Communications Toolkit

Part 1 of 3

This online download includes toolkit copy without the FAQ and Sample sections.

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INTRODUCTION

COMMUNICATIONS PRINCIPLES
Excellent internal and external communications will advance a nonprofit’s mission, inspire its stakeholders, and increase its impact. Every nonprofit should aspire to engage stakeholders with impactful communications. Effective communications also help to ensure public trust in the organization. Internal communication is essential to motivate, inform, and counsel employees and volunteers and to set the stage for excellent external communication. External communications are necessary to: attract and retain stakeholders; raise public awareness; and increase understanding, commitment, and funding for the organization.

PRINCIPLES AND PRACTICES
With help and guidance from many leaders of Colorado’s nonprofit, government, and private sectors, the Colorado Nonprofit Association has developed Principles and Practices for Nonprofit Excellence in Colorado to assist Colorado’s charitable organizations in building their capacity while enabling them to demonstrate their accountability and transparency.

P&P is designed to promote excellence in management practices, ethical conduct, legal compliance, and public accountability for Colorado’s nonprofit organizations as they perform their crucial community services. Some practices reflect legal requirements and/or steps that all nonprofits should take, while others are aspirational in nature. Although many of the principles and practices detailed herein will be helpful to all nonprofits, they are specifically written for Colorado nonprofit corporations that are tax-exempt under § 501(c)(3) of the Internal Revenue Code and that are public charities (not private foundations). Many of the more stringent requirements placed upon private foundations are not addressed here.

EDUCATIONAL RESOURCE
P&P recognizes that good organizational practices are primarily implemented through education and self-regulation. Thus, this toolkit and all P&P related resources are intended to serve as an educational resource to improve the efficiency, transparency, and accountability of Colorado charitable organizations.

FLEXIBILITY
Colorado is enriched by the great diversity of its many charitable nonprofit organizations and it is recognized that the implementation of these principles and practices will take different forms and occur at different levels given the nature, resources, and life cycle of each nonprofit organization.

P&P is designed to be flexible to allow for differences between large and small organizations. It is important to note that some organizations will have acceptable reasons to deviate from some of the specified practices. Such exceptions need not imply a lack of transparency and accountability, but may warrant conversation among the organization’s leadership.

Many nonprofit organizations already adhere to strict best practices programs, and there are numerous programs in specific nonprofit subsectors. For that reason, P&P should be evaluated as another tool to increase transparency and accountability, to be considered alongside other programs that may already exist for specific types of nonprofits.

BUILDING A PLAN FOR IMPLEMENTATION
While Colorado has a diverse community of charitable organizations, it is also important to note the great diversity of best practices in the nonprofit sector and to acknowledge that no one set will fit all organizations. Each nonprofit organization should conduct a careful organizational assessment (see page xx), including evaluating its own nonprofit life cycle, to establish where it is, and where it wants to be.
Most charitable organizations will not be able to fully adhere to all of these Principles immediately, nor will every Practice be reflected in their current operations. P&P is intended as a basis for each organization (board, staff, and other constituents) to make a conscious determination of what will best move it forward and ensure that its programs and services are of high quality.

**HOW TO USE THIS TOOLKIT**

**PURPOSES**

- The first is to provide individual charitable organizations striving for excellence with a Colorado-specific tool for evaluating regulatory compliance, enhancing strategic planning, and refining operational evaluation.
- The second is to support the growth and quality of the sector.
- The third is to increase public understanding of the role and contributions of the charitable nonprofit sector in Colorado.

P&P is designed to serve as a guideline for all charitable nonprofits to implement practices that are legal, ethical, and effective. They are not meant to be used by funders or government as a “litmus test” to evaluate charitable organizations, nor are they intended as a substitute for the wisdom of directors, staff, and advisors of individual organizations.

Note that this guidebook is not meant to be construed as legal advice, and is not a substitute for individualized consultation with an attorney.

**DEFINITIONS**

A “**Principle**” is a broad statement that defines a suggested ethical or managerial direction for a nonprofit organization.

A “**Practice**” is a suggested method to achieve the principles.

All key terms will be highlighted in green, bold print and listed in the Key Terminology section at the end of this toolkit.

Whenever the term “**must**” is used, federal or Colorado state laws exist that require all 501(c)(3) charitable nonprofit organizations to conform to that practice. In these circumstances, a reference to the federal or state law is given (e.g., “CRS” for Colorado Revised Statutes, “IRC” for Internal Revenue Code, “USC” for United States Code, and “CFR” for Code of Federal Regulations), and a citation is made to the specific section of the law. Practices that are required by law are indicated by italic type and the ▶ icon.

The term “**should**” means that the practice is not required by law, but is generally recommended depending upon the nature, resources, and life cycle of the nonprofit organization.

Practices that are asked about on the Form 990 are indicated by the 990 icon if it is a best practice and by the 990 ▶ icon if Colorado or federal law requires the practice.

In this toolkit, the terms “charitable organization” and “nonprofit organization” are used interchangeably to refer to nonprofit organizations that are tax-exempt under § 501(c)(3) of the Internal Revenue Code.
**LEGAL ACCOUNTABILITY**

All Colorado nonprofit organizations must be aware of and in compliance with all legal requirements pertaining to nonprofit management, reporting, and governance. Visit the following websites for summaries of applicable law and links to helpful resources, and to download forms:

- Colorado Secretary of State ([www.sos.state.co.us](http://www.sos.state.co.us))
- Colorado Attorney General ([www.ago.state.co.us](http://www.ago.state.co.us))
- Colorado Department of Labor ([www.coworkforce.com](http://www.coworkforce.com))
- Colorado Department of Revenue ([www.revenue.state.co.us](http://www.revenue.state.co.us))
- Internal Revenue Service ([www.irs.gov/eo](http://www.irs.gov/eo))

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**TIP…**

The *Guide for Colorado Nonprofit Organizations (© Continuing Legal Education in Colorado, Inc.)* is an excellent resource for Colorado nonprofits. It was written by over 20 of Colorado’s top corporate attorneys, many of whom specialize in representing Colorado nonprofit organizations.

Visit [www.cobar.org](http://www.cobar.org) for more information.
Establishing Communications Guidelines

Organizational Communications – All nonprofit communications should adhere to the highest ethical and professional standards, as well as any applicable industry-specific standards, and should exhibit transparency, fairness and honesty. These standards should be clearly stated in writing and made part of the orientation of all employees and volunteers, including board members.

