

# How to Grow Your Program from Direct Appeal to Major Gifts

Karen Santilli – Crossroads Rhode Island  
Ben Borne – Newport Creative



DEVELOPMENT GUILD/DDI



October 17, 2013

30<sup>th</sup> Annual AFP MA Conference on Philanthropy

# Crossroads Rhode Island

- Founded in 1894 as Travelers Aid
- Changed name to Crossroads Rhode Island 10 years ago
- Largest provider of services to the homeless in Rhode Island
- Raise \$2.8 million through direct mail, web, PSAs, Foundations/grants, events and personal solicitations



# Newport Creative

- Partner with non-profit clients exclusively
- Over 25 years of direct response and integrated fundraising
- Unique service model of senior level account management
- Offices in greater Boston and Washington, DC



# Crossroads at a Crossroads

- Recent re-naming/re-branding process
- Underperforming donor file
- Poorly performing acquisition
- Tired creative
- Sporadic integration
- No Major & Planned Gift Program
- No Endowment



# Donor File on the brink

- 6,500 donors
- 25% of donor file hadn't donated in over 24 months
- Un-segmented file
- Acquiring lower value donors
- Minimal integration across fundraising channels



# Acquisition a Sore Spot

- Mailing premium package
  - Higher cost
  - Lower value donors
- One campaign a year
  - Didn't maximize usage of control lists
  - 0-12 month file getting new influx of donors just once per year
- Wasn't providing a reasonable ROI

