

11th Annual Trends Report

# 2021 Nonprofit Communications

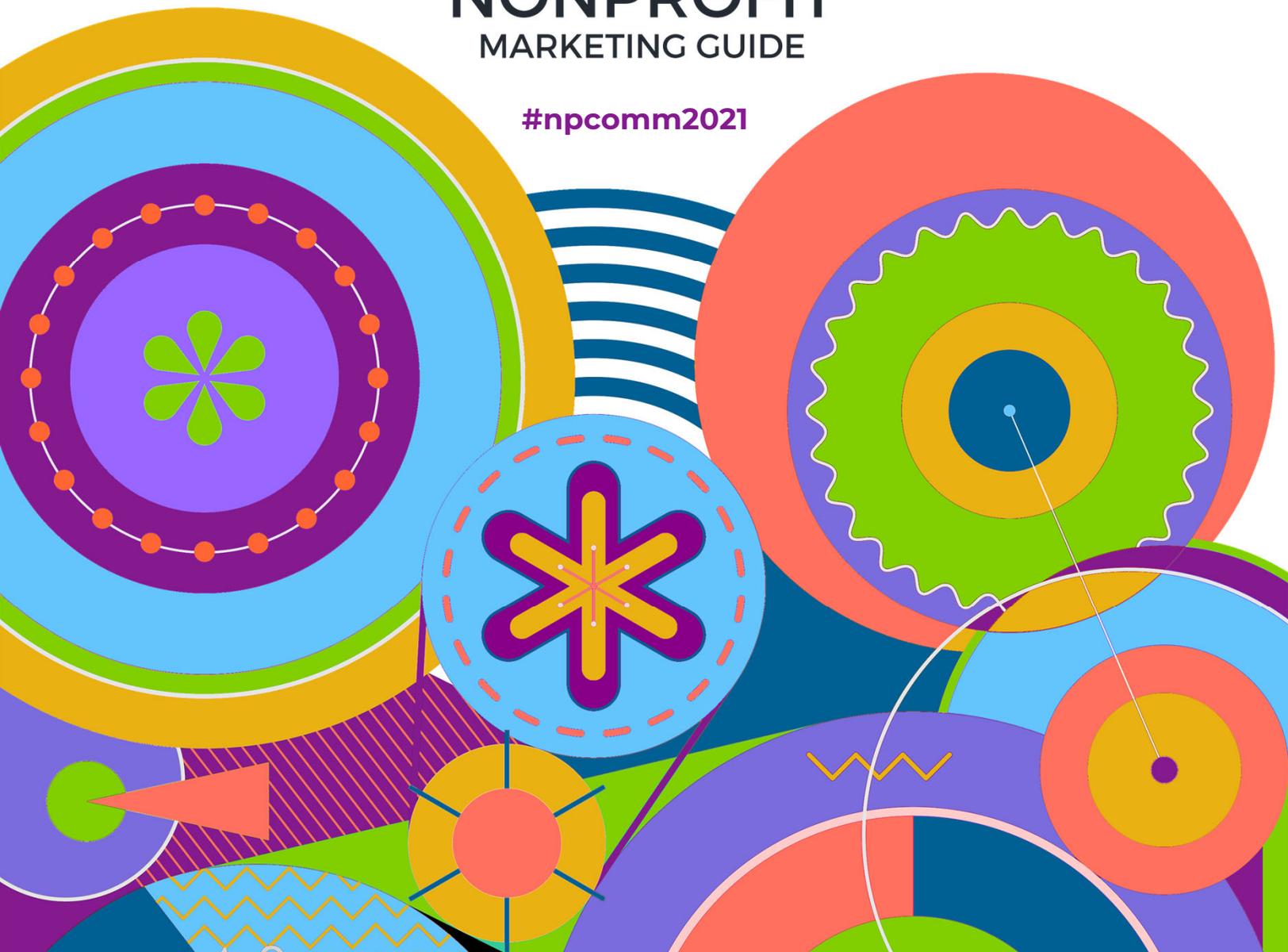
*Trends*

# Report



**NONPROFIT**  
MARKETING GUIDE

#npcomm2021



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# Key Findings

## Welcome to the 2021 Nonprofit Communications Trends Report!

We hope you find this and all of our annual Trends Reports helpful as you make communications decisions for your nonprofit. Special thanks to the 547 nonprofit communicators who completed the survey for this year's report.

Here are some of the key findings . . .

The **pandemic** increased communications planning and collaboration at most nonprofits. Some nonprofits responded with focus and creativity and beat expectations for what was possible during a pandemic. For others, the pandemic created much more internal stress and strife and ultimately communications failures. We explore what went right and wrong, based on comments from survey participants.

Nonprofits are making good progress on using editorial calendars, a key practice in our **CALM not BUSY** framework for effective communications. But there's still much work to do in building other good habits.

Many nonprofit communicators are "always on" and **not setting good boundaries** around how they manage their time.

Communications teams become **more effective as they grow**, approaching the **sweet spot** of 3 full-time communicators. However, the **one-person communications team is the most common team size**, representing about a third of nonprofits. Don't assume all large nonprofits must have large comms teams — that's simply not true.

As comms teams grow, you can expect to see them **increase the frequency** with which they publish content and to

effectively manage more communications channels, especially social media. The biggest difference between the most effective and less effective teams is communications frequency.

**Email is now the most important communications channel** for nonprofits. However, we still see minimal adoption of email list management and engagement best practices.

**Instagram** overtook Twitter and YouTube to become the #2 social media network after Facebook.

We found very **few differences** in which communications channels were important based on communications objective.

We have new data on **how often nonprofits are using** various communications channels. As expected, social media accounts are updated most often. Most nonprofits are **sending email to their lists weekly or several times a week**.

Less than half of nonprofits used our favorite **awareness raising and engaging calls to action**. We recommend you give them a try in 2021.