Communications Procedures – Nonprofits should establish clear policies pertaining to communication practices and procedures such as outreach efforts, frequency of communications, graphic standards, rules around print and electronic communications, approval for institutional facts and messaging and expected response for internal and external concerns. These policies should be included in the written communications plan.

Internal Communications

Internal Communications – Internal communications should be guided by clear policies and practices.

Policies and procedures may cover the following:
- Appropriate communications channels between staff and board members
- Inclusivity
- Reporting schedules
- Feedback mechanisms
- If not covered in a separate policy, rules regarding staff and volunteer use of communications tools: phone, Internet, email, social media channels, etc.
  - Policy should include or reference another policy outlining security of passwords for various communications channels

Promote Camaraderie – A nonprofit should encourage internal communication that welcomes alternative perspectives and encourages participation at all levels in order to build and maintain camaraderie. Management should actively, listen carefully and respond respectfully to the views of internal constituents.

Communication between Staff and Board – The line of communication between staff and the board of directors should be clearly defined and well understood, as should appropriate methods for conveying information, processes, concerns, and accomplishments.

External Communications

External communications guidelines can address:

- Key communications roles
  - The organization’s official spokesperson
  - Who is authorized to approve messaging
  - Staff/board communications procedures

- Key messaging
  - Messages and talking points for specific programs/audiences
  - Sample ”stories” and statistics
  - Appropriate uses for each message (i.e. print, web, talking points, etc.)

Graphics Standards – A nonprofit should consider implementing a set of graphics standards that provides the rules for using the organization’s fonts, primary colors, accent colors, logos and other details in accordance with the organization’s brand and communications plan.
Graphics standards & style
- Approved use of the organizations log and tagline
- Official name of the organization
- Format for messaging, letterhead template, etc.
- Guidelines for font types and size, colors, spacing
  - Adapt for print, web, email, social media as needed

**SAMPLE: Communications Resource Manual**

The Colorado Nonprofit Association’s communications resource manual index is available as a sample (see page xx).

Public Accessibility – In order to demonstrate transparency and accountability, communications **should** be clear, easily accessed, and kept up to date.

Identify Spokesperson(s) – Nonprofits **should** identify key spokespersons for the organization and ensure processes to provide appropriate, accurate and timely information for those individuals to use for internal and external communications. All internal constituents **should** be aware of who is designated as the spokesperson.

Privacy and Consent – Nonprofits **should** establish and implement clear policies regarding confidentiality of certain communications, images and personal information. Sensitive, private, or confidential information **should** not be shared without express consent.

**SAMPLE: Colorado Nonprofit Association Privacy Policy**

The Association posts its privacy policy online. It is also included as a sample (see page xx).

Grievance Policy – A nonprofit **should** have a written grievance policy in order to promptly and respectfully respond to grievances and complaints from stakeholders.

**SOCIAL MEDIA**

Regardless of the organization’s use or comfort with social media, it is important to address the use of social media tools within the communications policy. A specific social media policy should be a part of employee and volunteer handbooks. Having a social media policy in place will make everyone involved in your efforts more educated and more secure.

Social Media Policy – Any nonprofit that is considering engaging in social media **should** adopt a social media policy. The policy should outline clear rules around the use of social media and designate one person to oversee social media efforts.

A social media policy can address:
- Overall philosophy of the organization regarding social media
- Any issues related to legally required or suggested best practices around privacy and confidentiality issues
- Personal vs. professional or official social media behavior
• How the organization decides which tools to use
• Where the organization has an official presence
• Who is authorized to manage and contribute
• What types of content are appropriate
• Whether or not content is moderated
• How inappropriate content (from internal or external sources) will be handled
• Appropriate tone of messaging (in general or for each tool as needed)

**ONLINE SAMPLES: Social Media Policies**

- Red Cross ([http://sites.google.com/site/wharman/social-media-strategy-handbook](http://sites.google.com/site/wharman/social-media-strategy-handbook))
- Policy Tool ([www.policytool.org](http://www.policytool.org))
- Link to online database of social media policies ([http://socialmediagovernance.com/policies.php](http://socialmediagovernance.com/policies.php))

**CRISIS COMMUNICATIONS PLANNING**

Preparing a communications plan prior to a crisis will help to ensure the nonprofit in question is able to remain in the driver’s seat – and out of the hot seat. The purpose of having a plan is simple – it helps the organization more effectively manage communications through a formal, clearly defined channel in order to mitigate a crisis, or serious negative repercussions. Additionally, a plan provides the nonprofit an opportunity to proactively demonstrate to the community strong organizational leadership.

**TIP…**

The Colorado Nonprofit Association developed a Crisis Communications Toolkit, which includes a guide along with templates that can be adapted to fit the needs of each organization. The entire toolkit is available in the resources section of this toolkit (see page 45).

**COPYRIGHTS**

*Copyright and Trademarks –* A nonprofit *should* copyright or trademark organizational materials as appropriate.

Many organizations struggle with copyright rules and regulations. A qualified legal expert can offer the best counsel regarding copyrights and trademarks. Advise the board of directors about any copyright issues that arise as managing copyrights and adhering to local and national laws falls under a board’s governance responsibilities. Board members may also be able to offer expert advice.

Does your organization retain the copyright to materials created by staff or volunteers? If so, it is recommended that policies surrounding these copyrights are easily accessible and shared openly to prevent confusion. A 2010 article published on Blue Avocado offers the following advice, “If your organization publishes frequently, adopt a policy that requires an agreement on copyright to be signed by employees, contractors, and volunteers in advance of work done and that requires a report to the board before any agreement is signed that gives those rights to others.” The article also advises that, although it is not the easiest website to navigate for those unfamiliar with copyright language and legal terms, the best source for information about copyrights is [www.copyright.gov](http://www.copyright.gov). And, when in doubt, always seek professional counsel.
Depending on the organization’s copyright needs, you may want to consider Creative Commons licensing. Creative Commons is a Massachusetts based 501(c)3 that “develops, supports, and stewards legal and technical infrastructure that maximizes digital creativity, sharing and innovation.” The Creative Commons license can be seen on online photo sharing websites like Flickr and nonprofit technology projects such as We Are Media. Visit the Creative Commons website to search hundreds of millions of licensed work, www.creativecommons.org.

ETHICS & PROFESSIONALISM
Whether a nonprofit hires trained experts or relies on non-communications staff and volunteers to manage operations, it is critical that all communications planning, campaigns and materials abide by legal requirements and ensure that efforts align with the mission, vision and values of the organization.

