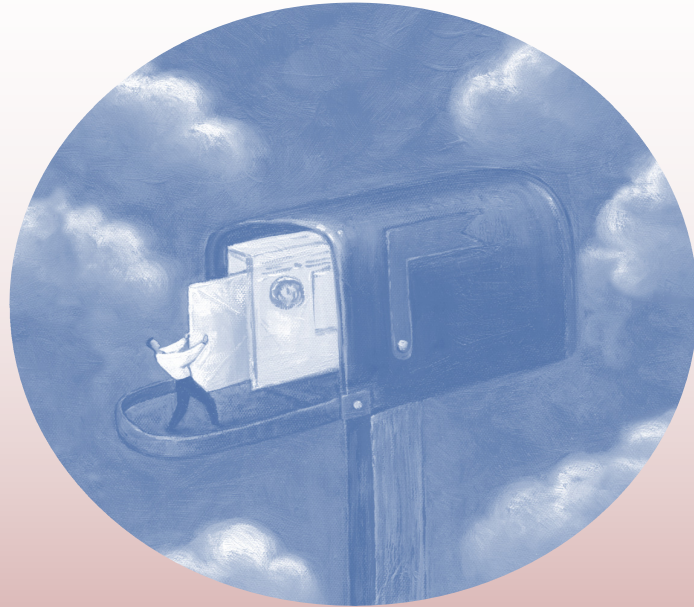# Communications Toolkit – Samples

Part 3 of 3

Excerpts from a toolkit to support

Principles & Practices for Nonprofit Excellence in Colorado second edition

Colorado NONPROFIT Association

Serving nonprofits. Strengthening communities.

SAMPLE: Online Privacy Policy

Colorado Nonprofit Association
Available online: www.ColoradoNonprofits.org

THIS NOTICE APPLIES TO ALL INFORMATION COLLECTED OR SUBMITTED ON COLORADONONPROFITS.ORG.

On some pages, you can order products and services, make requests, and register to receive materials. The types of personal information collected at these pages are:
Name
Address
Email address
Phone number
Credit/Debit Card Information

THE WAY WE USE INFORMATION

Colorado Nonprofit Association occasionally rents its mailing list to other nonprofits, funders and vendors. We will never use or share information with third parties without also providing you an opportunity to opt-out. We will never share personal information with third parties.

We use the information you provide about yourself when placing an order only to complete that order. We do not share this information with outside parties except to the extent necessary to complete that order.
We use return email addresses to answer the email we receive. Such addresses are not used for any other purpose and are not shared with outside parties.

We use non-identifying and aggregate information to better design our website and to share with advertisers. For example, we may tell an advertiser the number of individuals that visited an area of our website, but we would not disclose anything that could be used to identify those individuals.
Finally, we never use or share the personally identifiable information provided to us online in ways unrelated to the ones described above without also providing you an opportunity to opt-out or otherwise prohibit such unrelated uses.

OUR COMMITMENT TO DATA SECURITY

To prevent unauthorized access, maintain data accuracy, and ensure the correct use of information, we have put in place appropriate physical, electronic, and managerial procedures to safeguard and secure the information we collect online.

HOW TO CONTACT US

Should you have other questions or concerns about these privacy policies, call us at (303) 832-5710 or send an email to jnims@ColoradoNonprofits.org.

Please note: Colorado Nonprofit Association's policies may be used as samples and adapted to best fit your organization's specific circumstances and needs.

Disclaimer: These articles, samples, and resources are offered for informational purposes only and should not be construed as professional advice. If used, your organization should tailor samples to best fit the organization's specific circumstances. **We encourage your organization to seek appropriate** professional assistance **as needed.**

SAMPLE: Communications Resource Manual

Colorado Nonprofit Association

SAMPLE: Colorado Nonprofit Association Crisis Communications Plan

Colorado Nonprofit Association, 2006
Full sample is available online: www.coloradononprofits.org/crisiscomm.pdf

PURPOSE OF A CRISIS COMMUNICATION PLAN

To effectively manage communications through a formal, clearly defined channel in order to mitigate crisis, or serious negative repercussions for the Association or the sector, and maintain a reputation of leadership and transparency on vital issues and breaking news.

In speaking with the media and public, the Colorado Nonprofit Association will provide factual information and messages most beneficial to the organization and sector it represents. We will help the media by providing information that enables them to do their jobs and positions the Association as a reliable resource and nonprofit leader.

In all communications, the Association will create a positive opportunity for the public positioning of the sector as a whole. Messages should be responsive and solution/action oriented, reinforcing the Association's position of leadership.

