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1. EXECUTIVE SUMMARY

The Children’s Book Bank is a nonprofit organization committed to getting books into the homes and hands of low-income children. The organization accepts donation of gently used children's books which are cleaned and bundled by volunteers. The books are then given to children through schools, child-care centers, Head Start and other similar organizations. Between 2008 and 2013, Children's Book Bank gave 340,697 donated books to 23,562 children.

Studies showing that economically disadvantaged children often demonstrate poor academic performance are legion. Gonzalez et al. (2009) wrote, “For these children, the common denominator is ‘less’ — less opportunity, less experience, less interaction, less coherence in school curriculums, less knowledge of content, and less prior knowledge” (p. 254). This illustrates the premise that poor school performance by disadvantaged children is due to a lack of resources, rather than a measure of intelligence. The Children’s Book Bank is addressing this lack of resources by creating home libraries and fostering a love of reading in low-income children.

Plot twist

The mission of the Children’s Book Bank is to increase “the chances for children to succeed as future readers, learners, and citizens by filling their homes and lives with quality books.” Over the last six years, the Children’s Book Bank has come to realize that to truly fulfill that mission, it needs to do more. The word “quality” doesn’t mean the same to all children, because all children are not the same.

According to Executive Director Dani Swope, about 50% of the children the Children’s Book Bank serves are multicultural – primarily Hispanic and African-American. Yet less than 1% of the books donated to Children’s Book Bank feature characters that are multicultural. That disparity is not surprising: Only 10% of children’s books published in the last 20 years include multicultural content.

Children’s Book Bank needs funds to purchase multicultural books for the children it serves. It also needs to increase awareness of the need for culturally diverse books.

Rewriting the story

Turnbull Communications researched the children’s literary landscape in the greater Portland
area to develop a fundraising and awareness campaign. We identified five objectives: Three aimed at increasing awareness and two aimed at raising a total of $50,000 for the purchase of culturally diverse books. The campaign involves developing relationships with community thought leaders, media, businesses, foundations and other nonprofits.

**A Story Like Mine**

The campaign theme “A Story Like Mine” communicates the need for culturally diverse children's books on a personal, emotional level. It describes the purpose of the campaign and emphasizes the need that children have, from both an emotional and educational perspective, to see themselves reflected in the books they read. The theme is simple, easily shared and memorable. Its message is broad enough to resonate across multiple demographics.

**Once upon a time**

This campaign is scheduled to launch in April 2015. It includes partnering with other nonprofits with established events as well as the implementation of an October fundraising/awareness event which has the potential to be held annually. The campaign will conclude in early 2016. We recommend ending it after Martin Luther King, Jr. Day, 2016.

Supporting the campaign are two key initiatives that will be used throughout the following strategies and tactics: the Buy a Book Bundle call to action and the Story Board. Buy a Book Bundle is a fundraising program that includes structured levels of giving while allowing donors to visualize how their contribution benefits children. The Children's Book Bank already does this with its Monthly Book Boosters Club and the SEED program. Buy a Book Bundle will allow the organization to leverage the same process for the A Story Like Mine campaign. For $20, donors can buy one book bundle. Social sharing tools will be included, so donors can broadcast their support of Children's Book Bank to their networks and communities.

The Story Board is a group of 10-12 select and highly-committed individuals who will personify the energy and goals of the Children Book Bank’s A Story Like Mine campaign. As top advocates or “ambassadors” for campaign, Story Board members will serve as both the faces and voices of the campaign. They will personally champion the campaign among their communities and ideally play a strategic role behind the scenes to move the campaign forward. Story Board members will also be featured on the website.
2. POSITIONING STATEMENT

Turnbull Communications developed the following positioning statement which reflects the Children’s Book Bank mission and values, as well as its differentiation from other non-profit groups that support literacy in young children. This positioning statement informs the strategies and tactics in this fundraising and awareness-building campaign.

For Portlanders who support literacy, Children's Book Bank provides an opportunity to contribute to building culturally diverse home libraries for low-income children to improve children's academic performance, imaginations and understanding of the world and their place in it.

3. PROBLEMS AND OPPORTUNITIES

Since its inception in 2009, Children’s Book Bank has focused on early literacy for low-income families by accepting donations of new and gently-used books from area residents. Volunteers clean and sort the books (Children's Book Bank, 2014). The books are bundled and given to existing programs that serve low-income preschoolers – such as Head Start, public school pre-K programs and Reach Out and Read – for distribution. Children's Book Bank distributes to up to 5,000 books per year, a number the organization is hoping to double by 2020 (SPV Portland, 2014).

The organization is well on its way: In March 2014 alone, Children's Book Bank collected more than 27,000 used books through its Children's Book Harvest, a project conducted in collaboration with Portland Public Schools and New Seasons Market stores (Portland Public Schools, 2014).

However, Children’s Book Bank has identified a niche need: culturally diverse books. Many of the recipients of Children’s Book Bank books are from culturally diverse backgrounds. Historically, the vast majority of children's books published feature Caucasian characters. The Children's Book Bank Board recognizes that children engage more fully with books that have characters they can relate to. Children's Book Bank is giving these children a voice – a voice that says, “I want a story like mine.”
### Strengths

1. **Reputation.** As evidenced by the success of the Children’s Book Harvest, residents of the greater Portland area believe in the importance of its mission.

2. **Extensive donor and supporter base.** A look at Children’s Book Bank’s financials for the past five years shows support from an array of supporters, from international giants like Adidas, to local companies like New Seasons, and finally to a wide list of individual supporters (Children’s Book Bank 5 Year Complete Donor List, 2013). With such a large and varied pool of donors, the organization is not reliant on one or two single sources of income.

3. **Active board with several new members.**

4. **Supportive research to back up the need for culturally diverse books.**

5. **Targeting issue to which many can relate.**

### Weaknesses

1. No history of financial contributions beyond annual ask.

2. Limited online presence and/or infrastructure in place to facilitate ease of financial contributions.

3. Limited promotional budget.

4. Several new board members without history and/or experience with the organization.

5. Small staff and board.

### Opportunities

1. There is a documented need for culturally diverse books.

2. Few in the Portland area are concentrating on this issue.

3. Media interest in literacy coupled with cultural diversity should be significant.

### Strengths

1. Asking for funds to purchase books could detract from Children’s Book Bank’s brand as a collector/distributor of used books.

2. Donors who contribute financially are a newer market for Children’s Book Bank.

3. Competing organizations – such as First Book – also reference the need for diverse books.

4. There is a lack of culturally diverse books on the market.
3. **Active board with several new members.** Children’s Book Bank’s board has undergone a recent transition. Some long-term board members stepped down, and new board members have been recruited. The board makeup is now a more even blend of Baby Boomers, Gen X and Gen Y, which has the potential to make its activities, positioning and oversight more appealing to the general population (D. Swope, personal communication, Sept. 25, 2014).

4. **Supportive research to back up the need and benefit of culturally diverse books.** There is substantial research supporting both the need for and benefit of culturally diverse children’s books. Books with culturally diverse characters have the potential to engage diverse readers, increase language skills, provide historical representations of ethnic heritage, and instill pride in heritage with all children – particularly those with culturally diverse backgrounds (Webb, 1990). *(See Appendix, Culturally Diverse Literature Research, pgs. A?)*

**Weaknesses**

1. **No history of financial contributions beyond annual ask.** Like many non-profit organizations, Children’s Book Bank sends out annual appeal letters to donors requesting financial contributions. The organization also accepts financial contributions via its website.

   However, the A Story Like Mine campaign will be the first formal fundraising campaign the organization has launched for the purchase of books. Up until this point, the crux of the organization’s book acquisition has been donations of used books. This lack of experience with programmatic fundraising will pose challenges for the board and small staff.

2. **Limited online presence and/or infrastructure in place to facilitate ease of financial contributions.** The Children’s Book Bank website is not as robust or user friendly as many Millennial and Gen X donors might expect. The “donate now”
site accepts contributions through PayPal only, for example. Children's Book Bank's competitor and partner, First Book Portland, accepts credit card donations as well as PayPal. The Children's Book Bank "donate now" site is also multiple pages, unlike First Book, which is one. (See Figure 1).

3. **Limited promotional budget.** Like many nonprofit organizations, Children's Book Bank funnels the majority of its dollars towards serving its constituents – low-income children in need of books – and general operating expenses. The organization’s 2014 budget not include any dedicated funds for marketing and promotion. A robust fundraising campaign like A Story Like Mine will require significant promotion to be successful. *(See Budget - Financial, p. XX).* The campaign will have to rely heavily on earned media, a competitive arena.

4. **Several new board members without history and/or experience with the organization.** While there are benefits to having new, “young” board members *(see Strengths, p. 7)*, these same board members may have less professional and “life” experience than more seasoned board members. In addition, new board members’ connection to the organization may not be as strong as those who have had a longer tenure with the board. These factors could be obstacles when attempting a new fundraising venture.

5. **Small staff and board.** The Children's Book Bank staff consists of three positions: an executive director, operations manager and development director. The board consists of seven members. A fundraising campaign will not only increase donations – it will increase the workload as well. Significant staff and volunteer time will be required to accomplish the various aspects of the campaign. *(See Budget – Timeline, p. XX).*

**Opportunities**

1. **There is a documented need for culturally diverse books.** In addition to the research demonstrating the need and benefit of culturally diverse books, Children's Book Bank has data on the number of culturally diverse books that it receives as donations compared to the number of culturally diverse children it serves. The disparity is clear and significant.

2. **Few in Portland are concentrating on this issue.** While there are many organizations in Portland that address literacy and childhood literacy, there are few, if any, who are campaigning specifically for culturally diverse books. This provides Children's Book Bank not only an opportunity to provide literature for underserved populations, but has the potential to significantly increase awareness of Children's Book Bank as an organization focused on children's literacy.
3. **Media interest in literacy combined with cultural diversity could be significant.**
Portland is a “literate” city. Residents value the act of reading, as indicated by residents’ overwhelming support of the library tax in 2012 and the sustained reverence in which they hold local bookseller Powell’s (Tims, 2012). While Oregon has a long history of racism, including outlawing African-Americans from living here in the early years of statehood, currently there is recognition that Oregon’s increasingly diverse residents deserve a voice. There is a burgeoning social justice movement in the city and in Portland Public Schools. In addition, while the city’s population is largely Caucasian, residents support cultural diversity as evidenced by support of culturally diverse events, festivals, restaurants and shops. Media recognition of residents’ interest in these areas could lead to significant coverage.

**Threats**

1. **Asking for funds to purchase books could detract from Children’s Book Bank’s brand as a collector/distributor of used books.** Children’s Book Bank’s brand is based, in part, on its acceptance of gently used books that are then distributed to low-income children who don’t have home libraries. The “recycling” of children’s books is a part of Children’s Book Bank’s appeal with donors. A shift to asking for monetary contributions may result in a loss of identity for Children’s Book Bank.

2. **Donors who contribute financially are a newer market for Children’s Book Bank.** While Children’s Book Bank has always asked for financial contributions – both on its website and through its annual appeals – a campaign focused entirely on financial contributions targets a different type of donor. Asking donors for goods they no longer use is different than asking them for money. Changes in messaging, channels, approach and focus will be significant.

3. **Competing organizations – First Book Portland – also reference the need for diverse books.** While none of the Portland-area chapters of childhood literacy have made a serious foray into the need for culturally diverse books, the national organizations have. First Book’s Stories for All Project, for example, encourages donors to purchase a Latino Culture and Heritage Collection, or to choose individual titles from a curated list (First Book 2014 “Stories for All Project,” para 6).

4. **There is a lack of culturally diverse books on the market.** There are a limited number of culturally diverse children’s books published. For example, in 2013, there were 3,200 books published in the United States. Of those, only 93 – less than 3% – featured African-American characters (Cooperative Children’s Book Center, 2014). This makes Children’s Book Bank’s goal of getting culturally diverse books into the hands of culturally diverse children yet more challenging, as the issue is one of not only funding, but of availability.
4. RESEARCH

The lack of cultural diversity in children’s literature

Diversity is increasing in America, but not on America’s bookshelves.

Diversity is increasing in America, but not on America’s bookshelves. According to the Cooperative Children’s Book Center, there were 3,200 books published in the United States in 2013. Of those, only 93 – less than 3 percent – featured African-American characters. The percentages are lower still for Native American, Asian Pacific/Asian Pacific American and Latino cultures. Furthermore, a CCBC study revealed that of the 1,183 children’s books that featured human characters, less than 11 percent were culturally diverse characters. According to Lee and Low Books, although 37 percent of the U.S. population is not Caucasian, only 10 percent of children’s books published in 2012 contained multicultural content.