For additional guidance and questions related to communications, marketing and public relations ethics and best practices, seek advice from professional associations like the Public Relations Society of America (PRSA).

TIP…

The Public Relations Society of America (PRSA) provides a code of ethics for its membership, which may be helpful to nonprofit organizations with questions about communications and public relations best practices. Find it online: http://www.prsa.org/AboutPRSA/Ethics/CodeEnglish/

CULTURAL COMPETENCY IN COMMUNICATIONS
While considering who your audience is, remember that you will need more than a tailored message to effectively reach them. Think about the following points before committing to a communication and media plan; it is better to identify messaging issues or poor strategies before you spend money on them.

- **Language and Images** should be free of any potentially offensive terms and appropriate to your audience. Research your target audience and have many people from varying backgrounds check your messaging and copy to keep from accidentally upsetting any populations with which you are less familiar. Although you may be targeting a very specific audience, assume that others will see or hear your message.

- **Translate** media communications into languages used by your audience and work with non-English-speaking media outlets when appropriate.

- **The method** in which a message is distributed by can determine whether or not your audience will pay attention. Organizations are increasingly reliant on the internet and email to get communications out, but not everyone has equal access to technology or high-speed internet.

- **Timing your messages** around important cultural celebrations or events will increase the interest in some topics or help to frame why your message is important. On the reverse, you may want to avoid a media campaign around times when your target audience is distracted.
What is a brand? The definition has evolved over time. Today, the broadest definition has even made its way to Wikipedia, “[a brand is] the identity of a specific product, service, or business. A brand can take many forms, including a name, sign, symbol, color combination or slogan…The word brand has continued to evolve to encompass identity - it affects the personality of a product, company or service.” This definition is helpful because it reminds us that the management of a nonprofit’s brand may start in a communications office, but it is everyone’s responsibility. While still behind the for-profit world, many nonprofits have realized the value of their brand in order to leverage it to raise awareness and money.

**Branding** – A nonprofit should consider establishing and promoting a clear brand. An organization’s brand is its reputation and personality and is supported by its logo, graphic standards, messaging, tone and actions. Understanding of and familiarity with the brand by all employees, board members, and volunteers is the cornerstone of effective communications, and provides strategic benefits to the organization as a whole. All communications should be consistent with the brand.

A helpful way to begin thinking about nonprofit branding is to compare the organization’s logo, colors and fonts against the organization’s current mission and overall personality. Does the logo invoke the right feeling or action from your audience? Does it resonate with constituents? Donors? Set aside some time to carefully consider these questions. Don’t keep brand awareness and development internal! Is it time for an update? Consider using this tool from bigduck communications.

**Online Resource: Brandraising Scorecard**

bigduck communications has developed an online tool called the Brandraising Scorecard to help nonprofits think about their branding. After completing a short survey, a nonprofit will receive a score and report. The survey assesses brand from the organizational, identity and experiential perspectives.

Find it online: [http://www.bigducknyc.com/resources/scorecard](http://www.bigducknyc.com/resources/scorecard)
Written Communications Plan – A nonprofit should have a clearly defined, written communications plan that supports the organization’s strategic plan. It should be strategically integrated and central to all organizational planning, and should demonstrate accountability to constituents and the public.

The written communication plan should:
- Include goals, target audiences, key messages, strategies, tools, intended outcomes and the means to evaluate results;
- Ensure that an organization is making appropriate information available to the public and communicating in a clear and timely manner with those who request information;
- Be shared and regularly reviewed with staff, board and key volunteers of the organization; and
- Be updated regularly to ensure the plan stays current with the organization’s priorities, communication trends such as social media and technological capabilities.

Goals – In the communications planning process, nonprofits must ask what their general goals are, and how communications can play a role in the achievement of these goals. An important question that should be asked is what the achievement of your mission would look like. What would be necessary for the organization’s founding issues to be resolved or fully addressed? Furthermore, what are the organization’s current goals, and what is the most important issue to your organization right now? These questions allow the organization to identify the big picture goals for a communications plan.

Objectives – It is also important in communications planning for nonprofits to identify the specific objectives that they hope to achieve. These objectives can be short to intermediate, and are necessary steps to achieve the organization’s desired long-term impacts. Objectives are not goals; rather they are precise, tangible and can be objectively evaluated.

Find it on page 49-59 and online: http://www.wkkf.org/knowledge-center/resources/2006/01/Template-For-Strategic-Communications-Plan.aspx
AUDIENCE(S)
Defining the target audience(s) is critical to the success of a communications plan. The audience will affect the method, message, style and much more of your communications than many nonprofit organizations realize. Will the target audience change? Will messaging efforts expand to include segmented audiences? An important reason for defining the target audience is to develop specific desired responses. Clearly the outcomes from major gift donor communications will, and should be, different from communications with volunteers. This is why “profiling” different segments of the audience can be a useful. To begin, gather all the information and resources available about each group in order to form a general understanding of the knowledge, attitude and behaviors of each one.

Feedback from stakeholders will be an important part of the planning process. Organizations should actively solicit feedback from members of each target audience, in order to gain as much information as possible regarding how these audiences want to be communicated with and what those communications should entail. This feedback will help staff select the right messages and tools to ensure success.

MESSAGING
The communications plan should include key elements of messaging for each type of audience with which staff may interact. Include exact phrasing when required. In addition, provide staff with key points to learn and, when possible, allow them to adapt so that the message becomes more personal. In Brandraising, author Sarah Durham recommends that nonprofit organizations consider the following messaging elements:

- Name
- Taglines

Communications Research - Goals and Activities

In a 2010 study, Understanding and Utilization of Communication Strategies within the Nonprofit Sector, survey respondents and nonprofit communication experts were asked about their goals. Results follow below.

Table 3 – Communication Goals

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<th>Survey Respondents</th>
<th>Nonprofit Interviewees</th>
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<tr>
<td>49.8%</td>
<td>8</td>
<td>Support fundraising activities</td>
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<tr>
<td>47.5%</td>
<td>9</td>
<td>Increase awareness of mission and organization/branding</td>
</tr>
<tr>
<td>47.2%</td>
<td>7</td>
<td>Support programs/Conduct advocacy</td>
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[These] findings show that nonprofits are [...achieving] these goals through a variety of means, ranging from tried-and-true newsletters to the increasing use of social media. While researchers note that websites, the Internet and social media outlets offer an affordable means for nonprofits to significantly increase their reach, social media expert interviewee Beth Kanter offers a caution to nonprofits (Rees, 1999; Hershey, 2005; Andreasen & Kotler, 2008). “With social media, I see a lot of people who get the ‘shiny new object syndrome’ or, ‘toolishness is foolishness,’” said Kanter. “In other words, people focus on tools, but there’s no associated strategy.”

