

Communications: Getting the Word Out



COMMUNICATIONS

Making Communications Work for Your Nonprofit Organization

Launched in 1982 by Jim and Patty Rouse, The Enterprise Foundation is a national, nonprofit housing and community development organization dedicated to bringing lasting improvements to distressed communities.

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ISBN: 0-942901-33-9

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This book is part of the Enterprise Community Development Library, an invaluable reference collection for nonprofit organizations dedicated to revitalizing and reconnecting neighborhoods to mainstream America. One of many resources available through Enterprise, it offers industry-proven information in simple, easy-to-read formats. From planning to governance, fund raising to money management, and program operations to communications, the Community Development Library will help your organization succeed.

ADDITIONAL ENTERPRISE RESOURCES

The Enterprise Foundation provides nonprofit organizations with expert consultation and training as well as an extensive collection of print and online tools. For more information, please visit our Web site at www.enterprisefoundation.org.

About This Manual

What are successful communications?

Successful communications reach the audiences critical to helping your nonprofit achieve its mission. Communications success is built on targeting available communications tools to the right audiences.

Spreading the word about your organization's positive impact on the community enhances your ability to secure the financial support you need to continue your good work. It also helps to establish your nonprofit as a professional, credible and stable organization. Successfully communicating the mission and the achievements of your nonprofit benefits every aspect of your organization.

Communications: Getting the Word Out will help your nonprofit understand and develop an effective communications program. It will assist your nonprofit in publicizing your message, reaching critical audiences and creating appropriate communications tools. It will help you weigh potential benefits against dollar costs.

This manual is designed for board members and staff of nonprofit community development organizations who are learning how to promote their organization's message. It covers topics such as:

- Developing a central message
- Identifying target audiences
- Working with communication consultants
- Creating a communications plan
- Advantages, disadvantages and costs of using 24 different communications tools

Communications: Getting the Word Out is just one of the manuals comprising the *Communications* series of The Enterprise Foundation's Community Development Library™. Other manuals include information on:

- Creating brochures, newsletters and annual reports
- Developing action alerts
- Working effectively with the media
- Writing marketing sheets
- Organizing neighborhood tours

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Developing a Central Message

Nonprofit organizations must understand how to describe themselves. First think through your message — what to say about your work, your vision for the future and the programs and services you offer — before writing a brochure, annual report or newsletter.

An effective central message can set you apart from similar organizations; explain the social or housing issues behind what you do; and position your nonprofit as a credible partner and funding recipient.

An organization's central message works best if it is clear, descriptive and short. It can be modified to suit specific situations and audiences.

START WITH THE BASICS

Developing a clear, compelling description of your nonprofit is easy to think about but difficult to do. However, the time you spend writing this central message will save time when you want to shape it for the different audiences you are trying to reach. It will also ensure consistency in your communications.

The description will include the who, what, when, where, why and how of any development, project or problem you want to focus on. It must also be consistent with your organization's mission statement.

CONSIDER YOUR AGENDA

What do you want your communication to achieve? Does your organization want to:

- Enhance its overall credibility.
- Raise more money.
- Showcase its mission and the quality of its programs and services.
- Promote awareness of its work within the community.
- Position itself to communicate with elected or appointed officials.

The answers to these questions, will help determine the content of your central message. Because your nonprofit will probably want to do all of the above at some point, you will want to be able to adapt your central message to meet these objectives.

Just keep your communications agenda simple: Stick to one clear message that can be adapted to fit multiple situations and reach different audiences.

MATCH THE MESSAGE TO THE AUDIENCE

To succeed, you must reach a variety of audiences who can bring different talents and resources to your endeavor. For example, if you are trying to attract new customers to your programs, your communications should include eligibility requirements and testimonials from past participants. If you want to impress donors, include statistics that illustrate your nonprofit's successful track record with grant money. Government agencies might welcome an explanation of your approach to solving a housing or social problem.

Use your central message as a starting point and rework it to persuade the audience you are targeting. The next section has some examples of how the central message for Good Works CDC was reworked for different target audiences.

Identifying Target Audiences

Numerous groups and individuals can contribute to the success of your organization. If you do not reach them, your nonprofit may have difficulty achieving its goal. Identifying the audiences you need to reach is your first step in educating them to the benefits of being involved with your nonprofit.

POSSIBLE AUDIENCES

Community Residents

These people may use your services, and live near your location. They are interested in:

- Having your programs and services explained in simple, direct language
- Knowing your eligibility requirements and having clear descriptions of who can use your programs
- Seeing how your program has helped the neighborhood by helping applicants buy a house, find a job, etc.
- Knowing your goals and objectives
- Knowing who is on your board of directors

Volunteers

An invaluable addition to your team, volunteers can help with administration, program and services duties. To attract them:

- Describe the various activities open to volunteers.
- Explain how helping your group will enable them to give back to the community.
- Describe any volunteer recognition programs.
- Provide personal testimonies on the satisfaction others have derived from their volunteer work.

Policy-Makers

Local, state and federal officials can provide additional resources or develop policies favorable to your work. They want to hear about:

- Completed projects and initiatives

- Logical approaches to solving a social or housing problem
- Successful track records managing grant and loan money and meeting goals

Board Members and Staff

Internal audiences are critical to a nonprofit's success. Good communications can strengthen internal decision-making and morale. Tell board and staff about:

- New programs added and old programs dropped, and the reasoning behind the decision
- Completed projects, including lessons learned from mistakes as well as success stories
- Individual success stories of staff and board members
- Important organizational and operational changes and why the changes were made

Media

Reporters can reach many of your audiences with one article or news story. Providing them with accurate information will help them do their job. Be sure to offer them persuasive details like:

- Descriptions of successful initiatives and accomplishments
- New approaches to solving a social or affordable housing issue
- Descriptions of needs your nonprofit is serving within your community
- Organizational background and history
- Wealthy, powerful or influential supporters and partners (with their permission)
- A local angle on a national story that includes local contacts (real people in your housing developments or programs) the media can interview and quote

Other Nonprofits

To get these groups to join your cause, cover your:

- Logical approach to solving a social or housing problem
- Successful track record of managing grant and loan money and meeting program goals
- History of productive partnerships with other nonprofits
- Reasons why collaboration will benefit both organizations
- Recognition program for contributors as well as your track record publicizing other non-profit partners

Donors and Lending Institutions

Those who can fund your nonprofit's services and programs want to know of your:

- Successful history of managing grant and loan money and meeting programmatic goals
- Completed projects and initiatives
- Logical approach to solving a social or housing problem
- Assessment of local problems and how their assistance can make a difference
- Influential or wealthy supporters (with their permission)
- Success stories
- Recognition programs for contributors as well as your track record publicizing donors and lenders
- Demonstrated ability to do more with less
- Fiscal management and oversight practices

Businesses and Corporations

Most businesses and corporations are interested in valid opportunities to be a good corporate neighbor. To gain their financial and in-kind support, describe your:

- Completed projects and initiatives
- Logical approach to solving a social or housing problem
- Successful track record managing grant and loan money and meeting program goals
- Influential or wealthy supporters (with their permission)
- Recognition programs for contributors as well as your track record publicizing contributing businesses and corporations
- Demonstrated ability to do more with less
- Solid fiscal management and oversight programs

Partners

Builders, suppliers and real estate agencies can add status or bring additional resources to your program. Plus, they are interested in opportunities to be a good neighbor. To reach this audience, craft a message including:

- Opportunities for them to be a good neighbor through your nonprofit
- Completed projects and initiatives
- Logical approach to solving a social or housing problem
- Success stories and accomplishments with former partners
- Powerful, influential or wealthy supporters (with their permission)
- Recognition programs for contributors as well as your track record publicizing partnerships

COMMON ELEMENTS, DIFFERENT EMPHASIS

Although we use the same words to describe what these different audiences are interested in, the actual messages you develop must reflect the targeted audience's primary focus. So when you rework your central message, put yourself in their shoes and create an audience-specific communication.

Example of a Central Message:

Creating home-ownership opportunities and making them work for low-income families is the mission of Good Works Community Development Corporation. We ensure families are ready for the responsibility of home ownership through individual counseling in how to select and care for a home coupled with guidance in securing a mortgage and small down-payment grants. Good Works CDC moves people from poverty to prosperity.