The combination of exclusion and distortion of culturally diverse characters in children’s books denies diverse children the opportunity to form emotional connections to literary characters. Research indicates that books with culturally diverse characters have the potential to engage culturally diverse students in learning, increase language skills, provide historical representations of ethnic heritage, and instill pride in that heritage (Webb, 1990). Culturally diverse books also have the added bonus of teaching non-diverse readers about the struggles, contributions, and cultural significance of other ethnicities.

Why are culturally diverse children’s book important?

Studies show that literature is a powerful channel through which children learn about cultural heritage, race relations, status, social boundaries and power. Furthermore, when a child is exposed to culturally diverse books, he/she learns not only about the vastness of a minority’s culture, but also learns to negotiate and limit the stereotypes of minorities. In her 1992 Childhood Education article “Evaluating Children’s Books Portraying Native American and Asian Cultures,” Frances Dowd wrote that “from reading, hearing, and using culturally diverse materials, young people learn that beneath surface differences of color, culture or ethnicity, all people experience universal feelings of love, sadness, self-worth, justice and kindness.”
Educational benefits of culturally diverse children’s literature

The benefits of culturally diverse children’s books cannot be overstated. According to First Book, more than 90 percent of children become enthusiastic readers when they see literary characters who look like them or who share their cultural heritage. In 1992, researchers Mary Grice and Courtney Vaughn were able to document that African-American children responded more positively to books with African-American themes than they did to books without these themes. The children were able to recall story lines, assert whether the characters were authentic, and imagine themselves as one of the book’s characters.

Children’s Book Bank History

Executive Director Dani Swope founded Children’s Book Bank in 2008. A former participant in Teach for America, Swope taught math in rural North Carolina, and many of her students struggled due to low literacy. Recognizing that low-literacy students most likely did not have many books at home, she donated her children’s books to a local Head Start program (Ackerman, 2011). That donation morphed into a community-wide effort to reduce what Swope calls the “book gap” – the difference between the number of books found in homes of low-income preschoolers versus the number of books found in homes of middle- and upper-income preschoolers (SVP Portland, 2014). In a 2011 web broadcast produced by Comcast Newsmakers, Swope said:

“For low-income families where kids grow up without books in the home, that scarcity of books makes it hard for the kids to develop those pre-reading skills that they need to be successful in school. So really, the Children’s Book Bank is a community effort to close the ‘book gap’ and try to make sure kids are surrounded by books during those early years of development.”
According to its Five-Year Report, Children’s Book Bank had 23 foundations, 12 corporate supporters, and eight individuals that contributed $2,000 or more. Between 2008 and 2013, Children’s Book Bank gave 340,697 donated books to 23,562 children. Organizational goals, as identified by Swope, are as follows:

- Raise funds to purchase culturally diverse books that Children’s Book Bank can provide to low-income, culturally diverse children.
- Increase understanding and awareness of the need for and benefit of culturally diverse books.
- Transform Portland into a community where the act of donating books is as common as donating canned goods.

**Events**

Children’s Book Bank has held a number of fundraising and awareness events. These have included:

- **2013, Breweries for Books.** Several Portland-area breweries teamed up to collect books and monetary donations for Children’s Book Bank and First Book Portland, on July 13. A smaller, similar event with one brewery was repeated for First Book in October 2014.

- **2012, Celebrity Balderdash.** Children’s Book Bank hosted a balderdash word-play game night in partnership with Knowledge Universe. Tickets were $50/person, $400 for a table of eight. For $25, attendees could purchase tickets to a drawing for prizes ranging from a Mexican beach vacation to a Dave’s Killer Bread Basket.

- **2011, Charity Event for the Children’s Book Bank.** Oregon’s chapter of the International Interior Design Association held a charity event at Uptown Billiards for Children’s Book Bank.
Foundation Support, Community Partnerships

According to the Children’s Book Bank’s list of supporters, 22 foundations have contributed financially to the organization since 2008. Five have given more than $10,000. The largest foundation gift to date was under $40,000. All of the foundations contributing local or regional.

Children’s Book Bank has several community partnerships. The most significant include:

- **Willamette Week’s Give Guide.** Willamette Week, an alternative newspaper, promotes giving to local nonprofits through its annual Give Guide, raising almost $10 million in the past decade. The Give Guide showcases small, medium and large organizations whose missions fall into eight categories: Animals, Arts, Community, Education, Environment, Health & Wellness, Social Action, and Youth. In 2014, Children’s Book Bank received more than $5,000 through the Give Guide.

- **Social Venture Partnerships (SVP), Portland Chapter.** SVP provides Children’s Book Bank with fundraising and capacity-building support in the form of consulting and through grant funding. According to its website, SVP can “have a measurable and significant impact on Children’s Book Bank’s effectiveness, operating efficiencies and sustainability, through funding and partner engagement. Children’s Book Bank has strong, collaborative leadership committed to making measurable impact on early childhood literacy …”

- **Recipient partnerships.** Books are donated to children via Portland Public Schools Head Start, Friends of the Children, Children’s Community Clinic, Neighborhood House Head Start, several Portland elementary schools and other organizations and several Portland elementary schools.

Past & Present: Advertising & Earned Media

As a nonprofit, Children’s Book Bank has a limited advertising budget. As a result, the organization relies on earned media.

On average, Children’s Book Bank has enjoyed two earned media pieces through print, online and television coverage per year. The bulk of the coverage is centered on organizations, schools and businesses donating or volunteering for Children’s Book Bank, or on events that result in donations for Children’s Book Bank. Recent examples include the Jan. 2, 2014, Oregonian reader blog post, *Children’s Book Harvest surpasses goal*, or the Jan. 7, 2014, KPTV spot, *Volunteers honor MLK Jr. through service projects*, which featured Children’s Book Bank as one of the service projects for Martin Luther King Jr. Day.
A Story Like Mine Campaign

There is little media focus on Children’s Book Bank’s mission or the research that supports it. One interview, uploaded to YouTube in 2011, was conducted by Comcast Newsmakers. In an interview with Swope, the news spot targeted the Children’s Book Bank mission and the importance of creating home libraries for all children (Ackerman, 2011). This kind of all-encompassing, substantive coverage not only increases awareness of Children’s Book Bank’s donations, but enforces its mission and the issues that make donations necessary.

Past & Present: Social Media

Children’s Book Bank’s social media presence includes a Facebook page (https://www.facebook.com/pages/The-Childrens-Book-Bank/123357711707) and a Twitter account (https://twitter.com/PDXbookbank).

Facebook Activity

Most Children’s Book Bank’s fans are Portland women in an age bracket where many have children:

- 80% of fans are women.
- 50% of fans are women between the ages of 25 and 44.
- 50.8% of fans live in Portland.
A Story Like Mine Campaign

Facebook Engagement

54% of the engagement has come from women ages 25-44, with the highest percentage coming from women ages 35-44.

What Engages Fans

<table>
<thead>
<tr>
<th>Published</th>
<th>Post</th>
<th>Type</th>
<th>Targeting</th>
<th>Reach</th>
<th>Engagement</th>
<th>Promote</th>
</tr>
</thead>
<tbody>
<tr>
<td>11/14/2014 9:49 pm</td>
<td>What a great idea!</td>
<td><img src="image1.png" alt="Image" /></td>
<td><img src="image2.png" alt="Image" /></td>
<td><img src="image3.png" alt="Image" /></td>
<td><img src="image4.png" alt="Image" /></td>
<td><img src="image5.png" alt="Image" /></td>
</tr>
<tr>
<td>11/13/2014 10:52 pm</td>
<td>GiveIt Guide is still open! Make your snow day a day to give!</td>
<td><img src="image6.png" alt="Image" /></td>
<td><img src="image7.png" alt="Image" /></td>
<td><img src="image8.png" alt="Image" /></td>
<td><img src="image9.png" alt="Image" /></td>
<td><img src="image10.png" alt="Image" /></td>
</tr>
<tr>
<td>1/13/2014 5:00 am</td>
<td>Thanks to all of the drivers who delivered bags of books to the children in FFB Head Start.</td>
<td><img src="image11.png" alt="Image" /></td>
<td><img src="image12.png" alt="Image" /></td>
<td><img src="image13.png" alt="Image" /></td>
<td><img src="image14.png" alt="Image" /></td>
<td><img src="image15.png" alt="Image" /></td>
</tr>
<tr>
<td>11/12/2014 4:37 pm</td>
<td>The #GBBChallenge is on! So far four teams are signed up for GBB’s USB Challenge as part of our</td>
<td><img src="image16.png" alt="Image" /></td>
<td><img src="image17.png" alt="Image" /></td>
<td><img src="image18.png" alt="Image" /></td>
<td><img src="image19.png" alt="Image" /></td>
<td><img src="image20.png" alt="Image" /></td>
</tr>
<tr>
<td>11/12/2014 3:39 pm</td>
<td>Christmas came early to the CBB today when we received a donation of two wagons to transport</td>
<td><img src="image21.png" alt="Image" /></td>
<td><img src="image22.png" alt="Image" /></td>
<td><img src="image23.png" alt="Image" /></td>
<td><img src="image24.png" alt="Image" /></td>
<td><img src="image25.png" alt="Image" /></td>
</tr>
<tr>
<td>11/12/2014 3:11 pm</td>
<td>USB employees organized a book drive and also came to clean and polish books with 2 volunteers</td>
<td><img src="image26.png" alt="Image" /></td>
<td><img src="image27.png" alt="Image" /></td>
<td><img src="image28.png" alt="Image" /></td>
<td><img src="image29.png" alt="Image" /></td>
<td><img src="image30.png" alt="Image" /></td>
</tr>
<tr>
<td>11/16/2014 10:21 pm</td>
<td>What a way to brighten a day! A young donor collected $18.26 and a bag of books to donate to</td>
<td><img src="image31.png" alt="Image" /></td>
<td><img src="image32.png" alt="Image" /></td>
<td><img src="image33.png" alt="Image" /></td>
<td><img src="image34.png" alt="Image" /></td>
<td><img src="image35.png" alt="Image" /></td>
</tr>
<tr>
<td>11/7/2014 1:00 pm</td>
<td>Many thanks to this enthusiastic group from First Tech Credit Union! They ran a successful book</td>
<td><img src="image36.png" alt="Image" /></td>
<td><img src="image37.png" alt="Image" /></td>
<td><img src="image38.png" alt="Image" /></td>
<td><img src="image39.png" alt="Image" /></td>
<td><img src="image40.png" alt="Image" /></td>
</tr>
<tr>
<td>11/6/2014 2:11 pm</td>
<td>A little bit of rain didn’t stop our intrepid volunteers Michael and Rachel from delivering 88 bags of</td>
<td><img src="image41.png" alt="Image" /></td>
<td><img src="image42.png" alt="Image" /></td>
<td><img src="image43.png" alt="Image" /></td>
<td><img src="image44.png" alt="Image" /></td>
<td><img src="image45.png" alt="Image" /></td>
</tr>
</tbody>
</table>

The success of different post types based on average reach and engagement.
Children’s Book Bank averages about one post a week (+/-). Many of the posts and photos are about donations received or volunteer efforts. Engagement to these types of posts is fairly high. For example fans engaging with the posts in the above chart ranged from 193 to 634. The second highest post was a link to a New York Times article on texting tips to parents on helping children with language skills. This indicates that fans are interested in both the Children’s Book Bank’s donor activity and mission and that they are likely parents.

**Twitter Activity**

Children’s Book Bank has a robust Twitter account with 1,058 tweets and 1,490 followers. They appear to Tweet frequently, but not consistently: Some weeks there are four tweets in one day, other weeks there may be only one or two tweets total. The organization does not often retweet or favorite others tweets. The organization does not use a hashtag.

**Website Traffic**

Web traffic to childrensbookbank.org from Nov. 24, 2013, to Nov. 24, 2014, does not show any significant trends. *(See Figure 2).* The site had an average of 1,152 monthly visitors, with 33.5%, or 386 visitors, arriving as “referral” traffic from external sites like Facebook or Willamette Week’s wweek.org.

The majority of Children’s Book Bank’s web visitors landed first on the home page. About half all site visitors bounce *(see Figure 3, p. 17)*, leaving left the site without visiting other pages. About one third of those who visit the homepage audience drop off without visiting other pages. *(See Figure 4, p. 17).* This is
A Story Like Mine Campaign

This annual data indicates that childrensbookbank.org has a stable, engaged audience of website visitors. The average visitor spends nearly two minutes on the site (see Figure 4), which indicates he/she are engaging with the content. However, the 2:1 ratio of new to returning visitors, combined with statistically flat visitor growth, suggests a need for new, refreshed content photos, event summaries, etc., to drive more frequent traffic.
5. GOALS & OBJECTIVES

We have five objectives that support the following goals:

1. Increase awareness of the need for culturally relevant books and of the Children’s Book Bank campaign to provide culturally relevant books to the children it serves.
2. Raise $50,000 to allow Children’s Book Bank to purchase culturally relevant books.