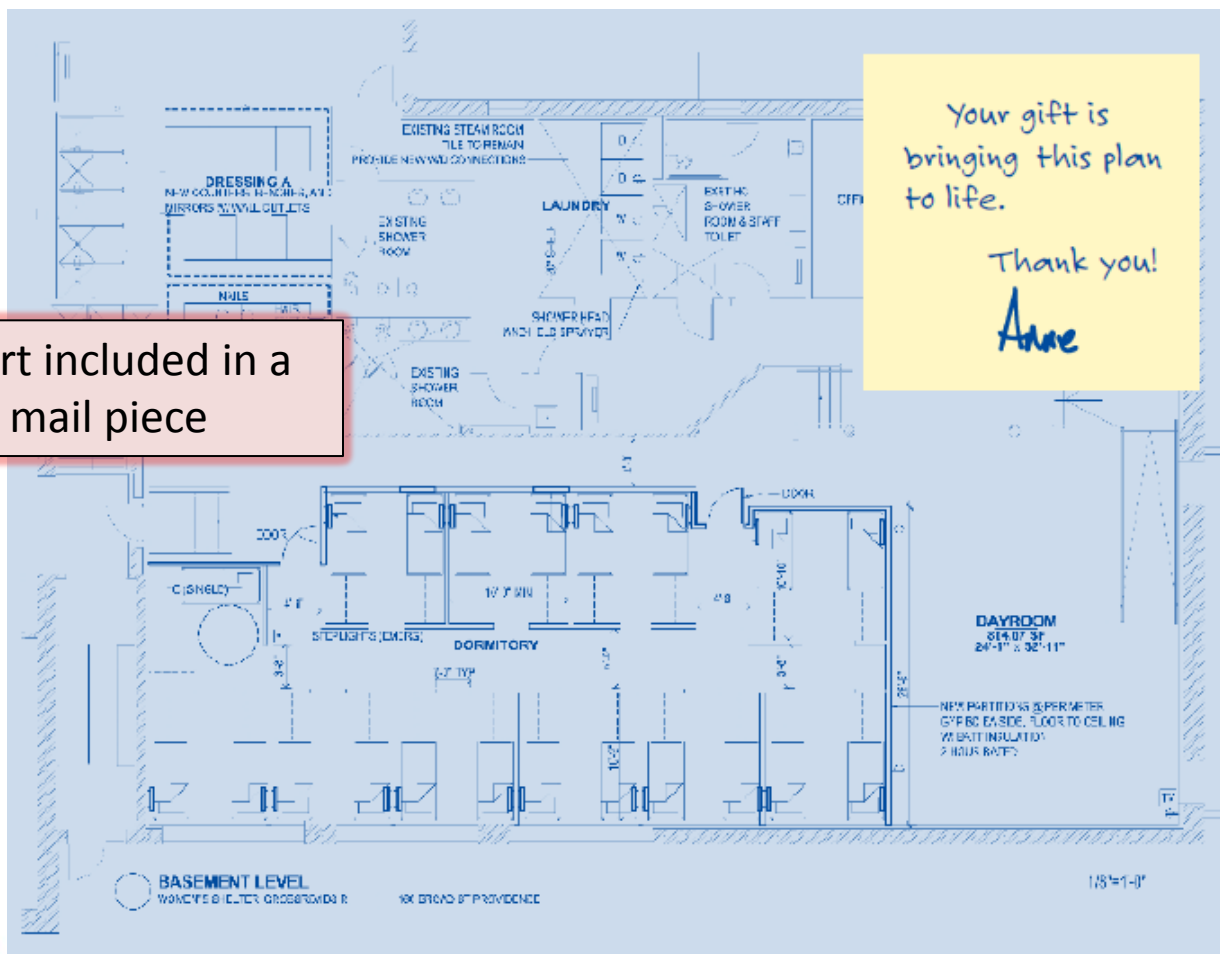
# Old-School Creative

- Newsletter packages
- Name label packages
- Annual fund packages
- Repetitive letter copy that did not communicate the need



# A Blueprint for Change

Actual insert included in a  
Crossroads mail piece





# A Blueprint for Change

- Streamline the schedule
- Improve the communication strategy
- Make acquisition more effective
- Integrate with other channels
- Grow base of donors to support future programs for M&PG



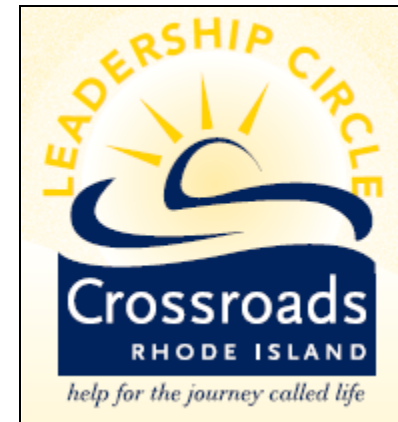
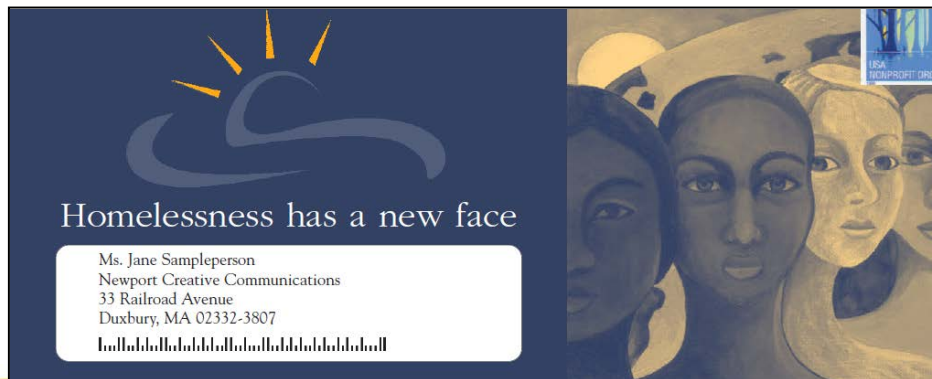
# Streamline the Schedule

- Removed poor performing packages
  - Newsletters (converted exclusively to E-news)
  - Label packages
  - Annual fund packages
- Moved more mail dates into “colder” months
- Split acquisition into two mailings
- Supporting emails identified in advance



# Communication Strategy

- Identify programs, issues and offers that could be effectively and regularly featured in packages.



# Communication Strategy

- Obtain compelling stories from Crossroads clients.
- Focus copy on core issues and singular subjects.
- Strong acknowledgment program
  - Customized thank you letters mailed ASAP
  - Phone calls for large donations



# Communication Strategy

- Creative that reinforces who Crossroads helps and how.



"I knew women  
were homeless,  
But I never  
thought I'd be  
one of them."



**CROSSROADS RHODE ISLAND**

**VOUCHER FOR NEW SHOES**  
*Courtesy of:*  
John Sampleperson  
Newport Creative Communications  
33 Railroad Ave.  
Duxbury, MA 02332

**Breaking Homelessness.  
Repairing Lives.**


R0911AYANA 1223445

**\$35** represents the cost of  
One Pair of Shoes for a Client  
of Crossroads Rhode Island

Quantity:

Total Donation: \$

*Donations will support essential services  
at Crossroads.*

  
**Crossroads**  
RHODE ISLAND  
*Breaking homelessness. Repairing lives.*



# Acquisition Strategy

- Keep message simple
- Show range of programs to prospective donors
- Mail pieces included action/engagement devices, not low value premiums.
- Created a New Donor Welcome Kit to further solidify the new relationship and gather information.