Research completed by Christie McElhinney, Vice President of Communications and Public Affairs,
• Vision, Mission, and Values Statements  
• Key Messages  
• Boilerplate  
• Elevator Pitch  
• Lexicon

Remember to test messages with key stakeholders and other desired audiences before formally adopting them. Experts agree that one of the most important things to remember about communications is that it’s not about you! Staff, board members and other volunteers are already intimately familiar with the organization—accepting the use of jargon or outdated boilerplate language. Always test messages with a variety of “users” to ensure that the objective of the message is understood.

In 2010, The Chronicle of Philanthropy did a multimedia project where participants gave their elevator pitch—in an elevator. Sharing these videos with those responsible for sharing the organization’s message may be helpful. Many think that the pitch is on the tip of the tongue, when in reality it will take a lot of practice!


**TOOLS**  
When drafting your plan, consider including a chart that makes it easy to see the following:

• Tools currently in use  
• Authorized staff  
• Target audience(s) for each tool  
• Key policies or rules about when to post, etc.  
• Tools the organization plans to adopt over the course of the plan

The communications plan should also include updating of related guidelines or, if necessary, the establishment of guidelines around use of the different tools.

**TIP…**

Looking for help with your communications strategy? Check the Colorado Nonprofit Association’s online Business Member Search for expert assistance in your area!

Link: [http://www.coloradononprofits.org/businessmembers.cfm](http://www.coloradononprofits.org/businessmembers.cfm)
Outcomes & Evaluation
This section of your plan may be the most important. Sophisticated tools and messaging provide little impact if the organization is not measuring the success of its efforts. Prepare to track and measure communications success as one would fundraising efforts or program administration.

Measurement
Raw data related to communications is relatively easy to collect. Websites and online tools often come with their own measurement and analytics tools. Many of these require very little technical expertise. The data can be used to measure the online reach of an organization and/or campaign. (This is the 2011 version of counting and filing press clips). Are there concrete number goals listed in your plan? If the organization has decided to specifically focus on more web visits, Facebook likes or press mentions, why? Reporting on the numbers is just the beginning of measuring success. While certainly important, it is not the only factor to consider during measurement and evaluation.

Bit.ly
Tools like bit.ly allow users to create an account or use on a case-by-case basis to set up links that can be tracked. Many sites will allow you to customize the name of the link too. The advantage to setting up links like this is the ability to track how many people actually click on the link. These links are also automatically shortened, which makes them Twitter-friendly!
http://www.bit.ly

Google Analytics
Google Analytics can be used to measure traffic on just about any website or Facebook page. It is available free of charge but does require some technical knowledge to install and run.
http://www.google.com/analytics/

Facebook Insights
Does your organization have a Facebook page? Administrators have access to the 'insights' section. Facebook has been adding features to this section over the past few months, which allow you to track the number of ‘likes’ and interactions as well as the number of impressions for each post.
http://www.facebook.com/help/search/?q=insights

Email Marketing Measurement
Look for measurement tools within your email marketing service. Most will allow you to track the number of opened messages and the number of clicks each hyperlink receives. Many also allow you to see whether your message gets posted to Facebook and Twitter too.

Social Mention
Social Mention allows users to set up and receive specialized email notifications when keywords are found on social websites like Facebook and Twitter. Or, visit the website to search for keywords (name of organization, names of key staff, sector specific terms or experts, etc.).
http://www.socialmention.com

Tweet Reach
This tool allows users to measure the reach of a Twitter account, keyword or hash tag.
http://www.tweetreach.com
This section includes a survey of nonprofit marketing and communications best practices. Nonprofit strategies and tools will vary widely. Use this section to start the conversation or as a review against current practices.

Marketing and Public Relations Efforts – External communications should be guided by a clear, mission-driven plan and should employ consistent use of the organization’s graphics standards. Marketing and public relations efforts should be timely and accurate. Examples of important portals may include newsletters, websites, social media outlets, annual reports, advertising, public service announcements, promotional brochures and flyers, news releases, press conferences and feature stories.

Public Statements and Positions – A nonprofit should have a written procedure that stipulates who has the authority to make public statements on behalf of the organization and the procedures for developing the statements. Board members, staff, and volunteers should be trained on the organization’s statements, positions, policies and procedures. The statements and positions should represent the full range of views of the organization’s constituencies.

Distinction between Personal and Organizational Positions – A nonprofit organization should ensure that board and staff distinguish between personal opinion and organizational positions. This is especially important when publishing information online or in print. A nonprofit organization may be held accountable for statements made by a board or staff member (990).

Public Interaction – Constituents of nonprofits should be provided with appropriate, ongoing opportunities to interact with the board and management regarding the organization’s activities.

Reactive Communications

Nonprofits tend to be reactive instead of proactive when it comes to communications. The need for more fundraising dollars, more event attendees or a response to a surprise press mention invoke quick action and concentrated investment in developing a message. One of the many benefits of creating a communications plan is the opportunity to become proactive! Taking charge of your communications and your message presents a world of opportunities. As part of their Cone Nonprofit Power Brand 100 study, Cone Research developed a top ten list based upon the attributes the country’s most valuable and powerful nonprofit brands. Number ten, “Issue a Rallying Cry” makes this point beautifully.

Shift your approach from that of a recipient of funds to a driver of engagement, inspiration and action. Move from a focus on giving discrete donations to joining together in pursuit of a bigger purpose, and help evolve your contributors’ perceptions of their role as donors to that of a community of supporters…

A powerful, proactive communications plan will more fully engage your constituents and improve your reach within the communities you serve.
**Staffing**

Many nonprofit organizations are unable to hire a dedicated staff person or invest substantial funds to bring in an outside expert to assist with communications efforts. Whether the organization is poised to adopt a few or nearly all of the best practices outlined here and in related resources, there is tremendous value in simply getting started. Create a communications plan that is appropriate for the organization’s current capacity and build in growth opportunities. Consider focusing on one aspect at a time as the schedule allows. Evidence shows that successful, proactive communications campaigns are possible at nonprofits of all sizes.

“Nonprofit organizations that rate themselves as most effective at communications tend to show commitment to their goals by having leadership very involved, a formal communications plan, a strategic plan that includes communications, and at least some staff who work exclusively in communications.”

