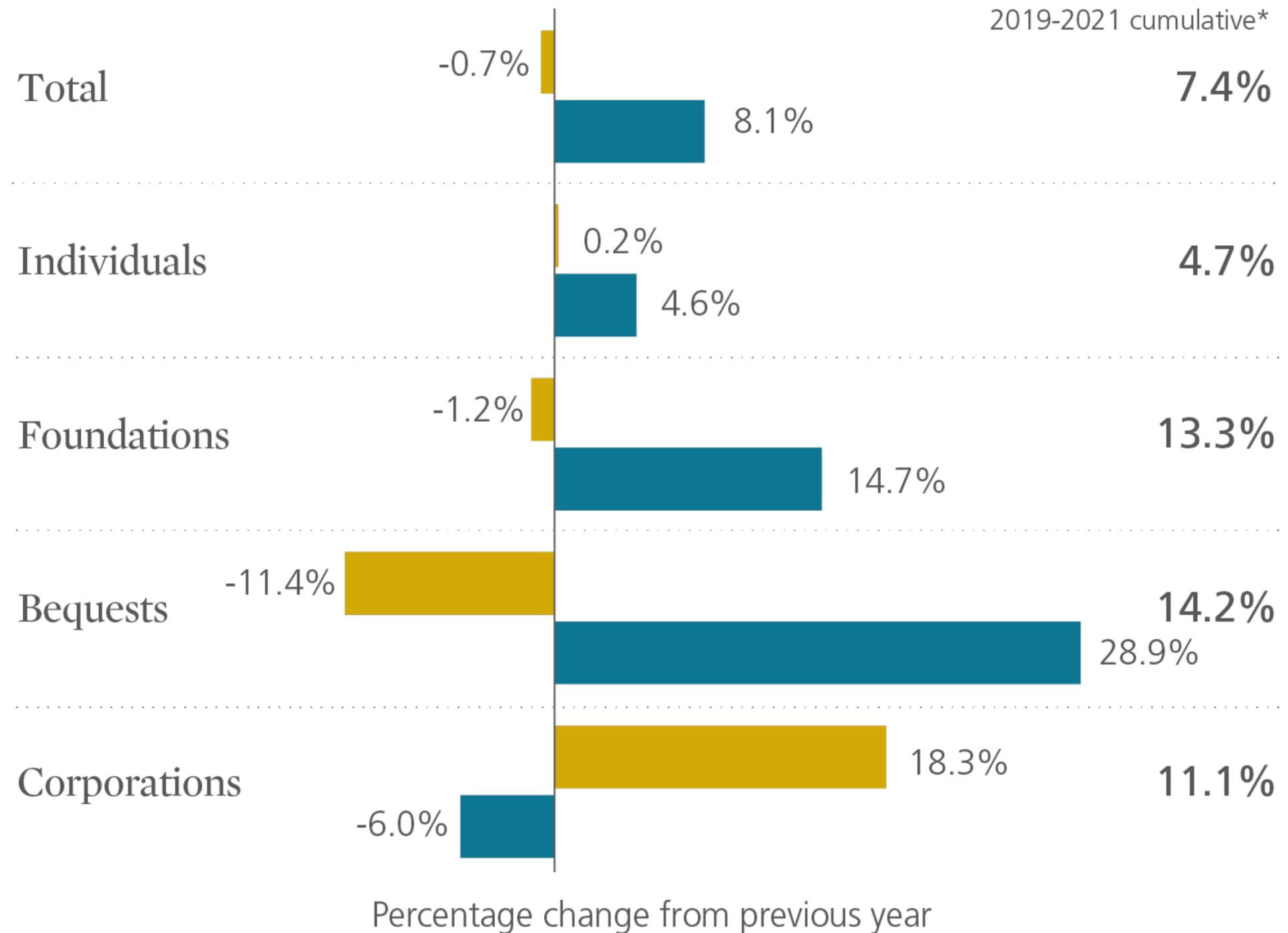
Changes in giving by type of recipient organization: 2019–2020 and 2020–2021, 2019–2021 cumulative

(in inflation-adjusted dollars, 2021 = $100)

■ 2020-2021
■ 2019-2020

*The two-year change is calculated separately and is not the sum of the changes in the two years.

2019-2021 cumulative*

Religion
0.7%
-1.4%
-0.7%

Education
-7.2%
15.0%
6.8%

Human Services
-2.4%
8.0%
5.4%

Foundations
4.4%
5.7%
10.3%

Health
2.9%
-6.9%
-4.2%

Public-society benefit
17.9%
14.4%
34.9%

Arts, culture, & humanities
21.8%
-6.8 %
13.5%

International affairs
-4.5%
11.0%
6.0%

Environment/animals
6.1%
9.2%
15.8%

Percentage change from previous year

Source: Giving USA 2021
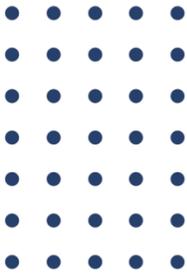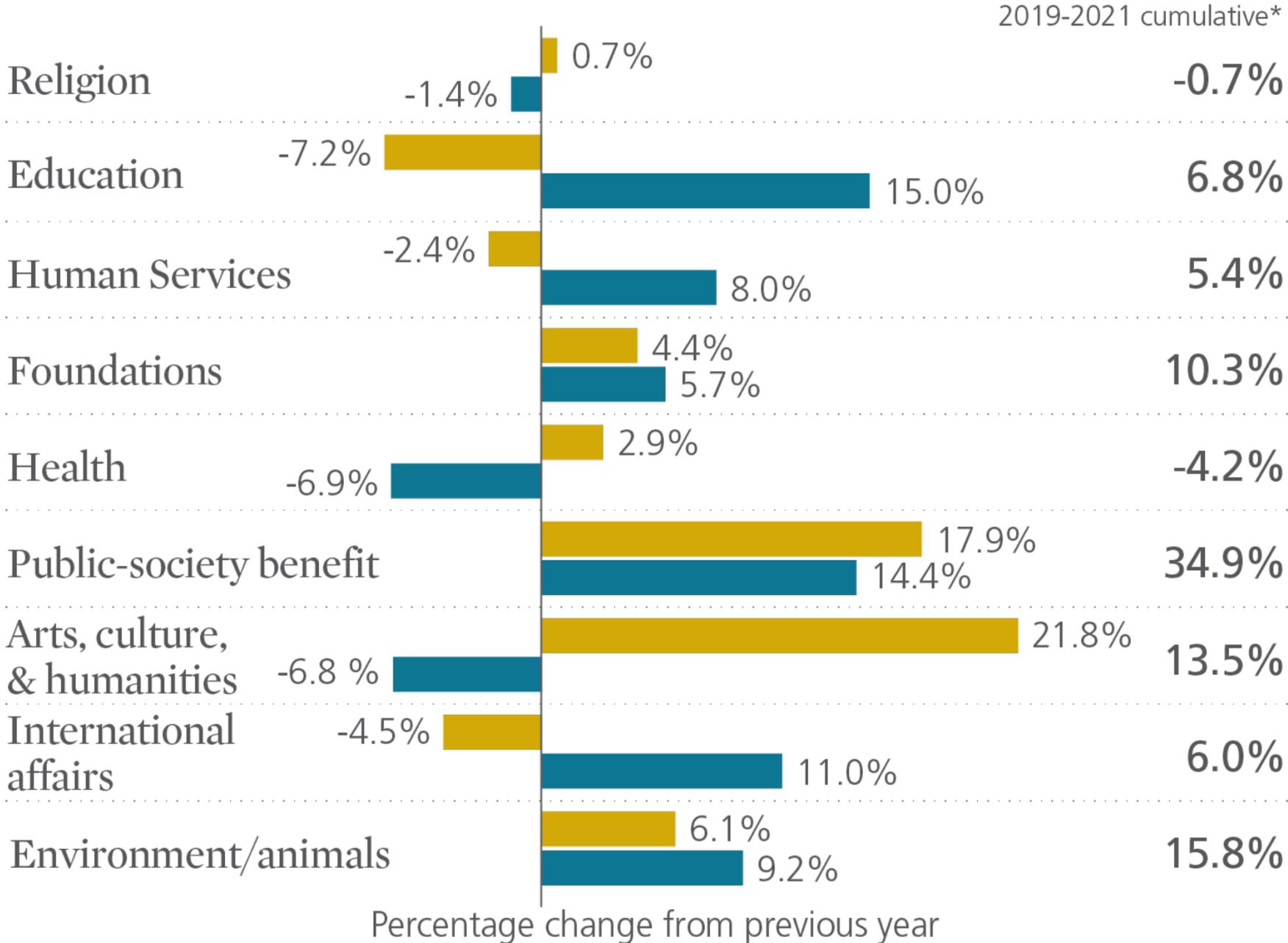
Total giving, 1981-2021