The following is intended to serve as a crisis communications guide for the Colorado Nonprofit Association. Its purpose is to help

> **Attention Nonprofits:**
> The Colorado Nonprofit Association Crisis Communication Plan is intended to be used as a *template* for nonprofits to adapt and implement. To use this tool, you will need to adjust this to fit your organization's resources, structures and messages. For instance, this template refers to the Marketing and Communications Committee and director of communications (replace that title with the person at your agency who handles media efforts), and the Decision Tree will need to be reworked for your organization's messages and goals, etc.

manage *communications* around a crisis, but does not suffice for an overall crisis management plan that would also include other organizational considerations. The objectives of this crisis communications plan are as follows:

- Prepare the Association staff to effectively and nimbly manage crisis communications;
- Help staff respond in a unified, professional manner that reinforces sector leadership and creates loyalty;
- Strategically enhance the organization's brand/role, and the public understanding of the value provided by the nonprofit community;
- Manage the distribution of critical, often sensitive, information to the media, members, and public;
- Inform members of the Association's position to help shape a consistent sector-wide response.

USING THE CRISIS COMMUNICATIONS PLAN

Items on pages I-4 are intended for use by staff, board and committees that play a role in communications, particularly in a crisis. Information should be explained at staff orientation and periodically reviewed by staff and the Marketing and Communications Committee (MACC). Gray boxes indicate the people who will need the information in that section.

The Detailed Crisis Communications Plan and the appendices should be used by the director of communications and the president & CEO to prepare for, oversee and evaluate the handling of communications around a crisis situation both internally and externally as appropriate. The steps outlined in Appendix I should be firmly in place before a crisis situation occurs and shall be reviewed and revised by staff, as necessary, but at least quarterly.

This plan includes:
    Purpose of a Crisis Communication Plan
    Using the Crisis Communications Plan
    Crisis Communications Policy
    Crisis Communications Checklist Overview
    Emergency Phone Tree: Internal Use Only
    Detailed Crisis Communications Plan
    Appendix 1: Preparing for a Crisis Before it Happens
    Appendix 2: Positions and Sample Releases for Common Media Q&A
    Appendix 3: Decision Tree – Potential Actions and Guiding Considerations
    Appendix 4: Post Crisis Review

Crisis Communications Policy

> All staff, board and Marketing and Communications Committee members should review this as part of orientation clearly helping each individual understand his/her role in crisis communications.

1. All crises should be reported to a supervisor and the president & CEO immediately.

2. Only the chief spokesperson and back-up spokespeople are authorized to release information to the media and to the public. All other staff, board and committee members should be professional and helpful to the media by connecting them with the spokespeople, but will neither speak to the media, nor provide any information.

3. There should be one designated crisis management lead person, directing and coordinating all aspects of the organization's response including managing the messages and the media.. There should also be one designated spokesperson who actually interacts with the media and other inquirers. In some cases, particularly in the event of a "small crisis," the two may be the same person. In others, the jobs may be divided to facilitate efficient handling of the situation. Most likely, but not necessarily, the two roles will be filled by the director of communications and the president & CEO, respectively.

4. All comments should be guided by professionalism and transparency, and serve to mitigate the crisis while reinforcing the leadership role of the Colorado Nonprofit Association.

5. "No comment" is never an acceptable response. If an answer is unknown or cannot be immediately answered, make note of the question, tell the inquirer you will get back with him/her, and do so. If the question cannot be answered due to a policy (such as sharing personnel information, etc.) let the inquirer know that.

6. Personnel matters are to remain confidential.

7. When possible, responses should be proactive, responsive, and action-oriented.

8. The Association recognizes the importance of media relation to public trust. In times of crisis, maintaining effective media relationships will be particularly critical in bolstering public confidence in the sector as a whole.

Crisis Communications Checklist Overview

This is a brief overview of crisis management steps.

❑ <u>Safety</u> – Ensure safety of all staff and site. Call 911 if needed.

❑ <u>Notification</u> – Notify the president & CEO immediately.

❑ <u>Crisis Communications Team</u> – Key staff and, if needed, the chairs of the Board and the Marketing and Communications Committee (MACC), will convene to strategically review the situation and manage the communications surrounding the issue. **Note:** In some cases, a larger Crisis *Management* Team may be needed when action surrounding the crisis involves more than just handling communications. In those cases, the Crisis Communication Team would be a part of the larger team, though the guidelines in this manual only outline the steps to take in the *communication* needs surrounding a crisis.

> The Crisis Communications Team should be familiar with and have a copy of this overview. The director of communications will help them maneuver through it using the Detailed Crisis Communications Plan on page 6.