# Thanksgiving

Bounceback  
and Thank  
you cards



## A Thanksgiving Card from our family to yours.

Ms. Jane Sampleperson  
Newport Creative Communications  
33 Railroad Avenue  
Duxbury, MA 02332-3807



P.P.S. Could you possibly send your gift today? Another family recently joined us. I can't imagine the fear in that mother's heart. And with affordable housing is so scarce, people already with us are staying longer - the number of bednights has doubled since last year.

We'll squeeze this new family in somehow. But I really need you with me to cover the other services they'll require. Thank you in advance!!!

Anne

Thank you for  
all you do for your  
neighbors in need

Wishing you and yours  
a happy holiday  
Your friends at Crossroads

Anne

## Hope... A Reason For Thanksgiving

 **Crossroads**  
RHODE ISLAND  
Breathing new life into old buildings. Repairing lives.  
160 Broad Street, Providence, RI 02903



October 10, 2012

Ms. Jane Sampleperson  
Newport Creative Communications  
33 Railroad Avenue  
Duxbury, MA 02332-3807

Dear Ms. Sampleperson,

Linda and Michael will be counting their blessings this Thanksgiving. They both have jobs, a roof over their heads and a warm place to sleep. Their children are healthy, they have each other - and on November 22, their family will sit down to a holiday meal.

And then, as the couple lingers in conversation with other parents at tables nearby, the two kids will excuse themselves to play with some of their new friends....

... by racing tricycles around the conference room at Crossroads Rhode Island.

You see, Linda and Michael lost their home in July. Within two months, they'd sold off one of their two cars, burned through their savings and exhausted every possible support system they had. A few weeks ago, the family came to join the 10 others already cramped out on floor mats in our headquarters at 160 Broad Street.

We've placed them in this makeshift setting because our Family Center Shelter, built with the support of good friends like you, is beyond full - housing 18 families at a time in facilities meant for 15.

When I met Linda in our Broad Street waiting room, she burst into tears. "We don't belong here!" she said. Still, she knew sleeping on the floor was better - and safer - for her kids than sleeping in their car. She truly is grateful for what we can offer.

So today, I'm enclosing a Thanksgiving card on behalf of Linda and all the adults and children we serve in appreciation for your compassionate support. I also hope that you will choose to renew your commitment to Crossroads with a special gift of \$501, \$502, \$503 or more to help them move forward through the difficult months ahead.

(over, please)


Additional insert created  
sense of urgency





# New Donor Welcome Kit

**SAFETY • RESPECT • EFFECTIVENESS**



**Welcome!**

**Crossroads**  
RHODE ISLAND  
help for the journey called life

**HOW YOU CAN HELP**

**There are Many Ways**  
you can make a difference for our homeless neighbors:

Sign up for monthly giving and Crossroads can arrange for you to make secure monthly gifts of any amount through your credit card.

Look into options for workplace giving by asking your Human Resources department if your employer will match gifts to Crossroads.


Take advantage of giving through payroll deduction through the State Employees' Charitable Appeal (our agency ID number is 95517), or Combined Federal Campaign (our agency ID number is 5700).

**Volunteer!** There are countless ways that the giving of your time can help! Visit [www.crossroadsri.org](http://www.crossroadsri.org) to learn more.

Attend Special Events that Benefit Crossroads. For example, Women Helping Women supports the Women's Shelter at Crossroads every March. And our Annual Special Event every September always includes a fun surprise!

Make a Gift of Stock by donating appreciated securities and reduce your capital gains taxes – while advancing our mission!

Leave a Lasting Legacy by including Crossroads in your will or planned giving – and let your generosity live on.



**CROSSROADS THEN AND NOW**

Our roots date back to 1894, when Travelers Aid of Rhode Island was founded to reach out to young women from the countryside who arrived at the Providence bus station in search of work. Some would become lost, others homeless. Many were hungry, lonely and afraid. Our services were later...


**THE NEW FACE OF HOMELESSNESS**

Seventy percent (70%) of the neighbors turning to us for help and hope these days are men, women and children who are new to homelessness. They've become temporarily homeless due to various circumstances, including:

- Staffing reductions and job elimination
- Serious illness—which can cause lost income and high medical bills
- Domestic violence
- Rising costs of rent and utilities
- Foreclosures on their own homes, or on apartment buildings where they lived as renters

With your care and assistance, Crossroads can help them rebound—never to be homeless again.