- Cause Communications State of Communications: Nonprofits – September 2008

**FAQ: New Study Explores Colorado Nonprofits’ use of Communications**

Christie McElhinney, Vice President of Communications and Public Affairs, The Colorado Trust

Not surprisingly, this study shows that nonprofits that have a communications plan and/or dedicated communication staff appear to strengthen their ability to conduct communications in a strategic manner. In other words, their communications are directly linked to organizational priorities, they don’t undertake communications in a reactionary manner. It’s also important to note that it isn’t just the bigger nonprofits that have staff dedicated to communications. For example, the executive director of one small nonprofit I interviewed said they dedicate one of their four full-time positions to communications.

See page 29 for the complete article.

**Storytelling**

By now, you’ve probably heard the Association or any number of experts mention the importance of ‘storytelling’ for your organization. Andy Goodman was one of the first to bring this concept to nonprofit organizations. To some, it is hard to believe that organizations making an incredible impact in their communities wouldn’t already have storytelling down to a science. Yet, we know from experience that talking about our work can be a challenge. Beautifully crafted stories of an organization’s impact come naturally to some. But nonprofits cannot rely on those gifted storytellers to carry the message alone. It is critical that nonprofits empower their staff and board members to create and personalize their version of the nonprofit story. Using the provided messaging, sample stories and supporting data and statistics as a base, each individual should practice telling the story that feels most natural. The questions noted in the following tip box can be used to help staff guide story development and may also be helpful to share with those working to create personal stories to share.
TIP...

Storytelling as Best Practice
1. Who’s the protagonist?
2. What keeps it interesting?
3. Have you included telling details?
4. Is the meaning clear?
5. What’s the hook?
6. Where’s the conflict?
7. What’s the emotional hook?

For a sample worksheet, visit: http://www.sociablemedia.com/resources_bookdownloads.php4

Source: a goodman communications
www.agoodmanonline.com
Cliff Atkinson
www.sociablemedia.com
With so many tools available, it may be difficult to know where to start. Or, it may be tempting to try several different new tools at once in an effort to make a few of them "stick." As with the other elements of a successful communications plan, thorough assessment of available tools and careful planning will ensure that the tools utilized are most effective.

**Print Newsletters**

*Nonprofit Colorado*, the newsletter of Colorado Nonprofit Association, is read by Colorado Nonprofit Association’s members and supporters including foundations, businesses, individuals and elected officials. Copies are distributed at all Colorado Nonprofit Association events and are available at our office, for a total printed distribution of 2,100 per issue.

The newsletter is award-winning and, thanks to the generous support of our advertisers self-sustaining. *Nonprofit Colorado* is managed by the Association’s communications coordinator who is also a professional graphic designer. Copy for the newsletter is generated by Association staff members and partners from the local community. The print newsletter gives the Association an opportunity to showcase our programs and initiatives, feature members and partners, and provide regular updates from our Help Desk, public policy department and insurance subsidiary, Nonprofit Resources.

**Paid Media**

Paid media can be extremely effective if placed in the correct venues with a poignant message. It is often an expensive medium and should be considered carefully. Most advertising in newspapers, radio, television and on the web is purchased, though there may be options for free space provided as a public service announcement or PSA. Whether in-kind space or paid, this type of media coverage is often complementary to other media and messaging occurring in the community.

**FAQ: Starting a Media Campaign: What do you want to accomplish?**

Colorado Nonprofit Association

8. How Do We Begin? (FIRST STEPS)

Like any activity, make sure you can follow through on your investments and promises. Start off small developing messages for your constituents and donors; expand as trust and impact of your organization grows. Do not create a negative perception of your organization by promising activities that you do not have time to complete.

*See page 38 for the complete article.*

**Paying for Reach**

It is possible to pay for advertisements on television, radio, in newspapers and magazines or online. The cost of the ad space will likely be proportional to the reach of the outlet. A newspaper such as the Denver Post, which is circulated state-wide, will have more expensive ad rates due to the amount of people who are likely to buy and
read it. Local community papers will be cheaper, but will only reach a specific area and even then readership may not be very large.

Radio tends to reach a local audience that is determined by the power of the radio station’s transmitter. While many of the Denver radio stations reach most parts of the Denver Metro area, you should ask the station staff about the exact range and reach into specific communities. If your ad is filled with static in your targeted area you may be spending a lot of money for little return.

Television offers coveted ad time guaranteed to reach a large audience, but is the most expensive form of traditional advertising. While the idea of having your organization’s message on TV is very exciting, there is a greater risk involved if a costly ad is shown very late at night or during a program that is not viewed by your target audience. Purchasing advertising during programs and shows with high viewership will be more expensive, but if you are looking for a one-time opportunity to educate or inform viewers about a poignant issue, it may be an effective strategy.

Remember that repetition is key to a successful media campaign. Even if you have an easy-to-understand message, your audience may not be engaged when they are exposed to it. TV viewers and radio listeners often flip the channel when advertisements come on and may only see or hear part of your ad. The more chances an audience has to be exposed to your ad, the more your message will sink in.

INTERNET TRENDS AND AD SPACE

Many nonprofits are looking to the internet for new ways to reach potential constituents, donors and volunteers. Having a web presence through an easy-to-find website is a necessary first step for most organizations and allows them a space that can have more detailed information than they could fit into a newspaper ad or 30-second commercial. Keeping up with basic design principles and webpage best practices is very important in keeping your webpage visitors from leaving out of frustration. The internet affords many smaller organizations great visibility, but if your visitors are frustrated with navigation or a lack of information, they will most likely be able to find another website offering exactly what they want.

Websites are just one way of using the internet to spread a message. Social media websites such as Facebook, Twitter, Reddit, del.icio.us and LinkedIn offer great interaction with both large and targeted audiences for little or no up-front costs. More than other communication vehicles, it is expected by social media users that an organization will be constantly updating and interacting with people online. Websites, like all communications, should be kept up to date, but social media can require a greater amount of effort than it yields in impact.

Many websites feature ads as a way of making money on their free web-based services. Services such as Google and Facebook are increasingly better at placing ads on websites that are visited by a people interested in a specific topic, allowing your message to reach your targeted audience. When researching potential companies to place your ad on the internet, make sure that they are able to target your messages to the most appropriate websites and social media platforms.

EARNED MEDIA

WHAT’S NEWS?