❑ <u>Before Going Public</u>
   - Determine crisis communications lead person who is responsible for ensuring all tasks are completed (most likely the director of communications).
   - Determine the crisis communication spokesperson who will answer all media and other inquiries (most likely the president & CEO).
   - Assess the situation to determine the facts (see Detailed Crisis Communication Plan on page 6)
   - Determine appropriate response/action (see Appendix 3: Decision Tree).
   - Create plan of action for internal and external communications.
   - Develop factual, detailed messages that reflect the status of the crisis, the Association's response, and, if possible, proactive steps to resolve the situation.
   - Prepare talking points and provide a script for the receptionist receiving incoming calls.
   - Determine if a press release, web and/or voicemail updates are necessary.
   - Assess what resources are necessary to manage the crisis (i.e. cell-phone availability, press conference needs, on-location resources – signs, lectern, visuals, etc.).
   - Appoint staff to:
     – Serve as the official spokesperson and manage media;
     – Keep the chairs of the Board and the MACC informed;
     – Contact partners, allies, members, etc. and assist with sector-wide talking points, if appropriate; and
     – Record crisis details, actions taken, external responses, resolution.

❑ <u>Going Public</u>
   - Begin placing telephone calls to critical internal audiences, including staff, board and/or legislators, etc.
   - Begin media and other external audience outreach, use press release if appropriate.
   - Update web site and organization phone mail, if needed.
   - Evaluate message effectiveness as the situation progresses.
   - Implement methods for updating key audiences with ongoing information.
   - Distribute post-crisis communications.

❑ <u>Evaluate crisis communications efforts</u> (see Appendix 4: Post Crisis Review).

SAMPLE: W.K. Kellogg Foundation Template for Strategic Communications Plan

W.K. Kellogg Foundation
Available online: http://www.wkkf.org/knowledge-center/resources/2006/01/Template-For-Strategic-Communications-Plan.aspx

ELEMENTS OF A STRATEGIC COMMUNICATIONS PLAN (FOLLOWING 11 PAGES)
Determine Goal
Identify and Profile Audience
Develop Messages
Select Communication Channels
Choose Activities and Materials
Establish Partnerships
Implement the Plan
Evaluate and Make Mid-Course Corrections

STEP 1: DETERMINE GOAL
To initiate a successful and effective communications effort, start with an assessment of your current organizational goals. Examine what your organization stands for—its mission, values and beliefs. Look closely at who your organization is serving. This process will help narrow and sharpen the focus for your *communication initiative*(s).

What issue is most important to your organization right now?

Who is most affected by the issue stated above?

Who makes decisions about the issue?

What is the overall goal you want to achieve? (i.e., What change would you be able to observe?) (Be specific.)

What tangible outcomes would you like to achieve through a communications effort? i.e., How will you know you are achieving your goals? (Be specific. What would you see, hear, or have in-hand that would let you know you are making progress toward the goal?)

STEP 2: IDENTIFY AND PROFILE THE AUDIENCES
Once you've identified your key issues, it's time to identify and profile specific audiences to target with a communications initiative. The reason for taking the time to look this closely at your audiences is that this kind of background information is essential in choosing the most effective ways to communicate with the audience. Madison Avenue has learned this lesson well, now we need to apply some of the same kind of thinking to communicating about your issue.

Of the audiences listed on the Step I worksheet, whose knowledge, attitudes and behavior must be changed in order to meet your goal? *(These groups now become your primary audiences.)*

_____

_____

_____

_____

Who else is affected if you succeed in your goal? (secondary audience)

_____

_____

_____

_____

Are there others who can influence primary and secondary audiences? (tertiary audiences) (You may wish to design a communication initiative to reach some of these audiences as well. Or you may see a role for these folks as "allies and partners".)

_____

_____

_____

_____

Now you are ready to complete worksheets for each of your audiences identified above. (see next page) Audience Segmentation Worksheet *(Note: you will probably need to make multiple copies of this worksheet.)*

Audience:
_____

Describe what you know about this audience's knowledge, attitudes and behaviors as they relate to your issue:

_____

_____

_____

_____

What are the barriers to this audience fully supporting or participating in reaching your goal? What are the benefits if they do?

_____

_____

_____

_____

What are the characteristics of this audience? How do they spend their time? What is their gender, ethnicity and income level? How have they been educated? What are the language considerations? What or who are they influenced by? What makes new information credible for them? What or who could motivate change or action?

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

STEP 3: DEVELOP MESSAGES

Your messages are closely tied to your goal and objectives. They deliver important information about the issue and compel the targeted audience to think, feel, or act. They can:

- Show the importance, urgency, or magnitude of the issue
- Show the relevance of the issue
- Put a "face" on the issue
- Be tied to specific audience values, beliefs, or interests of the audience
- Reflect an understanding of what would motivate the audience to think, feel, or act
- Be culturally relevant and sensitive
- Be Memorable

The messages you develop by using the worksheet provided in this section can be used in many ways. First, they are a set of statements that you and your team agree upon as conveying the key information for your initiative. They will not include all the detail and supporting ideas and data that you may use in printed materials or other forms of communication. The messages you develop in the worksheets can become the underlying themes for your materials and activities. You may develop slogans based on them. You may develop sets of talking points that members of your team will use in making presentations. And they easily become the basis for radio and print PSAs, the genesis for posters, and may suggest topics for fact sheets, drop-in articles, and even letters to the editor or newspaper editorials. Before turning to the Message Development Worksheet, take a few moments to read "Considerations for Message Construction."