*"We moved to Crossroads after our apartment was destroyed by fire. Being able to connect with your services was really amazing. Crossroads helped us get through that trauma—and helped us get back on our feet."*  
—JESSICA WIFE AND MOTHER OF TWO



**HOW YOU CAN HELP**

**Every Gift You Make** for Crossroads is a sound investment in the future of Rhode Island. Out of every dollar you donate, 87 cents goes directly to services for our clients. You may give using the form included with this brochure packet, or by donating online at [www.crossroadsri.org](http://www.crossroadsri.org).

**HOW SUPPORT WAS USED**



**Together, Let's Bring an End to Homelessness**

—through help for the journey called life. Thank you again for becoming part of Crossroads—and for providing havens of safety, respect and effective care.

Visit us on line. Go to [www.crossroadsri.org](http://www.crossroadsri.org) to learn more about our mission and the essential life services you are helping to bring to your neighbors. While there, be sure to add your name to our email list to receive the latest news.

Visit us in person! To arrange a tour call 401-277-4329. Please let us know if you are a person who has helped me.

**I WANT TO BE MORE INVOLVED WITH CROSSROADS!**

Please send me more information about:

☐ Monthly giving      ☐ Special events      ☐ Planned giving  
☐ Opportunities to volunteer      ☐ Making gifts of stock      ☐ A tour of Crossroads

NAME: \_\_\_\_\_  
 ADDRESS: \_\_\_\_\_  
 CITY: \_\_\_\_\_ STATE: \_\_\_\_\_ ZIP: \_\_\_\_\_  
 PHONE: \_\_\_\_\_ E-MAIL: \_\_\_\_\_

**I WANT TO MAKE AN ADDITIONAL GIFT TO CROSSROADS!**

☐ I've enclosed a gift of \$ \_\_\_\_\_  
☐ I've made this gift in honor of: \_\_\_\_\_  
 Please send a note of acknowledgement to him or her at the address below:  
 \_\_\_\_\_  
 \_\_\_\_\_

☐ I've made this gift in memory of: \_\_\_\_\_  
 Please send a note of acknowledgement to the family or friend at the address below:  
 \_\_\_\_\_  
 \_\_\_\_\_

Please enclose your donation with this form in the reply envelope provided. See reverse side for information on payments by credit card. To donate online, visit [www.crossroadsri.org](http://www.crossroadsri.org). Thank you!





# Testing and Learning

Tests conducted in all aspects of program:

- Outer envelop treatments
- Inserts
- Lists
- Segments
- Mailing territory
- Supporting emails



# An Integrated Program

- “Ashley”
- Holiday Giving Program



# Where's Ashley? - Mail

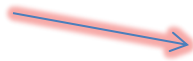



Family Homelessness has been a serious issue in RI. The Ashley campaign looked to generate awareness – and revenue.



# Where's Ashley? - Email

Email pre-  
notification






[www.crossroadsri.org](http://www.crossroadsri.org) February 14, 2012

Ashley is a nine-year old Rhode Island girl who appears to live a relatively normal life. But she has a secret that she doesn't want her friends and classmates to know about her.

In a few days you'll receive a package in the mail that looks just like this:



The letter inside will reveal Ashley's secret; I hope you'll open it right away. I also hope you will agree with me that helping Ashley and others like her in our community is critically important, and will continue to help us do just that with your support.

Thank you,  
Anne

p.s., please visit our [website](http://www.crossroadsri.org) to learn more about the work we do to help homeless and disconnected families.

**Quicklinks**

- › [Our Services »](#)
- › [How to Help »](#)
- › [Success Stories »](#)
- › [About Us »](#)

**Contact Us**

**Crossroads Rhode Island**  
160 Broad Street  
Providence RI 02903  
Tel: 401.521.2255  
[info@crossroadsri.org](mailto:info@crossroadsri.org)



# Where's Ashley? – Landing Page



# Where's Ashley? - TV



Massachusetts Chapter

# Holiday Campaign

- Not satisfied with previous holiday efforts
- Wanted a marquis campaign, set-apart from the usual mail formats to provide increased revenue, reinforce the brand and to allow for cross-channel communication.