We are sharing updated data on **salaries for nonprofit communicators**, taking into account organization budget size and cost of living differences in the U.S. For the first time, we also broke out communications executives from communications directors.

**Looking for other data?** At the back of the report, you'll find an index of what's included in the Trends Reports for the previous six years.

# The Impact of the Pandemic on Nonprofit Communicators

By definition, the coronavirus pandemic has affected all of us and all nonprofits in some way. But both the impact of the pandemic and the response to it are anything but equal.

For this year's Trends Report, we asked several questions about how the pandemic has affected nonprofit communicators and their work.

Most nonprofit communicators said the **pandemic increased the amount of planning (63%) and collaboration (57%)** on communications in their organizations, which is positive.

However, the **pandemic was more likely to strip away a sense of control over the workload (39%)** than to increase that level of control (just 21%). This is due in part to the nature of the pandemic: nonprofits couldn't control lockdowns and social distancing requirements that led to mass cancellations of nonprofit events.

**But there's more to the story.** We also asked about the problems that the pandemic exacerbated or made worse for nonprofit communicators, as well as the opportunities or silver linings that arose.

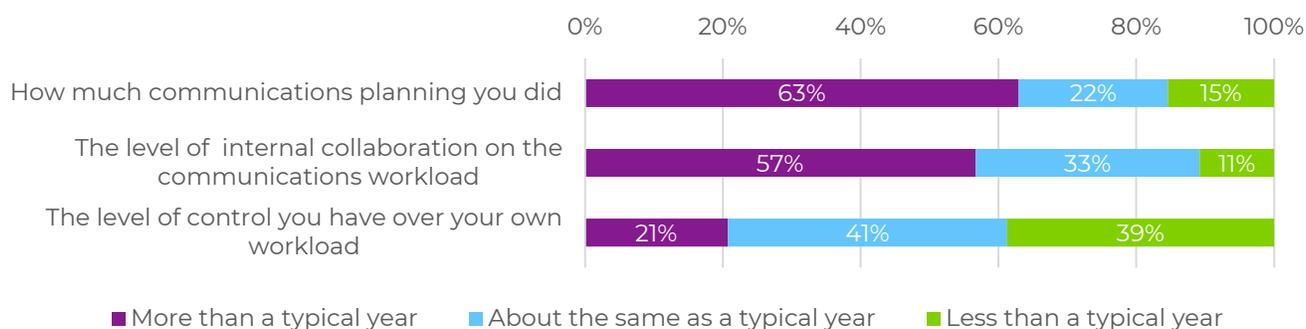
Within the stories shared in the open-ended responses to these questions, we see a range of experiences, with two very different ends of the spectrum.

**We refer to this spectrum as CALM not BUSY.** It's Nonprofit Marketing Guide's management framework for effective nonprofit communications. CALM is Collaborative, Agile, Logical, and Methodical. These qualities in a nonprofit's approach to its communications work lead to more effectiveness. BUSY is Bogus, Unrealistic, Sidestepping, and Yoked — and these qualities stifle effectiveness.

Nonprofits that were already working toward being CALM, or were able to embrace these concepts relatively quickly, responded to the pandemic with focus and creativity. With an emphasis on collaboration and agility in particular, they often met or exceeded expectations for what was possible.

At the other end of the spectrum are nonprofits that were already struggling with being BUSY. The challenges of the pandemic created even more stress and strife and led to even more unrealistic expectations, sidestepping important decisions, and being yoked to inadequate and now irrelevant programming and communications tactics.

## Pandemic Increases Collaboration and Planning, But Not Control Over the Communications Workload



Let's take a closer look at the themes that emerged from the answers to these open-ended responses.

### Problems Made Worse by the Pandemic

For some nonprofits, the pandemic further exacerbated problems that were already challenging, including

- Cascading impacts of an over-reliance on in-person events that had to be canceled or moved online
- Digital divides among program participants, supporters, and staff
- Increases in an already unsustainable communications workload and piled-on (rather than re-prioritized) messaging and crisis communications requests from across the organization
- Further hardening of internal silos that separate communications staff from others as people began working at home
- More overthinking and hesitancy to take risks

### Silver Linings of the Pandemic

Others used the pandemic as problem-solving rocket fuel to propel big leaps forward in effectiveness. They experienced

- New appreciation by leadership for and investment of time and resources into digital communications strategies
- Motivation to move beyond brainstorming and to implement creative new ideas without fear of failure
- Increased willingness by program staff and others to contribute content, including video
- Outpouring of support from people newly connected or re-engaged via reinigorated online communications
- Proof that teams could successfully collaborate and achieve success while working remotely from home

### Quotes from Survey Participants

“Internal buy-in, review, and approvals took even longer and involved more people. Way too much overthinking.”

“Working remotely was very poorly organized and collaboration became even harder. It's very hard to get what I need from other staff.”

“It's work on top of work. We've been in crisis mode all year. We have so much to communicate but we are so overwhelmed and so is everyone else.”

“Internal communications completely broke down. I was told I am not allowed to contact other teams about comms because they are too busy.”

“Our board decided to pull back on all comms and to 'wait it out.' and 'not bug people during a pandemic.'”

“There's a new appreciation for the importance of communications and using a variety of different channels.”

“We had to increase our website server volume twice due to increased traffic!”

“Much better buy-in from executive team to our digital comms work and more interest overall in our team now.”

“It forced us to try new things that we have talked about for ages but never had the motivation to do.”

“We took all that time and energy we used to spend on events and used it to improve our communications and data tracking systems.”

“Suddenly working from home helped us get new and better processes in place and to be more organized and collaborative.”

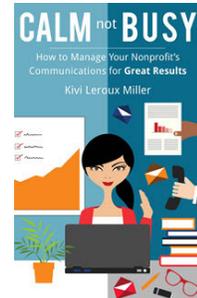
# Managing Comms Teams for CALM not BUSY

Regardless of the pandemic, we are always interested in the progress nonprofit communicators are making with implementing the CALM not BUSY framework.