We employed a number of approaches in arriving at these goals and objectives. Secondary research in the form of annual reports by Blackbaud, Inc. and the Association of Fundraising Professionals (AFP) provided valuable information on donor demographics, fundraising best practices, and important giving trends. When there was no available literature on the subject, we conducted small, informal studies using data from local organizations. Finally, because projecting results requires as much as artful imagination as it does scientific analysis, in all cases we used our own judgment and experience to provide goals that were both attainable and meaningful.

Objectives #1-3: The Awareness Objectives

Objective 1: Increase engagement on digital platforms by 20%; this includes visits to website, subscribers to e-newsletter, and participation on social media.

Objective 2: Engage community partners by enhancing the support of three existing community partners, securing one new community partner, partnering with one new community event.

Objective 3: Earn three media features in Portland market via multiple outlets.

Judgment and experience served as important determinants for the awareness objectives, since there is still little or no research or data on the subjects. This certainly proved to be the case for the first objective, increasing engagement on digital platforms by 20%. We conducted a study of the Children’s Book Bank social media and web channels to establish a base line. Based off of those numbers, and review of other organizations’ successful campaigns, we determined that a goal of 20% increase in engagement is very realistic with the support of a cohesive communication plan.
There was also no direct research supporting the second objective or third objectives. By implementing the Story Board, however, we feel the Children's Book Bank should be able to meet or exceed the first two portions of the second objective: enhancing three existing community relationships and securing one new partner. Given the Children's Book Bank's current capacity, we also feel that the final portion of the second objective, partnering on one community event, is something the organization should be able to achieve.

Finally, we believe that with the media tool kits we have created and the outlets we have identified, the Children's Book Bank should be able to generate three earned media articles over the course of the campaign. Some media organizations have already been contacted and suggested that they would be willing to help.

**Objectives #4-5: The Fundraising Objectives**

**Objective 4:** Raise $20,000 via individuals.

**Objective 5:** Raise $30,000 via private and corporate foundations.

Research played a much more significant role in developing these financial objectives. Using data culled from AFP's 2014 Philanthropy Trends and Blackbaud's Charitable Giving Report and Generational Giving Report, as well as census information and information from corporate websites, we were able to determine multiple ways through which the Children's Book Bank would be able to meet either objective.

In the case of Objective 4, the organization could raise the bulk ($13,325) of the funds from the event and make up the difference by using the campaign to reach new donors from their target segment and collaborating with local businesses.

The same could be said for the final objective, raise $30,000 through private and corporate foundations. By providing the Children's Book Bank with multiple potential sources for obtaining new grants, as well as the templates needed to apply for those grants, we believe that while the potential for earning more is good, we believe that while the potential for earning more is good, we feel confident the organization should be able to reach the aforesaid goal of $30,000. *(See Appendix Fundraising Objectives Supporting Research, p. A)*
6. TARGET AUDIENCE & PERSONAS

Children's Book Bank's mission -- to increase the chances of children to succeed as future readers, learners, and citizens by filling their homes and lives with quality books -- has broad appeal. Engagement with the issue of children's literacy, and the importance of having books in the home, is not one that is specific to ethnicity, socioeconomic status, religion, culture or gender. Many who recall a favorite childhood book can empathize with the organization's mission of building children's home libraries.

Providing culturally diverse books to culturally diverse children is a concept many could embrace. There is no data collected to date on the Children's Book Bank's current demographic of supporters; however, we expect the following demographic to be the Children's Book Bank’s best target: Female, age 30-70, with a college degree or beyond and a household income above $65,000. Male age 35-70 with a college degree or beyond and a household income of $70,000 or more. The majority of supporters are likely married, many of them have children, most of them are employed, and most of them view their employment as a career. Most of the people in this demographic will identify as active or involved in civic life. Nearly all of them will use online services and have computers in their homes. We derived much, but not all, of this demographic target from NPR listener statistics, and used our own judgment and observations of the Children’s Book Bank to adjust it as needed (NPR 2012).

Partner organizations, including businesses that are socially active, interested in cultural diversity and/or interested in literacy, make up a second audience base. Other non-profit and civic groups, such as retired teachers' associations, also fall into this group. A third target audience includes the lower-income, culturally diverse families with young children; this is the audience Children's Book Bank is reaching through the children served through Head Start and other social service agencies.

Personas

Jennifer Smith, The Literacy-Focused Mom

Jennifer Smith is a 33-year-old married Caucasian woman who has two young children under than the age of 8. She lives in the urban area of Southeast Portland. She's college educated and has worked in the healthcare field, but she has taken time off to concentrate on raising her children while her husband works.
Jennifer, who relies on a mixture of traditional media and social media to become informed about a variety of topics she has interest in, values education and makes it a point to read to her children on a regular basis. She limits the amount of TV and online time her children spend because she thinks books are a significantly better alternative. She shops at local organic grocery stores and also has an environmentally friendly vehicle. Jennifer, who volunteers at Children’s Book Bank periodically, thinks it’s important to support nonprofits because it’s something her family made a priority when she was growing up. She’s hoping to set an example for her children so they will grow up to support nonprofit organizations. Jennifer has several nonprofit organizations she likes to support, but she particularly enjoys education-based or literacy-based nonprofits because she believes and trusts in what they’re doing and stand for. Jennifer gives about two-thirds of her annual donation amount to her favorite charity.

**Terry Robinson, The Engaged Citizen**

Terry Robinson is a 56-year-old African American who works in the banking field in Portland. Robinson, who makes more than $100,000 per year at his job, lives in Northeast Portland with his wife. The couple has three grown children, two of whom are in finishing their college careers -- one as an undergrad and one in a master’s program. Robinson has a master’s degree in finance.

Terry, who relies primarily on traditional media such as newspapers, radio and television to become informed about a variety of topics he has interest in, is very involved in his community. He serves as an assistant coach on a local high school basketball team, something he has been doing for years. He has also served in the past on the PTA when his children were growing up, and now that hole is filled with by his coaching duties. Those players he’s coached developed strong bonds with him, and some keep in regular contact with him and talk about everything from basketball to family to education to just general life topics.

Through it all, Terry has seen how education helps children reach their goals. He knows one of the key tenets of a good education is reading and is looking for a way to make a difference in the lives of children when he retires in the near future.
A Story Like Mine Campaign

Cindy Rodriguez, The Soon-to-be Teacher

Cindy Rodriguez is a 23-year-old single woman who is a senior at Portland State University. She’s in the final stages of completing her undergraduate degree in elementary education. While this age group is not the target demographic for donors, it is a target for potential interns and volunteers, including Story Board members, and this group will help boost the campaign’s reach on social media.

Growing up, her favorite activity was reading, especially having her mom reading to her as a youngster. As time passed, Cindy became immersed in books on a regular basis. She had a teacher, Mrs. Holmes, who saw this shy, quiet girl who had a spark. Mrs. Holmes mentored Rodriguez to convince her that she could take her love of books and use it. Soon, it became apparent to Cindy, who relies heavily on social media to become informed about a variety of topics, that she wanted to become a teacher in order to make a difference with children, just like Mrs. Holmes had done for her. As time passed, Cindy began volunteering to read to elementary school children while she was in high school and made time for it during her college career.

Now that school is coming to a close for Cindy, she’s applying for teaching jobs in the Portland-metro area and hopes to play a pivotal role in the lives of hundreds of children throughout her career.

7. THEME

The theme for this campaign is “A Story Like Mine.” A Story Like Mine will be leveraged over the entire 12 months of the campaign across multiple channels. The theme speaks to the purpose behind the campaign. A Story Like Mine describes the need that children have to see themselves reflected in the pages of books. It embodies the ownership and empowerment component of having books that is already so crucial to the Children’s Book Bank’s mission. A Story Like Mine is also inherently shareable; it elicits engagement from the community and can be used in several different ways to encourage interaction.
8. KEY MESSAGES

The campaign fact sheet (see Appendix, Media/Promo Kit Fact Sheet, p. A) provides key messages. These messages should be replicated for all communications – website, in-person conversations, the annual appeal, emails, social media, media interviews, grant proposals, etc. The following are a few of the most relevant portions of the fact sheet. For a “one-minute-talk,” these are the key points:

The Children’s Book Bank accepts donations of gently used children’s books and distributes them to low-income children in the Portland Metro Area. However, half of the children served by the Children’s Book Bank are African American or Hispanic, and less than 1 percent of the donated books are culturally relevant to them.

Books are like mirrors. When children can’t see themselves in the stories they read, they feel lost, devalued and insignificant. Giving children books of their own greatly boosts language development, literacy, and school readiness. Giving multicultural books to multicultural children does all of that and more – it gives them a story they become a part of. It also creates a heightened sense of awareness of a multicultural world for all children.

Children’s Book Bank has launched a new campaign called A Story Like Mine. By donating to the A Story Like Mine campaign, you will give Children’s Book Bank the resources to buy culturally relevant books for the diverse communities we serve. Buy a Book Bundle for $20 and provide four multicultural books for one child. Buy five book bundles, and help us serve five children.

If you believe in books, literacy, and diversity, you can donate to A Story Like Mine in person or at childrensbookbank.org/astorylikemine and share the story on Facebook and Twitter.

Turnbull Communications, with help from the Children’s Book Bank, identified the following words and terms as preferred terms: multicultural, diverse, culturally diverse books, culturally diverse children, culturally specific books, children from diverse cultures, children from diverse backgrounds. The terms we avoided are: people of color, non-white, children of color, minority, and ethnic.
9. STRATEGIES AND TACTICS

Strategy 1: Digital

Digital channels will be some of the primary messaging hubs for the A Story Like Mine Campaign. The Children’s Book Bank website and social media pages will be crucial to generating awareness, engagement and donations from the campaign’s target audience.

Tactic 1: Donation Landing Web Page

The campaign landing page transitions users from online ads and word-of-mouth exposure on social networks into the online donation process. Users who arrive at the page ready to donate can do so through a direct, above-the-fold donation portal, while users who want to learn more can review testimonials from the Children’s Book Bank volunteers and beneficiaries, as well as read about the purpose of the campaign and the Donate a Book Bundle process.

The goal of this page is to convert existing user engagement into donations and educate people about the purpose of the campaign. The page will also feature social media buttons to drive new engagement to those channels.

We recommend using www.childrensbookbank.org/astorylikemine as the campaign landing page. However, the domain page www.astorylikemine.org is available. For the cost of the domain name and hosting (less than $50/year), Children’s Book Bank could secure this domain name and set a permanent forward that goes to www.childrensbookbank.org/astorylikemine. If the Children’s Book Bank plans to use the A Story Like Mine theme for multiple years, we recommend buying www.astorylikemine.org.

Time Frame: Launched 48 hours prior to campaign go-live in April, to give Google time to index the page.
Frequency: One-time page implementation, plus 90 minutes per month to review and download growing donor database.
Total Hours Required to Complete: 10 hours of web page design, scripting and implementation by a qualified webmaster.
Linked Objective: The Donation Landing Web Page tactic links to Objective 1: Increase engagement on digital platforms by 20%.

Appendix items:
- Digital Strategy, Campaign Landing Page Wire Frame, p. A
- Digital Strategy, Campaign Landing Page Wire Frame, p. A
Tactic 2: Social Media

Social media platforms can be an economical way to share messaging, generate awareness, and grow a larger supporter base. By utilizing additional social media, the Children’s Book Bank can drive awareness about the A Story Like Mine campaign by sharing insightful content that will aid in engaging current and new supporters. As the Children’s Book Bank’s online community grows, so will the potential pool of donors who could be targeted to financially support the organization.

The Children’s Book Bank currently engages with the online community through Facebook and Twitter. In addition to using their two current platforms, A Story Like Mine campaign also recommends the use of Pinterest to aid in generating awareness surrounding the need for more diverse children books and growing online supporters. In addition, we recommend the use of a social media management tool like Hootsuite to streamline the posting process. Hootsuite has a free account option that will allow the Children’s Book Bank to manage up to three social media profiles and provide them with a url shortener to use to track clickthroughs.

The goals of the social media plan is to use Facebook, Twitter, Pinterest and LinkedIn to aid in achieving the following campaign goals:

- Drive awareness about the A Story Like Mine campaign
- Grow the organization by advertising the need for more book bundle
- To engage with the Children’s Book Bank’s Story Board

Custom Hashtag: #astorylikemine
We recommend the Children’s Book Bank use the custom hashtag when they post on social media anything surrounding the A Story Like Mine campaign.

Custom Header Graphic:
We recommend using a custom header graphic, like the one below, at the top of the Children’s Book Bank’s Facebook and Twitter pages. This will be used throughout the life of the campaign.
A Story Like Mine Campaign

**Staffing Recommendation:**
We recommend that the Children’s Book Bank engage a social media intern to manage the content. This position would either be paid with a small stipend or in exchange for college credit. Portland State University (PSU) offers local organizations an option to find interns. Visit PSU’s website for more information about how to set up an internship: [http://www.pdx.edu/sba/internship-program](http://www.pdx.edu/sba/internship-program) The University of Oregon also offers an internship program in Portland called The Portland Experience. More information on that program can be found here: [http://journalism.uoregon.edu/turnbull/senior-experience/](http://journalism.uoregon.edu/turnbull/senior-experience/).

