

Welcome

The beginning of a new year has also launched two new things at The Olin Group: a brand new logo and a new publication focusing on issues facing the nonprofit sector. We called our newsletter "Grow" because it speaks to what we all envision for our sector: the growth of opportunities, the growth and expansion of our missions and infrastructures, and a growing commitment to social justice in our communities. We also chose this title because in the middle of a recession, we believe it's important to focus on what can be achieved, rather than what can't.

But with all these new things, our mission is the same: to support nonprofits as they grow and impact their communities, and to help build a foundation for social change. We hope this publication offers some insights and inspiration to help you continue to grow...and thrive.

THE CASE FOR MARKETING IN THE NONPROFIT SECTOR

The economic freefall of 2008 will have ramifications for the nonprofit sector well into 2009. The state budget crisis is affecting cash flow and the banking community is dazed, which means accessing credit, difficult previously, is near impossible for nonprofits today. The middle class is seeking supportive services once reserved for lower income households, putting an additional burden on the social service sector at a time of great strain. Younger philanthropists prefer social investment to traditional charity, and market losses have impacted philanthropic giving in all directions. Since nobody really knows what the nation's financial future holds, it is hard to fully gauge the continuing impact on the nonprofit industry. But it is clear that the foundation of the sector has been shaken.



Yet now is no time for panic. On second thought, it might be time for panic. But it is NOT time for paralysis. Nonprofits must continually reach out to the community during times of crisis, and effective marketing can communicate the message that you have a plan and can withstand the storm. It is also important to communicate that while you are realistic about the short term crisis, you have not given up your long term planning strategies, which will ensure your ability to meet the increasing needs of the community. Simply put, correspondence that only asks for emergency funding to cover a shortfall, or keep the doors open, is not a communication that inspires confidence or reflects a strategy beyond survival.

Nonprofits must balance their long-standing grassroots approaches with the vital need for effective marketing and self-promotion.

Yet traditionally, nonprofits have not utilized marketing strategies as a way to generate funds or to develop their community profile. In fact, many nonprofits prefer not to appear too "glossy." But as competition for dollars increases, nonprofits must balance their



Make the Most of Your
Marketing Efforts



Surviving the
Economic Downturn



Building a Foundation
for Social Change

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(continued)

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But this is easier said than done. Two obvious obstacles stand in the way of such change. One, board leadership is notoriously reluctant to spend hard earned funding on something as “frivolous” as marketing; and two, cash-strapped nonprofits may truly not have the money to spend on promotion. It is important to note that conservative stewardship in times of recession is an obligation of any good leadership. But there are practical ways in which nonprofits can employ marketing strategies without breaking the bank.

Make the Most of Your Marketing Efforts

Marketing without a plan is dangerous and usually a waste of money. The presence of a cohesive plan – even a simple plan – that delineates goals, content, audience and appropriate communication vehicles can dramatically improve an organization’s profile in the community. Good planning can result in a consistent organizational voice, a recognizable brand, targeted and strategic outreach, and increased stakeholder engagement.

Every member of an agency should be involved in branding and marketing, but at different levels. Nonprofit leadership should create the plan. Key staff should incorporate marketing strategies into daily operations. Board members are critical in the approval of marketing plans and budgets, and in key marketing decisions that impact brand (i.e. logo and name changes, new campaigns). Stakeholders, such as community partners and volunteers, can help vet new designs or ideas through focus groups and surveys. Finally, requesting feedback from your major funders and donors as you create new strategies can provide valuable feedback and increase investment.

Once you have a plan, all communications become a strategic part of your marketing effort and the building of your brand. Stay tuned for more discussion of the payoffs that come from a systematic approach to developing your agency’s marketing efforts.



A Simple Plan

It doesn’t have to be complicated. Answering these simple questions before starting a marketing campaign can help focus your efforts.

1. Who are we trying to communicate with?
2. What are we communicating about our agency and goals?
3. Do we have multiple audiences?
4. What results are we looking for?
5. What is our timeline?
6. What are our short term program goals vs. our long term community profile goals?
7. What is our marketing budget?
8. Can we achieve our goals internally or do we need external support?
9. What strategies should we use to achieve our goals?
10. Are our strategies in line with our goals?
11. Do our strategies MATCH our target audience?
12. What is our call to action?