(in billions of dollars)

Legend:
- Inflation-adjusted dollars
- Current dollars

$484.85
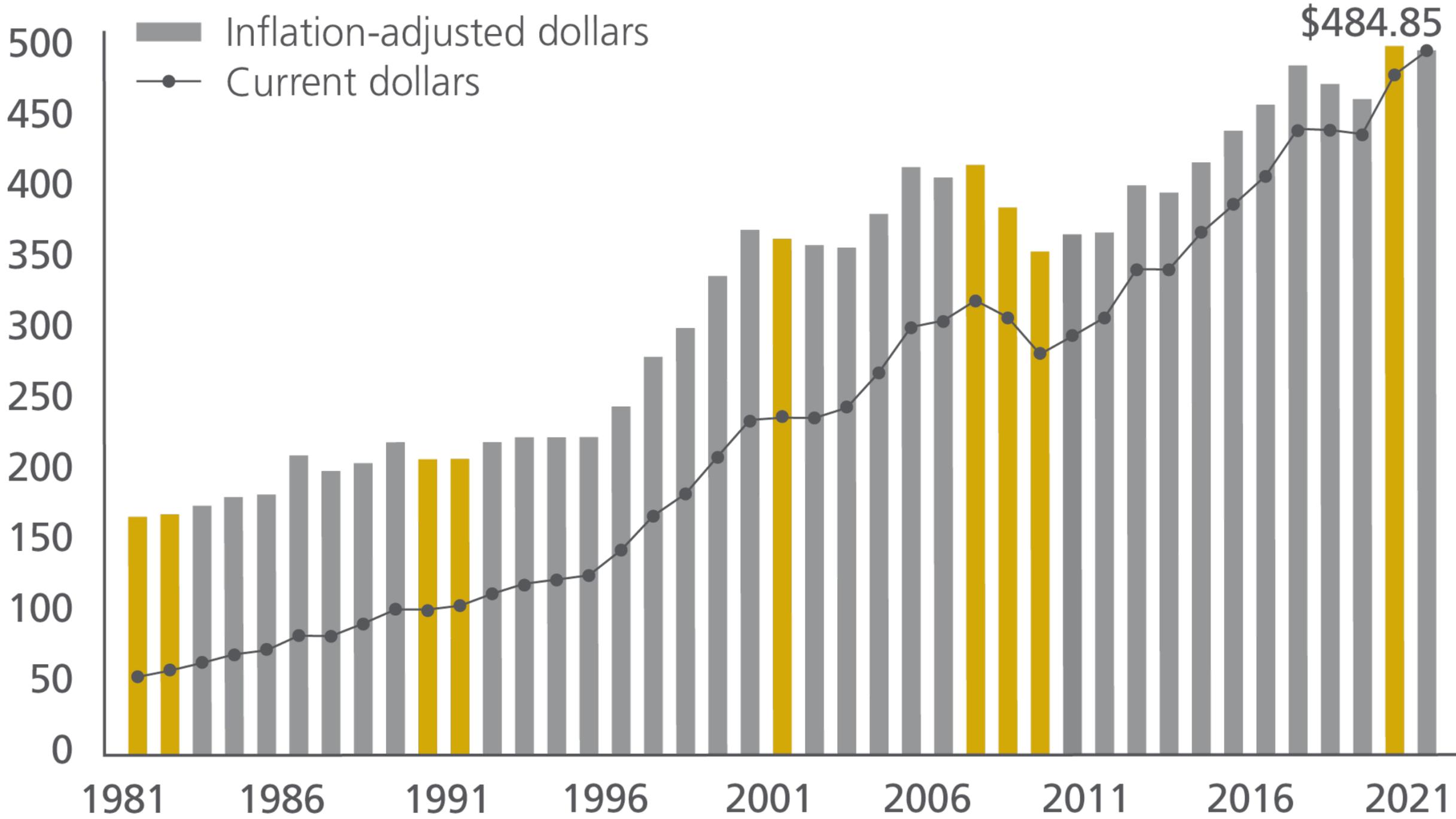
Giving to religion, 1981–2021

(in billions of dollars)

— Inflation-adjusted dollars
- - Current dollars

$103.04

$139.78

$135.78

$122.23

$127.20

$106.94

$99.48

$122.61

$123.81

$74.65

$101.78

$94.63

$79.87

$61.90

$50.00

$41.68

$25.05

1981   1986   1991   1996   2001   2006   2011   2016   2021

Total giving as a percentage of Gross Domestic Product, 1981–2021

(in current dollars)