In addition to securing an Intern, the Children’s Book Bank could ask for social media-savvy volunteer to assist with managing the social media content. This could be a great opportunity to tap into the existing network and provide current volunteers with additional opportunities to donate their time.

**Organizations to Follow and Engage With:**
While the Children’s Book Bank has a large number of local Portland-based nonprofits in which they “follow,” there is now a need to expand their online network to include national organizations, foundations, as well as local minority organizations. Children’s Book Bank might be able to leverage relationships with organizations like these to gain more awareness:

**Organizations creating awareness about the need for diverse books:**
- We Need Diverse Books [http://weneeddiversebooks.org/](http://weneeddiversebooks.org/)
- Facebook: [https://www.facebook.com/diversebooks](https://www.facebook.com/diversebooks)
- Twitter: [https://twitter.com/diversebooks](https://twitter.com/diversebooks)
- Facebook: [https://www.facebook.com/BeautifulBooks](https://www.facebook.com/BeautifulBooks)
- Twitter: [https://twitter.com/BBooksforKids](https://twitter.com/BBooksforKids)
- Facebook: [https://www.facebook.com/JustUsBooks](https://www.facebook.com/JustUsBooks)
- Twitter: [https://twitter.com/justusbooks](https://twitter.com/justusbooks)
- Facebook: [https://www.facebook.com/CBCBook](https://www.facebook.com/CBCBook)
- Twitter: [https://twitter.com/cbcbook](https://twitter.com/cbcbook)
A Story Like Mine Campaign

Potential local community partners:
- Literary Arts – Wordstock
  - Facebook: https://www.facebook.com/LiteraryArts
  - Twitter: https://twitter.com/literaryarts/
- The Latino Network
  - Facebook: https://www.facebook.com/latnet
  - Twitter: https://twitter.com/latnet_PDX
- Black United Fund of Oregon
  - Facebook: https://www.facebook.com/BlackUnitedFundORE
- Urban League of Portland
  - Facebook: https://www.facebook.com/ulpdx
  - Twitter: https://twitter.com/ULPDX
- Native American Youth and Family Center
  - Facebook: https://www.facebook.com/NAYAPDX
  - Twitter: https://twitter.com/NAYAFam

Local media influencers:
- Reggie Aqui, KGW anchor
  - Facebook: https://www.facebook.com/reggieaqui
  - Twitter: https://twitter.com/reggieaqui
- Anna Canzano, KATU reporter/anchor
  - Facebook: https://www.facebook.com/AnnaCanzano
  - Twitter: https://twitter.com/annacanzanokatu
- Betsy Hammond, Oregonian education reporter
  - Website: http://www.oregonlive.com/education/
  - Twitter: https://twitter.com/betsyhammond
- Amy Frazier, KOIN reporter
  - Facebook: https://www.facebook.com/AmyFrazierKOIN
  - Twitter: https://twitter.com/amyfkoin
- Shauna Parsons, KPTV anchor
  - Facebook: https://www.facebook.com/pages/Shauna-Parsons/
  - Twitter: https://twitter.com/shaunaparson

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Foundations active on social media:
- Annie E. Casey Foundation
  - Facebook: https://www.facebook.com/AnnieECaseyFndn
  - Twitter: https://twitter.com/aecfnews
- Doris Duke Foundation
  - Twitter: https://twitter.com/DorisDukeFdn
- Union Bank Foundation
  - Facebook: https://www.facebook.com/UnionBank
  - Twitter: https://twitter.com/unionbank

**Time Frame:** Ongoing

**Posting Frequency:** Facebook: 5 per week (+/-). Twitter: 5 per week (+/-). Pinterest: Weekly update (if necessary).

We recommend that the posts be scheduled to appear during the Children's Book Bank's optimal on-line participation time. According to Facebook's insights, the Children Book Bank's fans are at their highest activity between 4:00–9:00 pm. Therefore, we recommend that posts are scheduled to appear online during this time period.

**Total Hours:** 1-2 hours a week to load the social media content to Hootsuite

Linked Objective: The social media tactics (above and below) link to Objective 1: Increase engagement on digital platforms by 20%.

**Appendix:**
- Digital Strategy, Campaign Social Media Best Practices, pgs. A
- Digital Strategy, Social Media Editorial Calendar, p. A

Below are five sub-tactics for the overall Social Media tactic.

-> **Tactic 2a: Facebook**

Sample Posts: Drive awareness about the A Story Like Mine campaign (Brand):

Only 10% of children's books published in the last 20 years included multicultural content. Help us raise awareness around the need for more diverse children's books by sharing this post. #astorylikemine

Books are like mirrors. When children can't see themselves in the stories they read, they feel lost, devalued and insignificant. We need more multicultural children's books. Like this post if you agree! #astorylikemine
A Story Like Mine Campaign

Studies show multicultural books increase interest in reading and boost literacy rates among children from diverse backgrounds. Culturally relevant books give children from diverse backgrounds a story that they can be a part of. #astorylikemine

Help enrich your own child’s educational experiences by purchasing them culturally diverse books. Check out our Pinterest page for multicultural book ideas: www.pinterest.com/childrensbookbank #astorylikemine

Children benefit from reading about culturally diverse characters. Help instill acceptance and understanding of humankind by purchasing multicultural books for your children today. Check out our Pinterest page for multicultural book ideas: www.pinterest.com/childrensbookbank #astorylikemine

Sample Posts: Grow the organization: book bundles (Growth):

YOU CAN help the Children’s Book Bank assemble book bundles that reflect the many faces of our community! 100% of donations are used to purchase culturally diverse books. Visit astorylikemine.org to buy a book bundle today! #astorylikemine

Join our A Story Like Mine campaign and support the need for more multicultural books by buying a bundle for only $20. #astorylikemine

Studies show that children from diverse backgrounds are more successful in school and adulthood if they own multicultural books. Help us increase interest in reading and boost literacy rates by purchasing a book bundle. Visit astorylikemine.org for more info. #astorylikemine

The children we serve often have no books of their own at home. Help us provide more children with cultural relevant books by buying a book bundle. Visit astorylikemine.org to buy one today. #astorylikemine

For only $20 you can provide a child in our community with books that reflect the many faces in Portland. Help us increase interest in reading and boost literacy rates by purchase a book bundle today. astorylikemine.org #astorylikemine
To engage with the Children's Book Bank's Story Board:

Thank you to @XXX for supporting the Children's Book Bank who is giving our local children a voice – a voice that says, “I want a story like mine.”

We’re so grateful to have ___________ as a member of our Story Board.

We’re so proud to be unveiling our 2015 Story Board. Thank you @XXX, @XXX for supporting the A Story Like Mine campaign

-> Tactic 2b: #astorylikemine pledge

In addition to the sample campaign posts, outlined in this proposal, we suggest that the Children's Book Bank generate additional engagement and support for the A Story Like Mine campaign by launching a grassroots-type social media component. The #astorylikemine pledge encourages interaction between the Children's Book Bank and its online community to show support and drum up awareness around the campaign.

The #astorylikemine pledge would be achieved by asking supporters to post their own images and messages calling out to book publishers that we as a society need more diverse books. This could be achieved by implementing following:

First, the Children's Book Bank would post an “ask” on social media for people to join them in creating awareness for more diverse books and take the A Story Like Mine pledge.

Sample Facebook post from the Children's Book Bank:

“We need more diverse children's books for the children in our community. Show your support by telling book publishers that we need more culturally relevant stories. Take the #astorylikemine pledge today.”

Sample posts from community members would look like the following:

“Hey book publishers, I took the #astorylikemine pledge. We need more culturally relevant books, and its up to you to deliver!"

“Life would be boring if we lived in a black-n-white world. Book publishers, we need more books that reflect all the vibrant colors in our world. I took the #astorylikemine pledge – can you?"
Ideally, the first posts from the Children’s Book Bank would go out from members of the organization or board of directors. Then it would trickle down to include Story Board members and volunteers as they come into the Children’s Book Bank to clean books.

-> **Tactic 2c: Twitter**

Sample Posts: Drive awareness about the “A Story Like Mine” campaign:

- Only 10% of children books published in the last 20 years included multicultural content. We need diverse books. #astorylikemine

- Books are like mirrors. We need more multicultural children’s books. #astorylikemine

- For children from diverse backgrounds, multicultural books increase interest in reading and boost literacy rates. #astorylikemine

- Enrich your own child’s life by purchasing multicultural books. #astorylikemine

- Children benefit from reading about culturally diverse characters. Expand their world. #astorylikemine

- We need more diverse children’s books. #astorylikemine

- Retweet if you think we need more diverse children’s books #astorylikemine

Grow the organization: book bundles:

- Help us assemble book bundles that reflect the many faces of our community! Visit: childrensbookbank.org/astorylikemine #astorylikemine

- Join our A Story Like Mine campaign and support the need for multicultural books by buying a bundle for only $20. #astorylikemine

- Children from diverse backgrounds are more successful in school if they own multicultural books. #astorylikemine

- The children #CBB serves often have no books of their own at home. Help us provide more children with more books #astorylikemine
A Story Like Mine Campaign

To engage with the Children’s Book Bank’s Story Board:

Thank you to @XXX for supporting the Children’s Book Bank by giving our local children a voice – a voice that says, “I want a story like mine.”

We’re so grateful to have __________ as a member of our Story Board

We’re so proud to be unveiling our 2015 Story Board. Thank you @XXX, @XXX for supporting the A Story Like Mine campaign

Tweets Targeted to Engage with Influencers:

For the A Story Like Mine campaign we also recommend targeted some of your tweets to engage with influencers that we listed above. These can be customized based on the person or organization that you are interacting with. For example:

We Need Diverse Books:
We agree with @diversebooks that we need more culturally relevant children’s books. #astorylikemine

@diversebooks we are launching our own awareness campaign in PDX, OR #astorylikemine

Just Us books
We think @justusbooks is right. Good books STILL make a difference. #astorylikemine
Betsy Hammond, Oregonian Education Writer

@BetsyHammond join us in putting more diverse books in the hands of #PDX kids

-> Tactic 2d: Pinterest

Pinterest could be used to create curated children’s book collections focused on diverse books options available for purchase. It could also be used to pin/share campaign infographics and various information that Children's Book Bank would like to evangelize. Sample boards


https://www.pinterest.com/alldonemonkey/books-for-kids/
-> Tactic 2e: Newsletter

Below is a sample letter introducing the A Story Like Mine campaign for use in a newsletter sent to subscribers. The letter can be inserted into the first newsletter of the year explaining the reasoning behind the campaign.

Dear Friends,


Not all of us have those memories. Hispanic, African-American, Native-American and Asian children often don’t feel an emotional connection with literary characters because most of those characters don’t look like them. Although minorities make up 37% of the U.S. population, only about 10% of children’s books published in the last 20 years include multicultural content.

We are on a mission to build home libraries that include more diverse characters and storylines. The children served by the Children’s Book Bank often have no books of their own at home. Moreover, while the Children’s Book Bank receives many donations of children’s books, most of them are not culturally relevant for the children who are served by the Children’s Book Bank – half of whom are either African-American or Hispanic. A Story Like Mine seeks to change that.

Help Us Change the Story! The Children’s Book Bank has a goal to raise $50,000 this year, which will be used to purchase 10,000 culturally relevant books to supplement the books given to 2,500 children from diverse, low-income backgrounds in Portland. Please visit: www.childrensbookbank.org/astorylikemine for more information on how you can support us in our efforts to deliver more culturally relevant books home to children who need them.

Sincerely,

Dani Swope
Executive Director
Children’s Book Bank
Strategy 2: Community Relations

Partnering with non-profit organizations and civic groups that are also aligned with issues of literacy and multicultural diversity can bolster the outreach efforts of the “A Story Like Mine Campaign”. By choosing organizations with a similar mission, a win-win situation can be created by promoting the need for culturally relevant books to publics interested in multicultural diversity and literacy development among children.

A list of non-profit organizations that have been identified as likely candidates for campaign partnership is available in the appendix. While these groups have been chosen for their alignment to the campaign in various capacities, additional background research should be conducted before reaching out to pitch a partnership. We have also provided sample letters, though we recommend that they are customized for each organization, based on their particular interests and Children's Book Bank’s ask.

Tactic 1: Build Story Board

The Story Board is a group of 10-12 select and highly-committed individuals who will personify the energy and goals of the Children Book Bank’s A Story Like Mine campaign. Members will be crucial to spreading awareness for The Children's Book Bank and this campaign.

As top advocates or “ambassadors” for the campaign, Story Board members will serve as both the face and voice of the campaign. They will personally champion the campaign throughout their communities and play a strategic role behind the scenes to move the campaign forward. Story Board members will also be featured on the website.

