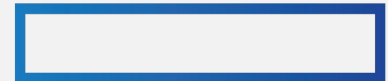


Adapting On-Air Drives to Digital Fundraising

Section 2: Owned / Earned Campaign Promotions



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The Training Series

This training series is split into four 30-minute recordings:

- Section 1: Fundraising Basics (30 minute recording)
- Section 2: Owned/Earned Campaign Promotions (30 minute recording) ← **This session**
- Section 3: Paid Campaign Promotions (30 minute recording)
- Section 4: Reporting & putting it all together (30 minute recording)



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We are M+R

We are communicators, marketers, fundraisers, and campaigners who unleash the power of people to do good.

We work exclusively with nonprofits fighting for a just and sustainable world.

OUR SERVICES INCLUDE:



Branding



Design



Audience &
Message Research



Campaign
Strategy



Digital
Fundraising
& Advocacy



Digital
Advertising



Digital
Organizing



Media
Relations



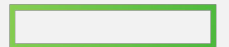
Social
Media

You are already good at this.

Jill Shepherd, ProPublica



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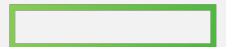


How do we adapt **on-air** strategies into **digital** strategies?

Jill Shepherd, ProPublica



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Fundamentals of persuading listeners to support

CASE

- Value
- Unity
- Need
- Ability

CLOSE

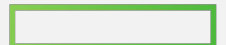
- Social proof
- Urgency
- Scarcity
- Reciprocity

None of this is inherently or necessarily attached to radio.

Jill Shepherd, ProPublica



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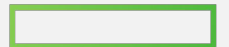


Digital pledge drives: Create a multi-channel marketing calendar.

Jill Shepherd, ProPublica



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ProPublica's Marketing Calendar - Winter

Day	Date	Promotional Channels				
		Email: Direct message	Email: Newsletter ads	Web: Pencil bar	Web: House Ads	Social Media
Tuesday	28-Nov	x3	x	x	x	x
Tuesday	12-Dec	x		x	x	
Thursday	14-Dec	x		x	x	
Monday	18-Dec	x	x	x	x	
Wednesday	20-Dec	x	x	x	x	
Wednesday	27-Dec	x	x	x	x	
Friday	29-Dec	x	x	x	x	x
Saturday	30-Dec	x		x	x	x
Sunday	31-Dec	x3		x	x	x

Jill Shepherd, ProPublica



Things to have in place

CRM

One centralized system...

- CRM = Customer Relationship Management
- An online system that centralizes many of the functions nonprofits need to communicate and interact with their supporters, such as:
 - Sending emails
 - Building landing pages (e.g. donation forms, sign-up forms, advocacy petitions)
 - Collecting supporter information



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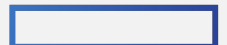
CRM

...or several systems

- The functions of a CRM may be split across several systems that each perform a more specific function
 - For example, an ESP = Email Service Provider is a tool focused on sending emails
- Functions of the CRM may also integrate into other tools
 - Data syncs from the CRM into reporting dashboard
 - A signup form embedded into the website
 - Ads tracking pixels embedded in donation page



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Donation page

Clear CTA

Light copy that communicates the need and why to give now

One-time & monthly giving options

Monthly nudge

Multiple ways to make a donation

The screenshot shows the NRDC donation page. At the top left is the NRDC logo. At the top right is a link labeled "OTHER WAYS TO GIVE". The main heading is "Support NRDC'S Work for the Environment". Below this is a paragraph explaining that gifts are matched \$1-for-\$1 to support lawyers, scientists, and campaigns. A bulleted list follows: "Defend wildlife and lands", "Advance urgent climate action", and "Protect our communities and health". A bold statement says "Power this critical work and more: Donate today while your gift doubles, up to \$180,000." Below this is the "Your Tax-Deductible Gift" section, which has two tabs: "ONE-TIME" and "MONTHLY". Under the "MONTHLY" tab, a red text nudge says "Make it monthly + your first three gifts will be matched, up to \$100K." There are six buttons for monthly amounts: "\$15 monthly", "\$20 monthly", "\$30 monthly" (highlighted in blue), "\$50 monthly", "\$100 monthly", and "Other \$". Below this is the "Payment Information" section with three buttons: "CREDIT", "PAYPAL", and "BANK ACCOUNT". On the right side of the page is a large image of a polar bear and its cub.

NRDC

OTHER WAYS TO GIVE

Support NRDC'S Work for the Environment

Your gift will be matched \$1-for-\$1 to help NRDC's lawyers, scientists, and campaigners wage fierce courtroom battles and hard-hitting campaigns to:

- Defend wildlife and lands
- Advance urgent climate action
- Protect our communities and health

Power this critical work and more: Donate today while your gift doubles, up to \$180,000.

