Targeted Donor Communications

A Sample
Stewardship Communication Plan That’s Working

Plus, The Communication Decoder

Presented by Dawn Brown, Executive Director
Community Foundation of Grant County, Indiana, Inc.
Dawn@GiveToGrant.org ~ www.GiveToGrant.org
Why should you create a Donor Marketing Stewardship Plan?
Why should you create a Donor Marketing Stewardship Plan?

The essence of endowment giving is based on the relationship between the potential donor and the people in your organization. It’s all about cultivating personal relationships and engaging the people that believe in you, in the understanding of why an endowment is a good idea.

Don’t worry about it. Just look back at those lists you made and evaluate the relationship that you, or anybody involved in your organization, has with some of them. Remember we have said this is a team effort. So who on your team knows any of these key contacts and has a relationship with them that includes having occasional conversations with them. It may be a business relationship. It may be through other organizations, clubs or associations. It may be neighbors. Whatever the source, the key is that someone can arrange to have a cup of coffee and a conversation with those folks.

*Helen Monroe, Endowment Development Institute
Why should you create a Donor Marketing Stewardship Plan?

- Increase efficiency
- Recapture staff time
- Redeploy staff time to activities that support asset development
  - Laser-like focus on asset development

*Rosemary Dorsa & Terri Johnson, Indiana Philanthropy Alliance*
How could a Donor Marketing Stewardship Plan work—without killing me, my team, or both?

We wanted different, bigger, better results. So we gave it 90 days to see if it was manageable. Not necessarily to see results, but to gauge if it was do-able.

Insanity: doing the same thing over and over again and expecting different results. ~Albert Einstein.
Actually, our current Donor Marketing Stewardship practices were killing us... and we didn’t even know it.

1. What is your **goal** – what do you want your communications to do?
2. Who is your **target** – who do you need to communicate to?
3. What **channels** do you have to communicate?
4. What is your **message** – what do you want to say (and why)?
   - To increase awareness
   - To inspire engagement
   - To increase support
   - To raise money
   - To tell your story

*Kelly Young, Baise Communications*
Rationale for change...

**LEFT BRAIN**—As you create your PLAN you can make strategic decisions about your GOALS, TARGETS, and CHANNELS. You can also determine WHO is responsible and WHEN things should happen.

**RIGHT BRAIN**—This allows you to be CREATIVE throughout the year as you determine your MESSAGE, what you want to say and how you want to say it.
Commit to this advice from Helen Monroe, Endowment Development Institute:

- Organizations that are small, and likely don't have big budgets, can grow and thrive.
- You can’t do everything yourself, it won’t work.
- You can multiply your efforts with the help of your team.
- Others won’t do things exactly like you would... that’s ok, maybe they will do it better.
- Remember, the goal is to engage as many ambassadors as possible.
LEFT BRAIN: Let’s create some plans!
Step #1: What marketing tools do you have?

- What tools will you use to communicate your message to a specific target audience?
- ANYTHING you’ve ever mailed to a donor or donor group or used to bring in donations IS MARKETING.

This was our YEAR 1 brainstormed list of things we already had or did to market to donors.
Step #1: What marketing tools do you have?

- DO NOT CREATE a bunch of new MARKETING MATERIALS... especially in YEAR 1.
- DO USE what you have already... you may need to do an INVENTORY to remind yourself of all of the great things you ALREADY have on hand.

This is our brainstormed list from this year that we plugged into a color-coded “Communication Decoder.” It basically works like a legend on a map... because we are creating a Marketing Map.
Rationale for change...

- You’re being a better steward of the resources you already have by making an inventory of them and using them in a targeted way.
- Using what you have can ultimately save you money.
Step #2: Define Your Target Audiences

- Start with the MOST IMPORTANT PROSPECTS and add from there. Our prospect list is different in Year 3 than it was in Year 1.

Year 1 Example:

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<tr>
<th>A</th>
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<th>L</th>
<th>M</th>
<th>N</th>
<th>O</th>
<th>P</th>
<th>X</th>
<th>Y</th>
<th>Z</th>
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<tbody>
<tr>
<td>A. Professional Advisors</td>
<td>B. Professional Advisors</td>
<td>C. Professional Advisors</td>
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<td>Best Referral Source, Most Clients with Assets (~6X/year)</td>
<td>Practitioners who draft Wills/Estate Planning (~5X/year)</td>
<td>All Others (~3X/year)</td>
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<td>L. Prospects High Affinity; High Inclination (~9X/year)</td>
<td>M. Prospects High Affinity, Undemonstrated Inclination, or Low Affinity with Known Capacity to Give (~8X/year)</td>
<td>N. Prospects Undemonstrated Inclination, Some Affinity (~4X/year)</td>
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<tr>
<td>O. Prospects High Affinity, Unknown Capacity to Give (~3X/year)</td>
<td>P. Prospects Undemonstrated Inclination, Low Affinity, But Need to Know More (~2X/year)</td>
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<tr>
<td>X. Fund Advisors/Contacts High Affinity, Agency Fundholders (~7X/year)</td>
<td>Y. Scholarship Recipients and Scholarship Parents (~5X/year)</td>
<td>Z. Grantees (~3X/year)</td>
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</tbody>
</table>
Step #2: Define Your Target Audiences

- If you SEND THINGS to ANYONE or ANY GROUP throughout the year, they ARE a PROSPECT.

- We TARGET DONORS who we wish to move up a giving level or get involved/active again. For example, we STEWARD our **Top 50 Donors of All Time**, but also our **Top 50 Donors from the Last Three Years**… those people are different, but equally important.

Year 2 Example:
Step #2: Define Your Target Audiences

More Targeted Marketing DOESN’T mean More Work—*Do less, but do less better*, and with a custom touch. Mailing 50 specialized letters is much easier than a 1000 piece bulk mailing... and the donors can tell the difference.

We just used the alphabet to categorize our prospects AND we affiliate these TARGET AUDIENCES by category in our donor database so we can easily pull reports.

Year 3 Example:
Rationale for change...

- You’re DOING LESS BETTER; paying attention to your TRUE PROSPECTS and not just 1000’s of suspects.

- When donors are affiliated by CATEGORY, you can PROVE if this new strategy is working.

- You can pull reports by donor category to see if these donors are giving, giving more frequently, or giving more money.

- You can easily see what marketing strategies elicited gifts and which ones didn’t.

- You can see if the amount you spent on a marketing piece paid for itself via donations.