CONSIDERATIONS FOR MESSAGE CONSTRUCTION

Both the *channel* (the conduit for sending your message to the chosen target audience) and the *purpose* of communicating environmental information influence message design. Information may be designed to convey new facts, alter attitudes, change behavior, or encourage participation in decision-making. Some of these purposes overlap; often they are progressive. That is, for persuasion to work, the public must first receive information, then understand it, believe it, agree with it, and then act upon it. Regardless of the purpose, messages must be

developed with consideration of the desired outcome.

Factors that help determine public acceptance include:

Clarity—Messages must clearly convey information to assure the public's understanding and to limit the changes for misunderstanding or inappropriate action. Clear messages contain as few technical/scientific/bureaucratic terms as possible, and eliminate information that the audience does not need in order to make necessary decisions (such as unnecessarily detailed explanations). Readability tests can help determine the reading level required to understand drafted material and help writers to be conscientious about the selection of words and phrases.

Consistency—In an ideal world there would be specific consensus on the meaning of new findings, and all messages on a particular topic would be consistent. Unfortunately, consistency is sometimes elusive. Experts tend to interpret new data differently, making consensus among government, industry, and public interest groups difficult.

Main points—The main points should be stressed, repeated, and never hidden within less strategically important information.

Tone and appeal—A message should be reassuring, alarming, challenging, or straightforward, depending upon the desired impact and the target audience. Messages should also be truthful, honest and as complete as possible.

Credibility—The spokesperson and source of the information should be believable and trustworthy.

Public need—For a message to break through the "information clutter" of society, messages should be based on what the target audience perceives as most important to them, what they want to know, and not what is most important or most interesting to the originating agency. Prior to final production, messages should be pretested with the target audiences (and in some cases with channel "gatekeepers") to assure public understanding and other intended responses.

Source [for item above]: *Making Health Communication Programs Work: A Planner's Guide,* Office of Cancer Communications, National Cancer Institute, National Institutes of Health (1992).

Note: Refer to your completed worksheets for Steps 1 & 2.

Audience

_____

What are the barriers and benefits to your audience thinking, feeling, or acting on your issue?

_____

_____

_____

_____

What change in **attitude** (the way they feel about the issue) do you want to motivate in your audience to meet your goal?

_____

_____

_____

_____

What change in the **behavior** (day-to-day actions) of your audience are trying to achieve?

_____

_____

_____

_____

Now, based on what you know about your audience needs to hear in order to think, feel or act, what are the three most compelling sentences you could use to motivate the audience? These are your messages.

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Communications channels carry the messages to the target audiences. Channels take many forms and there is an infinite list of possibilities. Answering some key questions will aid you in identifying the most effective channels for reaching your audiences.

SAMPLE CHANNELS

Television stations
Radio stations
Newspapers
Web sites
Community centers
Street festivals
Laundromats
City government offices (e.g. Division of Motor Vehicles)
Malls
Parks

Schools, colleges, vocational and language training centers
Libraries
Recreation centers (e.g. basketball courts or soccer fields)
Community non-profit offices
Transportation depots/stations
Supermarkets
Fast food restaurants
Literature Racks

Don't forget about social media tools!

CHANNEL WORKSHEET (ONE WORKSHEET FOR EACH AUDIENCE)

Note: Use the work you did in Step 2 to help you with these worksheets.
Audience:
_____

Where or from whom does this audience get its information? Who do they find credible?
_____

_____

_____

_____

Where does this audience spend most of its time? Where are they most likely to give you their attention?
_____

_____

_____

_____

Complete list of channels your team wants to use to reach this audience:
_____

_____

_____

_____

_____

STEP 5: CHOOSE ACTIVITIES AND MATERIALS

What are the activities, events, and/or materials—to be used in your selected channels—that will most effectively carry your message to the intended audiences? In choosing these, you should consider:

- Appropriateness to audience, goal, and message
- Relevance to desired outcomes
- Timing
- Costs/Resources
- Climate of community toward the issue/activity
- Cultural appropriateness (including language)
- Environment—geographic considerations

SAMPLE ACTIVITIES

News conferences
Editorial board meetings at newspapers
Radio talk or call-in shows
A benefit race
Parades
Web links
Conferences

One-on-one meetings
Open houses
Speeches
Hotlines
Listservs
Information Fair

MATERIALS TO SUPPORT ACTIVITIES

News releases
Fliers and brochures
Opinion editorials (op-eds)
Letters to the editor
Posters
Public service announcements (PSAs)

Bookmarks
Video presentations
Web pages
A float in a parade
Buttons, pins, and ribbons
Promotional items and giveaways

STEP 6: ESTABLISH PARTNERSHIPS

Groups, organizations, or businesses may exist that would aid you in reaching your goal by providing funds, expertise, support, or other resources. Please list allies or partners who support or work with your audiences or share in your goals.