Your Tax-Deductible Gift

ONE-TIME MONTHLY

Make it monthly + your first three gifts will be matched, up to \$100K.

\$15 monthly \$20 monthly **\$30 monthly**

\$50 monthly \$100 monthly Other \$

Payment Information

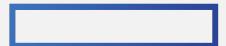
CREDIT PAYPAL BANK ACCOUNT

Link to other ways to give

Appealing imagery connected to the mission



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Track people who come through your webpages

Out-of-the box CRM functionality

Collect personal information

Data via syncs from other systems

Values people input directly into the form

Capture values in hidden form fields, including sourcing*

Add-on tracking

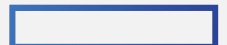
Via Google Analytics or using other Ads Pixels

On the page itself

On the thank you page (for conversions)

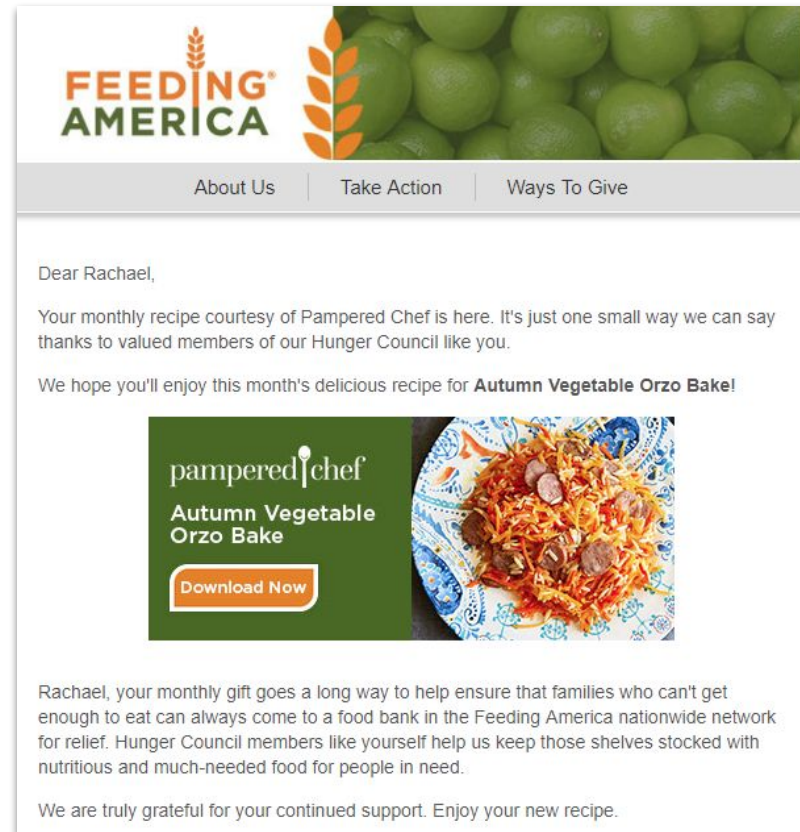


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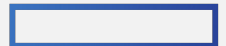


Automations

Having **automations** in place can be key to keeping your audience engaged and keeping names (and donors) on your list.



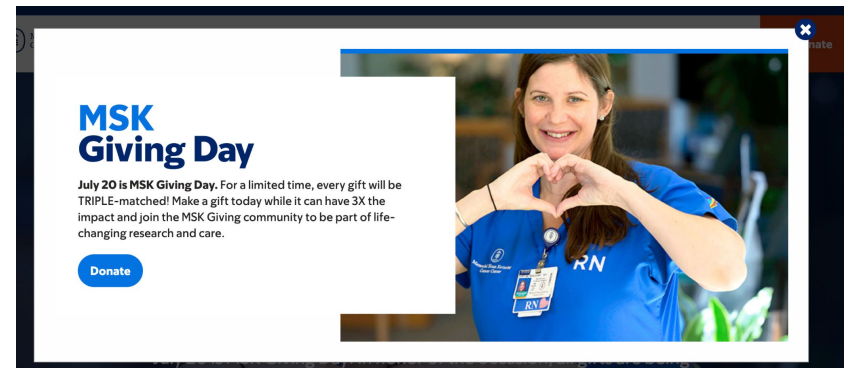
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**What owned digital channels
should I run on?**

Website

- Creative should include your case and close in 1 sentence or less
- Consider user experience with frequency and placement on website
- Get your channels working together!



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Making the case

- Promotions answer “why give now”
- Don’t try to include too much
- Match branding and look / feel to overall campaign and website

▶ Help 350.org build a powerful climate movement.