1.7% 1.8% 1.7% 1.7% 2.2% 2.1% 1.9% 2.1% 2.1%
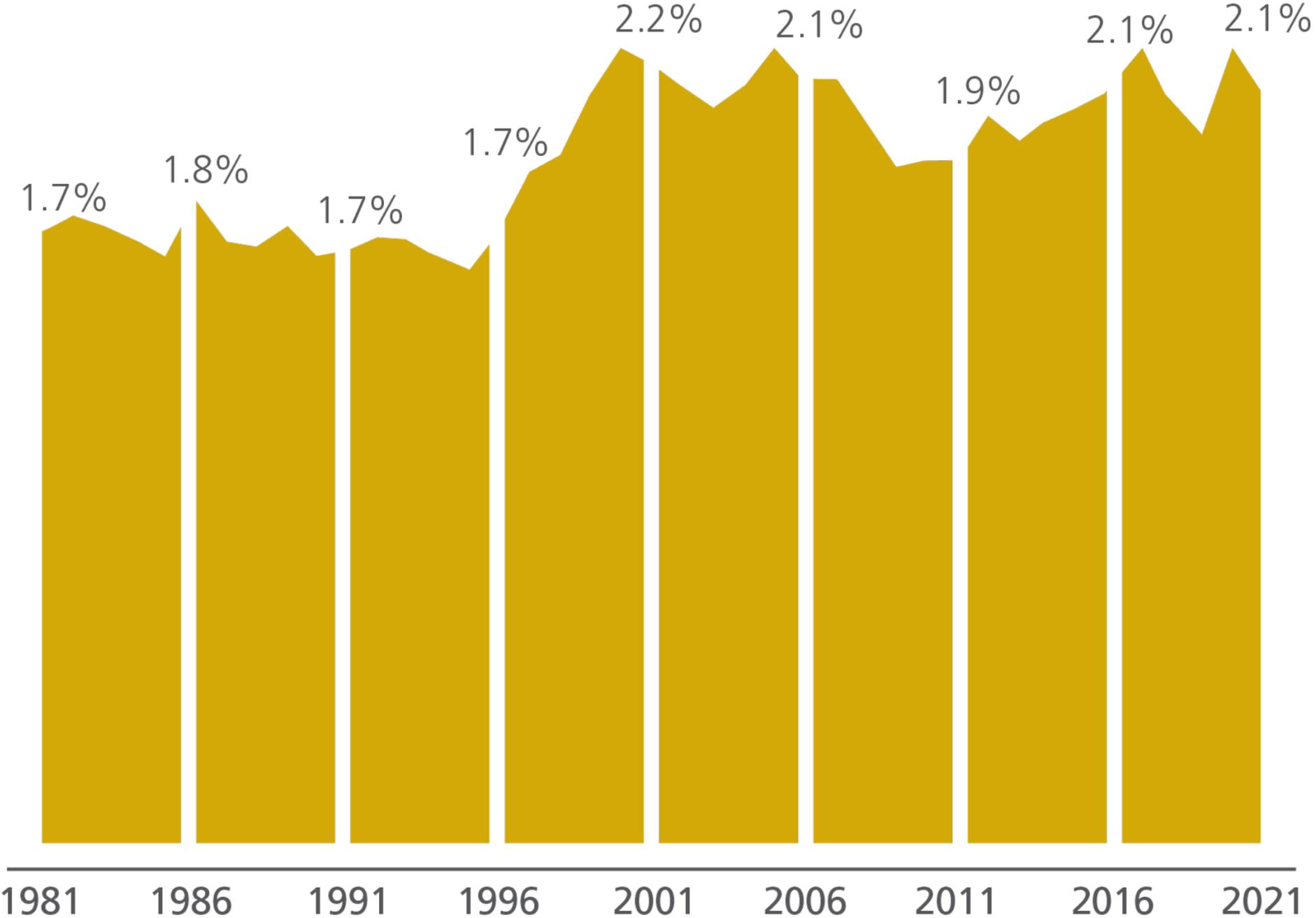
1981 1986 1991 1996 2001 2006 2011 2016 2021

Individual giving as a percentage of disposable personal income, 1981-2021

(in current dollars)

2.0% 2.0% 1.8% 1.8% 2.2% 2.2% 2.0% 1.8% 1.8%
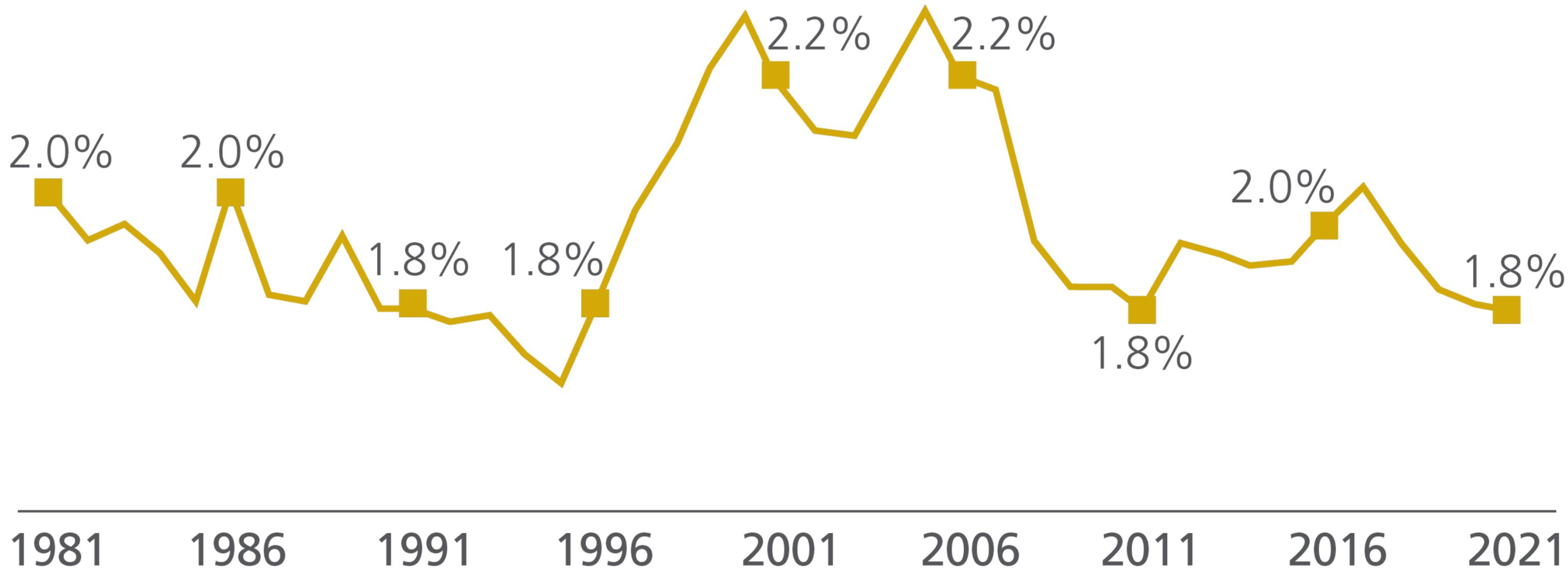
1981 1986 1991 1996 2001 2006 2011 2016 2021

Total charitable giving graphed with the Standard & Poor's 500 Index, 1981-2021

(in billions of inflation-adjusted dollars, 2021 = $100)

—— S&P 500, inflation-adjusted dollars
- - - Total giving, inflation-adjusted dollars

S&P 500 Index, inflation adjusted

Total charitable giving, inflation adjusted to 2021 dollars (billions)