# Holiday Catalog

- Employs a new theme each year:



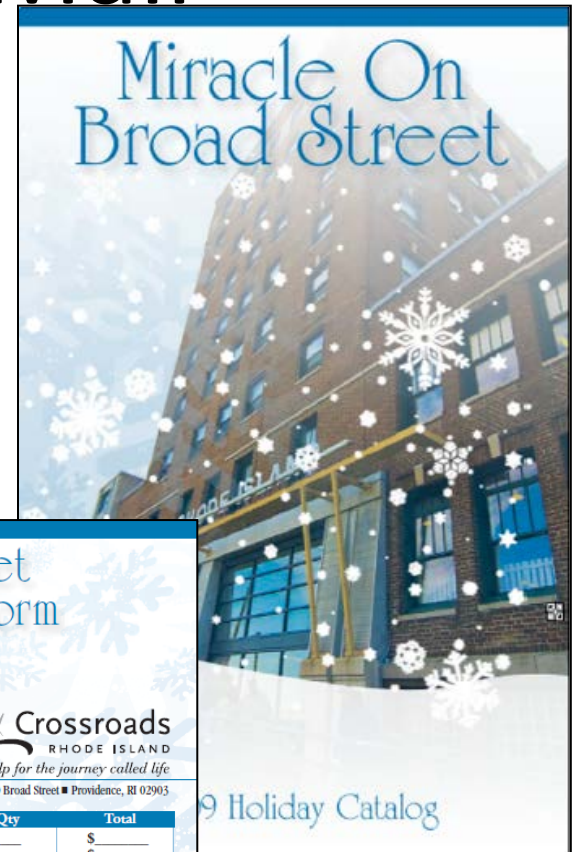


# Holiday Catalog-Truly Integrated Fundraising

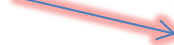
- Direct mail piece
- Supporting emails
- Interactive landing page
- Print ad in Newspaper
- Dimensional personal outreach package
- Stand alone catalogs used at multiple events



# Holiday Catalog-Mail



Catalog style order form



Miracle On Broad Street!

*My check is enclosed, payable to  
Crossroads Rhode Island.*

To donate by credit card please see reverse side.  
To donate online, visit [www.crossroadsri.org/miracle](http://www.crossroadsri.org/miracle). Thanks!

Item	Description	Donation Amount	Qty	Total
001	Warm socks for 3 homeless people	\$15	—	\$ —
002	Sturdy shoes for 1 homeless person	\$34	—	\$ —
003	Transportation for 1 person for 1 month	\$55	—	\$ —
004	Showers and a night's rest for a family of 4	\$62	—	\$ —
005	Child's winter clothing kit	\$100	—	\$ —
006	GED tutoring for 3 hours	\$150	—	\$ —
007	Housewarming starter kit for 1 family	\$285	—	\$ —
008	Healthy meals for 4 families for 1 month	\$500	—	\$ —
008	Operating expenses for 1 day at our Family Center	\$1,225	—	\$ —
010	A gift wherever the need is greatest		—	\$ —

Total Donation: \$



# Holiday Catalog-Mail

**GIFT ITEM NUMBER**  
**004**

Showers and a night's rest for a family of 4



Each month, Crossroads spends hundreds of dollars to run the water, stock the soap and shampoo, and buy and launder towels, sheets and blankets in our First Step Emergency Shelter. Help us provide a clean, comfortable haven for a desperate family.

**Donation amount: \$62**



**GIFT ITEM NUMBER**  
**005**

Child's winter clothing kit—  
*Jacket, boots, scarf, mittens*



Kids often protest, "I don't want to wear my mittens!" But poor children know that winter is bitter when their mittens have holes . . . their jacket no longer fits . . . and their boots leak. Keep a homeless child warm and dry this winter, from head to toe.

**Donation amount: \$100**

**CRI FACT:**

*The most recent Rhode Island Emergency Shelter Board Report states that 230,282 bed nights of shelter were provided throughout the state. 90.1% of these nights were provided by emergency shelters, like Crossroads Rhode Island.*



## Imagine...

*not knowing where you will sleep tonight. Imagine not knowing where you will get your next meal. Now imagine that the help of one person, through one organization, could get you through this.*



Anne Nolan  
President

*You could be the person that helps – through a Miracle on Broad Street.*

*And Crossroads Rhode Island is that organization.*

Dear Neighbor,

Crossroads Rhode Island, based at 160 Broad Street in Providence, is the leading homeless services organization in our state. We provide assistance 24 hours a day, seven days a week, to solve both the immediate and long-term needs of people in desperate situations through emergency food and shelter, education, job training and other essential life services.