- You can now make DATA-DRIVEN decisions based on donor response.

- So, you can STOP what’s not working.

- So, you can DO more of what is working.
Step #3:
Make Assignments—Divide & Conquer

Increase efficiency
Recapture staff time
Redeploy staff time to activities that support asset development
Laser-like focus on asset development

*Rosemary Dorsa & Terri Johnson, Indiana Philanthropy Alliance
Step #3: Make Assignments—Divide & Conquer

- Even if it’s your CFO, who may not be a marketing pro, that person still knows what content his/her audience might appreciate; you can work with him/her to get the end-result you want.

- We worked our plan for 90-days and I then surveyed my team to see if this was overwhelming, impossible, or simply not working... they all loved what they were contributing and felt like they, too, were helping to build the assets of the Foundation! And guess what? They were!

Decisions about who is the best person to contact who should be made individually with those who share a connection to the prospect. There is no formula for this work. Make a plan that works for your organization. Keep it simple enough that it will get done. Remember that you have a team approach to this work, and the most important part is the coordinating of the team.

*Helen Monroe, Endowment Development Institute
Step #3: Make Assignments—Divide & Conquer

Who is the best person to communicate to each Target Audience?

Every member of our team has OWNERSHIP over specific TARGET AUDIENCES:

**Year #1:** Chief Financial Officer (CFO), Executive Director (ED), & Grants Manager (GM)

*Year #3:** Chief Financial Officer (CFO), Executive Director (ED), Grants Manager (GM) Development Manager (DM), & Office Coordinator (OC)

*donations = income stream = able to hire a DM & the OC was assigned targets, too.

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**COMMUNICATION DECODER**

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**MONTHLY COMMUNICATION'S CALENDAR**

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**Assign the Targets to appropriate staff.**

**Define your target audiences; Affiliate them by category in your database to easily pull reports.**
Step #3: Make Assignments—Divide & Conquer

- Even if it’s your CFO, who may not be a marketing pro, that person still knows what content his/her audience might appreciate; you can work with him/her to get the end-result you want.

- We worked our plan for 90-days, and I then surveyed my team to see if this was overwhelming, impossible, or simply not working...they all loved what they were contributing and felt like they, too, were helping to build the assets of the Foundation! And guess what? They were!
Rationale for change...

You graduate from a ONE-MAN-BAND to THE BEATLES!

“A Team of Equals: This is an organization staffed with people who have particular skills, skills that you don't have. This is the Beatles.” ~Seth Godin
Step #4: Plan Your Work; Work Your Plan

- Work with your team to determine (1) what time of year is best (2) to send a specific marketing piece (3) to a specific target audience.
- Start small and build on your successes.
Step #4: Plan Your Work; Work Your Plan

- If you can’t make it happen, X it out and move on.
- Set goals to ‘touch’ each target audience several times a year, but only what you can manage.

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**COMMUNICATION DECODER**

<table>
<thead>
<tr>
<th>Month</th>
<th>Nov 2016</th>
<th>Dec 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1</td>
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<td>Week 2</td>
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<td>Week 3</td>
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<tr>
<td>Week 4</td>
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</tbody>
</table>

“Many are making their estate plans in their mid-80’s or beyond. On average wills are completed just a few years prior to death.”

~Robert Sharpe, The Sharpe Group
Step #4: Plan Your Work; Work Your Plan

- At the end of the year your plan will be an accurate reflection of what you did.
- Use that data to make quality decisions on what to MODIFY for next year.
Step #4: Plan Your Work; Work Your Plan

- At the end of the year your plan will be an accurate reflection of what you did.
- Use that data to make quality decisions on what to MODIFY for next year.
Rationale for change...

- Stewardship can be timely.
- It’s your plan, so you can change it whenever needed.
- Any changes can be noted to make your plan better next year.
Step #5: Integrate Social Media

- This task replicates the Donor Stewardship Plan by planning your goal, target, and channels (LEFT BRAIN)...
- And saving your actual message to be determined in real-time (RIGHT BRAIN).

### 2016 Social Media Calendar

The following prospect communication plan focuses on social media activity, but content used can be repurposed for and from the CF website, letters, and communication pieces being prepared in-house as well as current events at the Foundation, locally, and in the world.

Customize the posts to be friendly, funny, informative, and/or relatable, plus use graphics and actual photos that represent Grant County, whenever possible, as they get the most hits typically.

**Hashtag: #GiveToGrant**

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Post Type</th>
<th>Facebook</th>
<th>Twitter</th>
<th>Instagram</th>
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<tbody>
<tr>
<td>ED</td>
<td>Best Giving Story of the Month</td>
<td>+</td>
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<tr>
<td>CFO</td>
<td>Ways to Donate</td>
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<td>CFO</td>
<td>Financial Reason to Give</td>
<td>+</td>
<td>+</td>
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<tr>
<td>DM</td>
<td>Donor/Fund Story</td>
<td>+</td>
<td>+</td>
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<td>EMT</td>
<td>CF History, #TBT</td>
<td>+</td>
<td>+</td>
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<td>DM</td>
<td>Bicentennial Post</td>
<td>+</td>
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<td>GM</td>
<td>Youth Grant Story</td>
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<td>GM</td>
<td>Present Day Grants</td>
<td>+</td>
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<td>GM</td>
<td>Scholarship Stories</td>
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<td>GM</td>
<td>Contest</td>
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<td>GM</td>
<td>GM5</td>
<td>+</td>
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<td>OC</td>
<td>Unselfies</td>
<td>+</td>
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<td>OC</td>
<td>Honorary/Memorial Post</td>
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<td>OC</td>
<td>New Fund Love</td>
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<tr>
<td>OC</td>
<td>Grow Fund – Nonprofit Endowments</td>
<td>+</td>
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<tr>
<td>NA</td>
<td>No Posting</td>
<td>+</td>
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</table>
Step #5: Integrate Social Media

- Since implementing this strategy our fans/followers have grown and provides us with yet another way to tell our Community Foundation stories.
- Instagram was added in January of 2016; therefore no data to report just yet
Step #5: Integrate Social Media

Social Media Rubric

- Picture/Quote Cards
- Call to action
- Click to website
- #GiveToGrant; #NoCapeNoProblem
  * Research hashtags before use
Social Media CAN be strategic.

Social Media can be content-rich.

Social Media can grow your audience.