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

ALLIES AND PARTNERS
Groups, organizations, or businesses may exist that would aid you in reaching your goal by providing funds, expertise or other resources toward your communications. The prospect of developing partnerships with area businesses and local organizations may seem overwhelming if you haven't had much experience in working with the private sector. However, there are some practical steps you can follow that will focus your energies and resources where they will be most effective.

DETERMINE YOUR NEEDS
Before you ask for help, it's important to identify what you need most. Make a "Wish List" and include areas like equipment (computers, vehicles, or supplies); services; educational activities and materials; and specific products that can be donated. This list will help set your priorities and guide who you need to contact.

IDENTIFY POTENTIAL PARTNERS
There may be hundreds of organizations to approach in your community—where do you start? Let your fingers do the walking and start with the Yellow Pages. By using your Wish List to identify categories of need, you can narrow the types of organizations that can help you. Don't limit yourself at this stage and try to be imaginative. For instance, a local pizza parlor may not have an obvious link, but if it is a popular hang-out for high school students, the restaurant might host a pizza party and allow you to hand out information on ORVs. Other sources for potential partners are your Chamber of Commerce directory, general corporate directories, and personal contacts, including your board of directors or existing coalitions. For national contacts as well as local, there are several national directories that are available at your local library. The Corporate Giving Directory, which is updated annually, is an excellent choice. Don't forget to monitor the local media. Who sponsored that nonprofit ball and where was it held? What company bought the T-shirts for the annual 10K Run to support environmental research? Also, if you have a good relationship with other nonprofits or agencies, they may share their giving list.

PRIORITIZE YOUR CONTACTS
When you have a list of possible contacts, begin making your partnership circle. This circle will help you further identify your most important contacts so you can prioritize your efforts. You've chosen possible partners by category—now look for *personal contacts*. Think of dropping a pebble in the water and watching the ripples spread out. By putting organizations where you already have contacts in the center, you will anchor your effort as you move further and further out.

Start with organizations that have helped in the past—they will be the very center of your circle. Then talk to employees, your board of directors, or coalition members. Who do they know? You may discover that someone on staff went to school with the president of a local bank. Put organizations where you have close personal contacts on the next "wave" of your circle. After examining personal contacts, look for those organizations that would make "perfect partners," i.e., organizations that have supported environmental issues in the past. Keep going until you get to the very outer layer, which would be organizations where you have no contacts at all and no apparent links. Now you have prioritized your outreach list! The final step before preparing your proposals is finding the correct contact. You may have this information if you've used an up-to-date directory or have a personal contact, but if you're not sure, make a phone call. Ask to whom you would send a partnership proposal; be sure to get the person's name, title, full address, and phone number. And finally, don't overlook the importance of using the Internet to research target organizations.

MAKE YOUR PROPOSAL STRATEGIC
Companies have a giving strategy, so your proposal should be strategic too. A fundraiser for a major national nonprofit once said, "There is no corporate philanthropy—they all give for a reason." Most organizations give strategically, meaning they give in an area(s) where they have an interest, want to influence someone or

something, or stand to gain something— employees, customers, and the community influence those decisions as well. We all know that there can be tough competition for nonprofit support, and that decisions are sometimes made on small details. Look at your partnership circle and carefully look for connections. Has a city councilperson recently dealt with an environmental issue? Look for logical allies and mutual goals and put that information in your proposal.

Make the proposal "mutually beneficial." Just as you have asked for something, be prepared to offer something in return. Try to at least reward the organization with positive community exposure and recognition for its efforts. Use your best judgment on the proposal. If you know someone, a letter may suffice. If you're sending a proposal to a large company, you may want to send a letter, an information kit, and a recent newspaper article on what your organization is doing in the community. Always demonstrate the importance of the issue, the importance of the program in the community, specifically how the organization can help strengthen your efforts and how the organization will benefit from its participation.

FACE-TO-FACE FOLLOW-UP
About a week after sending your proposal, call the contact to verify that he/she received the information. At this point, introduce yourself (if you don't know the contact already) and offer to answer questions or send more information. Ask when would be a good time to call back to schedule an appointment; mark the date and call promptly at that time. The best way to "sell" the proposal is face-to-face where you can talk about the campaign, its goals, and its accomplishments. It's important to be realistic. Smaller businesses may not have extra funds to support community programs, but may be able to provide in-kind support. They may be willing to include information on ORVs in their mailings to the community, fliers to circulate to their employees, in their stores, etc. If you've done your homework, you will be able to request help that the company will gladly agree to provide.