CALM communicators work to implement 23 specific actions that improve results and increase effectiveness over time. The first step is attempting these activities, like using an editorial calendar and creative briefs. The next and usually harder step is making these activities habits, where you implement them very often or always, rather than only sometimes.

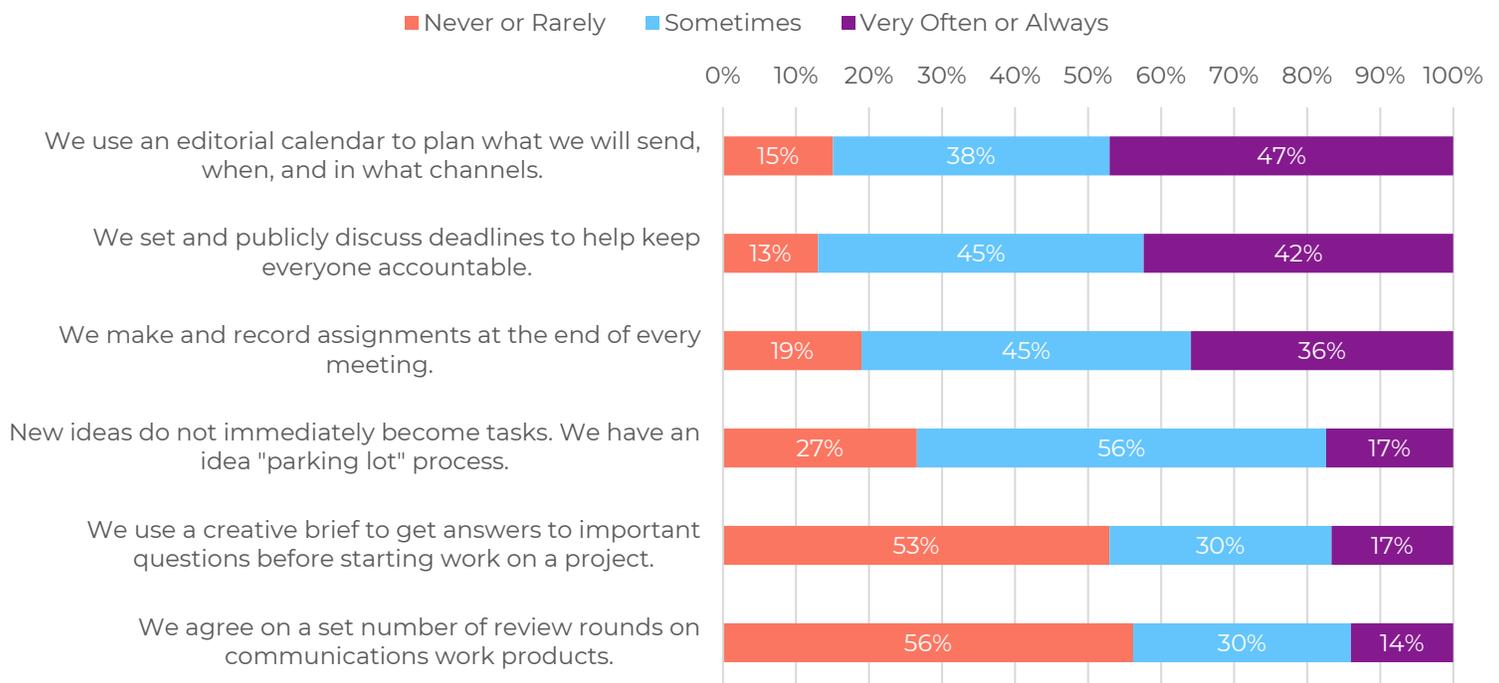
We see nonprofits making good progress on using an editorial calendar, publicly setting and discussing deadlines, and recording communications assignments.

There's still much more work to do on vetting new ideas, using creative briefs, and agreeing on a set number of review round for work products.



*The CALM not BUSY framework and all 23 CALMing actions are described in detail in the book.*

## Implementation of CALM Approaches That Increase Communications Effectiveness



# Managing Your Own Time and Setting Boundaries

It's the nature of communications work, especially in the nonprofit sector: there are too many ideas, too many messages, and too many communications channels, all competing for attention from communications staff. To be successful, we must prioritize, set aside time to think strategically, and invest the right amount of effort to do the work well.

That's why the ability of nonprofit communicators to control their own time and to set boundaries on their work is essential to their success. Managers and coworkers won't do this for you — it's up to you. This is especially true for teams of just one or two people.

Even when communications staff are given that control in theory, they don't always take advantage of it. As part of our coaching programs, we are constantly reminding communications staff to set and enforce boundaries and to give themselves time to think and to plan.