Time frame: December–April (4 months) (crucial to launching campaign messaging and building towards later events).
Frequency: Ongoing
Total Hours: 15-20 hours of staff/board member time per month for outreach and onboarding.
Linked Objective: The Build Story Board tactic links to Objective 1: Increase engagement on digital platforms by 20% and Objective 2: Engage Community Partners
Appendix Items:
- Community Relations Story Board Landing Page Copy
- Community Relations Story Board Landing Page Wireframe
- Community Relations Story Board List of Potential Members
- Community Relations Story Board Sample Job Description
- Community Relations Story Board Outreach Template

Tactic 2: Community Outreach Events

Similar to partnership activities Children’s Book Bank has engaged in previously, Children’s Book Bank can increase awareness of the A Story Like Mine campaign and the need for culturally relevant books by continuing to participate in community events that match its mission. This is also a great opportunity to build out the contact list for the e-newsletter. Partnerships with cultural organizations could include participation in the following events:

- Portland Reading Council’s African American Read In during Black History Month
- Book readings at the literacy center of the Boys and Girls Club of Portland to coincides with heritage month celebrations
- Participate in existing children-centered reading and literacy events, such as Wordstock’s Little Word and Rox in Sox, which focus on cultural diversity in children’s books. While The Children’s Book Bank hasn’t seen significant engagement from informational tables at events previously, by creating engagement activities specific to the campaign, engagement could increase. These activities could include on-the-spot book cleaning, author talk and book signings, book artist talks and demonstrations.
- Buy a Book Bundle booth/table sales

Time Frame: April 1, 2015 through January 31, 2016
Frequency: 3-5 community events annually
Total Hours: 30-plus hours of Story Board member assistance (logistics of event participation, planning and implementation)
Linked Objective: The Community Outreach Events tactic links to Objective 1: Increase engagement on digital platforms by 20% and Objective 2: Engage Community Partners

Appendix Items:
- Community Relations Story Board Community Outreach Events
Tactic 3: Synergistic Partnership with Nonprofit Groups

Children’s Book Bank can strengthen its position as the premier advocate of cultural diversity in children’s books by partnering with other nonprofits and public institutions with similar missions. Children’s Book Bank will need to emphasize that any of its fundraising efforts during these cooperative events will not duplicate efforts and/or compete with partner organizations for fundraising or services. We have curated a list of nonprofit organizations that would make good strategic partners.

We recommend that potential partners be approached via email. These emails should be customized to reflect each organization’s primary focus and the Children’s Book Bank’s specific ask. Recognizing that these organizations may likely be approached by other organizations, and emails are often not read, a follow-up contact should be made to the organizations.

To successfully partner with other nonprofits, Children’s Book Bank should enter into a formal alliance (memorandum of agreement) with the partner organization. The partner organization could be made a recipient of Book Bundles, for example, in exchange for shared communications or grant applications. Possible partners include the Latino Network’s Juntos Aprendemos program, Native American Youth and Family Center and Kairos PDX (African-American children).

**Time Frame:** January 2015 - January 2016  
**Frequency:** Ongoing  
**Total Hours:** 60 hours/three partners, for members of the Story Board, executive director and members of the board of directors.  
**Linked Objective:** The Synergistic Partnership with Nonprofit Groups tactic links to Objective 1: Increase engagement on digital platforms by 20% and Objective 2: Engage Community Partners

**Appendix Items:**
- Community Relations Potential Nonprofit Partner List, p. A  
- Community Relations Partnership Sample Letter, p. A

Strategy 3: Corporate Relations

We have curated a list of businesses and corporations that would make good strategic partners. We recommend that businesses be first approached by email. Suggested language can be found in the appendix. These email letters should be customized to reflect each businesses’ area of interest and the Children’s Book Bank’s specific ask. Recognizing that
these businesses may likely be approached by other organizations, and emails are often not read, a follow-up contact should be made to the organizations.

**Tactic 1: Fundraising Event Sponsorship**

The Story Soirée fundraising event, which will be held in October prior to the annual giving season, will provide businesses a sponsorship opportunity. The event will allow sponsoring business to showcase their commitment to diversity and children’s literacy with other like-minded individuals and businesses.

A $500 sponsorship includes 10 Story Soirée tickets and inclusion of the business’ logo on the promotional flyer, program, presentation, and welcome sign.

**Time Frame:** May 2015 through August  
**Frequency:** Ongoing  
**Total Hours:** 40 hours total of staff/Story Board member time for customizing letters and mailing promo kits, following up and attend related meetings.  
**Linked Objective:** This tactic links to Objective 4: Raise $20,000 from individuals donors.

**Appendix:**

- *Corporate Relations, Potential Business Supporters, p. A?*

**Tactic 2: Cause-Related Marketing**

Cause-related marketing involves businesses and nonprofits working together for a common benefit. Business-to-business (B2B) and business-to-customer (B2C) companies can promote their support of cultural diversity, children’s welfare and literacy through this type of marketing.

Suggested cause-related marketing:

- Retail businesses could contribute a per-sale transaction ($1 for every $25 spent, for example) or a percentage of sales (10% of all purchases) on a specific day or on a specific item.
- Book Bundles could be sold at retail businesses, ideally book stores. A book store location would stimulate sales for the business, while increasing awareness for the campaign.
A Story Like Mine Campaign

**Time Frame:** May 2015 through January 2016  
**Frequency:** Ongoing  
**Total Hours:** 30 hours of volunteer/staff time with the potential to engage Story Board members as appropriate (customizing letters, mailing promo kits, followup and meetings).  
**Linked Objective:** This tactic links to Objective 4: Raise $20,000 from individuals donors.  

**Appendix:**  
- *Corporate Relations, Potential Business Supporters, p. A?*  

**Strategy 4: Earned Media**

Media relations is important for securing earned media reaching a large audience in the Portland market. It adds credibility to the Children’s Book Bank and the A Story Like Mine campaign, and has the potential to reach more people that are not currently engaged with the organization.

**Tactic 1: Identify spokesperson(s)**

Children’s Book Bank’s best spokesperson is the executive director, Dani Swope. Dani should continue to be the primary person to respond to media inquiries as she will be most knowledgeable about the campaign. She has a broad knowledge about the issues, and can speak confidently about what the organization is doing to address them. She will be able to answer questions about Children’s Book Bank and the A Story Like Mine campaign.

Additionally, Children’s Book Bank would benefit from identifying one to three additional spokespersons who can speak authentically about the need for the campaign and the benefits the campaign will have on the community. Some of the Story Board members would be perfect for this. Having one to three additional spokespersons for the campaign increases the value of any media coverage because Children’s Book Bank will be able to hand-deliver the right spokesperson delivering the right messages to reporters; if reporters go looking for people on their own who can speak to this issue, the coverage will likely not be as beneficial for the campaign because it won’t be on message. The people identified as good spokespersons should be varied in their participation; for example, a Head Start teacher or parent, a community partner, and a bookstore owner would be a good trifecta that covers many angles.
A Story Like Mine Campaign

**Time Frame:** January-April 2015  
**Frequency:** Ongoing  
**Total Hours:** 4-8 per month  
**Linked Objective:** This tactic links to objective 3: Secure three earned media articles or features.

**Tactic 2: Media kit (press release, fact sheet, contact list, folder)**

The success of the awareness campaign will depend upon earned media coverage in local print publications, radio stations, television news stations, and their companion websites. Media relations efforts during this campaign will be focused on awareness, education, and engagement among members of the media and their audiences.

The campaign will utilize the following media types for earned media coverage:

- Top-tier print media with large readerships in the Portland Metro Area and surrounding communities (The Oregonian, Portland Tribune). These publications have a large reach (Oregonian circulation: 320,000, Portland Tribune: 120,000) and both have an excellent online presence. A story in one or both of these publications has an excellent chance of being read by the target audience.

- Local television (KGW, KATU, KPTV, KOIN) and radio news stations (OPB) in the metro area and expansion market. Portland is the 23rd-largest television market in the United States with about 1.2 million TV homes, according to Nielsen reports. KGW (NBC affiliate) is currently the market leader in the metro area. A segment on the morning or nightly news on any station would likely be viewed by thousands of people in the metro area.

- OPB radio (91.5 FM) is broadcast throughout the state and has a large listener base in the Portland area that closely aligns with the target audience. Its companion website, OPBnews.com, is an excellent resource for local news in the Willamette Valley.

- Ethnic-specific and specialty publications in metro area (Skanner, Portland Metro Parent, Noticias Latinas). Portland Metro Parent has published stories about the Children's Book Bank in the past and would likely do so again. Ethnic-specific publications are available free of charge in Portland and the surrounding area and would provide an opportunity to connect with minority audiences.

- Community newspapers in Portland suburbs (Lake Oswego Review, etc.). These publications cover local news in their respective communities, so a pitch to them would have to be carefully crafted. A story in one or two of these would help reach target audiences in more affluent areas.
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- Alternative weekly newspapers (Willamette Week, Portland Mercury), independent and online-only publications. Willamette Week is more closely aligned with our target audience than the Portland Mercury and has a circulation of about 90,000. It is published once a week and is available for free throughout the metro area. Independent news websites (GoLocalPDX.com) are targeted at a younger audience, but have an excellent social media presence. These are not a priority.

The media kit consists of a fact sheet, press release, and other materials to send to reporters and editors (or for use in meetings with them), to generate interest in coverage. Other optional materials include articles printed previously about Children’s Book Bank or the campaign, the flyer for the fundraising event and the bookmark. Press releases should be event specific and include the five Ws (who, what, where, when, why). Contact information for the Children’s Book Bank and one community partner who has been prepped on the campaign and how it will benefit their community should also be included.

Media kits should be sent to media two weeks before an event, and follow-up with reporters should occur within one week of the event. Children’s Book Bank should also reach out to media at the onset of the campaign with a request to meet. We suggest a community partner, who can speak authentically about the impact of the campaign, should also attend.

**Time Frame:** At campaign launch and October 2015 (event)

**Frequency:** Twice

**Total Hours:** 10-15

**Linked Objective:** This tactic links to objective 3: Secure three earned media articles or features.

**Appendix:**

- *Media Kit, Fact Sheet, p. A?*
- *Bookmark*
- *Story Soirée Flyer*
- *Media contact list, p. A?*

**Tactic 3: Opinion piece**

Submitting an opinion piece -- from either the executive, a Story Board member, or a group--is a great way to help establish Children’s Book Bank as a Portland expert in providing multicultural books to children in need.
The Oregonian is Portland’s largest news publication and would be the best vehicle for an opinion piece. The best time to submit this would be immediately after literacy, diversity in education, or both are in the news. Submit the opinion piece via commentary@oregonian.com as soon as possible, ideally within a few days of the initial article. If there is no response, follow up after a week.

The opinion piece could also be submitted just prior to the campaign launch. If it’s not published, hold it until September prior to the October Story Soirée. If the Oregonian declines the editorial, submit the letter to the editor to letters@oregonian.com, and look to a different outlet to publish the editorial.

The Portland Tribune is also a good option -- http://portlandtribune.com/portland-tribune-opinion. The Lake Oswego Review News is another option -- http://www.pamplinmedia.com/lake-oswego-review-opinion. Both of these Pamplin Media Group newspapers have websites with have information at bottom left for other Pamplin newspapers in surrounding communities. Some of them are also options for submitting opinion pieces. However, avoid submitting the same opinion piece to different newspapers at the same time. Start with the Oregonian. If it doesn’t publish, then move onto the Pamplin Media Group papers. To submit to multiple papers, send different versions with different angles, if possible. Submit each under a different author, perhaps Story Board members.

Set up a Google alert to monitor media coverage of Children's Book Bank. We recommend setting up one alert to search for “Children’s Book Bank,” and another to search for “A Story Like Mine.” Staff may come up with additional terms that would be good to search for, including “multicultural books,” “multicultural children’s books,” “diverse children’s books,” or “culturally relevant children’s books.” These alerts will also bring up materials that are useful for sharing on social media, and will reveal opportunities to respond to media with an opinion piece.

**Time Frame:** Any time, to be determined by Children’s Book Bank  
**Frequency:** Once  
**Total Hours:** 5-10  
**Linked Objective:** This tactic links to objective 3: Secure three earned media articles or features.

**Appendix:**
- *Earned Media Sample Editorial, p. A?*  
- *Earned Media Sample Letter to the Editor, p. A*
Tactic 4: TEDx

There are two TEDx events in the Portland area: TEDx Portland, and TEDx Mt Hood. TEDx is a local version of a TED talk, in which experts speak on interesting topics to local audiences at Keller auditorium. The talks are covered by local media, and reach thousands more viewers online. TEDx producers usually assist speakers with developing their presentations.