MAKE YOUR COMMUNITY PARTNERS PART OF YOUR TEAM
Don't ask for something and then never contact the organization again! Keep a database of all donors (even listing those who said they might give in the future) and recognize them periodically with a personal note or newsletter. Keep them informed on what's happening with ORVs and other environmental issues in the community and continually offer opportunities for participation, including volunteering. Also, offer a chance for feedback so you can establish a two-way dialogue with your partners. A town meeting, an online seminar, or a presentation, are all ways to share information with your partners. Make them team members and they will continue to support you for years to come!

STEP 7: IMPLEMENT THE PLAN
There are many tools for organizing yourself around time, dollars, and staff needed to implement an initiative. One approach is given here as an example.
Of course you should feel free to use your own tried and true management tools.

Use the following steps to determine time, budget and staffing needs:
1. List all activities
2. Under each activity, outline the steps, in order, that will lead to its completion
3. Assign a budget estimate to each step
4. Assign a staffing needs estimate to each step
5. Working backwards from the activity completion point, assign a date for each step in the activity.

You can plot your dates on calendar pages if you'd like, or you can organize them in another timeline such as a Gantt chart (date/timeline runs horizontally across page; tasks are listed in chronological order down left-hand side. A line extends across the page from each task, showing the date work begins and ends on that task or subtask).

See http://www.wkkf.org/knowledge-center/resources/2006/0I/Template-For-Strategic-Communications-Plan.aspx for the time planning sheet.

CAMPAIGN PLANNING WORKSHEET

Consider the following questions when planning a comprehensive communications campaign:

I. What are your short-term and long-term campaign objectives?

_____

_____

_____

_____

2. What is your timeline for completion of the campaign?

_____

_____

_____

_____

3. Who are your target audiences?

_____

_____

_____

_____

4. What are the key communications messages (no more than three, please)?

_____

_____

_____

_____

5. What are your staff and financial resources?

_____

_____

_____

_____

6. What materials and activities will best disseminate these messages?

_____

_____

_____

_____

7. What media have you targeted?

_____

_____

_____

_____

8. What specific roles have you identified for your spokespeople?

_____

_____

_____

_____

9. What role will consortium members, corporate partners, and staff play?

_____

_____

_____

_____

I0. How will you evaluate your campaign?

_____

_____

_____

_____

SAMPLE: How to Establish Your Message (Template)

South Carolina Association of Nonprofit Organizations (SCANPO)

1. Who do you represent?	2. What is your news?	3. When will the event occur?	4. Where will the event occur?	5. Why is your news relevant?

6. What is significant about your project, work or event? Elaborate on Question #5	
7. Why is your project, work or event important to your clients? Elaborate on Question #2	
8. What kind of change can be expected from your project, work or event?	

SAMPLE: Checklist for Press Conferences
South Carolina Association of Nonprofit Organizations (SCANPO)

ONE WEEK BEFORE YOUR PRESS CONFERENCE

Arrange for a room that is not so large that it will look empty if attendance is light. Sites may include hotels, local press clubs or public buildings near media offices.

Check On:
- Podium – stand alone
- Speaker system – if needed
- Microphone stand – on podium
- Backdrop – blue if possible
- Chairs – theatre style, large center aisle
- Easels – if needed
- Electricity – outlets for TV lights
- Table – for media sign-up and materials
- Water – for participants

Pick a convenient date and time. Tuesday, Wednesday or Thursday is best. Try not to schedule before 10:00 a.m. or after 2:00 p.m.

Send out written announcements by fax, email, mail or hand deliver to:
- Editors
- Assignment desks
- Reporters
- AP daybooks
- Weekly calendars

Prepare written materials, including written statements and press kits.

THE DAY BEFORE

- Formalize the order of speakers and who will say what
- Call all prospective media and urge their attendance
- Double check the wire service daybooks
- Collate materials and make extras for follow-up
- Walk through the site and review details
- Type up names and titles of spokespeople for media hand-outs

THAT MORNING

- Make last-minute calls to assignment desks and desk editors
- Double check the room several hours before
- Walk through the press conference with principal speakers

DURING THE PRESS CONFERENCE

- Have a sign-in sheet for reporters' names and addresses
- Give out press kits
- Hand out a written list of participants
- Make opening introductions
- Arrange one-on-one interviews if requested

SAMPLE: Checklist for Press Kits
South Carolina Association of Nonprofit Organizations (SCANPO)

It is not necessary to send a press kit every time you have information to share. A press kit is a useful tool for introducing your organization to a member of the media. It can also be helpful if you are announcing a major project or event. Keep in mind that reporters are inundated with information about potential stories. If you send them too much information, they may not have time to read it.