Common Elements:

- 200 families helped
- Seven years of success
- Program description:
 - Small down-payment grants
 - Guidance in selecting a home, securing a mortgage and meeting the responsibilities of home ownership

Examples of Targeted Messages:

Potential Customers:

Two hundred families now have a home to call their own, thanks to the Good Works Community Development Corporation. We have been helping neighbors through this complicated process for more than seven years. Personalized counseling in selecting a home, securing a mortgage and meeting the challenges of home ownership are key to the success of our home-ownership program. You may even qualify for down-payment assistance. Good Works is working for you in Pleasant View.

Primary focus:

- Program benefits
- Qualification criteria
- Proven track record

Lending Institutions:

Not one of the 200 families who have purchased homes with the help of the Good Works Community Development Corporation have defaulted on a loan in the past seven years. Not one. Small down-payment grants, as well as guidance in selecting a home, securing a mortgage and meeting the responsibilities of home ownership, are key to the success of our home-ownership program. Pleasant View's new vitality is the result of using resources wisely and maximizing public and private grant support.

Primary focus:

- Fiscal responsibility
- Low default rate (low risk)
- Proven track record

Actual messages you develop must reflect the targeted audience's primary focus.

Policy-Makers:

Public support gave 200 families a place to call home, thanks to Community Development Block Grant funds and the Good Works Community Development Corporation. Small down-payment grants, as well as guidance in selecting a home, securing a mortgage and meeting the responsibilities of home ownership, are key to the seven-year success of this home-ownership program. Leveraging CDBG money with corporate grants and private bank loans helps us build the American dream in Pleasant View.

Primary focus:

- Community benefits
- Proven track record
- Do more with less

Matching Audiences With Communications Tools

Using a communications tool — whether brochure, annual report, press release or advertisement — appropriate for the message and audience can help to persuade your audience to do what you want. The wrong tool for the message can damage your credibility.

Brochures, for example, are excellent for telling community residents about your programs, but they are not effective tools for asking business or corporate audiences for donations.

Here are some examples of matching objectives with appropriate communications tools. See the section on Communications Tools for an in-depth description of many different tools and how to use them effectively.

Objective	Communications Tool
Reach potential volunteers with administrative or construction expertise	A flyer or brochure that describes your work and illustrates why people with this type of experience can use your nonprofit to give back to their community. Invite them to set up a time to hear more about your organization.
Attract customers who can take advantage of your home-owner and credit counseling services	A flyer or brochure that describes eligibility requirements (minimum income or employment qualifications). Distribution points include grocery stores, community centers and banks.
Raise more money from foundations	A fund-raising letter that describes your success in using grant money to increase home ownership. Companion pieces include your annual report or a favorable news article.
Set up information sessions with your state senator	A packet of information about your nonprofit with a cover letter asking for a meeting. Include a business card, statistics documenting your impact on the district, a marketing sheet and an annual report.

Working With Communications Consultants

Communications consultants — either firms or individuals — provide specialized expertise not found in most nonprofit organizations. They can be essential for any nonprofit just starting a communications campaign.

To find a qualified consultant, look for creativity, knowledge of your industry and experience with nonprofits of your size and budget. Ask other nonprofits which consultants they use and what their experience has been with the firms or individuals. You want a big boost to your image, not a big nightmare, so take the time to complete thorough interviews. Ask firms early in your search process if they will provide *pro bono* communications services for your nonprofit.

INITIAL CRITERIA

Ask all potential consultants for:

- Background, services, prices and staff qualifications
- Current client list and phone numbers of those they have done similar work for
- Samples of publications, communications strategies and case studies prepared for similar clients
- Samples of their best work for a nonprofit

INTERVIEWING PROSPECTS

Choose no more than four firms to interview. Describe your needs (developing a communications plan, logo, brochures, annual reports, special events) as well as your goals, objectives and the way you will evaluate success. Ask questions like:

- What is your size, client base and length of time in business? What are your firm's capabilities and specialties?
- What kinds of services represent the bulk of your work?
- Which staff person handles your business with nonprofits of our size and what is his or her experience and background?

- How would you rate your success in working with nonprofit groups new to marketing, communications and publications? What are some of the special challenges in working with groups like ours? What does it take to overcome these challenges?
- What is your experience with nonprofit clients, especially those with an affordable housing and community development focus? Can we contact them for a reference?
- Do you have a photographer or graphic artist on staff who will be available?

Have each firm bid on the same sample assignment so you can compare prices. Make sure they understand you are not giving them an actual assignment; you just want a cost estimate.

CHOOSING A CONSULTANT

Affordability and compatibility are a must. After narrowing your list to two possibilities, ask yourself:

- Do you like them? Are you comfortable with the person who will be assigned to the account?
- Did they answer your questions fully? Did they ask insightful questions about your nonprofit and your communications goals and tasks?
- Did they integrate information you provided over the phone into subsequent written materials and conversations?
- Are they familiar with nonprofits in general, and your type of nonprofit in particular?

WORKING TOGETHER

Ask for an estimate or a not-to-exceed figure for each assignment. This helps you stay within your budget and gives you a sense of the hours needed to complete different tasks. Determine up front who in the organization will be authorized to give and pay for consultant assignments. A single contact helps keep direction consistent.

PAYING YOUR CONSULTANT

Choose the option that works best with your nonprofit's accounting system and allows you to manage your budget efficiently.

Hourly Rate

Hourly rates vary depending on who at the firm works on your account. Senior-level staff members cost more per hour but generally spend less time on your account. With this method, you pay only for services you use and can bring in the consultant when needed.

Project Fee

Paying by the project works well if you need defined products and the time required to complete them can be predetermined. Fees are based on the number of hours the firm expects to devote to your project. A firm may reduce its fees if your nonprofit's business will add prestige to its client list, allow it to expand into a new area of business or lead to more work from other nonprofits.

Retainer

When you retain a firm, you pay a fixed monthly fee for whatever communications services are needed. This fee guarantees the firm's availability to do your work. The downside is you pay the fee whether or not you have used any services that month. Do this only if you have extensive, ongoing consulting needs. Review the arrangement periodically to make certain you still need such intense service.

SIGNING A CONSULTANT CONTRACT

Some consultants will work under contract on a per-project basis. But before signing a contract, request the following information and ensure the answers are satisfactory to you and your organization:

- How will increments of an hour be charged?
- How will travel time be billed? (Traditionally, it's half the full rate.)
- Describe commissions, overhead and any other costs that are not tied directly to staff time or production costs.
- Describe the policy for out-of-pocket expenses. (Are they marked up or billed net?)
- How often will your nonprofit receive itemized bills and status reports (either written or with conference calls)?
- Who owns the rights to the products produced (especially photo reprint rights)?
- Are printing costs included? Does the consultant have a printer under contract?
- Is there a start-to-finish cost in the contract?

A firm may reduce its fees if your nonprofit's business will add prestige to its client list, allow it to expand into a new area of business or lead to more work from other nonprofits.

Creating a Communications Plan

An organizational communications plan wraps the elements described earlier — message, audience and tools — into a work plan that includes goals, budgets, time frames and division of responsibility.

STEP 1

DEVELOP A CENTRAL MESSAGE

Your board can develop the central message for the organization by agreeing on the answers to the following questions:

- How do others see us?
- How do we want them to see us?
- What action do we want others to take?

STEP 2

GET INTERNAL BUY-IN

To launch a successful program, you need to convince your executive director, senior staff and board of directors of the advantages of having a communications strategy — and the consequences of not having one in place. Be sure to cover the issues they care about: budget, staffing, resources and timing.

Highlight the importance of communications in an era of dwindling financial resources and information overload. Identify difficulties using tools not targeted to specific audiences. Recommend a staff person who can manage the planning process. Suggest three communications priorities for the next year and define the steps to accomplish them. Look for ways to take advantage of upcoming activities or events, milestones, strategic planning goals, availability of grant funding for communications, or budget surpluses.

STEP 3

IDENTIFY TARGET AUDIENCES

Start with *no more* than three targets.