DONATE NOW

ONCE

MONTHLY

USD \$

\$10 →

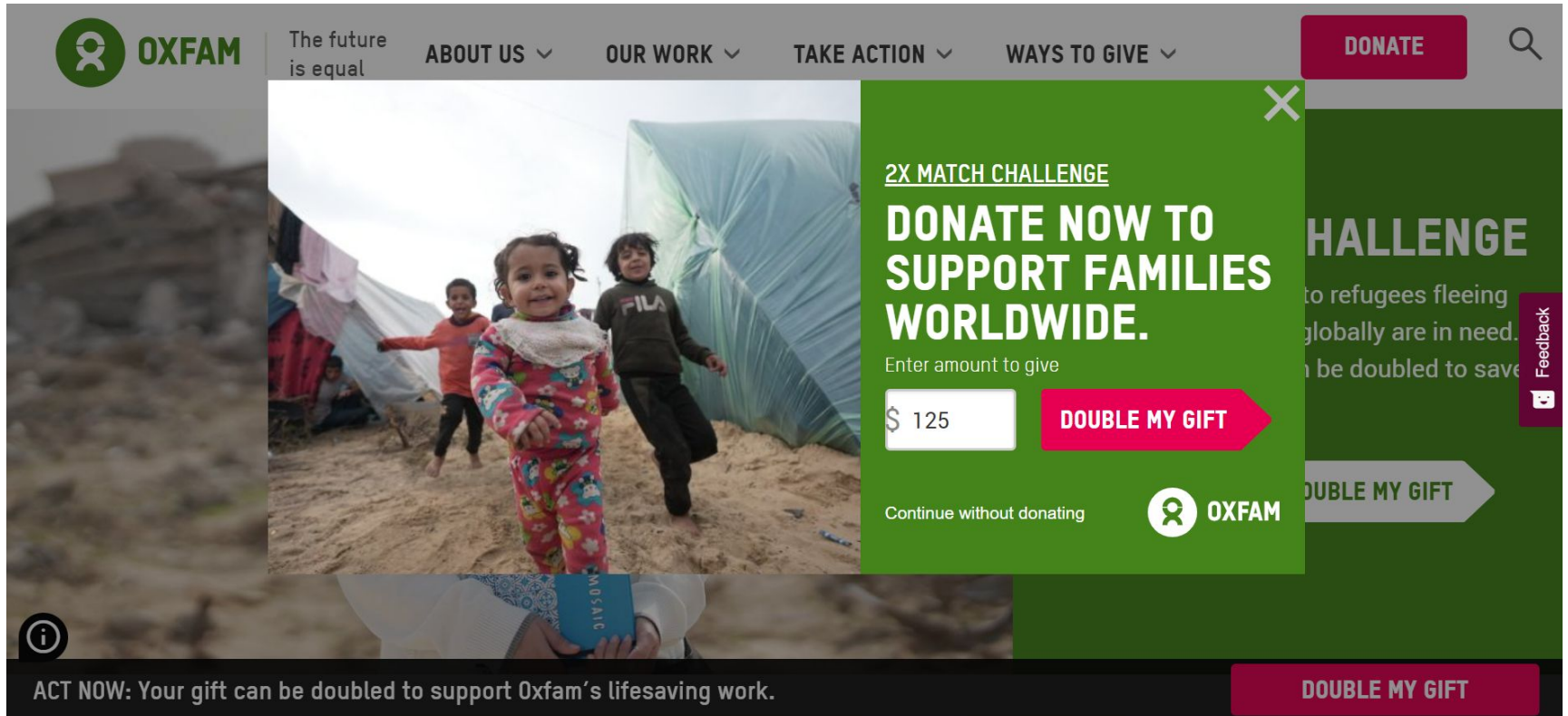
\$35 →

\$150 →



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Website placement



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Website placement



Readers power ProPublica
Make your year-end gift to ProPublica by 12/31!

Donate



activate change

make your year-end donation now

MON

31

deadline: midnight
Make your year-end gift to ProPublica now

Donate





defend the facts

donate now



Jill Shepherd, ProPublica

Email: The standard format

Guided by structural constraints:

- **Time.** We need to get through quickly.
- **Space.** The size of a preview pane or mobile screen.
- **Competition.** We are in the inbox next to personal, relevant messages (and 4,000 other offers and alerts).

SPEAK UP

[Your senators and representative need to hear from you – tell them to protect and support cancer patients in the next COVID-19 legislative package!](#)

Dear Zia,

As we all adjust to a new normal, it's becoming clear that those who are the most vulnerable to coronavirus, like cancer patients, still need more protections to stay safe and healthy during the pandemic.

Right now, Congress is negotiating the next COVID-19 relief package, and we need lawmakers to address the unique challenges that cancer patients are still facing. [Patients are at risk – ask your senators and representative to act now to protect patients by quickly passing a comprehensive legislative package that includes these vital measures:](#)

- Ending surprise medical billing *permanently* so that patients do not receive expensive, unexpected medical bills.
- Maximizing insurance options including HealthCare.gov, no-premium COBRA and by preventing cuts to Medicaid so that low-income families have health care protections during this public health crisis.
- Expanding income support, such as unemployment insurance, so that patients unable to safely work are able to pay their bills.