Social Media can help you tell your stories.
From Left Brain to Right Brain: From Plans to Fans!

LEFT BRAIN: Let’s create some plans!

RIGHT BRAIN: Let’s create some fans!
RIGHT BRAIN: Let’s create some fans!

I am the Right Brain!
Intuition
Passion
Creative
Peace

I am a big fan.
Step #6: Create material people want to read!

- We’ve already decided HOW we want to steward and WHO the target audience is.

**COMMUNICATION DECODER**

<table>
<thead>
<tr>
<th>Board Meeting</th>
<th>Capital Cities</th>
<th>Cont Ed</th>
<th>Quarterly Reports</th>
<th>Welcome Packet</th>
<th>5-Year Cards</th>
<th>Ways to Give</th>
<th>Leaf Tributes</th>
<th>Unrest Letter</th>
<th>Surprise</th>
<th>Annual Report Section</th>
<th>eNews</th>
<th>CF Packet</th>
<th>Scholar Review Ask</th>
<th>Review Thank You</th>
<th>Scholar Award Letters</th>
<th>Scholar Review Week</th>
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**2016**

- A. Fund Contacts
- B. Financial Advisors
- C. Professional Advisors
- D. New Fund Holders
- E. Milestones
- F. Memorials
- G. L. Top 50
- H. Top 50 Prospects of all time
- I. Top 50 Prospects past 3 years
- J. Unrestricted Prospects
- K. E-news/Blog followers
- L. New donors in the past year
- M. Scholarship Fund Contacts
- N. Scholarship Parents
- O. Scholarship Recipients
- P. Z. Grantees

Define your target audiences; Affiliate them by category in your database to easily pull reports.
Step #6: Create material people want to read!

- Now each TEAMMATE gets to choose how to deliver the necessary MESSAGE.
Step #6: Create material people want to read!

Key Message(s):
- Should be short & to the point
- Tell what you do
- Be memorable (catchy)
- Show how you’re unique
- Keep in mind people give because they:
  - Believe in the mission
  - Believe that the organization is stable
  - Feel involved and valued
  - Highly regard the leadership of the organization

*Kelly Young, Baise Communications
Step #6: Create material people want to read!

"Vivid, memorable interactions are what people remember. Surprises and vivid action matter far more than we imagine, and we regularly underinvest in them". ~ Seth Godin
Step #6: Create material people want to read!

- Targeting top donors from past 3 years:
  - Donor #1: $30,000 in donations in 1 year PLUS invite to speak to his association;
  - Donor #2: Also generated first stock gift of $150,000 and $50,000 cash gift in same fiscal year.

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Whatcha been up to?

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Just an FYI from the University of Michigan: Mascot isn’t a sled just yet. There are still plenty of teenagers who need to shovel a few more driveways to save for dates, gasoline, and college. (Probably in that order.) Plus, we still have some Netflix binge watching to do that I can only be rationalized if it’s below freezing. See, there’s a bright side to everything...especially with the glare of 3 feet of snow.

That’s why we’re not looking ahead at that ugly weather forecast to learn if we’ll soon have snow up to our eyeballs. (See the Midwest version of American Gothic on the front of this card.) Instead we decided to look back...and guess what we found? YOU. That’s right. In the past few years you have been one of our most loyal donors.

Similar to the Postman’s Creed, neither snow nor rain nor heat nor gloom of night can keep you from being generous. That’s why you’re the proud recipient of this silly, homemade card. We just hadn’t thanked you in a while and, frankly, on this cold winter’s day in Indiana, we couldn’t think of anything else we’d rather do.

Thanks, Peace, and Blessings from your Community Foundation Team,
Step #6: Create material people want to read!

Dear,

We hope that you can cross off at least a few of these things from your 2015 Summer Bucket list. And we hope one of them is to Give Where You Live!

We have $361,121 available to match with Lilly’s Gift VI Unrestricted Endowment Matching Campaign.

- What is that you ask? Thanks to Lilly’s Gift VI matching grant the Community Foundation has the opportunity to match every Donation to the Community Impact Fund $1 for $1 through March 2016.

- What is the Community Impact Fund? This fund exists to provide grants to the most pressing community needs in Grant County. Those needs change every year, so our Board stands ready to make those tough grant decisions.

- How can your donation meet the matchable requirements? Make an unrestricted donation to the Community Impact Fund! We would love the opportunity to help you double your money, instantaneously!

So, what’s on your Bucketlist?

Dawn, Sherri, Ashley, and Shelly
Step #6: Create material people want to read!

We use the Mail Merge feature of Microsoft Word to customize everything!
Step #6: Create material people want to read!

Top 10 Best Golfers of all time

1. Jack Nicklaus
2. Allen Cradler
3. Tiger Woods
4. Bobby Jones
5. Arnold Palmer
6. Sam Snead
7. Ben Hogan
8. Rory McIlroy
9. Phil Mickelson
10. Gary Player

- Past Board Member who CANCELLED his Life Insurance Policy with us 5 years ago, just called to update his address because he “almost missed our last mailing”.

New Words to use on the Golf Course:

1. #207: SAMMY HAGAR—The guy who fills out your foursome when a regular can’t make it
2. #470: SON-IN-LAW—OK shot, but not quite what you had in mind
3. #501: U.S.G.A.—Ugly Shot, Go Again
4. #711: DICK VAN PATTEN—Picking up your ball when “Eight is Enough”
5. #999: DANNY DEVITO—A nasty little 5-footer

Whether you golf like Jack Nicklaus or Bill Murray we know that your generosity through the Community Foundation is part for the course.

If only everyone could learn to hit a long bunker shot with ease or to donate 5% annually to charity, the world would be a better place indeed.

You’re on your own with the long bunker shot, but Lilly Endowment Inc can help with the 5%! Right now they are matching each donation to the Community Impact Fund $1 for $1! <insert golf clap here>

Donations can be mailed to the Foundation or made online at www.GiveToGrant.org/impact and we will double your gift automatically.

As we all know, being generous can really be exhausting. So once you’re done, put down that checkbook, pick up those clubs, and head to the nearest golf course.

We hope you’ll use and enjoy the enclosed ball markers as a reminder that 5% is all it takes to really leave a mark on our community.

And, finally, we’re not golf pros, but we’ve been told that each donation to the Community Foundation entitles you to a mulligan. “Always keep in mind that if God didn’t want a man to have mulligans, golf balls wouldn’t come three to a sleeve.” - Dan Jenkins

Thanks for putting the Game Of Life First, Your Community Foundation Team
Step #6: Create material people want to read!