Knowing what is news is important to improving your media relations. Keep in mind that not all news items will or should generate a story. Sometimes the goal is to get your organization’s news listed in online calendars or event columns.

Special Events: Just having an event does not usually constitute a story; there also needs to be a hook – a unique speaker, award winner, milestone, or information about how your event or program affects the community.
Services and Programs: Do you keep track of how many people you serve in a year, month, or decade? Is the demand for your services changing? Is this trend tied to an external situation like the downturn of the economy, a change in demographics, or new legislation?

Studies: Does your organization have a study revealing new information about factors impacting your mission? What were the results and how will they affect the community?

**FAQ: Generating Media Coverage**

South Carolina Association of Nonprofit Organizations (SCANPO)

Tie to Current Events: Pay attention to local, national and international events in the media. If the media are closely covering stories about an issue that is related to your mission or programs, send a press release about your organization and how it is related to the issue, or call the media covering the story and offer to serve as a local resource on the issue.

See page 33 for the complete article.

Donors and Volunteers: All nonprofits benefit from the support of their donors and volunteers. These individuals typically get involved with nonprofits due to strong personal convictions or experiences. Do your donors and volunteers have stories to tell about their lives and why they support your organization?

Public Policy: Is there a new bill or regulation being considered that will hurt or help your organization’s clients? How will a new federal, state or city budget impact financial resources of organizations such as yours? This type of story can also be an opportunity to educate reporters about nonprofit lobbying rights.

Fundraising: Has your organization launched a capital campaign, succeeded with a new fundraising strategy, or seen a change in donation patterns? When your fundraising activities receive coverage, it is important to follow up with the reporter to share the impact and result of your fundraising. Encourage them to write a story about how the money was used.

Partnerships: Is your organization entering into a partnership with a business, government agency, or another nonprofit? What brought the groups together? What were the difficulties encountered during the process? What will the benefits of the partnership be to the community?

**FAQ: How Nonprofits can work with Clear Channel Radio – Denver**

Visit the website for more information: [http://www.startcolorado.com/ccpsainfo/details.html](http://www.startcolorado.com/ccpsainfo/details.html)

See page 40 for details from Clear Channel Radio – Denver about how nonprofits can increase chances for earned media coverage.

Leadership: Has your organization recently hired a new leader or added new board members? Consider a release about the attributes of these leaders and their aspirations to successfully serve your organization.
Tragedy: When unfortunate events occur, nonprofits are often the first to respond. Does your agency provide a service that can help people recover? Does your organization provide a service that has been shown to be successful in preventing this type of unfortunate event? Do you have stories to share of how your work led to a quick solution?

**SAMPLE: How to Establish Your Message (Template)**

Colorado Nonprofit Association

See page 59 for the complete article.

**PITCHING YOUR STORY**

If you are just beginning to work with the media, start with local and smaller media outlets. You will gain experience in contacting reporters and honing your pitching skills. Later, when you are better prepared, start reaching out to larger media outlets.

You may pitch (or place) a story by calling a reporter or editor directly, by providing the pitch in person, by sending a letter or by email, or by a combination. Many reporters today prefer email, however a telephone call always makes you stand out. If you call, you should ask if they have time to talk because they are often “on deadline.” Either way, keep it short and to the point. Simply asking an editor to write a story about your nonprofit is not pitching, and it doesn’t mean they will run exactly what you send. But because you did your homework up front, you’ll know their “beat” and will be able to tie your story into what they write about. Your job is to convince them that yours is a story they must use because it is interesting and newsworthy.

**FAQ: Who does what?**

South Carolina Association of Nonprofit Organizations (SCANPO)

For a guide to media staff and title descriptions to help you reach out to media contacts, see page 43 of this toolkit.

See page 42.

**SAMPLES: Press Releases & Press Coverage**

Press Release Template: pg. 62
Sample Press Release: pg. 63
Sample Press Coverage: pg. 65

**FAQ: Creating an Effective Press List**

South Carolina Association of Nonprofit Organizations (SCANPO)

See page 41 for more information on creating your press contact list.
TARGETING MEDIA

Once you have analyzed what is newsworthy about your organization and developed supporting messages, you’ll want to map them against your target media. First, assemble a complete list of individuals you want to contact at various media outlets in your community. Consider all options: community newspapers, regional newspapers, local chamber of commerce magazines, business magazines, urban dailies, TV and radio stations, online news services and blogs and wire services.

With a list of potential media outlets, plug them into a grid. Match your messages with media outlets by doing a little research on what they cover. You will increase your chances for coverage by knowing which types of stories the publication or media outlet is likely to handle and which editors are responsible for which pages.

An example:

<table>
<thead>
<tr>
<th>Message</th>
<th>Media</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feature story idea</td>
<td>Local newspaper: print and web-based; trade publication; regional magazine</td>
</tr>
<tr>
<td>Community event with great visual</td>
<td>Local TV station; radio prior and during; perhaps a radio station would set up shop throughout the event.</td>
</tr>
<tr>
<td>Personnel changes</td>
<td>Newspapers</td>
</tr>
<tr>
<td>Information about upcoming meetings or events</td>
<td>Newspaper &amp; radio calendars</td>
</tr>
<tr>
<td>Synopsis of speaker remarks at a community program</td>
<td>Newspapers, web, regional magazine, trade publication</td>
</tr>
</tbody>
</table>

TIP...

Informing the press of an event where a nonprofit leader is speaking or sending a synopsis of remarks afterward is an excellent way to reinforce leaders in your organization as experts in a particular topic. Helping reporters gain access to your local leadership will also help build reputation and relationships.
TELEVISION INTERVIEWS
Television is one of the most powerful communications tools. Because it is a visual medium in a visual society, TV has its own set of rules. You will be more effective if you know the format of the program and what stories have recently aired, so watch the show for a few days prior to your appearance.

To use TV effectively, keep the following in mind when you are being interviewed:

1. Wear a dark suit and light colored shirt; this looks best through the camera lens. Avoid patterns and bright colors; they tend to distort your appearance.
2. Avoid dark glasses and thick, dark frames.
3. Sit or stand straight and look at the reporter, not at the camera and not at the floor. Keep your voice at a normal speaking level; if you are not being heard, you will be alerted.
4. Don’t waste response time by repeating the reporter’s questions.

PRINT INTERVIEWS
The key to a successful print interview is to maintain your focus. Prepare, practice and remember the messages you want to get across. Always remember what you are there to accomplish.