The executive director of TEDx Portland, David Rae, is interested in hearing a talk concept about the A Story Like Mine campaign. Talks are 20 minutes and occur in spring. Rae is expecting to hear from Children’s Book Bank. We suggest emailing him (david@tedxportland.com) as soon as possible to determine the “talk concept” format. Ask if it will be available to TEDx Mt Hood, or if TEDx Mt Hood has a separate process and contact. While the executive director is the most suitable speaker for this event, a Story Board member is also a possibility.

**Time Frame:** December– May 2015  
**Frequency:** Once  
**Total Hours:** 5 hours to pitch; if selected, 40-80 hours to prepare talk  
**Linked Objective:** This tactic links to Objective 3: Secure three earned media articles or features.

Strategy 5: Advertising

The Children’s Book Bank should employ advertising sparingly due to its limited budget. However, PSAs can be a relatively low-cost way to reach a large audience.

Tactic 1: Radio public service announcement (PSA)

A radio PSA is a short message to raise awareness or change perceptions on an issue. Most commercial radio stations are required to provide free airtime for PSAs, although production costs are typically not covered. These stations align most closely with the target audience:

- 101.9 KINK FM; does not broadcast traditional PSAs, but does long-form programs that feature issues relevant to listeners ages 35-64, 60% female. Contact: Sheila Hamilton, news director, sheila@kink.fm
- 103.3 FM; contact: communities@iheartmedia.com
- 97.1 Charlie FM; contact: Dave McDonald, (503) 535-0277, dmcdonald@entercom.
- 106.7 FM, The Eagle; contact: (503) 323-6522, petelandry@iheartmedia.com
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These stations may post to their social media accounts on behalf of Children’s Book Bank, with a link to the campaign website. This could be requested during the campaign launch and prior to The Story Soirée fundraising event.

Sample PSA script:
[Cast: Two children, one adult narrator (male or female)]

CHILD 1: I love to read, but wonder why there aren’t very many books about African-American kids like me.

CHILD 2: I wish there were more books with characters who are Hispanic, like me.

NARRATOR: Unfortunately, only 10% of children’s books have multicultural themes or characters. But the Children’s Book Bank is trying to change the story. Join us at The Story Soirée on ___at___ so we can put culturally diverse books in the hands of children who need them most.

CHILD 1: I need a story like mine.

CHILD 2: Me too!

NARRATOR: Go to www.childrensbookbank.org/astorylikemine for details.

**Time Frame:** September 2015 (to announce event in October)
**Frequency:** Once
**Total Hours:** 20-40 hours.
**Linked Objective:** This tactic links to objective 4: Raise $20,000 from individuals donors.

**Tactic 2: Television/video public service announcement**

A television/video PSA is a short message played on the air to raise awareness or change public perception about an issue. Video PSAs are more expensive than radio PSAs because TV stations are not required to air them by the FCC.

To pay for both production and the media buy, Children’s Book Bank must find a corporate sponsor willing to engage in cause-related marketing, according to KGW’s Brenda Burrati, director of programming and creative services. Banks and credit unions are especially good targets for this type of partnership. KGW offers a nonprofit rate, which will apply for this purpose even with corporate sponsorship.
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The most effective nonprofit PSAs include a time-sensitive call to action. In the case of the Children's Book Bank, it could be a one-day book drive accompanied by a "text to donate $5" campaign, plus a mention of the Story Soirée. It is important to give people choices for easy, mobile participation.

KGW would permit the video PSA to be repurposed for use on the web, provided there were no talent restrictions or other issues that would prevent its use.

**Time Frame:** September/October, to promote The Story Soirée.  
**Frequency:** Once  
**Total Hours:** 25-50 hours  
**Linked Objective:** This tactic links to objective 4: Raise $20,000 from individuals donors.

**Strategy 6: In-house engagement**

One of the Children's Book Bank's strengths is their engagement of roughly 2,000 volunteers annually. To build upon this, staff can and should educate volunteers about the need for culturally diverse books, and engage them in the A Story Like Mine campaign.

**Tactic 1: Fact Sheet**

Children's Book Bank volunteers are already invested in the organization's mission to provide books to children from low-income families. But they may not be aware of the need for, and benefits of, culturally diverse children's books. Placing a fact sheet with key messaging on tables during book cleaning hours/events can enforce that message and stimulate word-of-mouth promotion. The fact sheet also communicates how volunteers can engage online.

- Have copies of fact sheets on tables with a sign that says, “Take one and share.” This type of grassroots distribution can yield significant results as volunteers share them with friends, family, and organizations/businesses with which they interact.
- Place copies of the fact sheets in plastic sleeves standing upright on tables so they are visible at all times.
A Story Like Mine Campaign

**Time Frame:** April 2015-January 2016  
**Frequency:** Every book cleaning event  
**Total Hours:** Staff can send flyer copy to FedEx or other copy center electronically as needed. Time involved would consist of time to pick up.  
**Linked Objective:** This tactic links to Objective 1: Increase digital engagement by 20%, and Objective 4: Raise $20,000 from individuals donors.

**Tactic 2: Signs**

Two signs are recommended to increase volunteer engagement with the campaign.

“Grow our tree” sign would feature:

- The Children’s Book Bank logo, with leaves removed. When volunteers make donations in person, they would have the option of attaching leaf-shaped pledge cards (similar to the Children’s Miracle Network balloon cards) to the tree. The donors could write their names, donation amount, an inspirational message, etc. (See Figure 5).

- If the removal of the leaves is thought to compromise the Children’s Book Bank brand, a graphical representation of any tree could be substituted, or you could use the full logo with leaves and simple add more leaves. (See Figure 6).

- “A Story Like Mine” headline. This would be included with either graphical element.

An infographic explaining the importance of culturally diverse children’s books would include the following key points:

- While minorities constitute 37% of the U.S. population, only 10% of children’s books published in the last 20 years feature multicultural content.

- Close to 50% of the children served by the Children’s Book Bank represent minority families, but less than 1% of the books donated represent those cultures.

- Books are like mirrors. When children can’t see themselves in the stories they read, they feel lost, devalued, and insignificant.

- Studies show that for children from diverse backgrounds, multicultural books increase interest in reading, improving chances for success in school and adulthood.
A Story Like Mine Campaign

**Time Frame:** April 2015-January 2016  
**Frequency:** Ongoing  
**Total Hours:** None  
**Linked Objective:** This tactic links to Objective 4: Raise $20,000 from individuals donors.  

Appendix:
- **Infographic**  
- **Signs**

**Tactic 3: Story Like Mine social pledge**

Visitors, book contributors and volunteers who contribute to the A Story Like Mine campaign at a book cleaning event should be encouraged to broadcast their support of Children’s Book Bank via social media. Staff should encourage these in-house donors to post to Facebook and Twitter with one of the following messages:

1. **I helped a child find a story of their own – #astorylikemine.**
2. **I took the Story Like Mine pledge! Did you? #astorylikemine.**
3. **I took A Story Like Mine pledge & bought a Book Bundle - #astorylikemine.**

Staff can also request to take photos of the donors holding a sign featuring the campaign logo and #astorylikemine. The sign can be printed on a typical computer printer. Staff can request to share the photo on social media. When posted, the image should be accompanied by a message using one of the phrases above.

**Time Frame:** April 2015-January 2016  
**Frequency:** Ongoing  
**Total Hours:** None  
**Linked Objective:** This tactic links to Objective 1: Increase digital engagement by 20%, and  
**Objective 4:** Raise $20,000 from individuals donors.  

Appendix:
- **Sample pledge cards for in-house engagement photos to post to social media (1 pdf; 4 cards)**
Tactic 4: Staff Pitch

Children’s Book Bank book cleanings start off with a greeting and directions for book cleaning and conclude with a thank-you speech. Adding a pitch during the thank-you about the need for diverse books would be an easy, effective means of increasing volunteer awareness. Staff should hold up a flyer during the pitch, calling attention to the copies on the tables. Sample pitch:

Thank you so much for helping to clean these donated books! These books will be distributed to children who have few or no books at home so they can begin to develop their own home libraries.

In addition to a lack of books, many of the children we serve face another literary challenge. About half of the children we serve are African-American or Hispanic. But, as you may have noticed with the books you just cleaned, few of the books that are donated to us have multicultural content or characters. There aren’t a lot of books with Hispanic, African-American or Asian characters published.

Culturally diverse books are important. Children of diverse backgrounds are more motivated to read when they see themselves and their stories in the books they have in their homes. We’ve launched a campaign to give these children a voice – a voice that says, “I need A Story Like Mine.” A Story Like Mine is a fundraising and awareness effort to help us buy culturally diverse books for needy families.

Please consider helping us. For $20, you can Buy a Book Bundle. That donation allows us to buy at least four culturally relevant books for the diverse children we serve. If you like, you can show your pledge by adding a “leaf” to our tree over here (gesture to wall) with your name and pledge amount. You can also take as many flyers as you like to share with others, and find us on Facebook to share our campaign with friends and family.

Thank you very much for coming in tonight. We couldn’t do this without our volunteers.

Time Frame: Ongoing
Frequency: Ongoing
Total Hours: None
Linked Objective: This tactic links to Objective 4: Raise $20,000 from individuals donors.
Strategy 7: The Story Soirée Fundraising Event

The Story Soirée is an evening fundraising event supporting the A Story Like Mine campaign. The event will celebrate the Children’s Book Bank successes, gathering potential donors and supporters who are passionate about diversity, literacy development, and social justice. The goal of the event is to increase support for the organization and to raise funds to purchase culturally relevant books.

The event will be held at the White Stag Building located within a short walk or transit ride from the Portland downtown business core. The space can easily accommodate 300 guests. The event will feature local celebrities, entertaining stories, an open bar with beer/wine and heavy appetizers and desserts. Attendees will be asked to support the Children’s Book Bank by buying tickets in advance and purchasing book bundles at the event. Based on anecdotal reports from other local nonprofits, the event has the capacity to grow into a large annual fundraiser, through additional elements, such as a silent and/or live auction.

The University of Oregon will donate the event space; other corporate sponsors will be invited to contribute to food, beverage, and the fundraising goal, which positions the event to be more profitable. The specific objectives for the evening are to raise $13,325 and add 50 new supporters to the Children’s Book Bank mailing list. The net profits break down as follows:

- $10,000 in profit from ticket sales (200 advance tickets - including business sponsorship)
- $5,000 in profit from pitching/requesting donations for Book Bundles (250 at $20/each)
- Minus $1,675 in costs (See Budget, p.?)

In addition to raising awareness and funds, benefits include community relations, education, credibility, awareness, and increased commitment from current supporters. We recommend the event be hosted from 5-7:30 p.m. on a Thursday in October 2015 in the White Stag Building’s Event Room and Light Court Commons.

Tactic 1: Form Key Sponsor Partnership with the University of Oregon

Youth literacy, access to books, storytelling, and community connection are important issues for the University of Oregon. In support of their commons missions, the Children’s Book Bank is invited to host a social event at the University of Oregon Turnbull Center in October 2015. The event will be co-sponsored the University of Oregon School of Journalism and Communications,
A Story Like Mine Campaign

the University of Oregon Division of Equity and Inclusion and the UO Portland Library and Learning Commons. The UO would like to discuss October 15 as a possible event date to coincide with the promotion of a large Literary Arts event already scheduled.

The event will be more financially successful if full sponsorship (venue, food, beverage and audiovisual services) is procured. Value of the in-kind contribution of the 4,699-square-foot space and audiovisual services is $485 (nonprofit rate). Contact Donna Davis at 503-412-3658 or dzdavis@uoregon.edu.

Time Frame: Initiate sponsorship conversation with UO in January, secure venue space in March 2015 (6 months in advance of event)
Frequency: Once
Total Hours: 14 hours for two staff person/Story Board members (coordination of event, attendance and meetings, follow up)
Linked Objective: This tactic links to Objective 2: Engage Community Partners and Objective 4: Raise $20,000 from individuals donors.

Appendix:
- Story Soirée, UO Event Space Price Sheet, p. A?

Tactic 2: Secure Key Note Speaker and Other Activities

In order to understand the significance of the lack of books among low-income children, the message at the event needs delivered by those who have experienced both sides of the coin. We recommend that the event feature three to four speakers to connect with the audience emotionally to elevate the giving potential. As a sponsor, the University of Oregon can likely provide introductions to potential speakers.

- Keynote speaker: Local celebrity, like Thomas Lauderdale, who tells “A Story Like Mine,” (Fictitious example: How his grandparent gave him books which helped him identify his place in the world).
- Story Board member: A local thought leader who shares statistics about children in need and explains the Children’s Book Bank’s mission.
- Local author: Author of culturally relevant books who does a sample reading and explains the importance of connecting to books and book ownership. Author could also be available for book signing if books are available for sale.
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- Children who received books from Children’s Book Bank can tell two stories of how people they grew up with tried to disown their culture because they lacked the same pride and identification that they found through books.