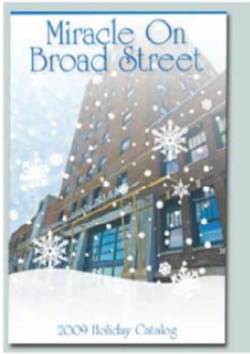
...to our best fortune neighbors in their struggle to

# Holiday Catalog-Email

## Email Pre-Notification

**From:** Crossroads Rhode Island [enews@crossroadsri.org]  
**Sent:** Tuesday, December 08, 2009 9:31 AM  
**To:** Chris Barry  
**Subject:** Holiday giving made easy....and meaningful

  
Crossroads Rhode Island eNewsletter  
December 7, 2009




**What have you put on your holiday wish list this year?**  
A hot shower?  
Transportation to a job interview?  
GED tutoring services?  
A healthy meal for your family?

For the hundreds of families and individuals whom we'll serve during this holiday season, these basic essentials are on their list.

Browse our [Miracle on Broad Street Virtual Gift Catalog](#) for a meaningful assortment of "gift" ideas.

To see how you can become part of the Miracle on Broad Street this holiday season, visit the [Crossroads website](#).

[Share this email with friends](#)

Email Marketing by  
 Constant Contact  
TRY IT FREE

[SafeUnsubscribe®](#)  
This email was sent to [cbarry@newportcreative.com](mailto:cbarry@newportcreative.com) by [enews@crossroadsri.org](mailto:enews@crossroadsri.org).  
[Update Profile/Email Address](#) | Instant removal with [SafeUnsubscribe™](#) | [Privacy Policy](#)

Crossroads Rhode Island | 160 Broad Street | Providence | RI | 02903

**From:** Crossroads Rhode Island [enews@crossroadsri.org]  
**Sent:** Monday, December 21, 2009 11:36 AM  
**To:** Ben Borne  
**Subject:** Check out the "Miracle on Broad Street"

  
Crossroads Rhode Island eNewsletter  
December 18, 2009




**Are you looking for last minute holiday gifts?**

Browse our [Miracle on Broad Street Virtual Gift Catalog](#) for an assortment of "gift" ideas. You can simplify your holiday shopping and help a neighbor in need at the same time.

To see how you can become part of the Miracle on Broad Street this holiday season, visit the [Crossroads website](#).

[Share this email with friends](#)

Email Marketing by  
 Constant Contact  
TRY IT FREE

[SafeUnsubscribe®](#)  
This email was sent to [cbarry@newportcreative.com](mailto:cbarry@newportcreative.com) by [enews@crossroadsri.org](mailto:enews@crossroadsri.org).  
[Update Profile/Email Address](#) | Instant removal with [SafeUnsubscribe™](#) | [Privacy Policy](#)

Crossroads Rhode Island | 160 Broad Street | Providence | RI | 02903

## Email Post-Notification



# Holiday Catalog-Personal Outreach



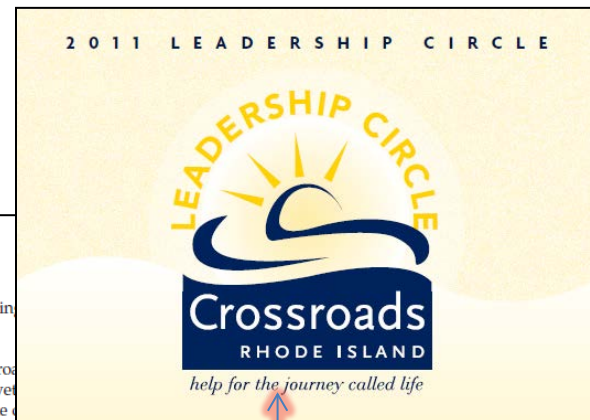
# Major Donor Appeal

- Opportunity to create an exclusive branded identity for major donors and to upgrade likely candidates.
- January is typically a strong time for renewal campaigns.
- Wanted the package to stand out, and feel as though it was personally sent by the President.
- Offered opportunity for donors' names to be listed on the website.