Dear Bill,

During this busy and exciting time of year, we hope you’ll remember the Community Foundation in your end-of-year giving plans.

All donations made by midnight on December 31, 2014 are tax-deductible for the 2014 calendar year. But, wait, there’s more…

All new donations to endowed funds will be matched by 50%.

AND

All new donations to the Community Impact Fund will be matched by 100%.

This is a great time to start an endowed fund of your own as well, if you haven’t already. We opened up 2 new funds just this week, one took advantage of the 50% match and one took advantage of the 100% match.

Please call me if you’re interested in giving where you live this year.

And, as always, thank you for your continued support of the Community Foundation of Grant County.

Thanks, Peace, and Blessings,

Dawn, Sherri, Ashley, and Shelly

Made specially for you by The Community Foundation Team

The Community Foundation of Grant County
505 West Third Street
Marion, IN 46952
www.GiveToGrant.org/marketplace
Step #6: Create material people want to read!
Step #6: Create material people want to read!

Mailing Rubric

- Mail Merge to customize
- Address
- Salutation
- Powerful quotation/ statement for lead paragraph
- Bring them value
- Tailor to the target
Step #6: Create material people want to read!

Dear «Salutation»,

We love our donors. And we love BBQ. You’re our friends, and when you are friends with someone, you share your favorite things with them. Or even better, you send them their favorite things! We love our donors. And we love BBQ. You’re our friends, and when you are friends with someone, you share your favorite things with them. Or even better, you send them their favorite things! And we love Sweet Baby Ray’s BBQ Sauce.

Because you are a Community Foundation donor, we value that! We hope that this sauce will provide an incentive to share your favorite things with others. Do you have a friend who loves BBQ? Perhaps they have never tried-Sweet Baby Ray’s BBQ Sauce. We hope that this sauce will provide an incentive to share your favorite things with others. Do you have a friend who loves BBQ? Perhaps they have never tried-Sweet Baby Ray’s BBQ Sauce.

One tactic to encourage donations is to host a BBQ. You have friends with whom you can share a meal and make your charitable donations at the Foundation. What better way to share BBQ and donations than at a friendly BBQ? One tactic to encourage donations is to host a BBQ. You have friends with whom you can share a meal and make your charitable donations at the Foundation. What better way to share BBQ and donations than at a friendly BBQ?

One to two weeks after the BBQ, let’s check in. Are you stillmailling out your donations to our Community Foundation? One to two weeks after the BBQ, let’s check in. Are you stillmailling out your donations to our Community Foundation?

Your friend,

Duane and Shelly

---

**BBQ Chicken Smoked Cheddar Mac & Cheese**

**Ingredients:**
- 1 pound elbow macaroni
- 5 tablespoons butter
- 5 tablespoons flour
- ½ teaspoon salt
- ½ teaspoon fresh cracked black pepper
- 4 cups milk, preferably 2%
- 1 cup shredded smoked cheddar cheese
- 5 cups shredded BBQ Chicken covered in Sweet Baby Ray’s Original BBQ Sauce

**Preparation:**
- Preheat oven to 350 degrees. Cook pasta according to package directions. Drain and set aside.
- Melt butter into a large Dutch oven or pot over medium heat.
- Whisk in flour, salt and pepper. Cook for 1 minute stirring. Slowly whisk in milk until smooth.
- Increase heat to medium high, stir continuously until liquid thickens and comes to a low boil.
- Reduce heat to low and stir in cheddar cheese until smooth then add cooked pasta.
- Pour mixture into a large baking dish then top evenly with BBQ chicken.
- Sprinkle with additional cheddar cheese and bake for 25-30 minutes or until hot and bubbly.
- Let cool for 5-10 minutes and serve.

✓ Led directly to $10,000 Unrestricted gift within 1 week.
Step #6:
Create material people want to read!

- Led to $50 gift from a local millionaire who we are ‘courting’.

Dear «Name2»;
Well hello there loyal e-News Readers/Blog Follower! I bet you thought we had forgotten about you, didn’t you? There you’ve been twice a month, every month, faithfully reading about all the good things going on at the Community Foundation and even learning a thing or two about the Community Foundation Team along the way.

We just wanted to drop you a quick line to say thanks! Thanks for your heartwarming replies, funny comments, encouraging words, social media shares with your friends and family, and your dedication to the work of the Community Foundation. We genuinely do feel like you are an extended part of our family. And just like all families, we’re a little quirky sometimes. Okay, maybe a little bit more than a little!

That’s probably why we loved the quote on the front of this card...

“When life gives you lemonade, make lemons. Life will be all like, ‘WHAT?!’”

Although we haven’t opened a lemonade stand (yet), life has given us some lemonade. It’s bittersweet and highly symbolic of what we’re going through right now... coping with someone we love leaving our team and going off to pursue bigger and better things. YES, I’m talking about the departure of BLOGGER-EXTRAORDINAIRE, Ashley McKnight. Ashley met her McKnight in shining armor and will be getting married and becoming the mother of four beautiful children in mere weeks. While we couldn’t be happier for her (truly), we couldn’t be sadder for us (truly). It’s bittersweet. It’s lemonade. Truly.

So, yeah, life just gave us some lemonade and we’re sharing some of it with you. After all, you’re the only ones that can help us turn that lemonade into lemons. And, when life gives you lemons, what do you do? You THROW them at something!

**HARD!** We’re planning to BEAM a lemon or two at child poverty and CATAPULT a few lemons at economic development. While we’re at it, let’s CHUNK a lemon slider toward our community’s lack of identity and ZIP a 100-mph Nolan Ryan lemon fastball at some of our community’s apathy and indifference. Let’s take those lemons and give life, and all of Grant County, a reason to say ‘WHAT?!’

Because even though things are changing, both at our office and in our community, it doesn’t mean it’s bad. It just means it’s different. And, different we can handle. Different is very much like our blogs... and very much like you, our blog-followers. In fact, we love different. And maybe, just maybe, ‘DIFFERENT’ is just the ingredient Grant County has been missing.

Besides, in the big scheme of things, it doesn’t matter whether life gives you lemons or lemonade... you have to work with what you’ve got. That’s why we’re grateful we’ve got you!