As described earlier, target audiences may include any present or potential:

- Customers
- Political makers
- Financial supporters and business partners
- Volunteers

STEP 4

DEVELOP SPECIFIC MESSAGES FOR TARGET AUDIENCES

Decide:

- Why you want to reach each target audience
- What you want from each target audience
- What each target audience wants and needs
- How best to capture the audience's attention
- How best to speak the language of the audience

STEP 5

CHOOSE THE APPROPRIATE COMMUNICATIONS TOOLS

Decide which tools are best suited to reach each target audience, meet your goals and are within your budget.

STEP 6

WRITE THE COMMUNICATIONS PLAN

- Establish your communications goals — messages and audiences — for the next six to 12 months.
- Write down those goals, setting budgets, timelines and evaluation methods. Include in the plan:
 - Reasons for the plan
 - Specific goals to be accomplished
 - The organization’s central message
 - Target audiences
 - Communications tools to be used
 - How consultants will be used
 - The staff person designated to manage the plan’s implementation
 - A line-item budget
 - A timeline for implementing the plan
 - How results will be evaluated

STEP 8

EVALUATE THE RESULTS OF THE PLAN

Ask yourself these questions:

- Did you follow through on each element of your plan?
- How well did your message reach each target audience?
- Did the organization meet its goals? Why or why not? If your goals were exceeded, why?
- How did the plan benefit your organization?
 - How much new money did it raise and at what cost?
 - Has the mailing list expanded?
 - How many more volunteers do you have?
 - How many meetings have you had with elected officials?
- How will you amend your next communications plan?

STEP 7

IMPLEMENT THE COMMUNICATIONS PLAN

- Make sure the assigned staff person understands the task.
- Implement each step, and make changes as needed.
- Monitor regularly the progress of each step, and expenditures relative to the budget.

Using Communications Tools

You can see why it's effective to use different communications tools to reach various targeted audiences and how to work with outside consultants. But what may be an appropriate tool for one nonprofit may not be the best for yours. To make an educated decision, you need to weigh cost, effectiveness and your in-house capabilities. Using staff to develop these materials may end up being very expensive, unless they have the necessary expertise. The Communications Tools Chart will help you decide which tool will give you the most bang for the buck.

On the following pages, you will find a description of each communications tool — its advantages and disadvantages, appropriate audiences

and specifications. Representative costs from small, medium and large cities are included to give you an idea of what it should cost to produce similar items.

As you work on developing your communications strategy, think about developing a consistent graphic look for all your materials. This will help build name recognition for your nonprofit in an ever-changing, increasingly competitive world.

The *Communications* series of Enterprise's Community Development Library contains separate detailed guides on many of the communications tools discussed here.

HOW TO READ THE COMMUNICATIONS TOOLS CHART

Costs

- \$ = \$0 to \$500
- \$\$ = \$501 to \$1,000
- \$\$\$ = \$1,001 to \$2,000
- \$\$\$\$ = More than \$2,000

Note: Costs assume use of consultants, and decrease significantly when staff or volunteers perform the same tasks. Television advertisements do not include the costs of production. Costs differ widely by location.

Level of Expertise Required

- Some** = Specialized expertise may not be needed to develop an effective product.
- Intensive** = Specialized expertise will be needed to develop an effective product.

Page Number

Where to find more detailed information in this manual

Representative Costs (as shown in the communication tools descriptions following the chart)

These cost comparisons are for the following cities*:

- Small city — Santa Fe, N.M.: 117,000
- Medium city — Columbus, Ohio: 1,377,000
— Denver, Colo.: 1,848,000
- Large city — Washington, D.C.: 3,923,000

* Population figures, 1990 U.S. Census, Metropolitan Statistical Area (MSA).

Communications Tools Chart

Tool	Cost	Level of Expertise Required	Page
Annual report	\$\$\$\$	Intensive	13
Billboard	\$\$\$\$	Intensive	14
Brochure	\$\$\$	Some	15
Fund-raising letter/package	\$\$	Some	16
Logo	\$\$\$\$	Intensive	17
Magazine ad	\$\$\$\$	Some	18
Marketing or media kit	\$	Some	19
Marketing sheet	\$\$	Some	20
Neighborhood tour	\$\$	Some	21
Newsletter	\$\$\$	Intensive	22
Newspaper ad — daily newspaper	\$\$\$	Some	23
Newspaper ad — minority/ community newspaper	\$	Some	24
Op-ed, letter to the editor	Free	Some	25
Press release	\$\$	Some	26
Promotional item	\$\$\$	Some	27
Public service announcement	Free	Some	28
Radio ad	\$\$	Some	29
Special event	\$\$\$	Intensive	30
Stationery	\$\$\$	Intensive	31
Television ad (cable)*	\$	Intensive	32
Television ad (network)*	\$\$\$\$	Intensive	33
Transit ad (bus)	\$\$\$\$	Intensive	34
Video	\$\$\$\$	Intensive	35
Web site	\$\$\$\$	Intensive	36

* Production costs not included.

Annual Report

ADVANTAGES

An annual report familiarizes readers with your nonprofit on every level — mission, financial status, accomplishments, etc. — and bestows instant credibility. It should include the successes of the past year (photos and personal stories of customers). Usually printed in two or more colors, it can be as short as four pages and as long as 100. If short enough and appropriately designed, it can double as your general marketing and information brochure.

DISADVANTAGES

An annual report must be written annually or every other year to maintain credibility. It can be expensive and time intensive to produce and will be obsolete after a year. To help save time as well as printing and mailing costs, and to make it more readable, keep the number of pages to the minimum. Updating your mailing list before printing and mailing will also save money.

Another word of caution: Although your annual report should look professional and inviting to read, some audiences will think it's a waste of nonprofit funds if your report is too slick and glossy.

APPROPRIATE AUDIENCES

Donors, partners, media, community leaders, government officials

APPROPRIATE INCLUSIONS

- Provide donors with financial data and a description of operations and philosophy.
- Showcase programs, accomplishments.
- Celebrate benchmark years (5th, 10th, 25th, 50th).

APPROPRIATE USES

- Distribute at conferences and similar events.
- Include in media kits and fund-raising packages.

SPECIFICATIONS — ANNUAL REPORT

Basic: Consultant costs include coordinating, writing, designing and preparing the art. Printing costs are for 2,000 two-color, 11" x 17" four-page foldovers.

Deluxe: Consultant costs include coordinating, writing, designing and preparing the art. Printing costs are for 2,000 two-color, 8 1/2" x 11" 16-page reports with 26 3" x 3" photos and two 5" x 11" full bleed cover photos.

ESTIMATED CONSULTANT HOURS

Basic: 22 hours

Deluxe: 78 hours

Examples of Regional Costs

COLUMBUS

Basic: \$1,826

Printing: \$800

Deluxe: \$6,474

Printing: \$3,500

DENVER

Basic: \$2,600

Printing: \$500

Deluxe: \$9,210

Printing: \$2,600

SANTA FE

Basic: \$1,606

Printing: \$700

Deluxe: \$5,694

Printing: \$2,625

WASHINGTON, D.C.

Basic: \$3,960

Printing: \$1,100

Deluxe: \$14,040

Printing: \$3,100

Billboard

ADVANTAGES

Creative billboards can attract a lot of attention. Most people travel a set route every day, which means they are exposed to your message over and over. Billboard placements can target particular communities or cover the entire city.

DISADVANTAGES

A billboard message must be short and sufficiently clear for drivers to “get it” instantly. There is no room for detailed or technical information. Production costs are expensive, and billboard companies often ask for a year-long commitment. Only a limited number of billboards are available, and you may have to wait for another contract to expire before the best location for your message becomes available.

APPROPRIATE AUDIENCES

General audiences (specifically particular neighborhoods)

APPROPRIATE INCLUSIONS

- A quick message (phone number for housing counseling services)
- A clear visual message about your organization (use your logo prominently)

APPROPRIATE USES

- Reach potential home owners in specific neighborhoods.
- Use to reinforce advertising.
- Get the attention of a large, general audience.

SPECIFICATIONS

Rent for seven billboards (sizes 9' 7" x 21' 7" to 12' x 24') throughout the city for one month plus cost of billboard art printing.

ESTIMATED CONSULTANT HOURS

The number of hours to write, design and prepare the art varies and is not included here.