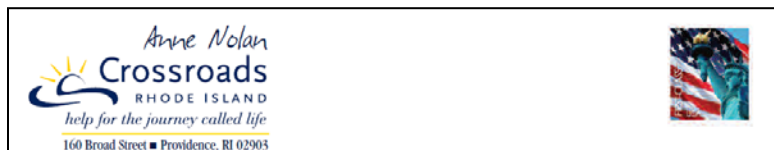
# Leadership Giving

Actual  
Handwritten  
copy



Created new logo  
and mini-brand for  
the Leadership Circle

Simple reply  
slip with no  
coding



Mr. John Sampleperson  
Newport Creative Communications  
33 Railroad Avenue  
Duxbury, MA 01937-3807

John  
Dear Friend of Crossroads Rhode Island,

I am writing today to thank you for supporting  
of Crossroads Rhode Island in 2010.

Last year was a very difficult year for Crossroads  
more women and families than ever before. And yet  
generous donors like you, we were able to meet the  
despite the struggling economy. Your dedicated support made  
such a difference to our neighbors in need.

As we begin 2011, we are investing in new initiatives  
ding intensive pre-employment training, animal caretaker  
ing in Vocational Services, family literacy programs and  
d Re-Housing. Our rapid re-housing program has already  
ed so many individuals and families find a permanent home.

Unfortunately, the trends have not slowed down. Every  
there are more new individuals and families coming to us for  
And in the coming months, I know Crossroads will need  
more than ever.

Please tell me I may include your name in our Leadership  
e for 2011! Renew your support of Crossroads Rhode Island  
y with the most generous gift you can send – and help us  
shelter, basic emergency services, case management and  
tional services to even more individuals and families in an  
sphere of safety and respect. Thank you.

Sincerely,  
Anne

P.S. If you join our 2011 Leadership Circle with a  
gift of \$750 or more, I will list your name on  
our website. I hope you'll accept!

My check is enclosed.  
Please make check  
payable to Crossroads  
Rhode Island or to  
donate online, visit  
[www.crossroadsri.org](http://www.crossroadsri.org).  
Thank you!

Please find my gift of \$\_\_\_\_\_ enclosed.  
(See reverse side for credit card information.)

Please contact me about taking a tour of Crossroads Rhode Island.

Email: \_\_\_\_\_

Phone: \_\_\_\_\_

If you'd rather not see your name on the website, just check here.  
(But I hope you'll say yes!) -- Anne

Mr. John Sampleperson  
Newport Creative Communications  
33 Railroad Avenue  
Duxbury, MA 02332-3807



# Legacy Giving

- Integrated copy onto back of reply forms
- Added footer to donation acknowledgment stationery
- Enhanced website content
- Mailed newsletter to select segments
- Created model – Planned Giving score





# Legacy Giving

- Created Endowment Fund
  - Held at RI Foundation – benefit: “back room support” from Foundation staff
- Trained and Engaged Board
- Launch of 1894 Legacy Society Launching this year



# Impact on Individual Level

- **Barbara:** first gift of \$100 to DM appeal in 2004; has given 4-6 times/year each year since; gift amounts have increased from average of \$300 to \$750 over last year; most recent \$10,000 worth of P&G stock.
- **Nancy:** \$100 annual giver thru DM; responded to Women's Shelter Appeal with \$10,000 pledge in 2008; has given 16 times since with gifts averaging \$400 each; Legacy Society member; volunteer.
- **Bill:** first gift of \$150 in response to 2010 Thanksgiving Acquisition DM; gave 5 gifts totaling \$1750 in 2011; 5 gifts in 2012 totaling \$2,500; 2 gifts totaling \$2,000 YTD 2013; Legacy Society member.



## Give Online

Donor “Bill” gave last gift online via website form

The most effective way to support our efforts to help our homeless neighbors in Rhode Island is with a generous, tax deductible\*\* donation. You can support Crossroads Rhode Island right now with a secure credit card contribution in any amount.

\* indicates required field

### Personal Information

- \* Your First Name:
- \* Your Last Name:
- \* Your Billing Address:
- Address Line 2:
- \* City:
- \* State:  ▼
- \* Zip Code:
- \* Telephone:
- \* Your Email Address:

### Contribution Payment & Allocation Information

*Payment Details (all required):*

- \* Select an amount: ☐ \$50  
☐ \$100  
☐ \$150  
☐ \$200  
☐ \$250

Back-end donation administrator - \$1,000 donation on 9/23

## Search Results

☐ Ignore paging (exports all pages)

Export to Excel

Export to CSV

Date ▼	Name	Email	Amount	
09/23/2013	██████████	██████████	\$1,000.00	<a href="#">View</a>
Subtotal:			\$1,000.00	