Here are a few tips to help you prepare for your interview:

1. Ask the reporter for information that will help you prepare for the interview. What type of story is being written? What is the angle? Are others being interviewed for the same story? What is the reporter’s deadline? What is the reporter’s background?
2. Most reporters have anywhere from fifteen minutes to five days to gather information and write an article. If it is not a breaking news story, the reporter may have more time to complete the assignment. Don’t hesitate to ask the reporter when the story must be filed. In addition, do not be afraid to tell a reporter that you would like time to assure accuracy and precision in your information.
3. Know what you want to say and keep your responses brief and direct. Conduct background research on the topic and be prepared for unexpected and difficult questions.

RADIO INTERVIEWS
A tape recorder and a microphone are a radio reporter’s main tools. If the interview is live, your microphone is the only thing between your voice and the public’s ear. Radio is a fast medium, so keep your answers short.

Here are a few other things to remember:

1. If you’re on a radio spot, open with a quote or fact to capture the listeners’ attention.
2. Always be conversational and quotable, but be careful.
3. Try to be smooth from beginning to end. Do not say “um” or pause for too long.

In preparing for the interview, request knowledge about the specific questions you will be asked on air prior to recording so you can offer the best information possible to the station’s public. Be prepared for any questions related to the topics you’ve been given, or any topics that are breaking news. It’s much better to over-prepare. If you don’t know the answer to a question asked when on the air, be frank about not having the specific details and offer to get back to the reporter, or station, with that information at a later time. Hard news is best, but media coverage of an event, information about promotions within the organization, and even comics can help to persuade and inform the public of your concerns.
SOCIAL MEDIA
Nonprofit organizations should stay up-to-date on social media trends and tools. Regularly re-assess what level of involvement fits into the organization’s communications strategy. If the organization is lacking expertise and budget is a concern, consider looking for affordable or in-kind support from a local expert. Ask volunteers and stakeholders to get involved with the effort.

It will take time to develop a meaningful social media presence. And, while many of the available tools (Facebook, Twitter, etc.) are available to access at no cost, social media is not free! Plan to devote the same thoughtful consideration to social media as the organization would devote to a newsletter or fundraising campaign. This extra time is sure to yield better results.

Extensive social media resources are available to nonprofits. See the resources section to get started. Beware of old assumptions about social media! The environment is constantly changing.

SOCIAL MEDIA IS NOT
• Exclusively for young people – the largest growing demographic in the US is now adults over 50
• Unprofessional – for-profit and nonprofit businesses invest time and talent in their social media presence.
• A passing craze – while the tools may change and evolve constantly, social media has fundamentally changed the way that individuals interact with one another and their communities.
• A 'magic bullet' for fundraising & communications – success with social media comes from thoughtful and deliberate strategy. It’s not enough to simply ‘be online.’
• Optional – nonprofits should, at the very least, monitor the online reputation of the organization. No organization can afford to ignore social media as a powerful communications tool.

“The ability to tell stories to compel people to act in short, funny and meaningful ways was an essential element of success.”
- The Case Foundation 2009 Giving Challenge Assessment and Reflection Report

SOCIAL MEDIA AND FUNDRAISING
• Create a short and targeted campaign – update your followers on your progress.
  o Mini case study – The Gathering Place, Denver
  - Blog posts started June 2, 2010
  - Campaign date: August 26, 2010 – National Toilet Paper Day
  - Donations started at $5.00
  - Donors listed on “Stall of Fame”
  - Matching funds from the Gay & Lesbian Fund for new donors
  - Publicized and shared on Facebook and Twitter
  - Facebook feed integrated with home page
  - Met fundraising goal of $15,000
  - Find out more at www.the-gatheringplace.org
• Learn how to add a “donate now” button to your Facebook page.
• Allow your friends and fans to easily make the ask by sharing a link to your online giving site and adding their own personalized ask.

TIP...

The Colorado Nonprofit Association developed a Social Media Strategy Toolkit, which includes an introduction to social media tools and strategies. This toolkit is available in our online resource center.

http://www.coloradononprofits.org/SocialMediaFAQs.cfm
Excellent internal and external communications will advance a nonprofit’s mission, inspire its stakeholders, and increase its impact. Every nonprofit should aspire to engage stakeholders with impactful communications. Effective communications also help to ensure public trust in the organization. Internal communication is essential to motivate, inform, and counsel employees and volunteers and to set the stage for excellent external communication. External communications are necessary to: attract and retain stakeholders; raise public awareness; and increase understanding, commitment, and funding for the organization.

### General

1. Our communications adhere to the highest ethical and professional standards, as well as any applicable industry-specific standards, and exhibit transparency, fairness, and honesty.

   - □ No/ Not Begun
   - □ Somewhat/ In Process
   - □ Yes/ Completed
   - □ Not Applicable
   - □ Not Sure

   The aforementioned standards are clearly stated in writing and made part of the orientation of all employees and volunteers, including board members.

   - □ No/ Not Begun
   - □ Somewhat/ In Process
   - □ Yes/ Completed
   - □ Not Applicable
   - □ Not Sure

2. We have a clearly defined, written communications plan that supports the organization’s strategic plan that is strategically integrated and central to all organizational planning and demonstrates accountability to constituents and the public.

   - □ No/ Not Begun
   - □ Somewhat/ In Process
   - □ Yes/ Completed
   - □ Not Applicable
   - □ Not Sure

   Our communications plan include goals, target audiences, key messages, strategies, tools, intended outcomes and the means to evaluate results.

   - □ No/ Not Begun
   - □ Somewhat/ In Process
   - □ Yes/ Completed
   - □ Not Applicable
   - □ Not Sure

   Our communications plan ensures that we are making the appropriate information available to the public and communicating in a clear and timely manner with those who request information.

   - □ No/ Not Begun
   - □ Somewhat/ In Process
   - □ Yes/ Completed
   - □ Not Applicable
   - □ Not Sure

   Our communications plan is shared and regularly reviewed with our staff, board and key volunteers.

   - □ No/ Not Begun
   - □ Somewhat/ In Process
   - □ Yes/ Completed
   - □ Not Applicable
   - □ Not Sure

   Our communications plan is updated regularly to ensure the plan stays current with the organization’s priorities, communication trends such as social media, and technological capabilities.

   - □ No/ Not Begun
   - □ Somewhat/ In Process
   - □ Yes/ Completed
   - □ Not Applicable
   - □ Not Sure

3. We have a social media policy that outlines clear rules around the use of social media and that designates one person to oversee social media efforts.