- Design a looped slideshow of strong images with one to three-word captions playing while people mingle—suggested slides include: about Children's Book Bank, the issue, campaign goal, pictures of children served, activities and sponsor logos.

- Culturally relevant books could be available for purchase for by attendees. This opportunity could be run in partnership with a local bookstore.

**Time Frame:** June 2015 - October 2015  
**Frequency:** Once  
**Total Hours:** 20 hours for one staff person/Story Board member  
**Linked Objective:** This tactic links to Objective 2: enhance or increase community partnerships, and Objective 4: Raise $20,000 from individuals donors.

**Tactic 3: Design the Fundraising “Ask”**

The speakers, guests and each individual sponsor should be thanked by Executive Director Dani Swope. She should make a brief explanation of the Book Bundle concept, followed by a direct ask for attendees to purchase five Book Bundles for $100. The goal is to sell 250 book bundles at $20 each for a total of $5,000. The ask should be supported by:

- **Staff and board members stationed throughout room and standing near each table to collect donations from guests.**

- **Donation cards that look like book bundles should be placed on tables.**

- **Table decor can include small trees with donation cards as leaves.**

**Time Frame:** August 2015 (two months in advance of event)  
**Frequency:** Once  
**Total Hours:** 45 hours (procure images, design the slideshow and write the fundraising speech)  
**Linked Objective:** This tactic links to Objective 4: Raise $20,000 from individuals donors.
Tactic 4: Promote the Event to Community Members

Tickets should be priced at double the actual cost of attendance. For example, if Children’s Book Bank’s expenditures are $25 per person, tickets should sell for $50 per person. This is the typical cost for an auction ticket in Portland. By comparison, the Women’s Leadership Luncheon tickets are $100, and include a plated lunch. The audience will likely determine the ticket price. In order to be inclusionary to a culturally diverse audience, Children’s Book Bank may want to consider a sliding scale ticket fee or a robust guest list subsidized by a corporate sponsor.

Event outreach should target those passionate about putting books into the homes of children in need. These tactics support the goal of selling 200 advance tickets for $10,000:

Current individual financial and book donors
- Email an event flyer/invitation or, for significant donors, send a personal note or make a personal phone call.
- Post event flyer on the book donation counter at the Children’s Book Bank location.
- Include a mention in the monthly newsletter.
- Engage through social media, including creation of a Facebook event

Existing corporate partners
- Make a pitch for event sponsorship as an opportunity for campaign support

Potential individual and corporate donors
- Ask Storyboard members to invite high-profile individuals passionate about issues of diversity and/or literacy to the event.
- Ask corporate and community partners to help promote the event to their networks. Provide them with event details and event flyer.
- Engage through social media, specifically through Facebook advertising, to reach people outside Children’s Book Bank existing social media network.

Volunteers
- Solicit volunteers at book cleanings by verbal invite and flyer distribution.
- Email invitations as follow up.
- Invite University of Oregon alumni: Work with the University of Oregon to see if there are opportunities to invite alumni to the event. The partnership with the Turnbull Center provides a unique opportunity for alumni to network while supporting an important cause.
Other outreach recommendations

- Highlight the event on the campaign website landing page
- Promote the event through social media
- Send an event-specific press release highlighting campaign milestones to date
- Advanced tickets can be sold on the campaign website landing page through Event Brite, an online ticketing platform, https://www.eventbrite.com/

**Time Frame:** Start outreach in July 2015 (three months prior to event)
**Frequency:** Once
**Total Hours:** 60 hours of staff and volunteer time

**Linked Objective:** This tactic links to Objective 4: Raise $20,000 from individuals donors.

**Appendix:**
- The Story Soirée Event Flyers, p. A?
- The Story Soirée Sample Event Description for Event Partners, p. A?
- The Story Soirée Sample Newsletter, p. A?
- The Story Soirée Sample Social Media Tactics, p. A?
- The Story Soirée Facebook Advertising, p. A?
- The Story Soirée Press Release, p. A?
- The Story Soirée Web Page Content p. A?
- The Story Soirée Suggested Event Planning Schedule, p. A?

**Tactic 5: Secure Additional Business Partners**

Sponsoring the Story Soirée provides businesses with positive exposure associated with a good cause and the opportunity to support that cause. The event, held in October prior to the annual giving season, will allow sponsoring business to showcase their commitment to diversity and children’s literacy with other like-minded individuals and businesses.

A $500 sponsorship includes 10 Story Soirée tickets and inclusion of the business’ logo on the promotional flyer, program, presentation, and welcome sign. Event sponsorship can be promoted as a way for businesses to support the overall campaign.

**Time Frame:** Start business outreach in May
**Frequency:** Once
**Total Hours:** 30 hours of staff/volunteer time (calling/meeting potential sponsors)

**Linked Objective:** This tactic links to Objective 4: Raise $20,000 from individuals donors.
Strategy 8: Foundations (corporate and private)

We have identified an opportunity for Children’s Book Bank to apply to national foundations for A Story Like Mine campaign funding and/or general operating expenses. The organization is aware of local foundations that will be interested. We have focused on identifying national foundations that may be interested in the organization and the A Story Like Mine campaign.

Tactic 1: Foundation grant proposals and letters of inquiry

It was difficult to find foundations specifically interested in culturally diverse books. Foundations recommended are mainly interested in supporting literacy, which qualifies Children’s Book Bank for campaign funding, operational funding, or both, if allowed. We did however identify some corporate foundations that support diversity issues. We recommend that Children’s Book Bank contact the foundation first, when possible, to assess interest and determine the best approach for a proposal. Some foundations give gifts in the six figures; others in the four figures. We did not recommend a dollar amount, as this would depend on Children’s Book Bank financial needs and/or requirements at the time of application, and feedback offered from foundation staff.

Some foundations do not solicit requests from organizations they are unfamiliar with. Visit http://www.thegranthelpers.com/blog/bid/57171/No-Unsolicited-Grant-Proposals-How-to-Get-Noticed-By-a-Foundation for recommendations on how to get to know foundations that do not solicit requests for proposals. Suggestions include:

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- Utilize staff or board member LinkedIn connections.
- Mail hard copies of materials, like the five-year report or A Story Like Mine promotional kit, to the foundation.
- Have a staff or board member ask for a phone meeting with a program officer.

Researching the foundations supporting other, similar nonprofits, is another way to identify potential foundation funders. Research, for example, which foundations support First Book.

**Time Frame:** Ongoing, at roughly one per month minimum.
**Frequency:** Recurring, roughly monthly.
**Hours:** 6-12 per month, all or mostly staff time
**Linked Objective:** This tactic links to Objective #5, raise $30,000 from foundations.

**Appendix:**
- Foundations Sample Informal Email, p. A?
- Foundations Sample Letter of Inquiry, p. A?
- Foundations Grant Application Research, p. A?

**Strategy 9: Donations directly from individuals**

Soliciting donations from individuals will help Children's Book Bank reach the $50,000 fundraising goal. The theme and messages for the A Story Like Mine campaign, plus the increased awareness and the materials provided, should help Children's Book Bank staff increase contributions from existing donors, as well as solicit donations from new donors.

**Tactic 1: Fact sheet for meeting with major donors**

As the Children's Book Bank engages with individuals – especially major donors – the fact sheet and other materials provided by Turnbull Communications can be valuable collateral to refer to in meetings, and also to leave behind. Tools for these meetings could include:

- Printed fact sheet
- Bookmark (optional)
- Copies of positive press coverage
- In-house engagement flyer
- Some of the culturally relevant books included in Buy a Book Bundle
When meeting with donors, Children’s Book Bank representatives should explain both the need for funds to purchase culturally relevant books, but also the need for undesignated funds for campaign support.

**Time Frame:** Ongoing  
**Frequency:** Three meetings per month  
**Total Hours:** 15-20 hours per month, assuming three donor meetings/month. (This does not include identifying prospects).  
**Linked Objective:** This tactic is linked to Objective 4: Raise $20,000 from individual donors.

**Appendix:**
- *Media/promo Kit, pgs. A*

**Tactic 2: Appeal letter**

Children’s Book Bank already uses an end-of-year appeal letter to supporters, communicating past successes, future plans, and donation requests. This should continue. However, we recommend that Children’s Book Bank include A Story Like Mine in the annual letter. Avoid using envelopes with plastic windows, as they appear commercial. Use messaging that relates to donors on an emotional level.

**Time Frame:** November 2015  
**Frequency:** Once  
**Total Hours:** 1  
**Linked Objective:** This tactic is linked to Objective 4: Raise $20,000 from individual donors.

**Appendix:**
- *Direct Mail Annual Appeal Letter, p. A?*

**Tactic 3: OPB Fundraising Drive**

Oregon Public Broadcasting (OPB) partners with nonprofits during its fund drives. According to John Bell, OPB Director of Membership and Communications, the Children’s Book Bank would be a good fit for this partnership because of its mission of children’s literacy and commitment to serving low-income children.

Broadcasters would promote the mission of the Children’s Book Bank, helping to drive awareness and fundraising for the organization. Donations would come in the form of invoices for books. At the end of the campaign, the Children’s Book Bank will invoice OPB for books purchased by the funds raised. Contact: John Bell, OPB Director of Membership and Communications, jbell@opb.org, 503-977-7793
A Story Like Mine Campaign

Time Frame: Early January, for February 2015 event (30-day preparation time needed)
Frequency: Once
Total Hours: 15-20 hours (executive director)
Linked Objective: This tactic is linked to Objective 4: Raise $20,000 from individual donors.

10. BUDGET & RESOURCES

Overview

This budget synopsis is intended to be an operational resource for the Children's Book Bank in planning and executing the A Story Like Mine campaign. By providing a modular breakdown of the projected workload and hard costs required for each tactic, the organization can use this document to make informed decisions as how best to allocate their available resources in terms of current levels of both staffing and funding.

All costs represent what we determined to be base case scenarios, and worst-case scenarios (see Appendix, Budget Worksheet), though it should be understood that these assessments were made based on workload and capital required, not based on the campaign outcome. All hard costs are based on quoted estimates or existing research, and while every effort was made to calculate labor hours similarly, in some cases the final calculations relied on a mixture of experience and professional estimates. Staff salaries were not factored into the final budget projections, as was any of the Children's Book Bank's standard operational costs. Please note that all costs are intended to cover only the scope of the corresponding tactic. Expanding the tactic beyond the scope proposed would likely incur additional costs and hours required.

The table on the next page provides a summary of the hard costs and labor hours required to complete the five objectives of this campaign. The number of tactics associated with each objective is also listed to give a better sense of workload and cost distribution.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Number of Tactics</th>
<th>Base Labor Hours</th>
<th>Base Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Increase engagement on digital platforms by 20%: This includes visits to website, subscribers to e-newsletter, and participation on social media.</td>
<td>2</td>
<td>241</td>
<td>$384.00</td>
</tr>
<tr>
<td>2 Engage community partners by enhancing 3 existing community partners, securing 1 new community partner, partnering with 1 community event.</td>
<td>3</td>
<td>200</td>
<td>$612.25</td>
</tr>
<tr>
<td>3 Earn three media features in Portland market via multiple outlets.</td>
<td>4</td>
<td>121</td>
<td>$376.25</td>
</tr>
<tr>
<td>4 Raise $20,000 from businesses, individuals, and Story Soiree event.</td>
<td>16</td>
<td>304</td>
<td>$2,668.00</td>
</tr>
<tr>
<td>5 Raise $30,000 from private and corporate foundations.</td>
<td>1</td>
<td>9</td>
<td>$0.00</td>
</tr>
</tbody>
</table>

Total 26 875 $4,040.50

Table 1
As the table shows, we project a base workload of 875 hours (or the equivalent of only 22 weeks of work – or approximately .5 FTE, most of which we anticipate will be provided through volunteers and interns) for the campaign, with attendant costs of $4,040.50. Objective #4 is the most resource intensive overall, constituting approximately a third of the total hours required and two-thirds of the budget, indicative of the amount of time and capital required in reaching new donors. In deriving these numbers, we tried to be sensitive to the Children’s Book Bank’s budgetary restrictions and current operational capacity, though more resource intensive tactics such as television public service announcements were included in the “worst-case” scenarios should the organization decided to pursue them. Ideally, the organization should be able to meet or exceed the objectives of this campaign with their present funding and staffing levels, though developing the Story Board would greatly facilitate the achievement of Objective #2. As we recommended for Tactic #1, hiring an intern from one of the local colleges or universities to handle social media would aid in achieving the Objective #1 similarly, as it would give the organization access to additional labor hours without increasing overhead or overextending its personnel.