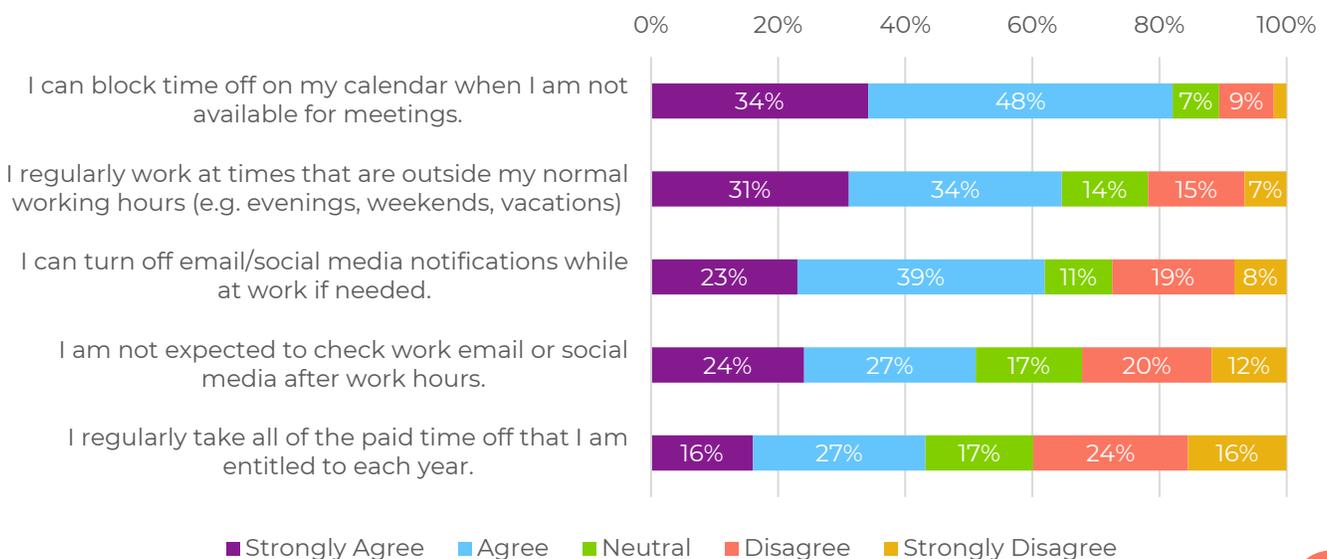
We are somewhat encouraged by these survey results . . .

- 82% say they can block off time on their calendars when they are not available for meetings.
- 62% say they can turn off email and social media notifications if needed.

However, we still need significant office cultural shifts and personal boundary setting in other areas . . .

- 65% say they regularly work at times outside their normal working hours
- Only 51% say they are not expected to check work email or social media after work hours
- Only 43% say they regularly take all the paid time off they are entitled to

## How Nonprofit Communicators Feel About Their Ability to Manage Their Own Time



# Communications Team Size and Effectiveness

This year’s research confirmed what we’ve seen in previous years: **Communications teams become more effective as they grow, approaching the sweet spot of 3 full-time communicators.**

However, **the one-person communications team is the most common team size**, representing about a third of nonprofits. When you broaden this slightly to include communications teams with 0.5 – 1.5 FTE (full-time equivalents), you see 58% of nonprofits. This is not limited to small organizations — even very large nonprofits often have very small communications teams.

**Good communications work is more dependent on time than any other factor.** As organizations add staffing beyond 1 FTE, they have that capacity — the time — to implement best practices, especially increasing the frequency with which they use multiple communications

channels. They also have the time to develop skills and expertise.

**We know from years of research and coaching experience that effective teams communicate more frequently than ineffective ones.** For example, they will update social media platforms several times a week or daily, rather than weekly or monthly. They will send direct mail several times a year or monthly compared to less effective teams that may only send one year-end appeal. They will do media relations work regularly rather than sporadically.

This is especially true with email marketing, where effective teams will send email weekly rather than monthly or even quarterly. Both the importance of email marketing frequency and the ability to manage email lists for engagement soar as teams become more experienced and as they grow.

## Effectiveness by Communications Team Size

	Total % of Teams	0.5 FTE	1 FTE	1.5 FTE	2 FTE	3 FTE	4-5 FTE	6+ FTE
By Level of Effectiveness								
<b>Most Effective</b>	44%	25%	44%	39%	44%	68%	49%	50%
<b>Less Effective</b>	56%	75%	56%	61%	56%	32%	51%	50%
By Level of Expertise and Capacity								
<b>Beginner</b>	3%	7%	3%	4%	4%	0%	0%	3%
<b>Capable</b>	20%	37%	22%	26%	13%	4%	22%	6%
<b>Skilled</b>	50%	46%	50%	46%	55%	62%	41%	50%
<b>Advanced</b>	23%	8%	21%	20%	25%	30%	34%	42%
<b>Expert</b>	3%	1%	3%	3%	3%	4%	2%	0%

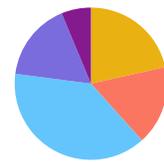
**FTE:** Full-time equivalent. **Level of Effectiveness:** “Most Effective” includes survey participants who said their communications in 2020 were Very Effective or Extremely Effective. “Less Effective” includes survey participants who said their communications in 2020 were Somewhat Effective, Slightly Effective, or Not At All Effective. **Level of Expertise and Capacity:** Survey participants were asked to select the level that best described the combined level of communications expertise and capacity at their nonprofit.