~The CF Team
Happy Allergy Season! (Well, not exactly happy, but it’s a real thing!) If you are fortunate enough to be blissfully unaware of this VERY REAL season, then please pass these tissues on to someone who really needs them. Trust us, they won’t be hard to find! (Hint: cough, cough, sniffle, sniffle, achoooooo!) And when you find them, tell them about the Community Foundation of Grant County and the fund you like to support most. (It’s OK to pick a favorite!) Or let them know about our current $1 for $1 matching opportunity for donations made to the Community Impact Fund. That’s an immediate 100% return on your investment...good as having a tissue on hand when you have allergies...almost...
Step #6: 
Create material people want to read!

Mail Merge fields shown here.

Dear «Salutation»:

It’s the year 2015; therefore, March 14, 2015 at 9:26:53 has epic significance.

Math geeks and donors unite and get excited because this exact date and time represents a once in a lifetime event...the first 10 digits of π (Pi): 3.141592653.

Mathematically Pi is the ratio of a circle's circumference to its diameter. Does knowing that make us sound seriously smart or notably nerdy? Wait, don’t answer that!

A better question might be, “Who is super generous and going to eat an Indiana Sugar Cream Wicks Pie on National Pi Day?” You, of course!

This is just our little way to surprise you with gratitude for the generosity you showed in starting a new fund with the Community Foundation: «Fund_Name»

If others would be just as generous or consider giving 3.141592653% of their annual income or estate to the Community Foundation, Grant County would be a better place to work, live, play, and pray.
Step #6: Create material people want to read!

GREATEST DUOS OF ALL-TIME...

Community Foundation

~ Kermit and Miss Piggy ~
~ Q and u ~
~ Shoes and Socks ~
~ Cheese and Crackers ~
~ You and the Community Foundation ~

WE KNOW A GOOD COMBINATION WHEN WE SEE ONE...
AND WE SIMPLY COULDN’T DO IT WITHOUT YOU.

Even though we’re a little cheesy sometimes, we do want to sincerely thank you for giving your time, talent, and treasure to volunteer on the Board of Directors of the Community Foundation of Grant County.

Hoping your holidays are filled with food, fun, and family,

Dawn, Sherri, Ashley, Shelly, Erin, Jess, & Tyler

✓ Led directly to $5,000 donation.
Events Rubric

- Mail/email invites three weeks prior
- Who, what, where, when, why, how much
- Collect contact info
- Warm social atmosphere
- Each team member greets # people
- Prompt follow-up mailing/email

- Cocktails and Canvas LNO Event = $8,000
- Ladies' Glam Night at the Gardens = New Fund and over $15,000 in donations
- Galentine’s Day Event = New Endowed Fund
Step #6: **events**

Create material people want to read!
Galentine's Day - Open House
At the Community Foundation
Featuring The Waffle Guy

According to Leslie Knope from the TV show Parks and Recreation, Galentine's Day is a holiday that celebrates the importance of female friendship and empowerment. It really should be a national holiday.

Normally celebrated on February 13th, we decided to get ahead of the game and honor some of the most poetic and noble land mermaids (that includes You) that we know in Grant County, a little early with brunch and waffles.

Stop by for an open house at the Community Foundation office anytime on February 11th between 10:00 and 1:00 for brunch/lunch with us and The Waffle Guy.

We celebrate and cherish you.
And remember what's important on Galentine's Day:
friends, waffles, work.
or waffles, friends, work.
Doesn't matter, but work is third.

RSVP before February 8th by emailing RSVP@GiveToGrant.org or call the office at 765-662-0065.

✓ Led to new endowed fund; donor’s bringing friends; new donors.
Step #6: Create material people want to read!

Hey Girl,

You should “Treat Yo’ Self” with waffles more often. You deserve it!

Thank you for joining us on Galentine’s Day! It really should be a national holiday, don’t you agree? We so appreciate our friends of the Foundation because we know you support all of the good things we are trying to accomplish in Grant County. –And we know you are walking right beside us, making a difference wherever opportunity presents itself.

How can you even further be a part of the good things happening in our community? Take advantage of a 100% return on investment with a $1 for $1 match on all gifts made before March 31, 2016 to our unrestricted funds like the Community Impact Fund.

These funds allow our Board of Directors to award grants annually towards the current most pressing needs in our community. So if you would like to support our local grantmaking, donate to the Community Impact Fund and have your donation doubled!
Step #6: Create material people want to read!

Thank You Letter Rubric

- Address
- Date
- Salutation
- Powerful quotation/statement for lead paragraph
- Express appreciation
- Describe the gift
- Thanks again for...
- Close
- Signatures
- Tax Language

- Be warm and personal
- Make about the donor
- Tell what donation did
- Conversational tone
- Make the donor feel great
- Mention a connection
- Mention the past, allude to the future
Step #6: Create material people want to read!

I scream.
You scream.
The neighbors call.
It’s awkward.

But don’t let that stop you because we all scream for ice cream! We hope this $5 gift card to Ivanhoe’s has you ready to scream with excitement. It’s our way of saying thank you for being a Community Foundation scholarship reviewer this year.

This fall, over 150 students will receive Community Foundation scholarships to pursue their higher education dreams. And that simply would not be possible without you.

Thanks, blessings, and ice cream,
The Community Foundation Team

Even more to be thankful for....

Because you gave to an existing endowed fund, your gift of $400,000.00 to the Gartland Family Fund will be matched with an additional $200,000.00 So, the fund total will increase by $600,000.00 because of your generosity + Lilly Endowment GIFT VI matching dollars!

Keep in mind that the Lilly Endowment $1.00 for $1.00 match will apply to new donations made to the Community Impact Fund between August 1, 2014 and March 1, 2016.

Plus, new donations to existing endowments can be matched at .504 on the $1.00 between August 1, 2014 and December 31, 2014 or until the matching cap is committed, whichever comes first. That means there’s still time to make a year-end gift.

The Community Foundation accepts—*and can also match*—donations via cash, check, debit/credit card, stock transfer, IRA rollover, and deferred irrevocable gifts. If you have an idea, call us...it might be matchable!

We’ve provided a donation envelope for your convenience, or you can donate online anytime at GiveToGrant.org/marketplace
Step #6: Create material people want to read!

As a small token of our appreciation for your generous donations to the Community Foundation throughout the years, we'd like you to enjoy these tickets to the Marion Civic Theatre performance of A Christmas Story.