1981 1986 1991 1996 2001 2006 2011 2016 2021

Source: Giving USA 2021
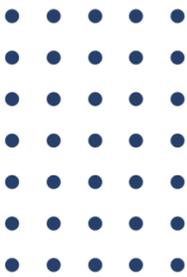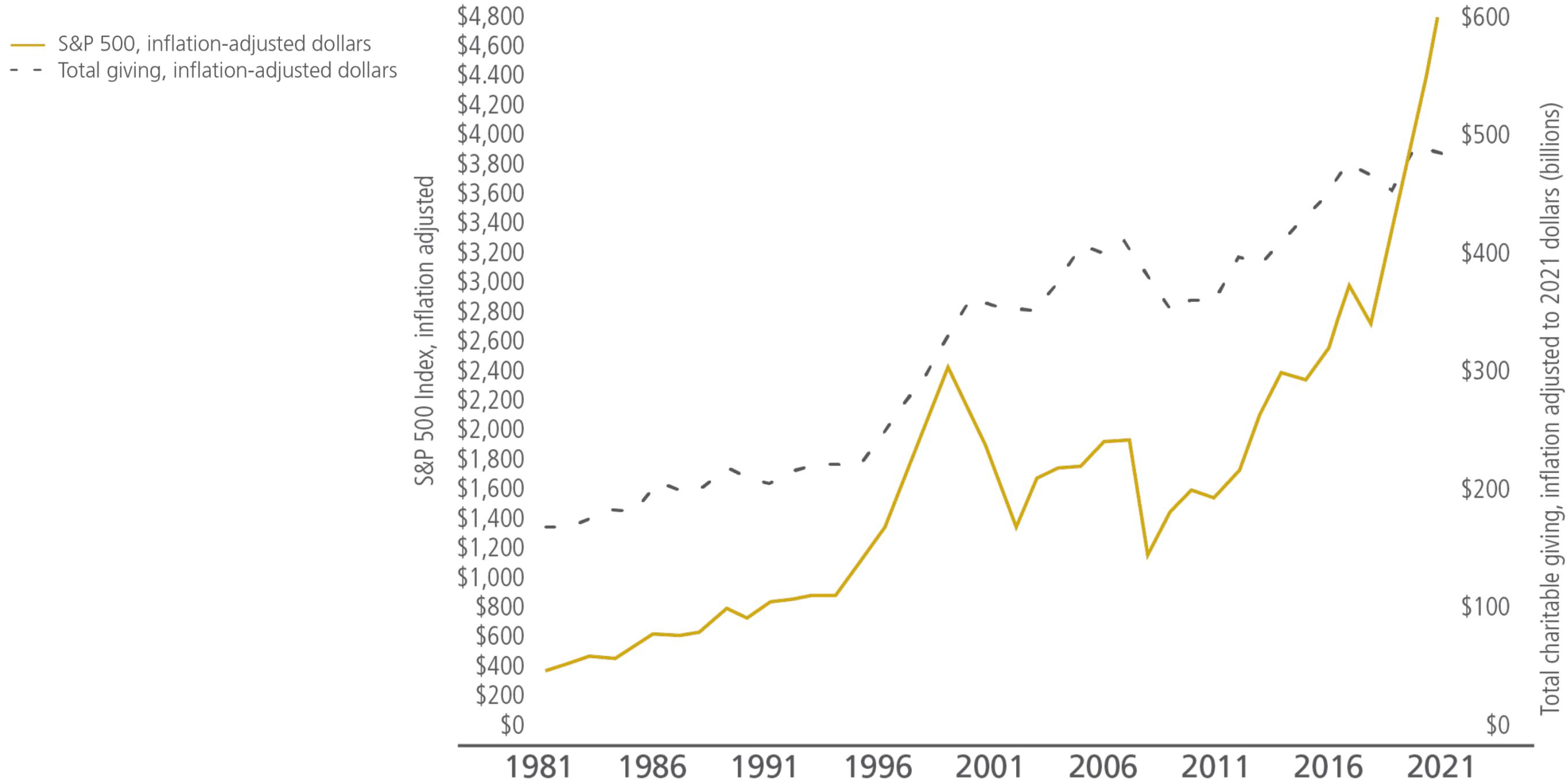
The number of 501(c)(3) organizations, 2010-2020
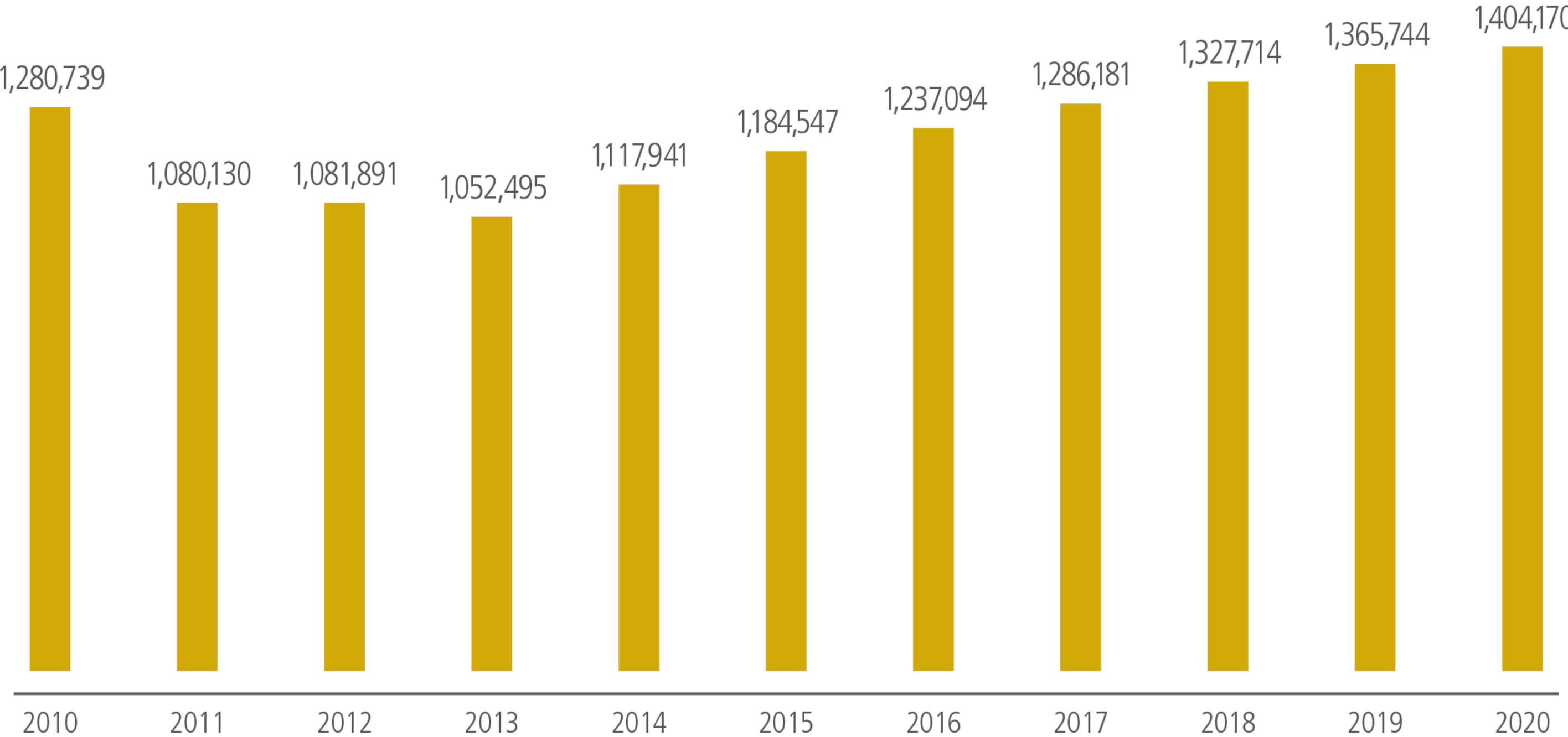
- 2010: 1,280,739
- 2011: 1,080,130
- 2012: 1,081,891
- 2013: 1,052,495
- 2014: 1,117,941
- 2015: 1,184,547
- 2016: 1,237,094
- 2017: 1,286,181
- 2018: 1,327,714
- 2019: 1,365,744
- 2020: 1,404,170