- Cover memo or press release with contact name and phone number
- Fact sheets on the issue
- History of the issue
- Quotes or comments by experts
- Selected press clippings
- State-by-state or city-by-city analysis
- Speeches or statements on the issue
- Charts, visuals or photographs
- Background biography on spokesperson
- Annual report
- Typeset copies of speeches or public testimony
- Standard one-page description of your organization

Date kit was sent:	Reporter sent to:

South Carolina Association of Nonprofit Organizations (SCANPO)

<div align="right">
Contact Information:
Project Leader Name
Name of Group
Address
Phone
E-mail
Web Site
</div>

Your Logo Here

FOR IMMEDIATE RELEASE: (date) This is the date that you want the information released.

"Title Here" (Example: "*Colorado Nonprofit Association Names New Directors to the Board*")

City, State (Example: Denver, CO) – This is the opening paragraph. It should be brief while still explaining all important points. This paragraph should be anywhere from three to five sentences. It should include the who, what, when and where of your story.

The next paragraph goes into more detail. For example, this section could explain the importance of the event and why it is taking place. This is a good place to expand on the answers to questions six and seven in the message framing chart. In general, remember that the most important information should be placed at the beginning of the article – information at the end is less likely to be read.

Another section could discuss the outcome of your particular project. This is where you will discuss the answer to question eight in the message framing chart. Once again, you should keep this paragraph to about three to five sentences in length.

The very last paragraph reintroduces the group. It is usually no more than two to three sentences.

December 16, 2009

FOR IMMEDIATE RELEASE:

CONTACT: Colorado Nonprofit Association, Renny Fagan, rfagan@coloradononprofits.org; 303-832-5710, ext. 201 or
Sharon Knight, sknight@coloradononprofits.org, 303-832-5710, ext. 205
Community Resource Center, Sarah Fischler, Fischler@crcamerica.org; 303-243-4783
Kelleen Zubick, Zubick@crcamerica.org; 720.253.3337

Colorado's Nonprofits Have Tough Financial Year but Persevere to Deliver Essential Services

The economic recession impacted many of Colorado's nonprofit organizations in 2009 by causing a decline in revenues while simultaneously increasing demand for services, according to the results of a statewide survey released by the Community Resource Center and the Colorado Nonprofit Association.   Nonprofits navigated the turbulent economic conditions by collaborating with other organizations, reducing expenses and seeking new funding sources.

Survey respondents experienced widespread decline in revenues in 2009:

- Almost half (48 percent) of respondents reported that their organization expects to fall short or significantly short of the organization's revenue goals. Almost 56 percent reported a time in the last twelve months when their total expenses exceeded total revenue.
- Nearly 65 percent said that a major funder reduced or eliminated their support due to the current economy.
- More than 64 percent said that the economy had a somewhat or significant negative impact on obtaining funding from foundations, government agencies or corporations.

Nonprofit organizations took many actions to sustain their operations in the difficult economy:

- Collaborated more: the economic climate had a positive impact in helping organizations to share expenses and costs (39.6 percent) and build relationships around program delivery (46.8 percent.)
- Increased fundraising activities: 32.5 percent increased face-to-face solicitations, 42.5 percent increased requests for foundation grants, 31. 8 percent sought government grants and 27.5 percent increased soliciting board members.
- Reduced expenses: 28.5 percent cut back or eliminated programs, 21.2 percent cut staff pay or hours, and 15.9 percent laid off staff.
- Used more volunteers: 43.7 percent said they were already using more volunteers and 33.9 percent said they were considering this action.

"Because nonprofit organizations are integral to the fabric of all Colorado communities, it is crucial to sustain and strengthen these organizations," said Sarah Fischler, Interim Co-director of CRC. "We encourage our partners in the philanthropic community, business sector, and in government to ramp up their support of nonprofit organizations during this challenging time so that nonprofits can continue their critical work to improve and strengthen Colorado's communities."

"Nonprofits are used to finding creative solutions and making dollars stretch farther when it comes to meeting community needs," said Renny Fagan, President and CEO of the Colorado Nonprofit Association. "As Coloradans make their year-end donation decisions, they can help strengthen their communities by contributing to a local nonprofit organization. Every individual, family and business can make a difference by donating time or money today."

Fagan urged individuals and businesses who are interested in learning more about particular nonprofit organizations or linking to on-line giving sites to visit www.generouscolorado.org.   To find volunteer opportunities with local nonprofits, start by visiting the resources page of the Governor's Commission on Community Service at http://www.colorado.gov/gccs/resources.html.

About the Survey

CRC and the Colorado Nonprofit Association invited nonprofit organizations from across Colorado to complete an online questionnaire between October 26 and November 6, 2009. They received responses from about 450 nonprofits organizations. A more detailed report of the findings, including some breakdown of the results by geography, budget size and mission type, can be found at www.coloradononprofits.org and www.crcamerica.org.