Mr. Parker: Holy smokes. Do you know what this is? This is... A lamp!
Ralphie as Adult: [narrating] It was indeed a lamp.
Mr. Parker: Isn't that great? What a great lamp.
Mother: I don't know...
Ralphie as Adult: [narrating] The old man's eyes boggled...
Mr. Parker: Oh WOW!
Ralphie as Adult: [narrating]... Overcome by art.

While we weren't overcome by the leg lamp art, we are overcome by your generosity.

May this be a festive start to your holiday season!
Step #6: Create material people want to read!

Thank you to 43 donors who donated $619,000 in 4 weeks (Dec. 15-Jan. 15) in order to secure a state EEMG matching grant for $550,000...We received full funding!

Dawn Brown
Executive Director
Community Foundation of Grant County

Kerri Wortinger
Preschool Director
Marion Community Schools
Step #6: Create material people want to read!

On March 2nd it would have been Theodor Seuss Geisel’s 112th Birthday. If that name doesn’t sound familiar, it is because Theodor usually wrote under the pen name “Dr. Seuss.” He is best known for his silly rhyming children’s books that are packed with life lessons which can be applicable to all ages.

Dear [Salutation],

In Dr. Seuss’ book The Lorax he writes,

“Unless someone like you cares a whole awful lot, nothing’s going to get better, it’s not.”

This is not unlike your thoughtful donation to the [Fund] at the Community Foundation. You care enough to make a positive difference for [Grant County].

Next time you donate, consider donating in memory of someone special. It’s possible for us to continue our mission and ensure that memory lives on through our support for causes that matter.

Sincerely,

Dawn Brown
Executive Director and Donor

Shoret Rush
Chief Financial Officer and Donor

Shelly Janes
Manager of Mission and Stewardship

The Community Foundation of Grant County

One Thanks
Two Thanks
Big Thanks
True Thanks

People who care can create quite the clatter, for the issues in Grant County are the causes that matter. Connecting the two is a cause for celebration, because that’s the mission of the Community Foundation!
Step #6: Create material people want to read!

Here at the Community Foundation, we have a lot to be thankful for. After 30 years in the Grant County community, we have had the opportunity to connect people, resources, and causes to promote sustainable impact towards the betterment of Grant County. And it’s because of your generous support over the years we can continue making a significant impact in our community.

This spring, we’ll be asking our local non-profit organizations to dream big and apply for a $150,000 grant. This grant from our Community Impact Fund will help us radically impact one non-profit and, in turn, our entire community.

Thanks to Lilly Endowment, any gift you make to the Community Impact Fund through March 1st, 2016 will be matched dollar for dollar. By giving $1, you grow the endowment by $2. This increases our capacity to give back to our local non-profits so they can keep dreaming big for generations to come.

October 28, 2014
Santi and Martha Vlbul | 2245 E Boonville-New Harmony R | Evansville, IN 47725

Dear Santi and Martha,

Thank you for your generous gift of $300 to the Hostess House Pass-Through Fund.

Remember, you can make your next donation even more special by giving in honor or in memory of a loved one. We will inform the recipient of this special honor or the loved one’s family of the memorial donation. Those names are added to the Grant County Giving Tree and will help to create a lasting legacy for the future of Grant County.

With thankful hearts,

Dawn Brown
Executive Director

Sherri Rush
Chief Financial Officer

Ashley McKnight
Program Manager

Shelly Jones
Office Coordinator

The Community Foundation of Grant County, Indiana, Inc. is a 501(c)(3) nonprofit organization and acknowledges that no goods or services were provided to you in return for your contribution. This letter is your receipt and should be kept with your tax records. According to IRS requirements, your contribution upon receipt becomes the property of the Foundation.
Step #6:
Create material people want to read!

Dear Anita,

It’s been said: “The true meaning of life is to plant trees, under whose shade you do not expect to sit.” Imagine the forward vision this takes, to invest in people and places you will never enjoy, thinking only of the greater good for generations to come. And further, to make such an investment in memory of someone else—someone who has invested in your life through kindness, through love, through legacy. It is this vision that inspired the Grant County Giving Tree.

The Grant County Giving Tree is a mural located in the lobby of the Community Foundation of Grant County. On the tree are over one hundred leaves representing those who have been honored by our donors. It’s our way of continuing a legacy of giving here at the Community Foundation.

Last year Marc Schultz and the Madison-Grant Class of 1974 made a donation to the Community Foundation in memory of Jim Staggs. The enclosed leaf was displayed on the Grant County Giving Tree for one year. We wanted to pass this keepsake on to you as a reminder of your loved one and of those who cared enough to give.

This donation, in memory of Jim Staggs, was made by:

Marc Schultz
Madison-Grant Class of 1974
512 Howard Ct
Falmouth, IN 46928

Sincerely,

Dawn Brown
Executive Director
Sherri Rush
Chief Financial Officer
Ashley McKnight
Program Manager
Deb Williams
Office Coordinator

Continuing a Legacy of Giving

Community Foundation of Grant County, Inc.
Step #6: Create material people want to read!

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"The true meaning of life is to plant trees under whose shade you do not expect to sit."

Nelson Henderson

---

Congratulations! It’s the 22nd Birthday of Shirley Jeanne Luce Fund’s Carey Services.

No matter how a fund at the Community Foundation was started, the impact it makes on the lives of others is a blessing.

Thanks for advising this fund, donating to this fund, and helping us grow this fund. The quality of life of those you may know and those you will never meet will be better because of your selfless generosity... and for that, we cannot thank you enough!

So, Happy Birthday! We look forward to working with you for many years to come.

Peace and blessings,
Step #6: Create material people want to read!
Step #6: Create material people want to read!

Happy Valentine’s Day!

But, Bonnie, it’s not as good as this date...

11 6 2014

Bonnie Correll
Smalltown Garden Club
210 Lincoln Ave
Alexandria, IN 46001

The date listed above is the day you made your first donation to the Community Foundation of Grant County. And since that day, you’ve been a part of the Community Foundation family. Thank you so much!

As a courtesy, in case you’ve misplaced any 2014 gift receipts, we’ve compiled all of your 2014 giving into one big number to help with tax preparations. The total of your 2014 donations was: $50.00.

We hope to be a part of your charitable giving plans in 2015 and beyond, Dawn, Sherri, Ashley, & Shelly

We love how much we like you!

505 West Third Street, Marion, IN 46952
www.givetogrant.org ~ 765-662-0065
Step #6: Create material people want to read!

You're a Super Donor!

Valentine's Day!