SURVIVING THE ECONOMIC Downturn



In this troubled economy, here are 10 actions Boards can take to help their agencies weather the financial storm:

Don't panic

Read, research, and take decisive action.

Think strategically

Re-visit and/or create both a short-term and long-term response to the crises.

Get a realistic picture of your agency's financial situation

Make sure that your agency's cash, investments, and reserves are safe and diversified, yet still allow for growth; identify new revenue streams.

Create a contingency plan

Develop an alternate financial model that creates a budget that accommodates shortfalls.

Work closely with your chief executive

To keep spirits high, stay positive and transparent with management and staff.

Step up your fundraising

Staying proactive will increase your funders' confidence in your agency and put you at a competitive advantage when the economy turns around.

Tighten your belt

Agencies that reduce expenses during a recession are better positioned to excel during a recovery.

Pump up your engagement

Get out of the boardroom and nurture face-to-face relationships with management, staff, current stakeholders, and potential stakeholders.

Evaluate your compensation structure

Avoid bad publicity by ensuring that no one is overpaid nor underpaid; maintain "need to haves" and eliminate "nice to haves."

Be a mission guardian

Ensure that everything your agency does relates to your mission – it's why you're in business in the first place.

Adapted from Gaberman, B. (2008, November/December). Surviving the Economic Downturn. Board Source , 9-11.

“During difficult financial times, it's necessary to keep a positive attitude. Take time to sit back and reflect on what has worked, what isn't working, and what is the most essential thing you need to focus on to help those you serve. Change isn't necessarily bad, just difficult, and with change often comes new insight and success.”

Judy Bowden, 2-1-1 Orange County



Be Noticed in 2009.

Not only does an effective tagline help raise the profile of your agency's brand, it works to refresh your agency's message and commitment to the community.

Below are 12 nonprofits honored for exceptional taglines by the 2008 Getting Attention Nonprofit Tagline Awards program. What do you think makes these taglines so effective?

Arts & Culture: Where Actors Find Their Space

Civic Benefit: Stand Up for a Child

Education: Stay Close...Go Far.

Environment & Animals: Helping Preserve the Places You Cherish

Grantmaking: Make the most of your giving.

Health & Sciences: Improving Life, One Breath at a Time

Human Services: When You Can't Do It Alone

International, Foreign Affairs & National Security: Whatever it takes to save a child.

Jobs & Workforce Development: All Building Starts With a Foundation

Religion & Spiritual Development: Grounded in tradition...Open to the Spirit

Other: The Art of Active Aging

Other: Because facts matter.

Adapted from Schwartz, N. E. (2008, July). 12 Nonprofits Honored for Exceptional Taglines: 2008 Getting Attention Nonprofit Tagline Awards. Retrieved December 19, 2008, from Getting Attention! Helping Nonprofits Succeed Through Effective Marketing: www.gettingattention.org/my_weblog/2008/07/12-nonprofits-b.html

What's New with California Foundations?

In June 2008, a group of California foundations known as the Foundation Coalition announced their intention to develop a new set of grantmaking activities that would focus on the needs of minority-led and other small grassroots nonprofits that serve minority populations and low-income communities. The outcome of the collaboration and resulting changes in funding practices are summarized below.