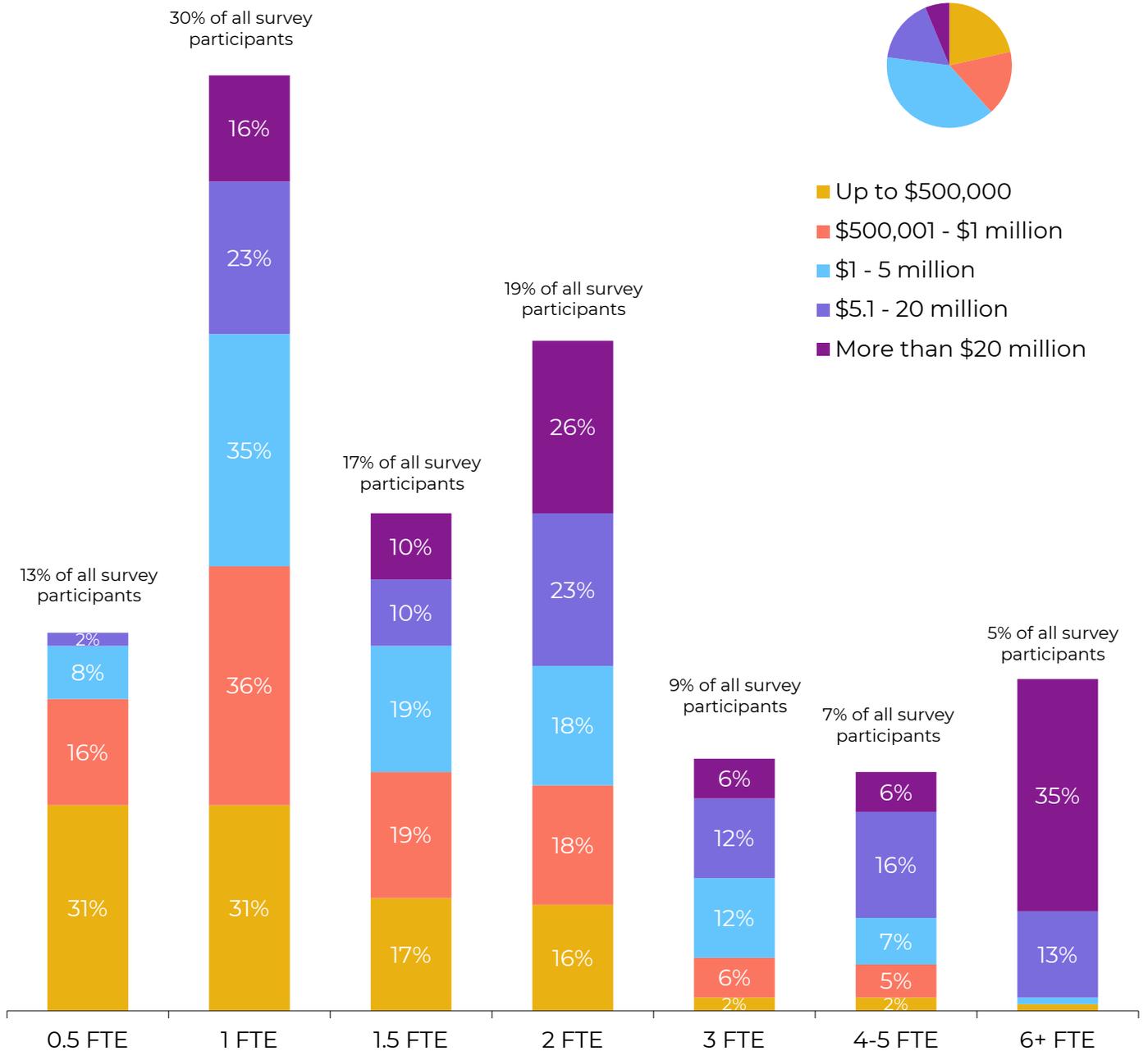
# Communications Team Sizes in FTE, by Organizational Budget Size

In general, larger nonprofits are more likely to have larger communications teams. But this is not universally true. For example, 58% of nonprofits with budgets of \$5.1 - \$20 million and 52% of nonprofits with budgets over \$20 million in our survey have communications teams of 2.5 FTE or less.

Percentage of Survey Participants by Budget Size



- Up to \$500,000
- \$500,001 - \$1 million
- \$1 - 5 million
- \$5.1 - 20 million
- More than \$20 million



# What to Expect as Your Team Grows

This year, we took a closer look at what changes as communications teams grow beyond a solo communicator.

## The Jump from One Staff Person to Two

From past Trends Reports, we know that nonprofit communicators say that if their team were to grow by one person, they would use that additional staffing for social media and for video production.

When we looked at this year's data, we saw the same thing. When a team grows from one to two people, we see that average social media frequency jumps from once a week to several times a week or daily on one or two primary channels (e.g., Facebook and either Twitter or Instagram).

We also see teams begin to create video content on a more consistent monthly schedule.

## The Jump from Two Staff People to Three

When teams reach three FTE, we see

- More emphasis on website/blog content and updating that content more frequently
- Successful management of multiple social media channels, posting several times a week or daily (e.g., moving beyond Facebook, Instagram, and Twitter and adding in secondary channels like LinkedIn or placing more emphasis on Instagram Stories or YouTube videos).

- The ability to prioritize more PR/media relations work
- More frequent use of direct mail (e.g., several times a year or monthly, rather than just once or twice a year)

Simply put, bigger teams can generate more content and distribute it more frequently.

## Can a One-Person Team Still Be Effective? Of Course!

One-person teams can still be effective communicators, but it requires focus. Being CALM in the work — Collaborative, Agile, Logical and Methodical — is even more essential for success. One-person teams need to prioritize, which is often very challenging in organizations that don't appreciate that need for CALM and instead relentlessly pile on the communications work.

It's also essential for one-person teams to simplify their workflows — the way their organizations generate ideas and draft, review, approve, and publish content. One person teams must also become experts at repurposing content across their communications channels, so they get as much value as possible out of the content they do create.

# The Most Important Communications Channels for Nonprofits

It's been five years since we asked nonprofits to rank communications channels based on level of importance. We stopped asking annually because the results rarely changed.

**In that time, email jumped to the top of the list**, whereas previously it was always second or third behind websites and sometimes social media.

We also saw direct mail and PR/media relations switch places at the end of the list compared to the ranking in the 2016 Trends Report.

## Top Communications Channels for Nonprofits in Order of Importance

1. Email
2. Website/Blog
3. Social Media
4. Events
5. PR/Media Relations
6. Direct Mail

We asked specifically about the various social media channels that nonprofits use. **Facebook continued to dominate** as it has since we began asking about it. **Instagram continued its steady ascension and has reached the number two spot**, overtaking both Twitter and YouTube.

This year, we asked separately about Facebook Groups and Instagram Stories, which many nonprofits manage differently than the primary newsfeeds on each platform.

## Social Media in Order of Importance Overall

1. Facebook Page
2. Instagram Newsfeed
3. Twitter
4. YouTube
5. LinkedIn
6. Instagram Stories
7. Facebook Group

With these lists in mind, we wanted to know if a nonprofit's communications objectives significantly altered the order of the lists. **We found very few significant differences.**

**If you prioritize fundraising results**, you are likely to place a bit more emphasis on events, direct mail, PR/media relations, and email and a bit less on websites/blogs and social media.