Community Foundation of Grant County, Indiana, Inc.

Heroes throughout the year, so we've compiled all of your 2015 giving to the community foundation into one BIG number to help with tax preparations.

Your donations to the Community Foundation of Grant County in 2015 totaled: $< >.

Ordinary people doing extraordinary things...proof that not all superheroes wear capes.

Thanks for your generosity, we hope to be a part of your charitable giving plans in 2016 and beyond.

Until next time... Dawn, Sherri, Shelly, Cassie, and Meagan.

And remember, all donations made to the Community Impact Fund before March 31, 2016 will be doubled.
Step #6: Create material people want to read!

Calling **“Salutation”**,

Here at the Community Foundation, we know that **not all superheroes wear capes**. How do we know that? Well, we’ve never seen you wear a cape. And we know that you are indeed a Grant County Superhero because you have given generously to causes right here in Grant County, the place we call home (or headquarters).

We chose to acknowledge the superheroes of Grant County by supplying superhero masks to some of our top unrecognizable superheroes.

As a **Grant County Superhero**, these masks signify the character and strength you display through acts of **GIVING WHERE YOU LIVE**.

Whose life will you impact now that you are armed with your superhero mask?

*Sincerely,*

*Your Community Foundation Team*
Step #6:
Create material people want to read!
Step #6: Create material people want to read!

Dear Lucas,

Do you remember Match Game in the 1970s? Gene Rayburn would ask ridiculous questions, and stars like Charles Nelson Reilly, Nipsey Russell, and Berry White would try to match their answer with the contestants' answers. It was silly, but hilarious!

Not so silly is the match we have with you. You've already found your passion and share it. Now consider this - through your generosity and support of our fund, we've matched your $100,000 investment in 2015, giving even more bang for your buck!

Lilly Endowment Inc. has a passion to address Indiana needs at the local level. Since Lilly Endowment Inc. is not part of every Indiana community, they've embarked on a Community Foundation Board to help address those needs. The funding that goes to these local communities is used to fund solutions through annual grantmaking. Our Board has committed to allocating funds on a regular basis, thinking about how to grow the Community Impact Fund, to provide more and bigger grants to local non-profits. This year, the MATCH VI matching grants is currently offering to match new gifts to local non-profits through the Community Impact Fund.

The Community Foundation accepts (and can match!) donations via cash, checks, credit or debit cards (180007.COM/THANKYOU4U), stock transfers, IRA rollovers, and even commodities like wheat and corn. If you have a charitable gift idea, call us - it might be marketable!

Finally, your quarterly fund report for October through December 2014 is enclosed. Please review your customized fund report, and if you have any questions or would like more information about your report or the dollar-for-dollar match, call or email us!

Yours in matchmaking,

Dawn Brown, Sherri Rush, and the entire Community Foundation Team
Step #6: Create material people want to read!
Step #6: Create material people want to read!
Step #6: Create material people want to read!

February 26, 2014

Dra McCoy, CPA
McCoy Professional Tax Services, Inc
316 W 3rd St
PO Box 1188
Marion, IN 46952

No one knows better than you how quickly participation in tax-favored retirement plans, IRA's, 401(k)s, or even non-plan assets has grown in the last 10 years. For many, retirement plans comprise the largest component of the asset package. That sounds terrific until harsh tax consequences become a reality when those assets are distributed. Ouch!

As a professional advisor, you probably understand "THE GOOD, THE BAD, AND THE DOWNRIGHT UGLY" scenario better than anyone else in Grant County.

THE GOOD NEWS is that the law allows your clients to make tax-deductible pre-tax contributions to retirement plans. While they're young and working through the various seasons in life, this helps them save for the future.

THE BAD NEWS is that any withdrawals made before 59 1/2 could be subject to a 10% penalty. Plus, if no withdrawals are taken by 70 1/2, whether they need it or not, they trigger yet another tax penalty.

THE DOWNRIGHT UGLY NEWS is when a client dies with undistributed retirement plan assets. Unless the assets are left to a surviving spouse, they may be subject to federal and state estate taxes. THEN, these assets also may be subject to federal and state gift taxes when distributed to heirs. (We call this THE DOWNRIGHT UGLY!)

We've had several clients call us when they had planned to make charitable gifts, but did not want to pay gift and federal estate taxes. The combined tax can deplete the retirement account by more than 50%! We believe that's just UNACCEPTABLE! Luckily, we specialize in CREATIVE PROBLEM-SOLVING.

We're all about solving problems and we're hopeful that you can help us help you. As more people coordinate their financial, estate, and gift planning, a technique that is rapidly gaining acceptance is the strategic use of "tax-plagued" retirement plan assets to make charitable gifts. Many people have found that they can reduce taxes and leave more for BOTH family members and their favorite charitable causes by creatively using such retirement plan assets.

You know the Foundation well. You can appreciate a 'thank you' solution. We're not here to advise, but simply to remind you that (a) donations to the Community Foundation can benefit any charitable cause the donor wishes and (b) investing and growing these charitable funds to benefit the Grant County community is what we do best. To demonstrate that, we've provided cash and stock/mutual fund transfer information on the back of this letter as well as our most recent quarterly report which shows our 5.1% returns for last quarter and our 14.9% returns over the last year.

In other words, don't hesitate to call us if you think the Community Foundation might be a good solution for you or one of your clients.

Many thanks,
Dawn Brown  Executive Director
Sherri Rush  Chief Financial Officer
...and the rest of the CF Team

505 West Third Street, Marion, IN 46952
www.givetogrants.org ~ 765-662-0065

Ethics doesn't have to be like nails on a chalkboard!

SPEAKER: Bill Murphy
CPA/PFS, ABV, CFF, CGMA, CVA

Tuesday, May 20
5:00 Program
6:30 Dinner
6:00 Registration and Silent Auction Bidding
8:15 Silent Auction Winners Announced
Program worth X CPE and CLE be determined
Meshingames Golf Club
SHRA Social Clubs
Women's Alliance-Marion Chapter

$30 per person
Register by Thursday, May 15, 2014 at GiveToGrant.org
Step #6:
Create material people want to read!

✓ Intern Mailing to Top 50 Donors of All Time = first gift of $4,500 within 1 week.
Step #6: Create material people want to read!