   - □ No/ Not Begun
   - □ Somewhat/ In Process
   - □ Yes/ Completed
   - □ Not Applicable
   - □ Not Sure
<table>
<thead>
<tr>
<th><strong>Required by law</strong></th>
<th>No/ Not Begun</th>
<th>Somewhat/ In Process</th>
<th>Yes/ Completed</th>
<th>Not Applicable</th>
<th>Not Sure</th>
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</thead>
<tbody>
<tr>
<td>4. We have clear policies pertaining to communication practices and procedures such as outreach efforts, frequency of communications, graphic standards, rules around print and electronic communications, approval for institutional facts and messaging, and expected response for internal or external concerns.</td>
<td>□</td>
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<td>The aforementioned policies or procedures are included in our written communications plan.</td>
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<td>5. We have clear policies regarding confidentiality of certain communications, images, and personal information.</td>
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<tr>
<td>6. We have a written plan for communicating with the public and the media at a time of crisis or emergency that includes a procedure to communicate internally as well. (May be incorporated into a disaster management plan or written communications plan.)</td>
<td>□</td>
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<td>7. We copyright or trademark organizational materials as appropriate.</td>
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<td>8. We have considered establishing and promoting a clear brand.</td>
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<tr>
<td>Our brand is supported by our logo, graphic standards, messaging, tone, and actions. All communications are consistent with our brand.</td>
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<td>□</td>
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<tr>
<td>All of our employees, board members and volunteers understand and are familiar with the brand our brand.</td>
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<tr>
<td>Our brand provides strategic benefits to the organization as a whole.</td>
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<td><strong>Internal Communications</strong></td>
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<tr>
<td>9. Our internal communications are guided by clear policies and practices.</td>
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<tr>
<td>10. We encourage internal communication that welcomes alternative perspectives and encourages participation at all levels in order to build and maintain camaraderie.</td>
<td>□</td>
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<tr>
<td>Our management actively solicits, carefully listens, and respectfully responds to the views of internal constituents.</td>
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<tr>
<td>11. The line of communication between the staff and the board is clearly defined and well understood. Methods for conveying information, processes, concerns, and accomplishments to the board are also clearly defined and understood.</td>
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<td>External Communications</td>
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<tr>
<td>12. We have a graphic standards policy that provides the rules for using the organization’s fonts, primary colors, accent colors, logos, and other details in accordance with our brand and communications plan.</td>
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<tr>
<td>13. Our external communications are guided by a clear, mission-driven plan and employ consistent use of the our graphic standards.</td>
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<tr>
<td>Our marketing and public relations efforts are timely and accurate.</td>
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<tr>
<td>14. Our communications are clear, easily accessed, and kept up to date.</td>
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<tr>
<td>15. We have identified key spokespersons for our organization and ensure processes to provide appropriate, accurate and timely information for those individuals to use for internal and external communications.</td>
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<tr>
<td>All internal constituents are aware of who is designated as the spokesperson(s).</td>
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<tr>
<td>16. We have a written procedure that stipulates who has the authority to make public statements on behalf of the organization and the procedures for developing the statements.</td>
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</tr>
<tr>
<td>Our board members, staff, and volunteers are trained on the organization’s statements, positions, policies, and procedures.</td>
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<td>🔴</td>
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<tr>
<td>17. We ensure that board and staff distinguish between personal opinion and organizational positions.</td>
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<tr>
<td>18. Our constituents are provided with appropriate, ongoing opportunities to interact with the board and management regarding the organization’s activities.</td>
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<tr>
<td>19. We have a written grievance policy in order to promptly and respectfully respond to grievances or complaints from stakeholders.</td>
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</table>
**Resources**

- **a goodman online**
  
  www.agoodmanonline.com

- **Brandraising**
  Sarah Durham, currently at bigduck
  
  http://www.bigducknyc.com

- **Cause Communications Toolkit**
  Cause Communications
  
  http://www.causecommunications.org/resources.php

- **Cause Communications State of Communications: Nonprofits – September 2008**
  Princeton Survey Research Associates International
  

- **Colorado Nonprofit Association**
  Online Resource Center
  
  http://www.coloradononprofits.org/resources.cfm

- **The Cone Nonprofit Power Brand 100**
  Article: “10 Essentials for Enhancing Brand Power”
  Cone in Collaboration with Intangible Business
  
  http://www.coneinc.com/nonprofitpowerbrand100

- **Copyrights.gov**
  
  http://www.copyright.gov

- **Creative Commons**
  
  http://creativecommons.org/about

- **Forces for Good**
  Leslie Crutchfield and Heather McLeod Grant
  
  http://www.forcesforgood.net/

- **Mission Minded – Blog**
  
  http://mission-minded.com/blog/

- **Article: Putting your writing on a diet: 10 word-loss tips**
  Barb Sawyers
  
  http://www.prdaily.com/Main/Articles/8458.aspx

- **Public Relations Society of America - Code of Ethics**
  
  http://www.prsa.org/AboutPRSA/Ethics/CodeEnglish

- **Social Media Policy Tool**
  
  http://www.socialmediapolicytool.net

- **Spitfire Communications**
  - Check out the smartchart 3.0
  
  http://www.spitfirecommunications.com

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

- **Understanding and Utilization of Communication Strategies within the Nonprofit Sector**
  Christie McElhinney
  For more information, please contact: Christi McElhinney, The Colorado Trust, (303) 837-1200
RESOURCES – WORKING WITH MEDIA

Cause Communications Toolkit
Cause Communications
http://www.causecommunications.org/resources.php

Clear Channel Radio – Denver
http://www.startcolorado.com/ccpsainfo/details.html

GuideStar
www.guidestar.org

League of Women Voters of the United States
www.lwv.org

Kansas Action for Children Inc.
www.kac.org/

Making the News: A Guide for Nonprofits & Activists
Jason Salzman

Michigan Nonprofit Association
http://www.mnaonline.org/

National Council of Nonprofits
http://www.councilofnonprofits.org/

North Carolina Center for Nonprofits
www.ncnonprofits.org

Nellie Mae Education Foundation
www.nmefdn.org

Kecia Roberg, Consultant
KC Roberg, LLC
www.kcroberg.com

Robert Wood Johnson Foundation
www.rwjf.org

South Carolina Association of Nonprofit Organizations
www.scanpo.org

STRATECOMM
www.stratecomm.com

University of Texas
www.utexas.edu/lbj/rhodesprp/01_02/toolkit/Press%20Release.doc
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
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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.

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