Donor Analytics

Fun Facts-

- 10% of donors give 50%+ of total giving

- 50% of donors give less than 5% of total giving

- 50% of members give nothing each year

- 70% of first-time donors never give again

- Most people stop giving 3-6 months before leaving

Donor Dashboard Essentials

- Financial Leaders: Percentage of Income and Age
- Donor Giving By Levels: Total and Number of Households
- Changes in Donor Giving Levels (YOY)
- Donor Churn: New Donors – Lost Donors (Amount & HH)
- At Risk Donors: Time, Amount and Frequency
- Campaign Tracking: Capital and Annual
- Automated Trigger Reports

Band Composition

Band	Households		Giving		Average Giving		% Households	% Giving
1	350	↓ -16.5%	$23,003.99	↓ -12.0%	$65.73	↑ 5.3%	29.69%	0.7%
2	287	↓ -11.1%	$138,788.96	↓ -10.1%	$483.59	↑ 1.2%	24.34%	4.22%
3	333	↑ 3.1%	$808,378.81	↑ 4.6%	$2,427.56	↑ 1.5%	28.24%	24.58%
4	132	↑ 1.5%	$897,389.80	↓ -0.8%	$6,798.41	↓ -2.3%	11.2%	27.28%
5	77	↑ 4.1%	$1,421,399.63	↑ 4.5%	$18,459.74	↑ 0.5%	6.53%	43.22%
Totals	1,179		$3,288,961.19		$2,789.62		100%	100%

First Time Givers

Details

● APR 2020 – MAR 2021   316   ↓ −33%

○ APR 2019 – MAR 2020   472

Prior Period   Recent Period
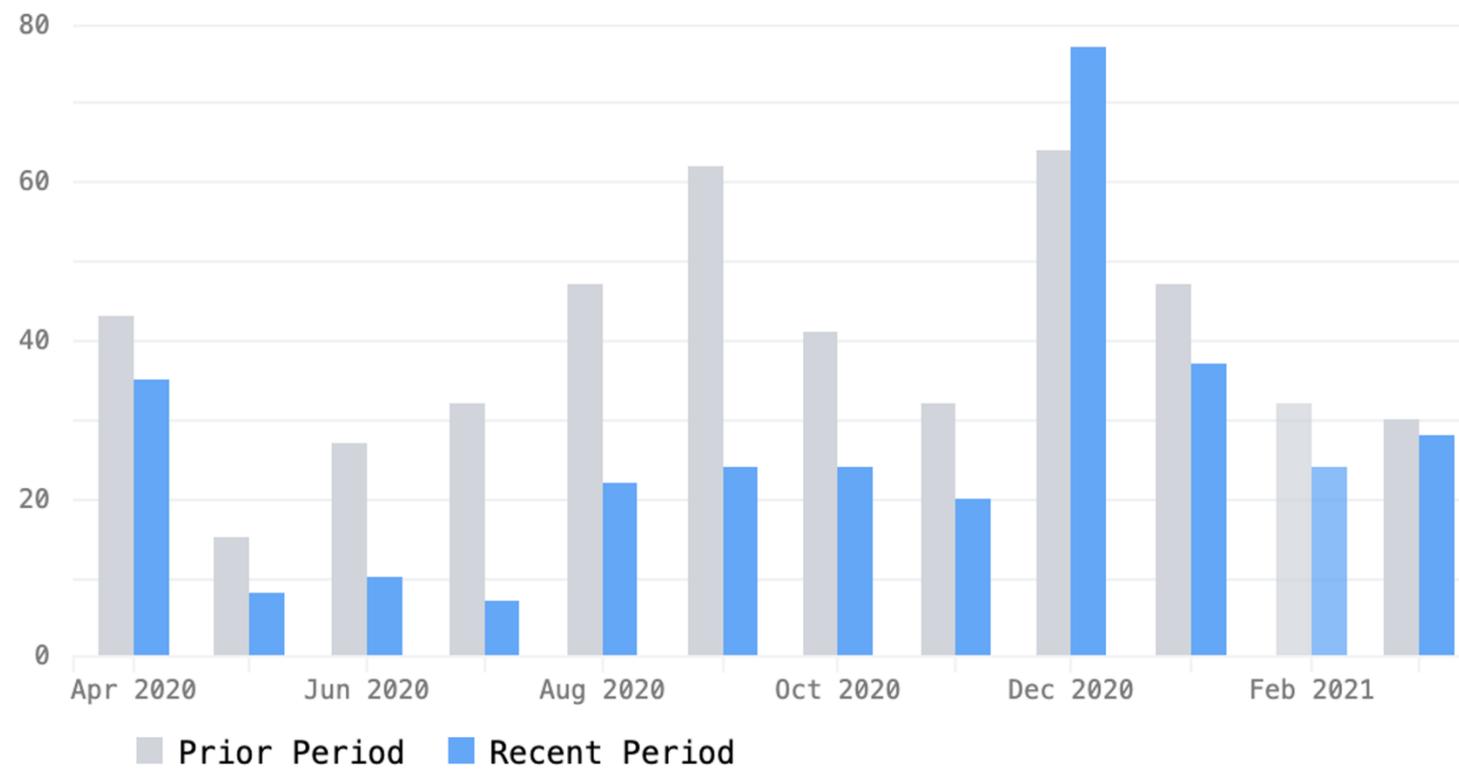
Second Time Givers

	Apr 2019 – Mar 2020	Apr 2020 – Mar 2021	
First-time Givers	472	317	↓ −33%
2nd Gift In Period	65.7%	55.8%	↓ −15%
No 2nd Gift In Period	34.3%	44.2%	↑ 29%

Raw Retention ⓘ

Details

How are core givers from Nov 2019 – Oct 2020 giving in Nov 2020 – Oct 2021?