Thanks to a $500,000 gift from Lilly Endowment Inc., donations made to existing endowed funds held at the Community Foundation of Grant County will be matched at a 2:1 ratio as a way to leverage your charitable dollars as a donor. That’s right, the Foundation will grant your favorite endowed fund 50 cents for every $1.00 you contribute through December 31, 2014 or until the $500,000 in matching money is gone.

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<th>POTENTIAL DONATION</th>
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WE’LL MATCH EVERY DONATION 2 TO 1
Step #6: Create material people want to read!

Tips:
- Tell stories about your cause
- Focus on positive outcomes
- Make stories simple rather than complex
- Use consistent messaging
- Answer the “So What?” question
- Start with your internal audience and build upon that
- Be creative, strategic and most importantly…
- HAVE FUN!

*Kelly Young, Baise Communications
Step #6: Create material people want to read!
Step #6: Create material people want to read!
Step #6: Create material people want to read!

Do’s:

- Develop a compelling message
- Meet your audience where they are and move them to where you want them to be
- Choose the right messenger
- Tell a story that will reach hearts and change minds

*Kelly Young, Baise Communications*
Step #6:
Create material people want to read!

“Write something epic!
- be daring and different.”
~ Kelly Young, Baise Communications

#NoCapeNoProblem
by Dawn Brown
Long ago in a galaxy far, far away, someone who works at the Community Foundation may or may not have been born in a car in the parking lot of a Winn-Dixie Grocery Store. Unfortunately, her parents don’t name her Dixie, so it could be any one of us. We all have a story. We’re all writing our story each day in what we do, how we help, who we love. I wrote this blog just to tell you about a few of them, because they’re remarkable. Author Donald Miller says, “A good writer can make just about anything interesting because they know everything is.” I love that! I believe that. That’s exactly why our annual report this year was titled, “Not All Superheroes Wear Capes”. Read more here.

A Message from Dawn:

WWKD?
I got a wicked sinus infection last weekend. I only had access to Netflix in season of Fuller House on Netflix on Sunday with his “cut it out” line, Uncle mercey’s “no” mantra, and Stephanie’s “no gave me the nostalgia feels. Maybe the show aired before I had a mortgage, but times seemed simp humor, innocent, the jokes, corny simpler. As kids we would play ou
Step #6: Create material people want to read!

“Integrate communications! – incorporate all platforms! Pick the right people! – writers, spokespersons, bloggers, advocates, brand champions.” ~ Kelly Young, Baise Communications

pHarmony

Someone once told me, “If Clorox Bleach, the county fair, and Mr. & Mrs. could all use your mission statement, then it’s probably not tight enough.” True enough. That’s the beauty of the Community Foundation of Grant County. Our target area is easily defined in our very name, Grant County. And our mission is true to form: Connecting People Who Care with Causes that Matter. So, in our little section of the world it’s paramount that we do our best to help the most generous people in our community find the most worthy causes in which to pull.

Fear vs. Bravery

by Sherri Rush

The bad guys want us to be afraid. They want us to close up shop, hide, and stop our normal routines. But that’s not how we roll in the USA. We live in this land of the free and the home of the brave. We chug along... sometimes slow, sometimes fast. We take care of our own, and as long as we believe and act this, we will overcome.

What does “taking care of our own” mean in Grant County today? We do a pretty good job of providing care and services for the disabled and otherwise handicapped, thanks to Care Services, Lifeline in the Community, and other great, local organizations. But what about the sector of our population that just doesn’t know about the services available for them to hopefully get a leg up on their situation? Do they know there are resources that can help them break the vicious cycle of poverty?

New Year’s Letter to Yourself

by Shelly Jones

It’s here! Ready or not—Happy 2016! This past week we were encouraged to look back and evaluate accomplishments, remember loved ones past, celebrate new beginnings...

Some people are able to focus on only the good that has happened in the year—And good for them! We should celebrate achievements! Make note of those accomplishments.

It is interesting how a New Year will encourage us to reminisce about the past. If regrets about yesterday’s decisions and actions help you do better today, then they have served a useful purpose.

Wind and Worry

Grant County Community Corner

It’s one of the smallest ballparks in Major League, as well as one of the oldest. Known for its ivy-covered brick outfield wall, the iconic marquee out front, and the hand turned scoreboard, Wrigley Field has been home to the Chicago Cubs since 1916. This beloved ball diamond has a way of stirring the emotions of everyone who visits there. Just walking through the concrete halls full of concession counters and souvenir boutiques, climbing the stadium steps all the way to the cheap seats, and settling in as hot dog vendors pass by...
Rationale for change...

- More people ARE opening whatever we send.
- Our Stewardship is resulting in increased #donors, #donations, $donation totals.
- Our stories are being told and read.
Step #7: Figure out how to improve each year.

Questions to ask:

- Who will this help?
- How will it help them?
- What will the outcome be?
- Are we being courteous?

Questions to answer:

- What difference will my gift make?
- How is my money used?
- What will you do if I don’t make this gift?
- Are there other orgs that do what you do?
Step #7: Figure out how to improve each year.

Keep it Sticky...

Simple
Unexpected
Concrete
Credible
Emotional
Stories

Leverage how people see
Employ visual order
Create clear contrast
Don't over-complicate
Strip down & build up

Give it Time
Create Clarity
Communicate Regularly
Step #7: Figure out how to improve each year.

Emotional Triggers of Colors
Step #7:
Figure out how to improve each year.

Donor Relations Tips:
- Create a donor communications plan
- Make donors feel like part of the team
- Write for your readers
- Appeal to your readers’ emotions
- Talk about YOU and WE (not I and me)
- Create a two-way communications

*Kelly Young, Baise Communications*
Increases after 2 full years of implementing the Stewardship Communication Plan:

- $Donations: 2013 vs. 2014 = Up 251%; 2013 vs. 2015 = Up 198%
- #Donors: 2013 vs. 2014 = Up 17%; 2013 vs 2015 = Up 32%
- #Gifts: 2013 vs. 2014 = Up 27%; 2013 vs. 2015 = Up 51%
- Cost of Marketing/ROI: Donations exceeded costs in EVERY PROSPECT CATEGORY.
- Best Outcome: Deepened relationships with ALL Donor Categories.
Step #8: Start somewhere...

- Our sample and a blank one for you to customize.

### Communication Decoder

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*Assign the Target to appropriate staff*.

*Define your target audience and the shows or categories of your shows to target your staff.*
QUESTIONS?
Targeted Donor Communications
A Sample
Stewardship Communication Plan
That’s Working
Plus, The Communication Decoder

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