Blood cancer patients and their families have enough on their plate without having to worry about surprise medical bills or the cost of treatment – especially during a pandemic. [Tell your elected officials to step up and protect cancer patients today.](#)

We cannot allow fear of financial repercussions to keep patients from seeking treatment for cancer care or any other illness during this critical time. **It is crucial that Congress include these measures to protect cancer patients and others in upcoming legislation. [Take a moment to send an urgent message to your elected officials now.](#)**

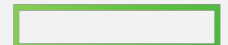
Thank you for all that you do to support blood cancer patients.

Danielle Bubnis
Senior Director, Advocacy
The Leukemia & Lymphoma Society

P.S. Want to get these alerts even faster? Join our Mobile Action Network by texting SPEAK to 698-66 (message & data rates may apply).



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Start with your “envelope”

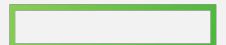
With these elements you can grab the reader’s attention and convey elements of effective creative before they even open your email.

- **Subject line:** Good subject lines grab attention and make the reader want to open
- **Sender name:** A place to convey authenticity and/or urgency
- **Preheader:** Where you can preview your message and entice someone to read more

FamiliesNeedSupport@feedingamerica.org Food prices have increased by more than 10% in the last 12 months We need your help to get food to families facing hunger.	6/30/2022
Sophie Reeds, Feeding America Rising costs & slowing donations - your help needed Help get meals to families today.	6/29/2022
Elizabeth Nielsen, Feeding America Families in crisis with soaring food prices Food banks and families are facing rising costs of eggs, milk, bread, and other	6/27/2022
Laura Choate, Food Pantry Director From homeless at 11 to fighting hunger Read how Laura’s experience led her to fighting hunger and supporting LGBTQ	6/26/2022
Amirio Freeman, Feeding America [URGENT] Call your senators to vote YES on The Keep Kids Fed Bill right now=! Kids and families need relief before the June 30 deadline — call now!	6/23/2022
Sophie Reeds, Feeding America Fighting food waste starts at 🏠 Hunger’s Hope Chef Andrew Zimmern shares some helpful tips for how to fight food waste.	6/17/2022
Amirio Freeman, Feeding America Margaret, add your name: Tell Congress to help kids facing hunger this summer! Congress CAN HELP kids missing out on school meals this summer – urge them	6/2/2022
Amirio Freeman, Feeding America [Alert] School’s almost out for the summer...but so are school meals. Kids need ... Urge Congress to pass legislation that helps feed children this summer. >>	5/27/2022



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Scannable

Call-out box or header summarizes message and includes an ask.

Short sentences, short paragraphs. Remember that mobile screen.



BEATING CANCER IS IN OUR BLOOD.

SPEAK UP

Your senators and representative need to hear from you – tell them to protect and support cancer patients in the next COVID-19 legislative package!

Dear Zia,

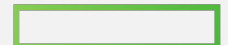
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- Expanding income support, such as unemployment insurance, so that patients unable to safely work are able to pay their bills.



**GREATER
PUBLIC**



Scannable

Use formatting (bold, underline, color, highlight, bullets, etc.) to guide reader



BEATING CANCER IS IN OUR BLOOD.

SPEAK UP

Your senators and representative need to hear from you – tell them to protect and support cancer patients in the next COVID-19 legislative package!

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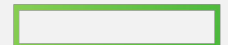
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- Expanding income support, such as unemployment insurance, so that patients unable to safely work are able to pay their bills.



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Personal touches amplify relevance and authenticity

Salutation

Dear Zia,

We need your help – and time is of the essence! Your Louisiana state lawmakers are debating surprise medical billing legislation right now and they MUST permanently end this financially devastating practice for cancer patients. We cannot allow fears of unexpected charges to keep patients from seeking treatment for COVID-19 or cancer care during this critical time.

Human elements. Don't be afraid to say "I."

Can I count on you to email your LA lawmaker today? It only takes a minute, and there has never been a more important time to ensure access to life-saving health care for those who need it most!

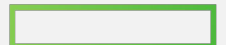
Thank you for everything you do to protect cancer patients and survivors in Louisiana.

A personal feeling sign off

Warmly,
Leah



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Ask early

Ask



BEATING CANCER IS IN OUR BLOOD.

SPEAK UP

Your senators and representative need to hear from you – tell them to protect and support cancer patients in the next COVID-19 legislative package!