Examples of Regional Costs

COLUMBUS	
Monthly rental for all seven:	\$5,089
Printing of billboard art:	\$2,000
SANTA FE	
Monthly rental for all seven:	\$3,122
Printing of billboard art:	\$450
DENVER	
Monthly rental for all seven:	\$4,375
Printing of billboard art:	\$1,200

WASHINGTON, D.C.
Billboards are not permitted.

Brochure

ADVANTAGES

A brochure includes space for your mission, an overview of your nonprofit’s programs and services, and pictures of customers. Computer technology (software, printers and special papers) makes it possible to write, design and print brochures in-house, even using color. If you do the work internally, you may be able to afford a different brochure for three important broad audiences — customers, volunteers, donors. A brochure can be designed to fit business-size envelopes or to be sent as self-mailers.

DISADVANTAGES

Hiring a professional to design, write and prepare the brochure for the printers does cost money, but it is usually the best way to get the brochure you want. Most professionals will also handle the photography, either by finding a photographer or buying quality pictures and illustrations.

APPROPRIATE AUDIENCES

Donors, partners, community residents, volunteers

APPROPRIATE INCLUSIONS

- Mission and general overview of your nonprofit
- Information and updates on your nonprofit’s purpose, programs and services

APPROPRIATE USES

- Include in media and marketing kits.
- Hand out at conferences, meetings, events and tours.

SPECIFICATIONS

Consultant price includes coordination, writing, design and art preparation. Printing costs include 5,000 two-color brochures (size 8 1/2" x 14") with 10 2" x 1 1/2" photographs.

ESTIMATED CONSULTANT HOURS

15 hours

Examples of Regional Costs

COLUMBUS	
Consultant:	\$1,245
Printing:	\$1,000

DENVER	
Consultant:	\$1,770
Printing:	\$625

SANTA FE	
Consultant:	\$1,095
Printing:	\$875

WASHINGTON, D.C.	
Consultant:	\$2,700
Printing:	\$1,342

Fund-Raising Letter or Package (Letter, Contribution Card, Envelope)

ADVANTAGES

With a fund-raising letter or package, you control the message. This communications tool serves as another way to get your name in front of potential donors and to present the benefits received from contributing to your organization. Letters and packages should be a part of an overall fund-raising strategy including special events, corporate contacts and newsletters.

You can control the amount of information (too much information, especially unorganized information, can be self-defeating). You can ensure the writing is good, the message is clear and bad grammar and spelling do not detract from your professionalism and credibility. Fund-raising letters can be inexpensively produced by using a laser printer in-house on letterhead.

DISADVANTAGES

Potential donors receive numerous appeals, so you must include proof that yours is a worthwhile cause (newspaper stories, annual report, brochure). Research may be required to learn when the donor or business plans its charitable giving — quarterly or annually — and to fine-tune mailing lists.

APPROPRIATE AUDIENCES

Businesses, corporations, general audiences

APPROPRIATE INCLUSIONS

- Written comments from board members and from individuals or groups that the target audience will know and recognize
- Newsletter or news stories
- Names of new and major donors to your non-profit (with their permission)

APPROPRIATE USES

- Reach new groups and individuals and re-ignite old donors.
- Prompt responses within a limited time frame.

SPECIFICATIONS

Consultant price includes coordinating, writing and designing letters and contribution cards, and compiling newsletters or newspaper articles. Printing costs are for 1,200 one-color, 8 1/2" x 11" letters, contribution cards, newsprint articles and 9" x 12" envelopes. Mailing costs are for 1,200 packets, importing names from a disk, printing labels, sorting by ZIP code and mailing at the federal nonprofit bulk postage rate.

ESTIMATED CONSULTANT HOURS

11 hours

Examples of Regional Costs

COLUMBUS

Consultant:	\$913
Printing:	\$367
Mailing:	\$203

DENVER

Consultant:	\$1,298
Printing:	\$230
Mailing:	\$130

SANTA FE

Consultant:	\$803
Printing:	\$325
Mailing:	\$180

WASHINGTON, D.C.

Consultant:	\$1,980
Printing:	\$500
Mailing:	\$280

Logo

ADVANTAGES

A logo, using a graphic, color and special text, gives your nonprofit an identity, like the Coke or AT&T logo. It fosters the perception of a credible and professional organization. A logo can capture the essence of what you do. Once established, your nonprofit can use this graphic forever — or until your organization changes its mission and goals.

DISADVANTAGES

A poorly designed logo can send a negative message about the professionalism and credibility of your nonprofit. This also applies to how it is printed, so give your printer a quality image and expect a quality print job. The only disadvantage is that a good logo can be expensive initially.

APPROPRIATE AUDIENCES

Every audience

APPROPRIATE USES

Letterhead, envelopes, business cards, mailing labels, brochures, newsletters, television and newspaper ads, promotional items, event signs, banners, podium signs

SPECIFICATIONS

Consultant price includes developing the concept, and designing and preparing camera-ready logo.

ESTIMATED CONSULTANT HOURS

23 hours

Examples of Regional Costs

COLUMBUS	
Consultant:	\$1,909
DENVER	
Consultant:	\$2,714
SANTA FE	
Consultant:	\$1,679
WASHINGTON, D.C.	
Consultant:	\$4,140

Magazine Advertisement

ADVANTAGES

Because most people keep monthly magazines until the next one arrives, readers have more time to see your ad. Magazines are bought for their editorial focus (*Emerge, Essence, Newsweek*, city or regional magazines), so advertising can be targeted to specific audiences. Ads come in a range of sizes, from business-card size to ads large enough to present technical data about a new product, service or organization. Color is optional. Producing magazine ads is relatively inexpensive.

DISADVANTAGES

Just as people subscribe to magazines for the editorial content, others do not for the same reason. (This can be an advantage if there is a magazine dedicated to your targeted audience.) As a result, magazines usually have smaller circulations than daily newspapers. This means ads are more expensive to run based on the amount of people reached. Most magazines publish monthly, so ads must be submitted generally a month in advance and need to be run often to get noticed.

APPROPRIATE AUDIENCES

Specific target audiences (youth, women, men, recreational interests, income levels, gender, ethnic groups) and possibly general audiences

APPROPRIATE INCLUSIONS

- Description of your nonprofit’s work and contribution to the community
- Pertinent information about the service, product, event or campaign that you are advertising
- Details on how people can contact your organization

APPROPRIATE USES

- Inform or present technical data about a new product or service.
- Publicize an event or campaign.

SPECIFICATIONS

One-time placement of a half-page ad (4 3/4" x 7 1/4"), black and white, placed in a local monthly magazine

ESTIMATED CONSULTANT HOURS

The number of hours for a consultant to write, design and prepare the art varies and is not included here. Costs shown are for one-time placement only; discounts are available for multiple placements.

Examples of Regional Costs

COLUMBUS
Columbus Monthly
 Circulation: 38,000
 Cost: \$1,485 per ad

DENVER
Colorado Homes & Lifestyles
 Circulation: 30,000
 Cost: \$2,083 per ad

SANTA FE
New Mexico Magazine
 Circulation: 117,000
 Cost: \$1,820 per ad

WASHINGTON, D.C.
The Washingtonian
 Circulation: 157,055
 Cost: \$5,680 per ad

Marketing or Media Kit

(Marketing Sheet, Annual Report, Brochure)

ADVANTAGES

A marketing or media kit highlights the various views of your nonprofit's operations through the marketing sheet, annual report, brochure and newspaper articles it contains. Once you have all the pieces, it's easy to create additional copies for mailings or handouts. The kit can be modified to include more information, or less, as appropriate to the audience. Kits are great for general marketing and to give to the media.

DISADVANTAGES

A marketing kit requires a lot of work initially if the pieces are not already created and printed. Readers can be so overwhelmed by all the information in the packet that they do not even get to your essential message, so you must select carefully the pieces you include. Distributing these packets can get expensive as they deplete your supply of marketing materials, requiring that you print more.

APPROPRIATE AUDIENCES

Policy-makers (local, state, national), VIPs, business and corporate audiences, other nonprofits, news media

APPROPRIATE USES

- Hand out at events, tours, special meetings and press conferences.
- Solicit money from donors and corporate audiences.
- Include with grant applications.

SPECIFICATIONS

The purchase of 75 folders and crack-and-peel labels (to print your logo on and apply to the folders) from any office supply store to hold materials you already have.