Graduated - Became a top giver in the recent period   21

Retained - Continued as a core giver in the recent period   489

Lagging - Dropped to band 1 in the recent period   49

Lapsed - Did not give in the recent period   199

6.5%

26.3%

Retention Breakdown

64.5%

■ retained   ■ lagging   ■ lapsed   ■ graduated
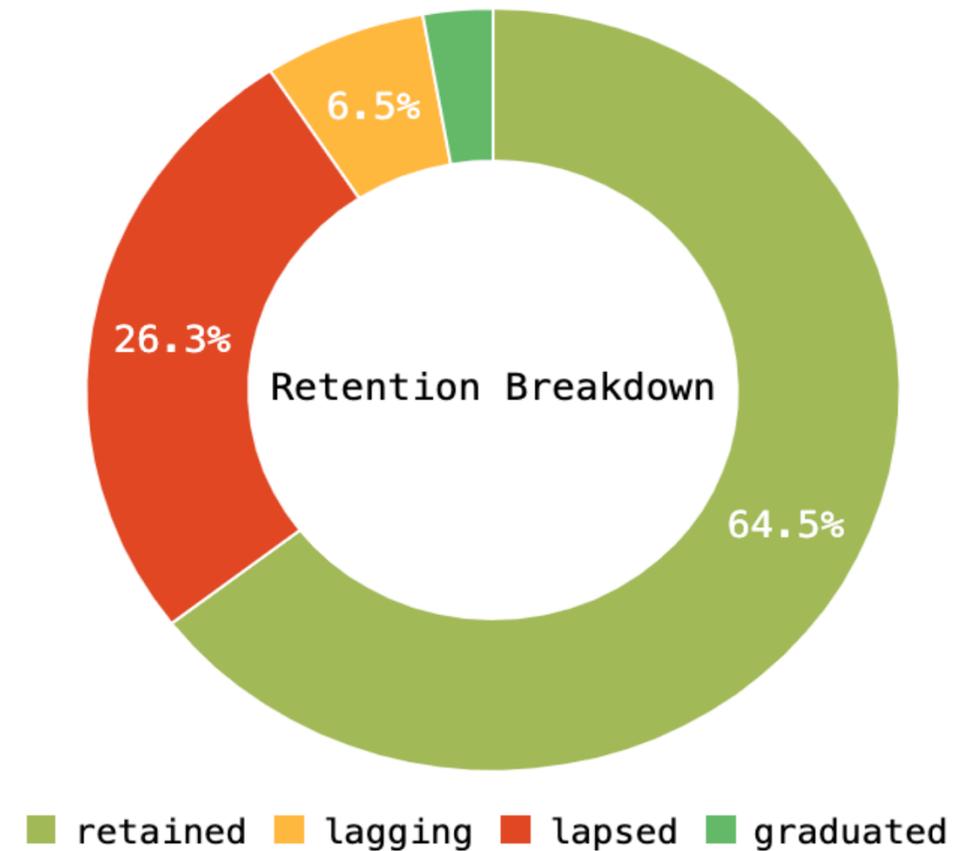
Households At Risk Of Lapse ⓘ

Households by average frequency and days without giving as of Nov 30, 2021

	Days Without Giving ⓘ					Total Households	Related Giving ⓘ
	30	60	90	120	180		
Weekly	2	3	1	5	11	22	$80,587.83
Twice a month	18	6	4	7	20	55	$204,078.91
Monthly	27	13	9	18	36	103	$281,077.99
Every other month	17	15	8	8	30	78	$131,521.91
Infrequently	14	12	12	25	51	114	$93,851.79

- MortarStone allows you to build lists of givers that you need to contact.

- You can create triggers to send email notifications to these givers.

- You can assign communication follow-ups to your team members based on the segmented groups you have created.

⚡ TRIGGERS **CORE GIVERS 2021**

✎ Edit | 🗑 Delete this trigger

This trigger queued and will run soon

Search
CORE GIVERS 2021

Actions
Add to list:
CORE GIVERS 2021 results

974 Households

Giving to default funds

Family	Last Gift TO ANY FUND	[1] Amount sum 01/01/2021-09/13/2021
Laura Baldwin Costa Mesa	$150.00 22 days ago	$2,549.00
Robert L. Loken Newport Beach	$125.00 6 months ago	$600.00
Billy Vail Costa Mesa	$220.00 4 months ago	$1,100.00
Laura Hatfield Newport Beach	$280.00 5 months ago	$539.00
Lori Quinley Costa Mesa	$153.30 16 days ago	$8,635.90
Janice and Brette Mitchell Santa Ana	$35.00 about 1 month ago	$3,689.66
Lily and Cora Harbin Costa Mesa	$200.00 7 months ago	$200.00

IDENTIFY YOUR GIVERS

○ ○ ○ ○

Use MortarStone to identify your 50-70+ aged givers.

Households

	Prior Oct 12, 2017–Oct 11, 2018	Recent Oct 12, 2018–Oct 11, 2019	Difference
Under 20	1 (0%)	1 (0%)	0 (↔0.0%)
20-29	15 (1%)	33 (2%)	18 (↑120.0%)
30-39	138 (10%)	154 (10%)	16 (↑11.6%)
40-49	291 (22%)	313 (21%)	22 (↑7.6%)
50-59	275 (21%)	285 (19%)	10 (↑3.6%)
60-69	135 (10%)	158 (11%)	23 (↑17.0%)
70+	77 (6%)	76 (5%)	-1 (↓-1.3%)
Unknown	397 (30%)	467 (31%)	70 (↑17.6%)
Total	1,329 (100%)	1,487 (100%)	158 (↑11.9%)

Giving

	Prior Oct 12, 2017–Oct 11, 2018	Recent Oct 12, 2018–Oct 11, 2019	Difference
Under 20	$21.00 (0%)	$10.00 (0%)	-$11.00 (↓-52.4%)
20-29	$3,480.31 (0%)	$20,457.49 (0%)	$16,977.18 (↑487.8%)
30-39	$318,762.65 (8%)	$277,551.44 (5%)	-$41,211.21 (↓-12.9%)
40-49	$841,034.32 (22%)	$1,198,126.30 (20%)	$357,091.98 (↑42.5%)
50-59	$1,202,425.73 (31%)	$1,011,065.54 (17%)	-$191,360.19 (↓-15.9%)
60-69	$422,118.08 (11%)	$372,524.04 (6%)	-$49,594.04 (↓-11.7%)
70+	$275,357.35 (7%)	$2,187,513.42 (37%)	$1,912,156.07 (↑694.4%)
Unknown	$791,367.07 (21%)	$825,062.73 (14%)	$33,695.66 (↑4.3%)
Total	$3,854,566.51 (100%)	$5,892,310.96 (100%)	$2,037,744.45 (↑52.9%)

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IDENTIFY TOP YOUR GIVERS

○ ○ ○ ○

Use MortarStone to identify who Band 4 and Band 5 givers are (those that give $5000+ a year).

Households

	Prior Oct 12, 2017–Oct 11, 2018	Recent Oct 12, 2018–Oct 11, 2019	Difference
Band 1	519 (39%)	587 (39%)	68 (↑13.1%)
Band 2	314 (24%)	363 (24%)	49 (↑15.6%)
Band 3	310 (23%)	346 (23%)	36 (↑11.6%)
Band 4	98 (7%)	126 (8%)	28 (↑28.6%)
Band 5	88 (7%)	65 (4%)	-23 (↓-26.1%)
Total	1,329 (100%)	1,487 (100%)	158 (↑11.9%)

Giving

	Prior Oct 12, 2017–Oct 11, 2018	Recent Oct 12, 2018–Oct 11, 2019	Difference
Band 1	$30,133.27 (1%)	$36,457.79 (1%)	$6,324.52 (↑21.0%)
Band 2	$149,447.63 (4%)	$176,338.39 (3%)	$26,890.76 (↑18.0%)
Band 3	$741,317.42 (19%)	$844,244.13 (14%)	$102,926.71 (↑13.9%)
Band 4	$676,939.08 (18%)	$872,875.97 (15%)	$195,936.89 (↑28.9%)
Band 5	$2,256,729.11 (59%)	$3,962,394.68 (67%)	$1,705,665.57 (↑75.6%)
Total	$3,854,566.51 (100%)	$5,892,310.96 (100%)	$2,037,744.45 (↑52.9%)

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CPI

- Capacity

- Propensity

- Interest

Why Screening?