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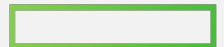
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We cannot allow fear of financial repercussions to keep patients from seeking treatment for cancer care or any other illness during this critical time. It is crucial that Congress include these measures to protect cancer patients and others in upcoming legislation. **Take a moment to send an urgent message to your elected officials now.**



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Ask repeatedly (for ONE thing)

Typically, each link or button concludes a Problem/Solution/Action cycle.

Email
Congress

Email
Congress

Email
Congress

Email
Congress



BEATING CANCER IS IN OUR BLOOD.

SPEAK UP

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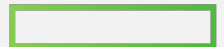
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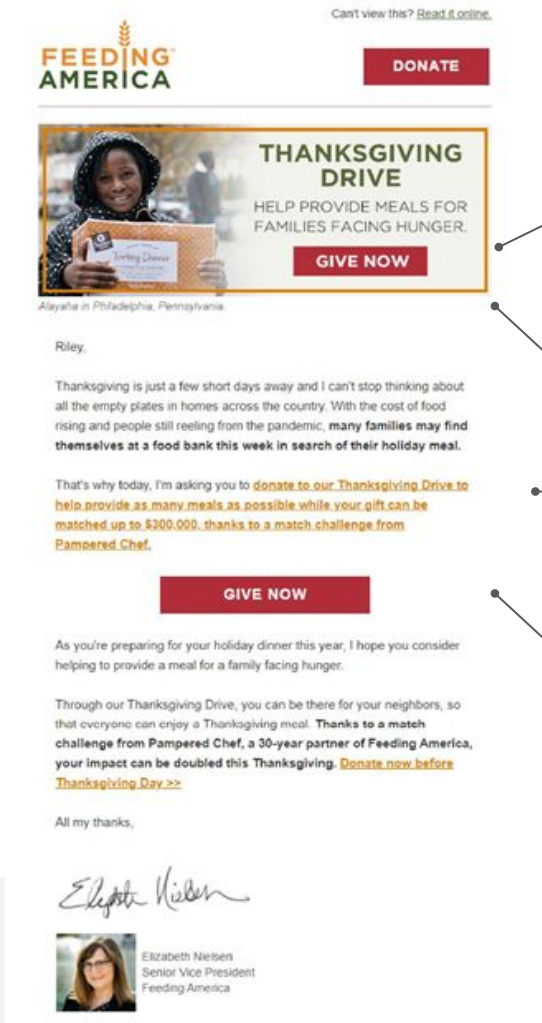
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Make your email “Clickable”



Donation button in stationery

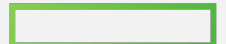
Clickable image with call to action and button

Linked text in bolded and underlined in a noticeable color

Another button in the text



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Email

 PROPUBLICA

 PROPUBLICA

Hi Reader,

Today begins ProPublica's summer weeks, I'll be checking in with you, newsroom, highlighting some of our convincing you to renew your support.

ProPublica is a nonprofit investigative journalism organization with a singular mission: to produce researched, nonpartisan journalism for change. Our journalism is a public good, funded by the public (hence, these are public funds). We have over 40,000 individual donors, foundations and other forms of philanthropy. You read ProPublica, I know you agree that journalism like this is crucial to our society. [us in this pursuit by making a gift of support.](#)

Every day, our reporters are digging for light on corruption, breaches of the law, and demand change: a new bill passed, a resignation and more. And we're accountable to our donors and our readers. We track our impact on our website and we make public, all of which can be

As someone who keeps up with our work, this journalism, and that you cheer for it. [Today, I'm asking you to continue your investment in ProPublica by making a renewal gift and supporting the investigations we're working on right now.](#) We've got ongoing series about [Supreme Court](#) ethics, how [health insurers are](#)

Spring Member Drive

Stand up for the power of an informed public

Hi Reader,

A bit over a month ago, we published [a story](#) exploring how the health insurance industry protects patients. Cigna, one of the country's largest health insurance companies, has a system that allows its doctors to instantly reject claims without so much as opening the patient's file. This system has left many insured with unexpected bills. This system allows doctors to reject tens of thousands of claims. Many state laws that call for insurance companies to use their expertise to decide whether to deny claims. As our series shows, however, denials of claims have meant suffering and many patients.

Journalism like this is time-consuming and worth it. We invest the time and resources in stories because we know that when we shine light on corruption, breaches of the law, and demand change: a new bill passed, a resignation and more. And we're accountable to our donors and our readers. We track our impact on our website and we make public, all of which can be

But ProPublica only has the resources to investigate because of folks like you. As a nonprofit news organization, we rely on the generosity of our readers. [Today, I'm asking you to continue your investment in ProPublica by making a renewal gift and supporting the investigations we're working on right now.](#) We've got ongoing series about [Supreme Court](#) ethics, how [health insurers are](#)

 PROPUBLICA

Summer Member Drive

Deadline: Friday

Hi Reader,

Our summer member drive ends tomorrow, and I'm excited about the response we've seen so far from our readers. I hope you'll join them by [making a donation of any amount](#) to support investigative journalism that holds the powerful to account and shines light on corruption and injustice.