ESTIMATED CONSULTANT HOURS

Zero. You can assemble kits yourself with existing brochures, articles, newsletters, press releases, etc.

Examples of Regional Costs*

COLUMBUS

Folders and labels: \$75

DENVER

Folders and labels: \$75

SANTA FE

Folders and labels: \$75

WASHINGTON D.C.

Folders and labels: \$100

* *Costs of contents not included.*

Marketing Sheet

ADVANTAGES

Marketing sheets can be easily adapted to the various audiences you want to target, such as partners and policy-makers. This inexpensive, single-page communications tool presents a quick glimpse of your mission, programs, services and accomplishments. Marketing sheets also serve as a handy reference guide for everyone involved with your nonprofit — staff, board members and partners. They can be updated and laser printed as needed so there is little waste when you revise them.

DISADVANTAGES

A marketing sheet requires a lot of thought and work up front to organize the elements you want to include — mission statement, accurate descriptions of your programs and services, accomplishments, partner list, etc. — to fit on one page, printed front and back. Someone on staff has to manage updates and rework the information for specific audiences.

APPROPRIATE AUDIENCES

Policy-makers (local, state, federal), news media, businesses and corporations

APPROPRIATE USES

- Include in marketing or media kit.
- Mail or fax with press releases.
- Hand out at presentations, events, conferences and tours.
- Highlight mission, accomplishments, partners and vision in a quick-read format.

SPECIFICATIONS

Consultant price includes research, writing, editing and formatting so it can be easily printed on letterhead using a laser printer.

ESTIMATED CONSULTANT HOURS

22 hours

Examples of Regional Costs

COLUMBUS

Consultant: \$1,826

DENVER

Consultant: \$2,600

SANTA FE

Consultant: \$1,606

WASHINGTON, D.C.

Consultant: \$4,000

Neighborhood Tour

ADVANTAGES

Tours can be an inexpensive way to introduce groups and individuals to the work you do and the difference it makes in the lives of the residents. Many groups are exposed to neighborhoods and people they would never meet otherwise. This strategy also gives your non-profit both a captive audience and control of your message. A tour lets others see for themselves your successes and accomplishments.

DISADVANTAGES

Scheduling VIPs to participate is often difficult. Extensive planning is required to host an effective tour.

APPROPRIATE AUDIENCES

Board members, donors, policy-makers (local, state, national), journalists

APPROPRIATE USES

- As a controlled approach to showcase a specific geographic area or program
- To highlight a new location or acquisition
- As a fund-raising tool for a specific program
- As an orientation tool for board members

SPECIFICATIONS

Consultant price includes coordination, writing talking points, identifying the points of interest for the tour and media relations before, during and after the tour. Other costs include renting shuttle and audiovisual equipment for a two-hour tour.

ESTIMATED CONSULTANT HOURS

20 hours

Examples of Regional Costs

COLUMBUS	
Consultant:	\$1,660
Shuttle and AV:	\$350

DENVER	
Consultant:	\$2,360
Shuttle and AV:	\$220

SANTA FE	
Consultant:	\$1,460
Shuttle and AV:	\$310

WASHINGTON, D.C.	
Consultant:	\$3,600
Shuttle and AV:	\$470

Newsletter

ADVANTAGES

Newsletters provide an excellent tool to explain complicated projects and update your customers and constituencies on your activities, achievements and successes. They are mailed directly to your audience and allow you to tell your story the way you want. Consistent publication — four times a year (quarterly) is preferred and two times is the minimum — reinforces your professional image and credibility. Your newsletter has the recipient's undivided attention. Your nonprofit has total control over content, length and audience.

DISADVANTAGES

A professional designer should be hired to develop a consistent look and cover page. A newsletter takes a lot of time to write and design, which can get expensive. Buying appropriate graphics or photographs, printing and mailing add to the cost. Bad design or writing sends a negative message about your nonprofit's credibility and professionalism, so you may incur the added costs of a commercial designer or writer. You may want to provide additional graphics training for a staff member. Newsletters must be published regularly to be effective.

APPROPRIATE AUDIENCES

Community residents, donors, businesses, corporations, other nonprofits, partners, policy-makers

APPROPRIATE USES

- Update your audiences on recent events and accomplishments, such as housing dedications, awards or grants, board and staff news and upcoming events. Can include a letter from the president of the board or the executive director, and donation and volunteer information.
- Include in media kits and marketing packages.

- Foster a sense of community among residents, employees and partners.
- Announce upcoming events and completed projects; present timely information, new programs or services and meeting or event results.

SPECIFICATIONS

Consultant price includes coordinating the different vendors, writing, designing and preparing the art. Printing costs are for 3,500 two-color, 11"x17" foldover self-mailers. Mailing costs include importing names from disk, printing labels, sorting by ZIP code, bundling, tying and mailing at the federal nonprofit bulk postage rate.

ESTIMATED CONSULTANT HOURS

20 hours

Examples of Regional Costs

COLUMBUS

Consultant:	\$1,660
Printing:	\$900
Mailing:	\$350

DENVER

Consultant:	\$2,360
Printing:	\$560
Mailing:	\$220

SANTA FE

Consultant:	\$1,460
Printing:	\$790
Mailing:	\$310

WASHINGTON, D.C.

Consultant:	\$3,600
Printing:	\$1,210
Mailing:	\$475

Newspaper Advertisement

Daily Newspaper

ADVANTAGES

Daily newspapers reach a broad audience whose average readers are 35 and older with higher incomes. Ads give your nonprofit credibility and can often be produced inexpensively by the newspaper. Special nonprofit rates may be available. Deadlines are a few days in advance so your message can be very timely. Unlike articles, your nonprofit has total control over the information.

DISADVANTAGES

Newspaper ads must appear multiple times to gain readers' attention, which increases the cost, and if there is only one major paper in town, rates will be higher than if there are competing newspapers. You cannot choose your ad's position in the paper. Prime spots with high readability are usually given to frequent, large advertisers.

APPROPRIATE AUDIENCES

General audiences (community residents, businesses, partners, government officials)

APPROPRIATE USES

- Inform and educate a broad audience about your organization, campaign or event.
- Show support for a major political issue (public housing, affordable housing, Section 8 housing issues).

SPECIFICATIONS

One advertisement 2 columns x 7" (equivalent to 4.25" x 7") placed once in a daily newspaper on a weekday

ESTIMATED CONSULTANT HOURS

The number of hours for a consultant to write, design and prepare the art varies and is not included here. Costs shown are for one-time placement only.

Examples of Regional Costs

COLUMBUS

Columbus Dispatch

Circulation: 261,002
Cost: \$1,308 per ad

DENVER

Rocky Mountain News

Circulation: 338,071
Cost: \$1,729 per ad

SANTA FE

Santa Fe New Mexican

Circulation: 22,263
Cost: \$ 268 per ad

WASHINGTON, D.C.

The Washington Post

Circulation: 840,232
Cost: \$3,179 per ad

Newspaper Advertisement Minority or Community Newspaper

ADVANTAGES

Advertising in minority or community newspapers is usually inexpensive compared to larger daily newspapers, so you can advertise more frequently. This gets your message read over and over by a very specific audience that you have targeted for its neighborhood or ethnic background. Many minority and community newspapers offer discount rates for nonprofit organizations. Deadlines are about a week in advance.

DISADVANTAGES

Not everyone in the neighborhood you have targeted subscribes to these newspapers, and those who do are usually 35 and older (which may or may not be a disadvantage). Minority and community newspapers usually have a much smaller readership than daily newspapers. You need to run your ad several times to be effective. Smaller newspapers often do not have art departments, so they may not be able to help you create your ad. Minority and community newspapers usually publish once a week or less.

APPROPRIATE AUDIENCES

Community residents in specific neighborhoods or ethnic groups

APPROPRIATE USES

- Inform a specific audience about your organization, campaign or event (your free home-buying seminars with locations, times and dates).
- Provide how-to information (how to get a loan, improve your credit rating, etc.).
- Advertise local awards or recognition programs.

SPECIFICATIONS

One 6 7/16" x 6" advertisement placed one time in an African American, Hispanic or neighborhood newspaper.