Foundation	Current Focus	Geographic Area Served
Annenberg Foundation	<ul style="list-style-type: none"> • Advance public well-being through improved communication • Encourage the development of more effective ways to share ideas and knowledge 	National, with focus on Los Angeles area
The California Endowment	<ul style="list-style-type: none"> • Expand access to affordable, quality health care for underserved individuals and communities • Promote fundamental improvements in the health status of all Californians 	California
The California Wellness Foundation	<ul style="list-style-type: none"> • Improve the health of the people of California by making grants for health promotion, disease prevention and wellness education 	California
James Irvine Foundation	<ul style="list-style-type: none"> • Expand opportunity for the people of California to participate in a vibrant, successful and inclusive society. • Grants in three program areas: Arts, Youth and California Perspectives, which focuses on improving decision-making on significant state issues 	California
Unihealth Foundation	<ul style="list-style-type: none"> • Support activities that significantly improve the health and well-being of individuals and communities • Hospital Fund: a restricted fund comprised of most of the foundation's assets and from which grants are made to hospitals • General Purpose Fund: a smaller fund from which grants may be made to qualified nonprofit organizations for health related purposes 	Northern Orange County and LA County
Weingart Foundation	<ul style="list-style-type: none"> • Help build stronger, better communities throughout Southern California • Highest priority given to activities that provide greater access to services for people who are economically disadvantaged and underserved • Focus on low-income children and youth, older adults, and people affected by disabilities and homelessness 	Southern California

Grant Deadlines

Home Depot Foundation
March 1, 2009
Affordable housing projects

Dr. Scholl Foundation
March 1, 2009
Private education and broad human needs.

ESA Foundation
April 15, 2009
Youth related programs

College Access Foundation of California
April 27, 2009
College-prep programs, Scholarships

ING Unsung Heroes
April 30, 2009
Classroom grants

American Honda Foundation
May 1, 2009
Education

Carl E. Wynn Foundation
May 15, 2009
Children, Medical Research

The Allergan Foundation
May 15- July 16, 2009
Education, Research, Health, Arts, Community development

Weingart
Ongoing until further specified
Core operating support for previously funded projects

For more information on these grant deadlines and to access other valuable resources, please visit our website at www.theolingroup.com

Changes

- Annenberg Nonprofit Leadership Seminar will increase sessions to 8/yr and host them in some of LA's most underserved communities. Grants will be dedicated to post-seminar training for participants.
- Creating Small Grants Program to provide additional unrestricted general operating funds. Emphasis on organizations that participate in Leadership Seminar (LA County), but will also consider other organizations with demonstrated potential
- New 2009 focus on minority-led organizations to address health disparities
- In 2010 launching new 10-yr strategy 14 low-income/high need communities in CA
- Allocating ~\$6 million over 2 years for place-based capacity building and leadership development for minority-led organizations
- Continue the Responsive Grantmaking Program that focuses on core operating support & capacity-building for nonprofits serving primarily ethnic populations.
- Partnership with Hewlett & Packard Foundations to provide core support, technical assistance, and leadership development to small and mid-sized minority-led organizations
- Investments in the leadership and growth capacity of leading CBOs at critical junctures in their development
- Small grants programs within each of their program areas targeted to support low-income & diverse communities.
- Promote, encourage, and fund hospital/community clinic/CBO partnerships whose budgets can include capacity-building
- Enhance the leadership and capacity of community clinics serving safety-net populations
- Provide 6 new medical student scholarships for students practicing in underserved communities
- Funding the Int'l Medical Graduate Program to support bilingual medical graduates
- Funding intermediary organizations to assist smaller providers of healthcare services
- Increase grant amount up to \$25,000 for nonprofits accessing streamlined application process.
- Provide increased general operating support and emphasis on capacity building
- Targeted outreach to minority-led grassroots and CBOs.
- Expand general operating support with special consideration given to safety net programs.
- Plans to provide capacity-building support to Southern California Grantmakers to engage other funders in systemic issues that impact grassroots, community-based and minority-lead organizations



Building a Foundation for Social Change

The Olin Group was created to support nonprofits at the most fundamental level – to bring in grant dollars to support important work being done in the community. As our understanding of nonprofit funding needs has evolved, our services have as well. Today, The Olin Group provides strategic support at many levels of nonprofit operations, including grant writing, fund development, program development, board facilitation, planning, marketing, branding, outreach, education, and training. Our goal is to provide cost-effective, high quality

work that helps you build internal capacity and support your long term sustainability. To do this, our staff seeks to establish positive working relationships, define expectations and create open and effective collaborative working environments. We strategize with you to determine best strategies to meet your needs and current capacity, based on current analysis of the market and philanthropic environment. For more information on how we can help, please contact Krista Wipff at krista.wipff@theolingroup.com or (714) 647-0900.



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