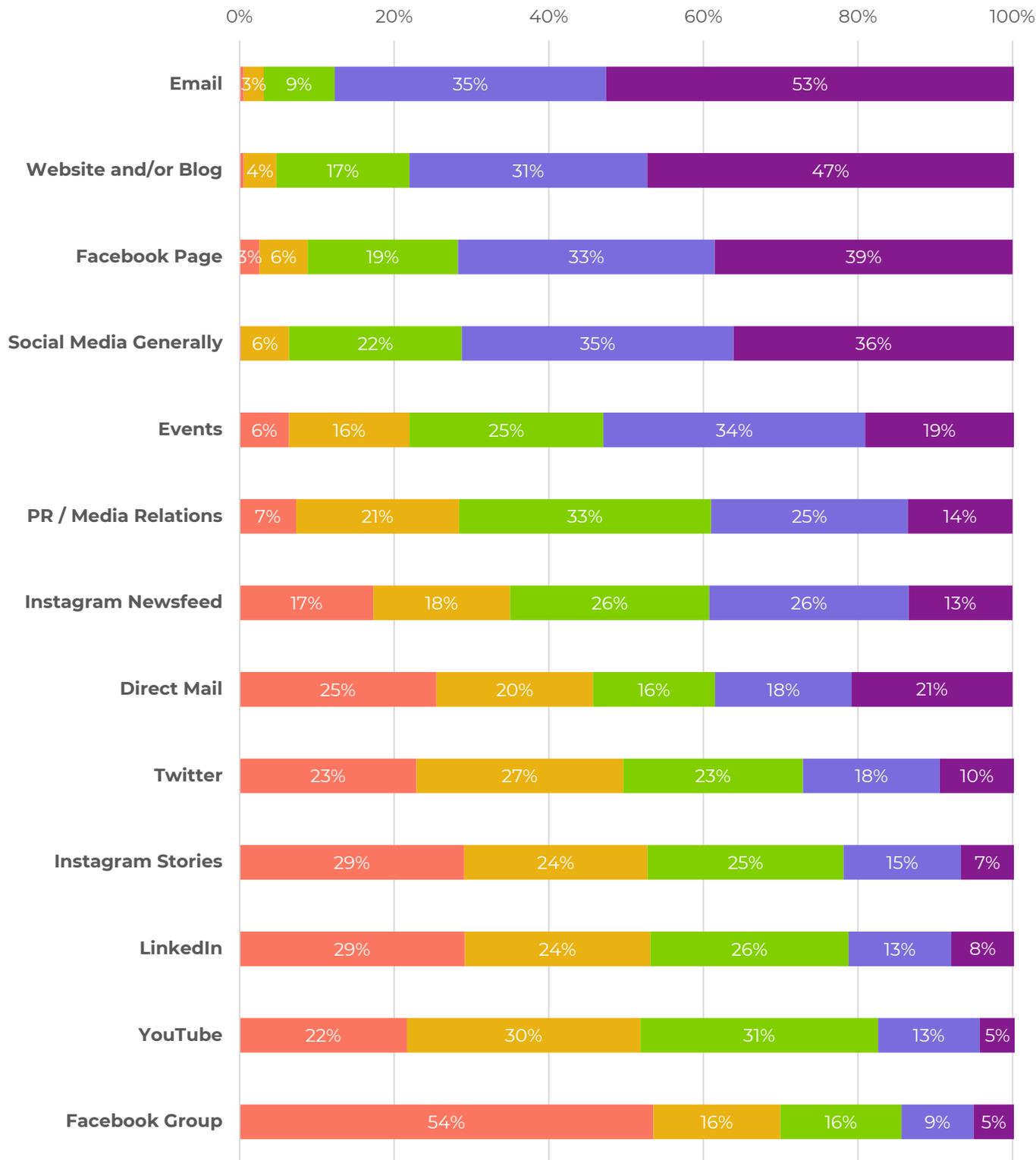
**If you prioritize participation levels**, you will likely place a bit more emphasis on email, events, and your website/blog, but less on direct mail.

**If you prioritize changes in knowledge or understanding**, you are less likely to use direct mail.

**If you prioritize list growth**, you will likely put more emphasis on your website/blog, email, and social media and less on events, direct mail, and PR/media relations.