**Budgetary Breakdown**

The following tables provide a more detailed breakdown of the costs associated with each objective by further dividing costs by strategy and tactic. For sake of simplicity and accuracy, tactics linked to multiple objectives have been listed under what was determined to be their primary objective. For example, while the Story Board tactic is linked to both Objective #1 and #2, it is only listed under #2 because the tactic is primarily oriented toward community relations. Any tactics that have an associated hard cost of zero will be completed by a volunteer or staff member. We have also included and itemized budget. *(See Appendix, Budget & Resources, Itemized Budget).*

**Objective #1: Increase engagement on digital platforms by 20%:** This includes visits to website, subscribers to e-newsletter, and participation on social media.
Objective #2: Engage community partners by enhancing three existing community partners, securing one new community partner, partnering with one community event.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Tactic</th>
<th>Base Case Labor Hours</th>
<th>Base Case Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Community Relations</td>
<td>Build Story Board</td>
<td>70</td>
<td>$0.00</td>
</tr>
<tr>
<td></td>
<td>Community Outreach Events</td>
<td>40</td>
<td>$236.00</td>
</tr>
<tr>
<td></td>
<td>Synergistic Partnership with non-profit</td>
<td>90</td>
<td>$376.25</td>
</tr>
<tr>
<td></td>
<td><strong>Total Costs for Strategy</strong></td>
<td><strong>200</strong></td>
<td><strong>$612.25</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Total Costs for Objective</strong></td>
<td><strong>200</strong></td>
<td><strong>$612.25</strong></td>
</tr>
</tbody>
</table>

**Table 3**

Objective #3: Earn three media features in Portland market via multiple outlets.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Tactic</th>
<th>Base Case Labor Hours</th>
<th>Base Case Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Media Relations</td>
<td>Identify Spokesperson</td>
<td>24</td>
<td>$0.00</td>
</tr>
<tr>
<td></td>
<td>Media kit (press release, fact sheet, etc.)</td>
<td>25</td>
<td>$376.25</td>
</tr>
<tr>
<td></td>
<td>Opinion Piece*</td>
<td>7</td>
<td>$0.00</td>
</tr>
<tr>
<td></td>
<td>TEDx</td>
<td>65</td>
<td>$0.00</td>
</tr>
<tr>
<td></td>
<td><strong>Total Costs for Strategy</strong></td>
<td><strong>121</strong></td>
<td><strong>$376.25</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Total Costs for Objective</strong></td>
<td><strong>121</strong></td>
<td><strong>$376.25</strong></td>
</tr>
</tbody>
</table>

**Table 4**
Objective #4: Raise $20,000 from businesses, individuals, and Story Soirée event.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Tactic</th>
<th>Base Case Labor Hours</th>
<th>Base Case Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Corporate Partnerships</td>
<td>Fundraising Event Sponsorship</td>
<td>40</td>
<td>$376.25</td>
</tr>
<tr>
<td></td>
<td>Cause-Related Marketing</td>
<td>30</td>
<td>$294.00</td>
</tr>
<tr>
<td></td>
<td><strong>Total Costs for Strategy</strong></td>
<td><strong>70</strong></td>
<td><strong>$670.25</strong></td>
</tr>
<tr>
<td>5. Advertising</td>
<td>Radio PSA</td>
<td>30</td>
<td>$0.00</td>
</tr>
<tr>
<td></td>
<td>TV PSA</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td><strong>Total Costs for Strategy</strong></td>
<td><strong>30</strong></td>
<td><strong>$0.00</strong></td>
</tr>
<tr>
<td>6. In-house engagement</td>
<td>Fact Sheet</td>
<td>0</td>
<td>$245.00</td>
</tr>
<tr>
<td></td>
<td>Engaging volunteers with signage</td>
<td>0</td>
<td>$379.98</td>
</tr>
<tr>
<td></td>
<td>Story Like Mine Pledge</td>
<td>0</td>
<td>$0.00</td>
</tr>
<tr>
<td></td>
<td>Staff Pitch</td>
<td>0</td>
<td>$0.00</td>
</tr>
<tr>
<td></td>
<td><strong>Total Costs for Strategy</strong></td>
<td><strong>0</strong></td>
<td><strong>$624.98</strong></td>
</tr>
<tr>
<td>7. Story Soiree Event</td>
<td>Form Key Sponsorship with University of Oregon</td>
<td>16</td>
<td>$0.00</td>
</tr>
<tr>
<td></td>
<td>Secure Key Note Speaker and Other Activities</td>
<td>18</td>
<td>$0.00</td>
</tr>
<tr>
<td></td>
<td>Design the Fundraising &quot;Ask&quot;</td>
<td>45</td>
<td>$0.00</td>
</tr>
<tr>
<td></td>
<td>Promote the Event to Community Members</td>
<td>60</td>
<td>$59.99</td>
</tr>
<tr>
<td></td>
<td>Secure Additional Business Partners</td>
<td>30</td>
<td>$0.00</td>
</tr>
<tr>
<td></td>
<td>Additional Event Costs</td>
<td>0</td>
<td>$1,256.26</td>
</tr>
<tr>
<td></td>
<td><strong>Total Costs for Strategy</strong></td>
<td><strong>169</strong></td>
<td><strong>$1,316.25</strong></td>
</tr>
<tr>
<td>9. Solicit Donations from</td>
<td>Fact Sheet</td>
<td>17</td>
<td>$56.52</td>
</tr>
<tr>
<td>individuals and businesses</td>
<td>Appeal Letter</td>
<td>1</td>
<td>$0.00</td>
</tr>
<tr>
<td></td>
<td>OPB Fundraising Drive</td>
<td>17</td>
<td>$0.00</td>
</tr>
<tr>
<td></td>
<td><strong>Total Costs for Strategy</strong></td>
<td><strong>35</strong></td>
<td><strong>$56.52</strong></td>
</tr>
</tbody>
</table>

**Total Costs for Objective**: $2,668.00

Table 5

Objective #5: Raise $30,000 from private and corporate foundations.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Tactic</th>
<th>Base Case Labor Hours</th>
<th>Base Case Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>8. Foundations</td>
<td>Foundation grant proposal and letters of inquiry</td>
<td>96</td>
<td>$0.00</td>
</tr>
<tr>
<td></td>
<td><strong>Total Costs for Strategy</strong></td>
<td><strong>96</strong></td>
<td><strong>0</strong></td>
</tr>
</tbody>
</table>

**Total Costs for Objective**: $0.00

Table 6
11. TIMELINE

The Gantt chart (see Appendix, Timeline Breakdown) serves as a general overview of the campaign timeline from its inception in January 2015 to its close the following January. Tactics are listed with their corresponding objectives and strategies, providing the Children’s Book Bank with an organizational tool for understanding the workflow of the campaign as it progresses from development to implementation. Actions or events that are either iterative, such as social media posting or in-house engagement, will not be listing here, nor will actions like cause-event marketing that have no clearly defined timeline.

12. MEASUREMENT & EVALUATION

The ultimate way to evaluate the success of this campaign is if the Children’s Book Bank raised $50,000 to buy culturally relevant children’s books. It is possible that some of the funds raised will be difficult to determine whether they are meant for the campaign or the organization as a whole; it will be up to the Children’s Book Bank staff and board to determine, sometimes, whether and how to count the funds toward campaign success. The time frame for measuring success April 1, 2015 to January 31, 2016.

The following offers guidelines about how to measure the success of the objectives for this campaign.

**Objective 1:** Increase engagement on digital platforms by 20%; this includes visits to website, subscribers to e-newsletter, and participation on social media.

Digital engagement will be tracked and measured through several different metrics.

Our success metrics for the website center around:

- **Donations** - the campaign landing page is designed to drive the purchase of Book Bundles.
- **Page views for the campaign landing page** - page views will indicate engagement with the campaign, and will be indicative of our efforts to create awareness for the message and drive people to the website.
- **Email subscriptions from campaign page** - an increase in email subscriptions indicates a desire to stay engaged with the Children’s Book Bank and the goals of the campaign.
A Story Like Mine Campaign

- Referrals - Most of our social media strategies will be aimed at pushing traffic to the campaign landing page, tracking the referrals from Children’s Book Bank’s social media sites to the campaign landing page will be key.

Our success metrics for social media center around:
- Posts
- Followers
- Replies/comments
- Retweets/shares/repins
- Favorites/likes
- Use of the hashtag: #astorylikemine

Since the campaign landing page will be implemented at the start of the campaign, the starting benchmarks for the website are all currently set at zero. At the beginning of the campaign, the Children’s Book Bank will need to assess engagement on social media at that starting point by looking at the current numbers according to the metrics above (with the exception of the custom campaign hashtag).

Once the campaign begins, we recommend that Children’s Book Bank staff, or board, record these numbers monthly. At the end of the campaign, it will be useful to assess which months saw the most increase in growth, and what happened during those months. Was there a significant uptick around the time of the Story Soirée? Or around the time of participation in a community event? Or around the time of campaign launch, or the OPB fundraiser? These will all be important metrics to understand if and when Children’s Book Bank decides to run the campaign again in the future, to determine which pieces of the campaign are most cost effective, efficient, and worthwhile.

Objective 2: Engage community partners by enhancing three existing community partners, securing one new community partner, partnering with one community event. Children’s Book Bank can measure the success of this objective by assessing whether three partners they had previously collaborated with became involved in the A Story Like Mine campaign; whether one new community partner became engaged in the campaign; and whether Children’s Book Bank was able to present or have a booth, reading, flyer, mention, or some other presence at any community event put on by other organizations in Portland as a result of campaign activity.
**Objective 3:** Earn three media features in Portland market via multiple outlets.

This objective is simple to measure: how many articles, media features, or opinion pieces got published in the media market – including print, online, television, radio, or TEDx as a result of campaign activity.

**Objective 4:** Raise $20,000 directly from individuals.

This will be measured by:
- how many donations came in via the website;
- how many checks for the campaign came in from individual donors via mail or in person;
- was there an increase in funds received by the Children’s Book Bank from the annual appeal;
- did the OPB fundraising telethon choose Children’s Book Bank, and how much money was raised; and,
- how much money was raised from the Story Soirée.

**Objective 5:** Raise $30,000 via private and corporate foundations.

This objective should also be simple to measure – did Children’s Book Bank raise $30,000 from private or corporate foundations, be they local or national, toward this campaign as a direct result of contact made from campaign?

### 13. SUMMARY & RECOMMENDATIONS

Children’s Book Bank fills a crucial social service niche in the Portland Metro Area -- giving age-appropriate books to children who have few or no books. Since it was established in 2008, staff and board have known that most of the children’s books provided are not culturally relevant for the children served. However, they have not had the capacity to address this shortcoming.

Research shows children who have books in their homes are more prepared for kindergarten. Something as simple as owning books correlates strongly to higher literacy. Research also shows that culturally relevant books in the home increases literacy even more. Children’s Book Bank identified the need to provide more culturally relevant books to children, and Turnbull Communications has developed a robust campaign to raise awareness and funds to purchase culturally relevant books for Portland’s low-income children.
The five objectives are achievable. The nine strategies are varied, helping the Children's Book Bank to reach campaign's objectives in many ways. Key components to the campaign include:

- Reaching out to community members to build a Story Board, ambassadors and experts for the cause of diversity in children's literature who can use their networks, positions, and expertise to build the campaign's credibility, reach and income goals.

- Planning and executing a fundraising event, called the Story Soirée, which can be repeated every year if desired. The Story Soirée can be a central pivot point for the campaign, and for the Children's Book Bank overall in the future, helping engage the community, donors, and media.

- Building all campaign calls to action around the Buy a Book Bundle language, which helps focus Children's Book Bank's efforts and messaging, and creates something tangible people can contribute to.

- Implement the tactics and tools provided to build Children's Book Bank's social media presence and website.

The Children's Book Bank will, invariably, choose to focus on some strategies and not others, or determine that some tactics may not be feasible. With existing staff and capacity, inevitably the Children's Book Bank will need to make decisions about priorities, determining which activities can be set aside for awhile in order to implement the campaign or what additional resources they may need to secure or prioritize to implement the campaign in its entirety. However, some of the tactics suggested require almost no additional staff time or resources, but simply doing what you do now, just slightly differently or with an added twist. Turnbull made every attempt to be realistic about time and resources when developing this campaign.

The Children's Book Bank is poised to become a leader in children's literacy and diversity in the Portland Metro Area. Delivering books to children in need is a social justice issue, especially if the books are culturally relevant. Portland has a thriving social justice-oriented community and mindset. The Children's Book Bank can build its influence in the arena of children's literacy and fill a niche that currently not being effectively filled, helping grow not only the books on the shelves of children in Portland, but also the Children's Book Bank's organization, resources, and overall reach. Moreover, the Children's Book Bank has a model that can spread beyond the Portland area as well, if desired. We believe this campaign gives your organization tangible tools that will have lasting positive effects for the Children's Book Bank and the communities it serves.
14. REFERENCES


A Story Like Mine Campaign


Taylor, Gail Singleton, “Multicultural Literature Preferences of Low Ability African American and Hispanic American Fifth Graders,” Reading Improvement, v34 n1 p37-48, Spring 1997