- Know more about your top givers

- Find Hidden Gems

- Know your potential for: Stewardship, Capital Campaigns, and Planned Giving
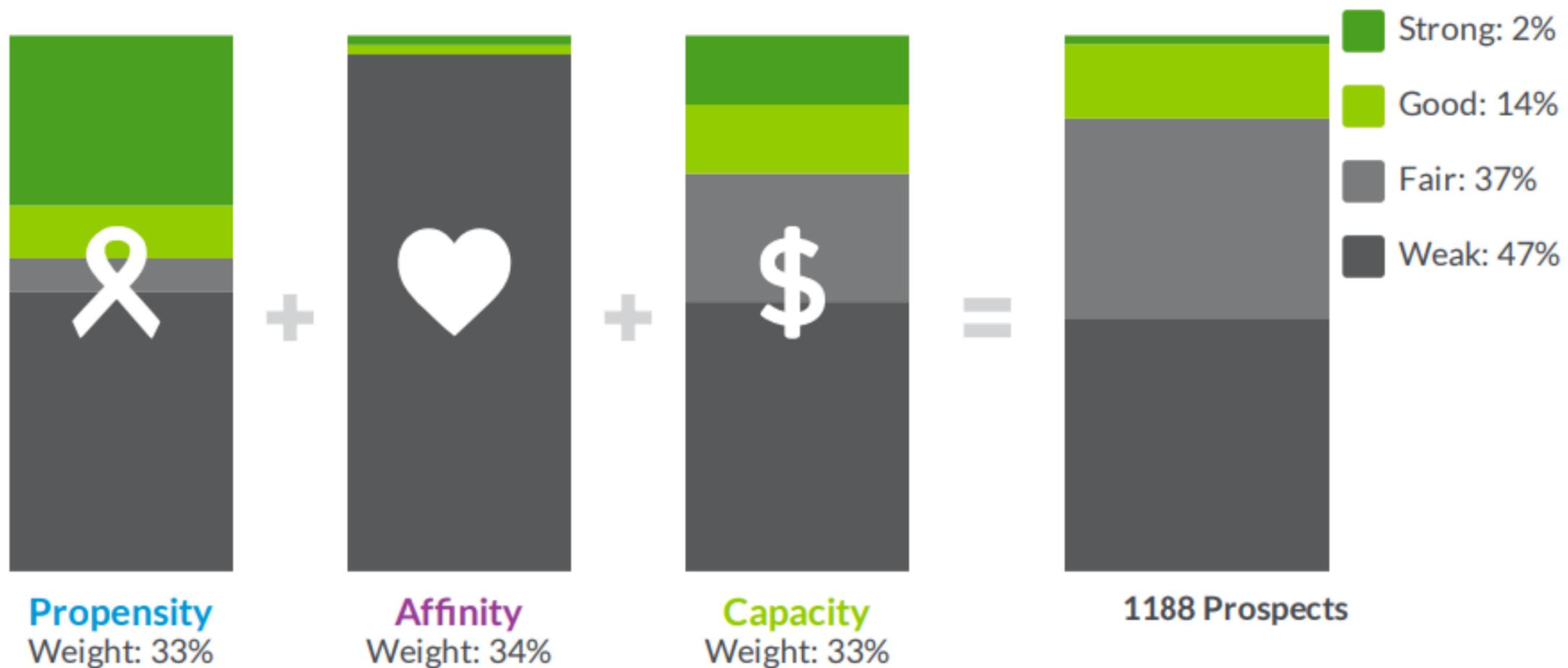
INSIGHTS

The individuals have been screened and segmented into four groups based on their philanthropic history with your organization (RFM score) and their philanthropic and wealth history outside of your organization (iWave score).

HIDDEN GEMS
These prospects have capacity and are already giving to other nonprofits.

DISTINGUISHED PHILANTHROPISTS
Major gift donors that donate to your cause but may have additional capacity.

NOT NOW PROSPECTS
Individuals that do not appear to be philanthropic with any nonprofits.

YOUR CHAMPIONS
They donate to your cause but are not on the radar of other nonprofits.

RFM Score

	1	2	3	4	
	52 $15.40M		132 $48.52M		4
					3
	295 $23.56M		709 $28.31M		2
					1

iWave Score
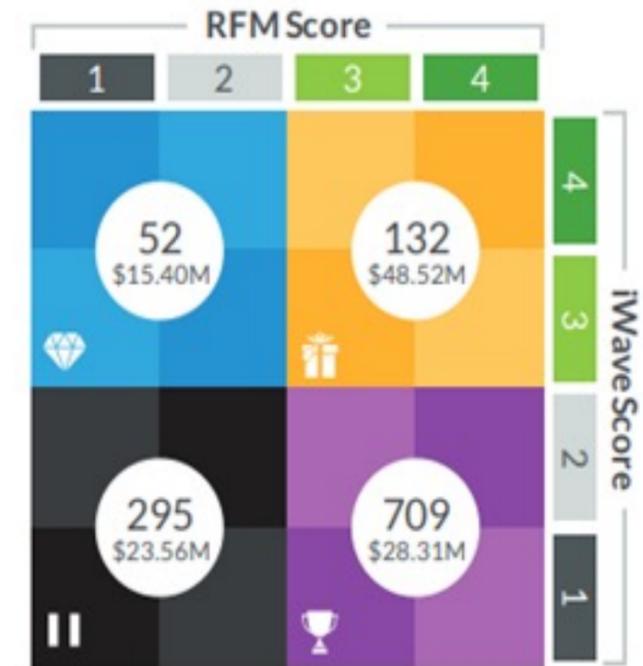
CULTIVATION

The individuals have been screened and segmented into four groups based on their capacity (wealth) and propensity to give (history of giving and/or a board affiliation with a foundation).

STORYTELLING
These prospects need to know what their hard-earned money will accomplish. Start by sharing your mission and the impact of a gift using stories, photos and videos.

PERSONALIZATION
These are major gift prospects! Utilize personalized messages and customized initiatives like exclusive events, on-site tours or nomination for a board position.

ANNUAL
These individuals should be considered your lowest priority. Encourage them to join your newsletter, follow your social media channels, or receive an annual mailing letter.

RESEARCH-DRIVEN
These prospects have likely hidden their wealth and are potential major gift donors. Do research to determine the right messaging.