ESTIMATED CONSULTANT HOURS

The number of hours for a consultant to write, design and prepare the art varies and is not included here. Costs shown are for one-time placement only.

Examples of Regional Costs

COLUMBUS

Columbus Post

Circulation: 21,000

Price: \$343 per ad

DENVER

Denver Weekly News

Circulation: 17,500

Price: \$227 per ad

SANTA FE

Santa Fe Reporter

Circulation: 25,000

Price: \$529 per ad

WASHINGTON, D.C.

Washington Afro American

Circulation: 10,000

Price: \$235 per ad

Op-Ed and Letter to the Editor

ADVANTAGES

Op-eds (also called guest columns) and letters to the editor increase name recognition for your nonprofit and your programs and services. They are often the most well-read sections of the paper, especially by policy-makers at all levels. These two formats allow you to express an opinion, in your own words, directly to the public. They are free and, once printed, can be used as part of your marketing or media kit. (You may need permission from the paper to reprint it.) Op-eds and letters to the editor should be on one specific issue or topic. It may have more impact if an influential board member or volunteer writes it.

DISADVANTAGES

Submitting these feature columns or letters is no guarantee that they will get into the newspaper.

APPROPRIATE AUDIENCES

All audiences

APPROPRIATE USES

- Use letters to the editor to correct misinformation in a news story, to address an issue raised in a news story or to persuade policy-makers or community residents to support upcoming legislation. Submit under the signature of the executive director or board president.
- Op-eds are longer than a letter to the editor and focus on a single critical topic. Submit under the signature of the executive director or board president.

SPECIFICATIONS

Staff, volunteers or board members would do the researching, writing, editing and revising the pieces, as well as following up with the media.

ESTIMATED CONSULTANT HOURS

None

Press Release

ADVANTAGES

A press release is one of the best ways to generate news stories and media coverage of your event or press conference. The media prefers this format because it explains the who, what, when, where, why and how of a potential story in a concise format. Press releases can be distributed to the media by mail, fax and email and can be targeted to specific publications based on the audiences they serve.

News stories are a great way to get objective confirmation of your nonprofit's credibility, professionalism and achievement. The articles that appear in newspapers or magazines can be copied and distributed in your marketing or media kit (permission may be required).

DISADVANTAGES

The news media gets hundreds of press releases each day, so your story must be newsworthy. Use an interesting fact or present a different angle to pique a reporter's interest. Writing a press release may require professional help, which adds to the relatively inexpensive cost to produce and distribute them. Your nonprofit must designate a spokesperson to respond to reporters, who are often on deadline and need immediate responses. Inaccurate or misleading information may damage your nonprofit's ability to get media coverage in the future.

APPROPRIATE AUDIENCES

News media, policy-makers, donors

APPROPRIATE USES

- Announce a new program, new funding or housing dedications, etc.
- Tie your nonprofit to a national story.
- Respond to comments about your nonprofit in a news story.
- Pitch "soft" stories (a story about a program that has made the community better). Always include quotes from a community resident or two for the media to use in the story.

SPECIFICATIONS

Consultant price includes research, fact gathering, writing, coordination, copying onto letterhead and faxing to appropriate media, plus follow-up with reporters (by phone).

ESTIMATED CONSULTANT HOURS

Seven hours

Examples of Regional Costs

COLUMBUS:	
Consultant:	\$581
DENVER	
Consultant:	\$826
SANTA FE	
Consultant:	\$511
WASHINGTON, D.C.	
Consultant:	\$1,260

Promotional Item (Magnet, T-shirt, Pen)

ADVANTAGES

Promotional materials raise the name awareness of your nonprofit, often using fun, informal materials. Most people enjoy and use these free items. They can be distributed at events, conferences and meetings or included in direct mailings.

DISADVANTAGES

Promotional materials can be expensive. Because of the limited space on most promotional items, you can generally include only your name and logo. Your nonprofit has no guarantee that those who receive them will not throw them away. Depending on the audience, promotional materials may be considered an unwise use of funds.

APPROPRIATE AUDIENCES

General audiences, especially community residents

APPROPRIATE USES

- Distribute to raise awareness of your nonprofit.
- Enclose with direct mailings or other letters to make your nonprofit stand out.

SPECIFICATIONS

Magnets: 5,000 3" x 2" refrigerator magnets with a one-color logo

T-shirts: 75 white, 50 percent cotton/50 percent polyester, short sleeve T-shirts with a one-color logo

Pens: 5,000 thin pens with one-color logo

ESTIMATED CONSULTANT HOURS

Zero. Costs shown below are for items only.

Examples of Regional Costs

COLUMBUS

Magnets:	\$650
T-shirts:	\$475
Pens:	\$1,000

DENVER

Magnets:	\$410
T-shirts:	\$300
Pens:	\$625

SANTA FE

Magnets:	\$570
T-shirts:	\$415
Pens:	\$875

WASHINGTON, D.C.

Magnets:	\$875
T-shirts:	\$650
Pens:	\$1,345

Public Service Announcement

ADVANTAGES

Most radio and television stations air public service announcements (PSAs) free of charge for nonprofit organizations. You can write your own radio spots and send them to stations. It is helpful to ask for their guidelines first. Television spots require taped production, which they may provide at no charge. Media outlets will occasionally serve as the media sponsors of your event, which could lead to your PSA receiving more air time. Because you write your own PSAs, you control the message. However, this also means that the PSA must be written well. Because radio and television stations receive numerous PSAs, poorly written copy is likely to be discarded.

DISADVANTAGES

PSAs can be aired at odd hours such as the middle of the night or early morning. Fewer radio and television stations are willing to air these announcements. They are replacing them with a shorter version, called community bulletin boards, which usually only have space for the name, time and place of your event.

APPROPRIATE AUDIENCES

General and targeted audiences, depending on demographics of station's audience and time aired

APPROPRIATE USES

- Promote an event.
- Encourage ongoing awareness of a program or service.

SPECIFICATIONS

PSAs offer free air time to nonprofit groups. This does not include the cost to write or produce the spots, which may be offered free by the stations.

ESTIMATED CONSULTANT HOURS

The number of hours for a consultant to create your commercial varies and is not included here.

Examples of Regional Costs

COLUMBUS

Free air time

DENVER

Free air time

SANTA FE

Free air time

WASHINGTON, D.C.

Free air time

Radio Advertisement

ADVANTAGES

Radio advertisements offer a variety of formats so messages can be targeted for particular demographic groups such as teenagers, low- to mid-income potential home buyers and minority populations. Radio ads are less expensive than television and, at 60 seconds, generally twice as long. Most homes and cars have a radio, bringing your ad into the home and the car, even during exercise and at work. Radio stations may help nonprofits create the ad free of charge. Production costs are relatively inexpensive, and you can get your ad on the air quickly.

DISADVANTAGES

The normal 60-second spot must be well written to be effective. Because radio ads only engage the ears, they must be creative to encourage people to listen and act. They must run frequently to be effective. Smaller stations have limited reach, and therefore appeal, because of low wattage (5,000 watts or less).

APPROPRIATE AUDIENCES

Specific ethnic or age groups

APPROPRIATE USES

- Reach young people who may listen to radio more than they read newspapers.
- Make the best of a short turnaround time and a simple message.
- Promote events, especially those with celebrity guests.
- Raise short-term awareness of your organization or event.
- Prompt people to act now.

SPECIFICATIONS

One 60-second radio ad run one time

ESTIMATED CONSULTANT HOURS

The number of hours for a consultant to create your commercial varies and is not included here. Costs shown below are for one-time placement only. Discounts may be available for multiple placements.

Examples of Regional Costs

COLUMBUS	
WNCI (top 40):	\$250 per ad
WJZA (urban jazz):	\$50 per ad
DENVER	
WXGO (news/talk):	\$350 per ad
KXPK (rock):	\$90 per ad
SANTA FE	
KRST (country):	\$150 per ad
KOB (soft rock):	\$90 per ad
WASHINGTON, D.C.	
WJFK (news/talk):	\$500 per ad
ARROW (classic 70s):	\$200 per ad

Special Event

ADVANTAGES

Events vary in size and cost, ranging from a groundbreaking, to a celebration when new home owners move in, to a reception or festival. They generate community spirit, news coverage and political interest in your work. Special events allow your nonprofit to communicate your message in the style and length you prefer, because you control audience and content. They can bring the media and others into the neighborhood and expose them to issues they might not ordinarily see, especially if the event is held in one of your low-income housing developments.