We shine that light with a purpose: Our mission is to use the force of investigative journalism to spur change. Our goal is to get laws being passed, people resigning from powerful positions, victims receiving compensation and much more. We track the impact of our work, and here are a few recent stories that led to action:

- [Texas Legislature Closes Gun Background Check Gap](#)
State lawmakers passed a bill requiring courts to include involuntary mental health hospitalizations of people in the federal gun background check law closes a gap revealed by ProPublica and The New York Times in 2022.
- [Regulators Overhaul Inspections of Hospice Providers](#)
A ProPublica story last year exposed fraud and within the \$22 billion hospice industry. This year, for Medicare and Medicaid Services announced reforms that went into effect immediately.

 PROPUBLICA

Summer Member Drive

Deadline: MIDNIGHT

Hi Reader,

We are in the final moments of our summer member drive, and I'm asking you to join us before the midnight deadline by making a donation right now.

Over the past two weeks, more than 2,000 readers have stepped up with their support. They've donated \$5 a month, \$10, \$100, a few have even given \$1,000 and more. There is no minimum donation amount to become a member of ProPublica — it's about participation and making the decision to support independent journalism that produces real impact.

[This model works: When you give, your donation is combined with gifts from tens of thousands of your fellow ProPublicans, and together you help power the largest team of investigative journalists in the country.](#) We've got investigations going right now on the Supreme Court, health insurance denials, wealth inequality and so much more.

With each new member, we grow stronger, and your gift today will make a difference. Donate right now and join our community of like-minded people who believe in the power of ProPublica to shine a light on injustice and hold people in power accountable.

Thanks so much,
Jill Shepherd
Proud ProPublican

[Donate to ProPublica](#)

Jill Shepherd, ProPublica



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Case & Close in an email

Hi Reader,

I know you read ProPublica every week because you want to know what the real story is behind the headlines. You value well-researched, investigative journalism that spurs real-world change. I'm asking you today to [join us with a donation in any amount to help pay for the investigations we've got brewing all over the country right now.](#) As a nonprofit, independent newsroom, your donation will help us publish more stories and spur more change. [Join us before midnight tonight,](#) and you'll be helping us reach our member goal during this last day of our summer member drive.

Thank you!
Jill Shepherd
Proud ProPublican

Jill Shepherd, ProPublica



Text messaging

Tightened deliverability standards, an evolving digital landscape, and generational trends mean reaching beyond email — specifically to SMS/MMS.

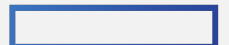
Mobile also sees strong engagement across the board (**open rates as high as 90+%**!) for fundraising, advocacy, cultivation, and voter turnout.

Both broadcast and peer-to-peer mobile messaging (SMS/MMS) can be effective at engaging your donors. You can choose to run your program in numerous platforms, including Upland/Mobile Commons, Hustle, Twilio, Strive, and ThruText.

As many as 75% of your digital donors could be unsubscribed, inactive or otherwise unreachable by email.



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Starting small

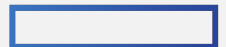
Will fundraising text messages cause advocates and other supporters to unsubscribe from this messaging stream?

Starting small. Planned Parenthood launched their text messaging program prior to the 2016 election. The explosion of Trump-era activism helped to grow their subscriber list after a few SMS-based actions were widely shared on social media. But how would this list respond to fundraising asks?

We started with a light touch, only sending fundraising text messages during true crisis or rapid-response moments. After seeing initial success with this tactic, we started to layer on additional fundraising as part of the overall messaging stream.



**GREATER
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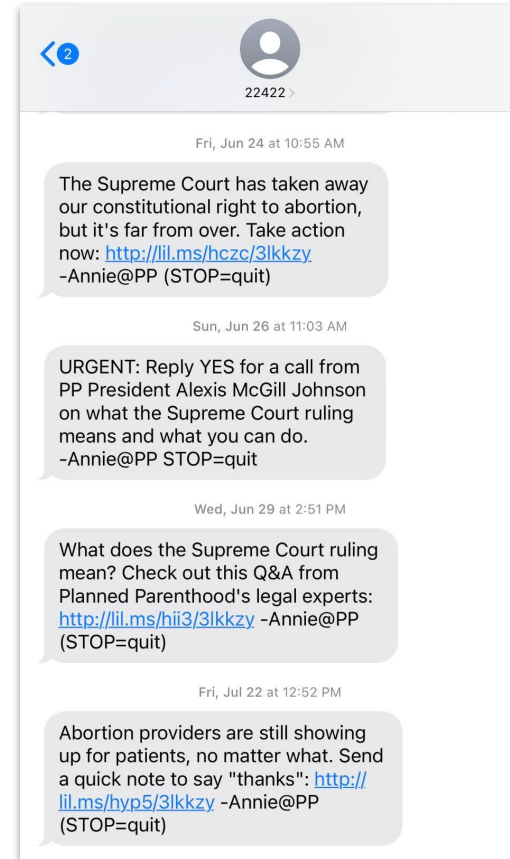
Growing a program

Integrated message planning

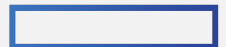
How do we determine what content to share with our subscribers — and when? Planned Parenthood produces an integrated email and SMS messaging plan, including fundraising, advocacy, and other types of cultivation messaging.