Propensity

	1	2	3	4	
	117 $33.34M		189 $64.80M		4
					3
	577 $10.80M		305 $6.84M		2
					1

Capacity
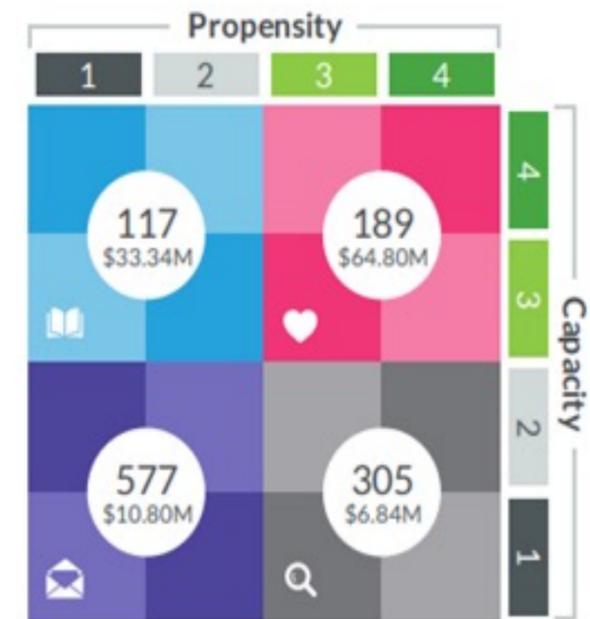
PLANNED GIVING

These individuals have been screened and segmented into four groups based on the potential to donate a planned gift based on iWave's analysis of their planned giving indicators (Planned Giving Score) and the recency and frequency of their giving to your organization (Giving to You Score).

STRONG PLANNED GIVING PROSPECT
These individuals have great planned giving potential. However, they don't appear to have given to you. We recommend nurturing them into planned giving donors.

IDEAL PLANNED GIVER
These individuals are excellent planned giving prospects. If they are not already in a planned giving campaign, we recommend adding them.

NOT PLANNED GIVER
These individuals do not currently have planned giving potential. We recommend dismissing them from planned giving campaigns for now but continuing to leverage them in other fundraising activities.

POTENTIAL PLANNED GIVER
These individuals appear to be great donors and lovers of your cause. However, they are missing some key indicators of planned giving. The potential is there, but further research is required.

Giving to You Score

| 1 | 2 | 3 | 4 |

| 0 | 19 $6.21M |
| 145 $25.01M | 1K $84.58M |

Planned Giving Score 4 3 2 1
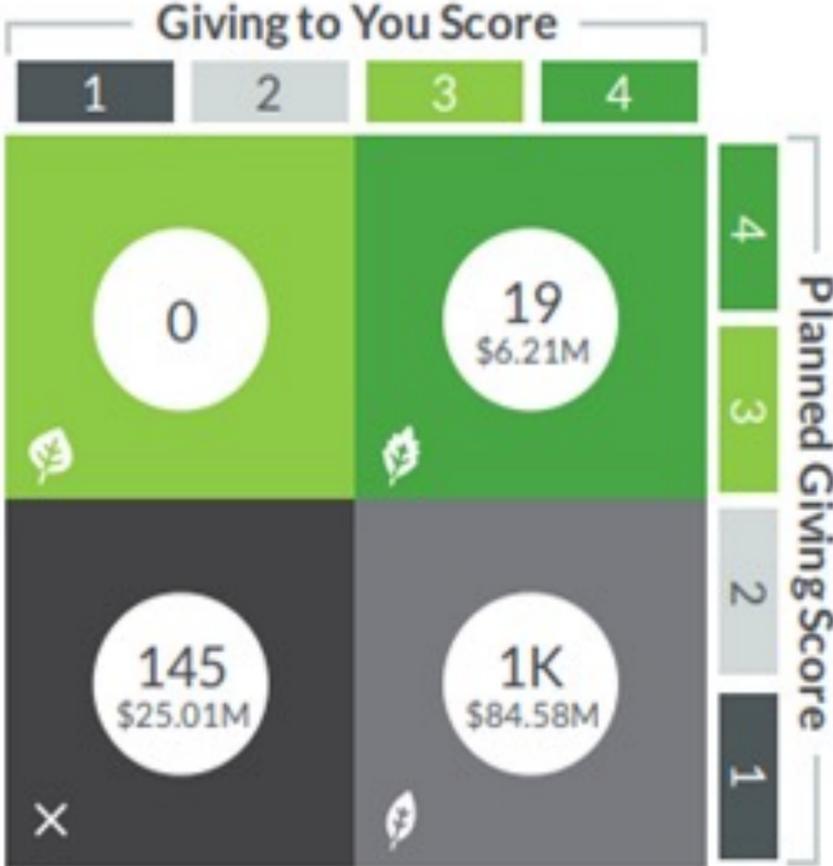
IDENTIFY YOUR HIGH-CAPACITY GIVERS

○ ○ ○ ○

Identify who has the most capacity to give more.

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DETAILS

Segment	Supporters	Gift Amount	% of Gifts	Average Gift
1-99	1,346	$1,736,341	39.4%	$1,290
100-199	544	$804,621	18.2%	$1,479
200-299	423	$662,390	15.0%	$1,566
300-399	237	$684,919	15.5%	$2,890
400-499	125	$162,037	3.7%	$1,296
500-599	77	$127,568	2.9%	$1,657
600-699	31	$48,593	1.1%	$1,568
700-799	31	$71,718	1.6%	$2,313
800-899	19	$95,863	2.2%	$5,045
900-1000	15	$17,324	0.4%	$1,155
Total	**2,848**	**$4,411,374**	**100.0%**	**$1,549**

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Tracking Donor Engagement (Worship-Small Group-Serving-Giving

Multi Site Church Study

Engagement Level	Percent of Income Given
• Attended 1 – 2x per month	1.0%
• Attended over 2x per month	2.0%
• Active in Small Group or Serving	3.4%

Church Management Software

Generosity Tools: Discussion

- Questions?

- What Tools are Working for You?

Prepare for Inflation

- Increase Giving by 9.2%+
- Start Conversations with Leaders Now
- Develop an Integrated Funding Strategy for 2023
- Eliminate Debt
- Develop a Strategy to Grow Engagement

High Capacity & Financial Leader Development

- Top 10% Earn Over 50% of Household Income
- Give the highest percentage of their income
- Shifting Giving To Other Non-Profits
- Shifting To Needs Based Giving (specific asks)
- Requires Authentic Relationships
- Power of Entrepreneurship & Wisdom
- Donor Analytics & CPI Screening

Communication Strategy

- Inform, Inspire and Invite

- Connect Giving to Impact & Generosity to Spiritual Growth

- Theology of Generosity

- Generosity Team- worship, discipleship, Finance communications, leadership

- Donor Centric vs Church Centric

Communication Strategy

One Size Does Not Fit All

Audience Segmentation

- Ministry & Financial Leaders, Core Donors, Crowd
- Generational Motivations

Multiple Channels of Communication

Embrace Technology

- Worship = On-Campus, Online & On-Demand
- Online Engagement
- Measure Effectiveness (Movement)
- Automate the Important
- Easy, Fast and Options

Additional High Impact Strategies

- Recurring Giving Campaigns (50-90% participation)
- IRA/Required Minimum Distribution Birthday Cards
- Weekly Offering Talks
- Generosity Pathway- first time, recurring, percentage giver, tither, extravagant giver.
- Budgeting- Feed the Dog You Want to Grow

Celebrating 30 Years of Helping Churches and Faith-Based Nonprofits Grow Disciples and Fund Ministry.

↓↓
Download
4 Ways Your Next
Capital Campaign
Will Be Different

horizons
S T E W A R D S H I P

THANK YOU

Joe Park

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📞 501-454-0603

🌐 Horizons.net

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