**Total Donations:** 1    **Total Donation Amount:** \$1,000.00



# Donor came from organic Google Search (Custom Report in Google Analytics)

2000

2010

2020

2030

2040

2050

Primary Dimension: **Traffic Type**

Plot Rows

Secondary dimension ▾

Sort Type:

Default ▾



advanced



<input type="checkbox"/>	Traffic Type	Donation from Donate Now button (Goal 1 Completions) ?	Donation Event (Goal 4 Value) ?	Bounce Rate ?	Pages / Visit ?	Avg. Visit Duration ?
		1 % of Total: 100.00% (2)	\$1000.00	41.84% Site Avg: 41.84% (0.00%)	3.05 Site Avg: 3.05 (0.00%)	00:03:47 Site Avg: 00:03:47 (0.00%)
<input type="checkbox"/>	1. organic	1	\$1000.00	36.92%	3.26	00:03:54
<input type="checkbox"/>	2. Announcement	0	\$0.00	75.00%	2.00	00:00:29
<input type="checkbox"/>	3. direct	0	\$0.00	56.00%	2.58	00:04:02
<input type="checkbox"/>	4. E-mail	0	\$0.00	0.00%	4.00	00:00:50
<input type="checkbox"/>	5. email	0	\$0.00	100.00%	1.00	00:00:00
<input type="checkbox"/>	6. referral	0	\$0.00	20.00%	3.20	00:03:03

Show rows:

10 ▾

Go to:

1

1 - 6 of 6



This report was generated on 10/7/13 at 11:39:12 AM - [Refresh Report](#)

## Used keyword “crossroads rhode island” (Custom Report in Google Analytics)

Primary Dimension: Keyword

Plot Rows

Secondary dimension ▾

Sort Type: Default ▾



advanced



<input type="checkbox"/>	Keyword	Donation from Donate Now button (Goal 1 Completions) ?	Donation Event (Goal 4 Value) ?	Bounce Rate ?	Pages / Visit ?	Avg. Visit Duration ?
		1 % of Total: 100.00% (2)	\$1000.00	36.92% Site Avg: 41.84% (-11.74%)	3.26 Site Avg: 3.05 (6.90%)	00:03:54 Site Avg: 00:03:47 (3.04%)
<input type="checkbox"/>	1. (not provided)	0	\$0.00	39.47%	2.63	00:02:25
<input type="checkbox"/>	2. crossroads rhode island	1	\$1000.00	50.00%	2.00	00:02:16
<input type="checkbox"/>	3. animal caretaker education and training	0	\$0.00	100.00%	1.00	00:00:00
<input type="checkbox"/>	4. cna classes for free in ri	0	\$0.00	0.00%	7.00	00:05:47
<input type="checkbox"/>	5. cna classes in ri providence	0	\$0.00	100.00%	1.00	00:00:00
<input type="checkbox"/>	6. crossroads fundraiser providence	0	\$0.00	0.00%	6.00	00:01:51
<input type="checkbox"/>	7. crossroads	0	\$0.00	20.00%	8.20	00:02:49
<input type="checkbox"/>	8. crossroads kingstown crossings	0	\$0.00	0.00%	8.00	00:04:31
<input type="checkbox"/>	9. crossroads of rhode island, jobs	0	\$0.00	0.00%	6.00	00:00:43
<input type="checkbox"/>	10. crossroads of ri	0	\$0.00	0.00%	3.00	00:06:21

# Impact of New Strategy

- A more effective calendar of mail and email communications.
- Varied creative for minimal donor fatigue
- Prompt and personalized gift acknowledgment
- A deeper connection with donors
- Built foundation for Legacy Giving Program



# Impact of New Strategy

- Total donors up 90% in 5 years
- Total multiple donors up 65%
- Total revenue up over 250%
- Net revenue up over 550%
- CP\$R reduced from \$0.77 to \$0.34
- New donors increased by 50-65% annually
- Endowment Fund established





Karen A. Santilli

Crossroads Rhode Island

160 Broad Street

Providence, RI 02903

(401) 277-4328

[ksantilli@crossroadsri.org](mailto:ksantilli@crossroadsri.org)



Ben Borne

Newport Creative

33 Railroad Avenue

Duxbury, MA 02332

(781) 934-1430

[bborne@newportcreative.com](mailto:bborne@newportcreative.com)



Thank you to our Chapter Sponsor *Development Guild/DDI* for its generous support of the Massachusetts Chapter!



**DEVELOPMENT GUILD/DDI**



**October 17, 2013**

**30<sup>th</sup> Annual AFP MA Conference on Philanthropy**