DISADVANTAGES

Events must be newsworthy so they will generate media coverage and news stories. Most events, whether large or small, require intensive staff and volunteer time to execute them appropriately even if consultants are hired.

APPROPRIATE AUDIENCES

All audiences (especially media)

APPROPRIATE USES

- Mark an anniversary, groundbreaking, dedication, fund-raising campaign or award presentation.
- Submit notices to newspapers, and television and radio stations because many will include them for free in their calendar of events as public service announcements.

SPECIFICATIONS

Simple Event: such as dedicating a completed apartment development with only your nonprofit involved. Consultant price includes developing a theme; writing, designing and preparing art or text; clipping news stories; and coordinating invitations, the program and public relations. On-site costs include coordinating event signs and renting a sound system (portable podium, microphone and speakers).

Complex Event: such as dedicating a completed apartment development with lenders, donors and other nonprofits involved. Consultant price includes developing a theme; writing, designing and preparing art or text; creating award plaques; clipping news stories; and coordinating invitations, the program and public relations. On-site costs include printing 500 invitations, providing awards, hiring a photographer and renting a sound system (portable podium, microphone and speakers).

ESTIMATED CONSULTANT HOURS — SPECIAL EVENT

Simple: 20 hours

Complex: 62 hours

Examples of Regional Costs

COLUMBUS

Simple

Consultant:	\$1,660
On-site:	\$400

Complex

Consultant:	\$5,146
On-site:	\$2,500

DENVER

Simple

Consultant:	\$2,360
On-site:	\$250

Complex

Consultant:	\$7,316
On-site:	\$1,575

SANTA FE

Simple

Consultant:	\$1,460
On-site:	\$350

Complex

Consultant:	\$4,030
On-site:	\$2,200

WASHINGTON, D.C.

Simple

Consultant:	\$3,600
On-site:	\$540

Complex

Consultant:	\$11,160
On-site:	\$3,360

Stationery

(Letterhead, Envelopes, Note Cards, Business Cards)

ADVANTAGES

A well-designed, professionally printed stationery package enhances the perception that your nonprofit is professional and credible. It gives others vital contact information (name, address, phone, fax and email address) and establishes the graphic identity of your organization.

DISADVANTAGES

A poorly designed or printed stationery can send a negative message about the professionalism and credibility of your nonprofit. The only disadvantage is that a quality stationery package with your logo or slogan may be expensive.

APPROPRIATE AUDIENCES

Every audience

APPROPRIATE USES

- Every package, letter or kit you distribute should include a stationery item or a combination (letterhead, envelope, note card or business card).
- Quality work presents a consistent, recognizable image.

SPECIFICATIONS

Consultant price includes coordination, design and art preparation. Printing costs are for 5,000 each of letterhead, envelopes, note cards and business cards.

ESTIMATED CONSULTANT HOURS

20 hours

Examples of Regional Costs

COLUMBUS

Consultant: \$1,660
Printing: \$3,000

DENVER

Consultant: \$2,360
Printing: \$1,875

SANTA FE

Consultant: \$1,460
Printing: \$2,625

WASHINGTON, D.C.

Consultant: \$3,600
Printing: \$4,050

Television Advertisement — Cable

ADVANTAGES

This medium engages both sight and sound to illustrate your nonprofit's success stories. You can use a variety of networks to target specific demographic groups. And because it reaches a smaller audience, your television advertising dollars may go further with cable television as compared to regular television. Some cable stations may help you create your ad, which is an added benefit.

DISADVANTAGES

Not everyone who has television has cable, and, like regular television, remote controls and VCRs let audiences skip commercials easily. Cable ads require frequency and creative design to catch the attention of the average viewer and convey your message in a 30-second spot. Production is expensive if the station does not offer free assistance.

APPROPRIATE AUDIENCES

Specific demographics (male, female, youth)

APPROPRIATE INCLUSIONS

- Design a short, simple message to appeal to a specific audience: Use ESPN to advertise a charity run, Home & Garden to advertise a home tour, CNN if you have a political celebrity speaker for a dinner or event.
- Use a visual message to showcase improvements your organization has made in the neighborhood.

APPROPRIATE USES

- Raise awareness of a major campaign or event.
- Publicize a success in the community.

SPECIFICATIONS

- One 30-second commercial on the Arts & Entertainment (A&E) Network
- One 30-second commercial on ESPN

ESTIMATED CONSULTANT HOURS

The number of hours for a consultant to create your commercial varies and is not included here, nor are the costs of production. Costs shown below are for a one-time placement. You should receive discounts for multiple placements.

Examples of Regional Costs

COLUMBUS

A&E:	\$60
ESPN:	\$95

DENVER

A&E:	\$100
ESPN:	\$100

SANTA FE

A&E:	\$50
ESPN:	\$75

WASHINGTON, D.C.

A&E:	\$150
ESPN:	\$225

Television Advertisement — Network

ADVANTAGES

Because most families own a TV set, television advertising reaches a broad audience and covers a wide geographical area, including cities, surrounding suburbs and rural areas. Television ads engage both sight and sound and are good for visual testimonials or success stories about your program or service. Network stations may help you produce your ad.

DISADVANTAGES

This kind of advertising is extremely expensive for the prime viewing times when most people are tuned in. Ads require both frequency and creative design to stand out. Remote controls and VCRs allow audiences to skip commercials easily. Production is expensive and only a small amount of information can be related in 30 seconds.

APPROPRIATE AUDIENCES

General audiences

APPROPRIATE USES

- Convey a short, simple message.
- Raise short-term awareness of your organization or an event.
- Persuade people to act now.
- Advertise a major event or fund raiser of interest to the general public, such as home and garden tour, festival, charity run or walk, or an event featuring a celebrity.

SPECIFICATIONS

One 30-second commercial during "Good Morning America"

One 30-second commercial during the 11 o'clock newscast

ESTIMATED CONSULTANT HOURS

The number of hours for a consultant to create your commercial varies and is not included here. Costs shown below are for one-time placement only.

Examples of Regional Costs

COLUMBUS

"Good Morning America": \$250 per ad
11 o'clock news: \$1,500 per ad

DENVER

"Good Morning America": \$300 to \$500 per ad
11 o'clock news: \$3,000 per ad

SANTA FE

"Good Morning America": \$150 to \$200 per ad
11 o'clock news: \$2,000 per ad

WASHINGTON, D.C.

"Good Morning America": \$300 to \$500 per ad
11 o'clock news: \$2,000 to \$4,000 per ad

Transit Advertisement

ADVANTAGES

Advertising on the interiors and exteriors of mass transit vehicles, such as buses and subway cars, can be an attention-getting tool. These ads can be placed on specific routes that serve the particular demographic you want to reach or citywide to attract a more general audience. Ads on the exterior of buses take your message to the audience rather than relying on the audience coming to you.

DISADVANTAGES

Exterior or interior bus ads are reminder messages only because there is not much room for a lot of educational or persuasive information. Not everyone rides the bus, so interior ads reach a smaller audience. Transit companies may ask for a long-term commitment (minimum one to three months), and it can be expensive.

APPROPRIATE AUDIENCES

General audiences

APPROPRIATE USES

- Provide a short, simple message (housing available for rent or sale along the bus route).
- Event reminder advertising.
- Raise name awareness of your organization or an event.

SPECIFICATIONS

Monthly cost to rent space for 44 panels (21" x 72" taillight display) on the exterior of one bus with a one-color ad design (does not include ad design or writing)

ESTIMATED CONSULTANT HOURS

The number of hours for a consultant to write, design and prepare the art varies and is not included here. Costs shown below are for renting taillight display space on only one bus.

Examples of Regional Costs

COLUMBUS

Monthly rental: \$5,821

DENVER

Monthly rental: \$10,340

SANTA FE

Transit advertising not permitted

WASHINGTON, D.C.

Monthly rental: \$10,120

Video

ADVANTAGES

Videos can be used to introduce your nonprofit and its mission to a wide variety of audiences. The sight, sound and motion of this tool make it very persuasive and more compelling than slide shows and presentations. A video can capture a few minutes of a person's undivided attention for your nonprofit and its issues if you keep it to 10 minutes or less.