We use that plan to draft messages that are usually in sync across channels but with a language and style purpose-written for the channel.

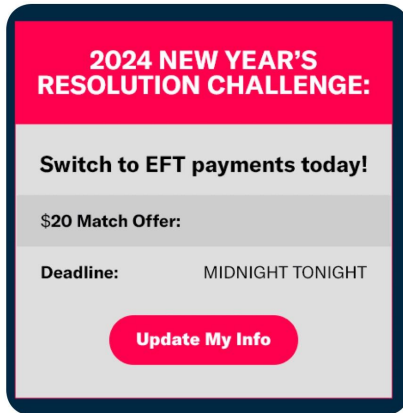
And, we're almost always running a test in this mobile channel, the setup of which requires less effort than email or other channels.



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Creative Examples



Hi again, Rachael! As a sustaining KQED member, you're one of our most reliable supporters. Would you consider switching your monthly gift from a credit card payment to an EFT payment (an automated contribution from your bank account)? If you switch before midnight tonight, you'll unlock an extra \$20 for KQED 💕!

You can update your payment method securely at donate.kqed.org/Update24. If you've recently switched to EFT payments, thank you!

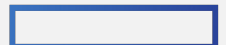


Winning the environmental fights that matter most takes time & steady resources. Can you help? Give monthly to NRDC: <https://on.nrdc.org/3sptLRN> Stop2Quit

603 more membership gifts needed by Monday. Act now for science: Renew your LAPSED UCS membership today! <http://lil.ms/3e3f/4ekca5> --Chase, Union of Concerned Scientists



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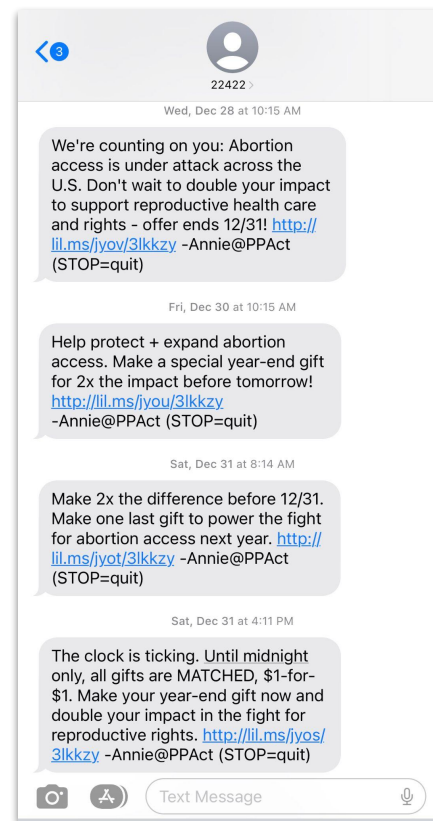


One organization's results

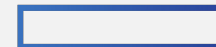
A powerful tool for fundraising and more

The text messaging program is now a vital component of Planned Parenthood's communication stream to supporters, allowing for advocacy, engagement, in-person event recruitment, and, of course, fundraising. Nearly every campaign includes a text messaging fundraising component — to forgo it would be “leaving money on the table.”

Planned Parenthood now sees **as much or more** revenue raised with a single successful text message send as compared to an email appeal. They also can contact **2x more active subscribers** through this channel as compared to email.



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Segmentation

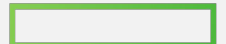
Getting started with segmentation

First, consider:

- **Size** – is this audience large enough to warrant a dedicated segment?
- **Value** – does the value of this segment justify the effort to create and use it?
- **Accessibility** – do you have the data needed to create and maintain this segment?
- **Usability** – do you have a plan for how you'll use this segment for personalization or reporting?



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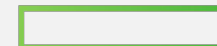


Different types and uses

- **Tracking/Reporting** – creating groups based on donation history, or other variables, can allow you to evaluate performance for specific groups of constituents.
- **Audience Selections & Suppressions** – Have groups set up in your CRM based on the messages they should or shouldn't receive and use these to build audiences.
- **Conditional content/specific messages** – Use segments to customize the user experience. This could mean ask amounts, donor status call outs, and more.