 In March 2009, CRC and the Association published the results of a similar survey, entitled *Weathering the Storm: Challenges and Opportunities Facing Colorado Nonprofits During Recession*, that documented how the recession had affected nonprofits in 2008 and what they predicted for 2009. The survey report released today contains some comparisons with this earlier study.

ABOUT THE COLORADO NONPROFIT ASSOCIATION
Founded in 1986, the Colorado Nonprofit Association is a statewide nonprofit membership organization dedicated to making Colorado a better place for people to live by fostering an environment that supports nonprofits.   The Association leads the nonprofit sector in influencing public policy and public opinion, serves our members with networking tools, communications, and administrative support, and strengthens the nonprofit community through trainings, issue discussions, and administrative programs. For more information, please visit www.ColoradoNonprofits.org or call (303) 832-5710 or (800) 333-6554.

ABOUT THE COMMUNITY RESOURCE CENTER
The Community Resource Center (CRC) is a 501(c)(3) nonprofit organization that provides training, technical assistance and consultation to nonprofits and community-based organizations in Colorado and across the country. CRC empowers nonprofits to fulfill their missions by building capacity, strengthening skills, and providing strategies for success. CRC serves as a convener of communities to expand resources and stimulate change. CRC's mission is to create opportunities, tools and strategies to develop nonprofits and community groups to strengthen Colorado. For more information, visit www.crcamerica.org or call (303) 623-1540.

denverpost.com

⌂ Home | Media Kit

| News | Politics | Sports | Business | Entertainment | Lifestyles | Opinion | Travel | Multimedia | ⊙ Weekly Ad |

Home > Business News

BUSINESS

Report on Colorado nonprofits reveals many struggling

By Victoria Barbatelli
The Denver Post

POSTED: 12/18/2009 01:00:00 AM MST
UPDATED: 12/18/2009 12:35:06 PM MST

🔖 BOOKMARK
🖨 PRINT   ✉ EMAIL
💬 12 COMMENTS

A report released this week by the Colorado Nonprofit Association shows 56 percent of the state's nonprofits reported a time in the past year when their total expenses exceeded their total revenue.

The association's "Weathering the Storm" report surveyed 450 Colorado nonprofits that, in a weakened economy, are trying to balance their community's heightened needs with decreased donor funding.

"I don't think that any nonprofit was ready for quite this level of economic instability," said Tracey Schlafer, executive director of Amend Inc., a Denver nonprofit that works to stop domestic violence.

"When needs grow and their extent is greater, it's hard to see very far into the future," she said.

Because of the current economy, well over half of Colorado nonprofits reported that a major donor reduced or totally eliminated support.

EXTRAS

🌐 Check out the Weathering the Storm report, organized by the Colorado Nonprofit Association.

🌐 Visit the Generous Colorado web site.

To sustain their operations, many nonprofits are trying a variety of strategies, including collaborating with other organizations, increasing fundraising activities, cutting jobs and programs, using more volunteers and spending money from cash reserves to stay afloat. Aside from applying for every grant it can, Amend has been scaling back the big fundraising events and getting a little more creative.

"We're trying to encourage giving in smaller units to break it down so people feel like they can help," Schlafer said.

Still, almost half of "Weathering the Storm" respondents said they expect their organizations to fall short of revenue goals for 2009.

Nonprofits are "can-do oriented, creative and resilient, and that was shown in the survey by the large degree of collaborative efforts, a cost-savings method, and are trying new things to fulfill their mission," said Renny Fagan, president and chief executive of the Colorado Nonprofit Association.

"Because they deliver services very efficiently, a contribution by an individual goes a long way in the community," Fagan said.

Victoria Barbatelli: 303-954-1698 or vbarbatelli@denverpost.com

The mission of the Colorado Nonprofit Association is to lead, serve, and strengthen Colorado nonprofit organizations.

WHO WE ARE
The Colorado Nonprofit Association is a statewide organization that provides leadership, advocacy and program services to the nonprofit sector. The Association acts as the public voice of the sector, sharing information and facts about nonprofits to the public and representing nonprofits in shaping and responding to policy pertaining to the sector.
Program services available through the Association include education and leadership development, public policy support, research and public information, consultation and group purchasing programs. While representing the entire nonprofit sector for much of its work, the Association is also a membership organization – offering added resources and cost-saving programs to its over 1,300 nonprofit members.

CONTACT US
For more information, or to become a member, please visit:
www.ColoradoNonprofits.org
Colorado Nonprofit Association
455 Sherman Street, Suite 207
Denver, CO 80203
Phone: (303) 832-5710
              (800) 333-6554
Fax: (303) 894-0161
info@ColoradoNonprofits.org

This toolkit was created by the Colorado Nonprofit Association.
We are very pleased to include excerpts and samples from some of our local partners as well as online sources.
Sources are cited within. This toolkit will be updated based on user feedback and availability of additional samples and templates.
For more information, please contact info@ColoradoNonprofits.org.

July 2011