# Relative Importance of Communications Channels to Your Success, with Your Top Objective in Mind

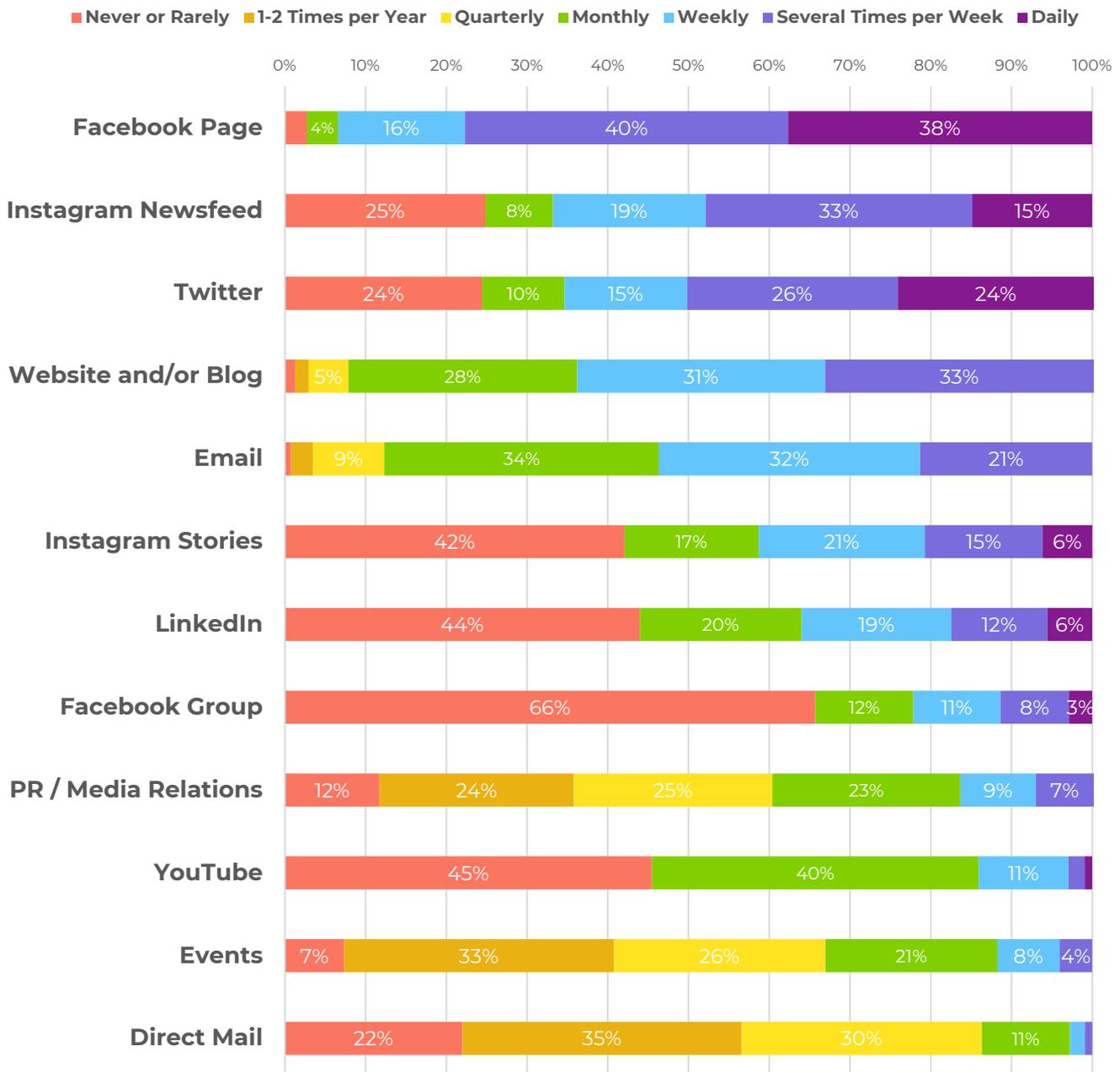
■ Not At All Important 
 ■ Slightly Important 
 ■ Moderately Important 
 ■ Very Important 
 ■ Absolutely Essential



# How Often Nonprofits Communicate

Finding the right communications frequency remains a conundrum for busy nonprofit communicators as they try to balance using multiple channels with the time it takes to keep those channels updated. The most effective teams generally post more often than less effective teams. The ability to do so also increases with communications team size.

## How Frequently Nonprofits Use Communications Channels



# Adoption of Email Best Practices Still Lagging

**Nonprofits say email is their most important communications channel, but the sector is woefully behind in implementing best practices for email list management and engagement.**

In the 2020 Nonprofit Communications Trends Report, we warned of a coming nonprofit email apocalypse because few nonprofits are implementing best practices for email list management and engagement.

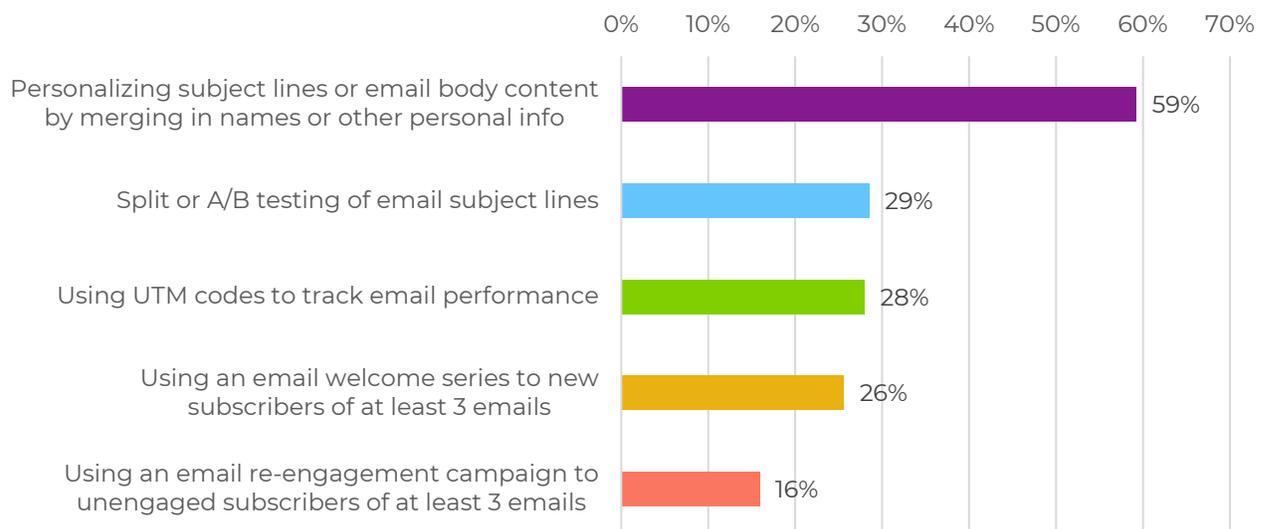
For example, in last year's report, 77% of nonprofits said that they never cut back the quantity of emails they send to unengaged subscribers, with 69% saying they never stop emailing, even if the subscriber is clearly no longer engaged. (To protect your reputation as an email sender, you must slow and then stop emailing unengaged people on your list.)