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Lapsed donors

- Acknowledge and thank for past support, as well as current status
- Utilize social proof / peer pressure
- Consider a special offer

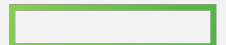
Can we count on you to help reach our goal of 1,000 gifts this month by renewing your support with a gift of just \$20 or more to strengthen our democracy and take on other challenges with science-based advocacy?

However you choose to give will help, but just so you know, for a limited time only all new annual gifts will qualify for a special match!

DONATE NOW



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Mid-level donors

- Acknowledge and thank for past support
- Make a specific ask appropriate for their previous giving
- Consider a personal connection

Hi Rachael,

My name is Victoria, and I've worked at Oxfam for the past five years. Helping the world's most vulnerable communities has been an incredibly rewarding experience, and I'm so glad you're in the fight with us.

I wanted to write you to say hello and tell you a little more about what we're trying to achieve – and what makes us different.

I think it's hard to fathom, but *you're part of a truly powerful community who believes in the difference a gift can make* for families living in poverty and those affected by humanitarian emergencies. It's because of people like you that we're able to help in the places where we're needed most – places like Yemen, Bangladesh, and Indonesia.

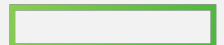
Please, don't miss this chance to help us raise \$500,000. Make your gift now to get critical support to those who need it most.

At this crucial moment, I hope you will consider making an especially generous one-time gift of \$1,000, or starting a monthly gift of \$85 or more, which will qualify you for our Oxfam Impact Circle. This committed group of supporters broadens the impact of our most effective, life-saving advancements in impoverished communities around the world. But truly, any gift you can donate now will make a big difference!

Thank you for stepping up today, on this day dedicated to giving back.



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Existing monthly donors

- Acknowledge and thank for current support
- Make an additional ask – upping monthly gift or making an additional one-time gift
- Consider cadence

Abortion bans and severe restrictions on access have created cruel and heartbreaking circumstances for patients, particularly people who already face barriers to health care due to this country's legacy of systemic racism and discrimination.

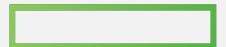
This is where your generosity comes in, Rachael.

You are currently giving \$10.00 per month, and it is making a huge difference in Planned Parenthood's ability to protect reproductive health care from the latest attacks while continuing to help people access lifesaving care.

[Will you add just \\$5 or more per month today?](#)



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Earned media

What is earned media?

- Building relationships with other media outlets, journalists, bloggers, and influencers to “earn” media coverage
- Providing information subsidies, such as press releases, advertisements, and videos of related news events
- Ideally translates to a bump in “organic” fundraising



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Supporting fundraising

- Increased brand awareness
- Validation of your organization as a worthy cause of donor \$\$
- Highlight specific fundraising initiatives (matches, Giving Days)



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Children's Hospital Los Angeles



Jimmy Kimmel @jimmykimmel

Follow

Billy is 6 months old today. He's healthy, happy & we're very grateful for your prayers, wishes & support of @ChildrensLA & other hospitals



2:06 PM - 21 Oct 2017

4,223 Retweets 81,066 Likes



1.9K 4.2K 81K

Chances are you or someone you know has been helped by this great hospital. | No images? [View on Web](#).



MATCH YOUR GIFT 3X

GIVE NOW



TRIPLE MY GIFT

paige,

I might be a TV-show host known for jokes and pranks, but a few years ago I did something that's usually not a *great* sign for a comedian: I made America cry.

Yes, you read that right. I shared the emotional experience of watching my newborn son being diagnosed with a life-threatening heart defect—and ultimately being saved by the world-renowned surgeons and caregivers at Children's Hospital Los Angeles.

It's not just my son Billy's life these heroes have saved. Children's Hospital Los Angeles provides care for 1 out of every 5 children in Los Angeles, so chances are you or someone you know has been helped by this great hospital.

[That's why I'm teaming up with Children's Hospital Los Angeles to raise \\$300,000 by midnight Dec. 31. Right now, every gift to the Children's Fund will be matched and will go THREE times as far for sick kids. Please, Paige, make a tax-deductible year-end gift before this crucial deadline.](#)



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Alameda County Community Food Bank

FOOD FOR BAY AREA FAMILIES

East Bay food bank gets big boost from Stephen and Ayesha Curry foundation

CBS NEWS
BAY AREA

By Max Darrow
December 23, 2023 / 7:00 PM PST / CBS San Francisco



"One of the great foundations of our region, Stephen and Ayesha Curry's Eat. Learn. Play. Foundation, has decided they will match dollar-for-dollar -- up to \$250,000 -- any donations that come to our food bank, up until December 31st. This is huge news for us," he said.

Young says they have a goal to raise \$4 million between now and Dec. 31.



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