DISADVANTAGES

Video production is a very expensive process that almost always requires professionals. Videos must be built on a compelling message or story and with interesting images. In addition to the production, costs must include tape duplication. You will also need audiovisual equipment (TV and VCR).

APPROPRIATE AUDIENCES

Donors, volunteers, policy-makers (local, state, national), businesses, corporations, media, staff

APPROPRIATE USES

- Show at large events such as open houses, annual meetings or other meetings with new employees, donors or volunteers.
- Supply to TV news stations as background for a news story that focuses on an issue your nonprofit is involved with.
- Send to influential people if you cannot get a face-to-face meeting with them.
- Mail to grant organizations or donors who are difficult to visit face to face.

SPECIFICATIONS

The video cost includes producing a five-to-seven minute film, filming at five different locations, basic editing, selecting and dubbing in library music, hiring professional voice-over talent and conducting on-camera interviews with residents, local politicians, ministers and executive directors of other social agencies. Consultant price includes research, script writing and coordinating production.

ESTIMATED CONSULTANT HOURS

77 hours

Examples of Regional Costs

COLUMBUS

Video: \$11,000
Consultant: \$6,391

DENVER

Video: \$7,000
Consultant: \$9,100

SANTA FE

Video: \$3,100
Consultant: \$5,625

WASHINGTON, D.C.

Video: \$19,900
Consultant: \$13,900

Web Site

ADVANTAGES

A Web site is appropriate for diverse audiences regardless of how knowledgeable they are about your work. You control how much space you use to convey your message. Your Web page can link back and forth to other sites. Once your Web site is designed and online, a staffer with the appropriate computer skills can easily update or add information. Full-color designs cost the same as two-color and printing costs are eliminated with Web sites. A Web site shows your nonprofit is cutting edge and comfortable with technology.

DISADVANTAGES

Not everyone has access to the Internet or is computer literate. An experienced Web-page designer may be necessary because good design and clear links influence the time an audience will spend at your site. Hundreds of Web sites are added daily, making it an extremely competitive environment. Viewers must be looking for your organization or the kinds of issues you cover to find your site. Printed copies of your Web site will not offer the quality needed for handouts or mailing materials. Staff time will be required to update the site regularly and monitor email and other customer service issues.

APPROPRIATE AUDIENCES

Potential donors, corporations, youth, other nonprofits, educational institutions

APPROPRIATE USES

- Provide detailed, technical information about the organization, your programs and services.
- Include as part of ongoing communication with donors, corporations and youth.
- Link to other similar organizations and services.
- Post home sales or rentals inexpensively.

SPECIFICATIONS

Costs include annual registration fee, Web page design, annual rental space on a server computer, Internet access charges, and setup fees.

ESTIMATED CONSULTANT HOURS

Up to 30 hours for Web page design

Examples of Regional Costs

COLUMBUS

Annual registration fee:	\$200
Design:	up to \$2,500
Annual space/email fee:	\$250
Account setup:	n/a

DENVER

Annual registration fee:	\$200
Design:	up to \$3,550
Annual space/email fee:	\$300
Account setup:	\$20

SANTA FE

Annual registration fee:	\$200
Design:	up to \$2,200
Annual space/email fee:	\$240
Account setup:	\$25

WASHINGTON, D.C.

Annual registration fee:	\$200
Design:	up to \$5,500
Annual space/email fee:	\$240
Account setup:	n/a

THE ENTERPRISE FOUNDATION

The Foundation's mission is to see that all low-income people in the United States have access to fit and affordable housing and an opportunity to move out of poverty and into the mainstream of American life. To achieve that mission, we strive to:

- Build a national community revitalization movement.
- Demonstrate what is possible in low-income communities.
- Communicate and advocate what works in community development.

As the nation's leader in community development, Enterprise cultivates, collects and disseminates expertise and resources to help communities across America successfully improve the quality of life for low-income people.

ACKNOWLEDGMENTS

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SPECIAL THANKS

Research and development of this manual was made possible by the National Community Development Initiative, which is a consortium of 15 major national corporations and foundations and the U.S. Department of Housing and Urban Development, and scores of public and private organizations. NCDI was created to support and sustain the efforts of community development organizations.

FOR MORE INFORMATION

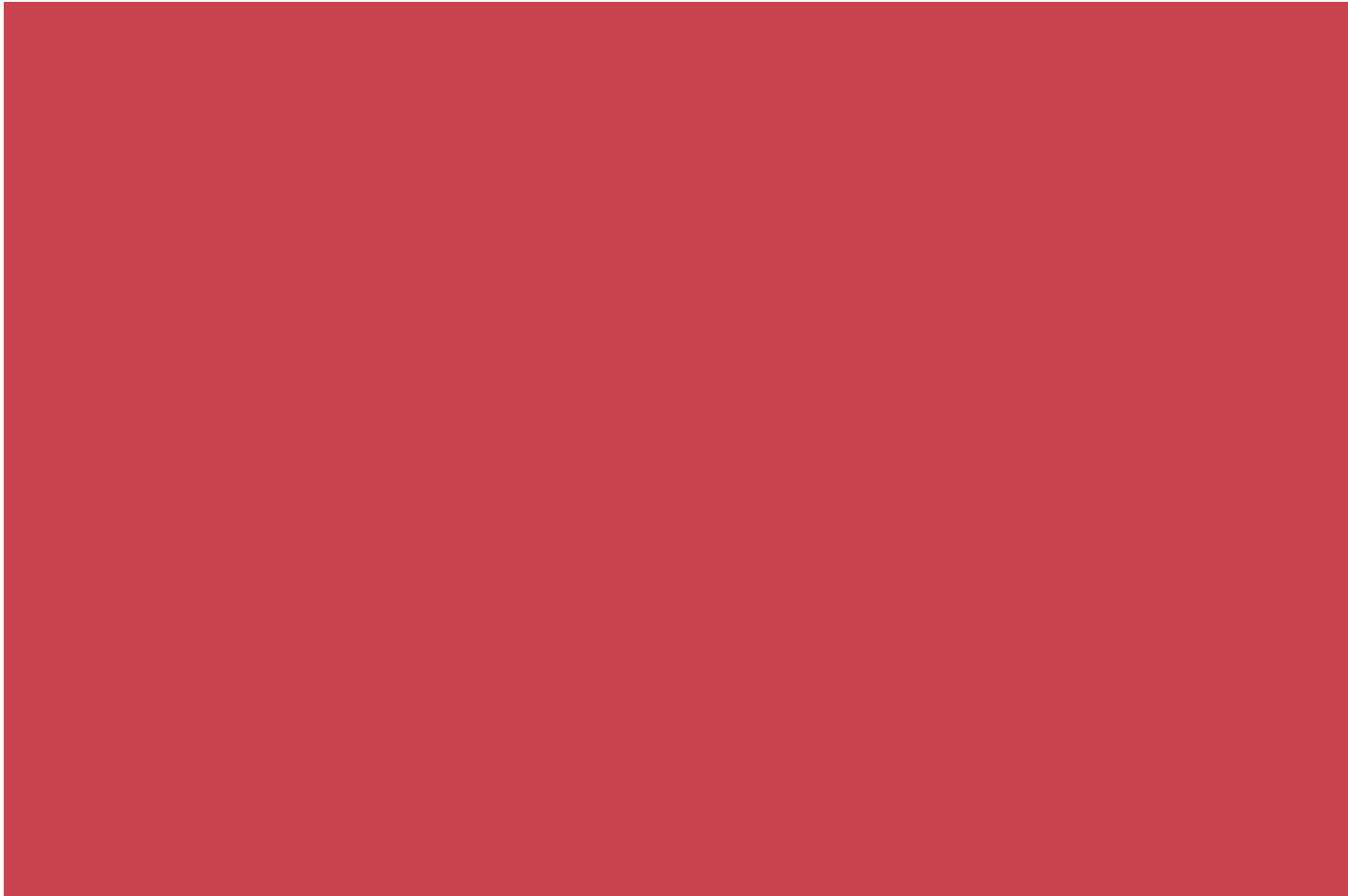
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ISBN 0-942901-33-9



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