We are equally worried by what we see in year's data. Again, the number of nonprofits implementing what are well-established email best practices is quite low.

Less than a third of nonprofits are testing their email subject lines (29%), using UTM codes to track email performance (28%), sending an email welcome series (26%), or sending a re-engagement campaign series to un-engaged subscribers (16%).

The only bright spot: Over half (59%) have personalized subject lines or email body content by merging in names or other personal information.

## Few Nonprofits Are Implementing Email Best Practices



# Few Nonprofits Take Advantage of Engaging Calls to Action

Decades of marketing and behavioral research into what motivates people to act are clear: **We need to share simple, clear calls to action that help people feel like they are taking an important step forward.**

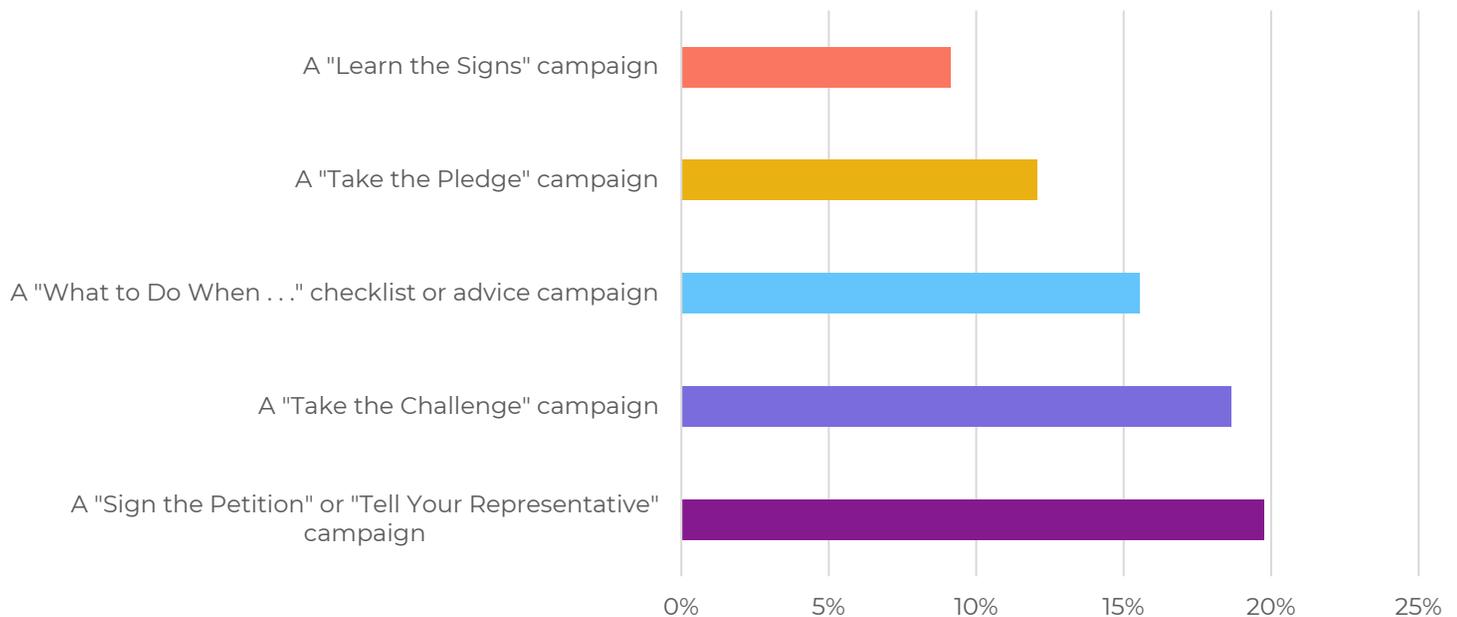
Yet, many nonprofit awareness and engagement campaigns are too vague or too complicated.

This year we decided to survey nonprofits on their use of five of our favorite calls to action for issue awareness and engagement campaigns. A little less than half of survey participants (45%) said they had used at least one of these campaign calls to action in 2020.

Of the five calls to action surveyed, “Sign the Petition” or “Tell Your Representative” campaigns were the most popular, with 20% of survey participants saying they’d run that campaign in 2020, followed closely by a “Take the Challenge” campaign.

If you are searching for a way to raise awareness or to improve engagement around your issues this year, we strongly encourage you to consider one of these calls to action and to build your campaign around it.

## Use of Selected Awareness and Engagement Campaigns by Nonprofits in 2020



# Communications Team Salaries

How much should you be making in nonprofit communications work? So many factors come into play in any particular organization that it's impossible for us to say. However, we encourage you to use the following data in your conversations about compensation, especially if your salary is significantly lower than what we are reporting here.

## U.S. Median Communications Salaries by Organization Budget Size, 2020

National Median	Under \$1 million	\$1-5 million	\$5-20 million	\$20 million or more
<b>Communications Executive</b>				
<b>\$75,000</b>	\$58,000	\$80,000	\$81,000	\$107,000
<b>Communications Director</b>				
<b>\$60,000</b>	\$50,000	\$60,000	\$80,000	\$73,000
<b>Communications Coordinator</b>				
<b>\$42,000</b>	\$41,500	\$41,500	\$47,500	\$44,500

## U.S. Median Communications Salaries by Position and Cost of Living, 2020

National Median	Very High (NYC, SF)	High (Boston, DC)	Moderate to High (Pittsburgh, NOLA)	Affordable to Moderate (Orlando, Omaha)	Affordable
<b>Communications Executive</b>					
<b>\$75,000</b>	\$95,000	\$105,000	\$67,000	\$65,500	\$56,000
<b>Communications Director</b>					
<b>\$60,000</b>	\$65,000	\$70,500	\$59,000	\$55,000	\$50,000
<b>Communications Coordinator</b>					
<b>\$42,000</b>	\$58,000	\$40,000	\$44,000	\$40,000	\$42,000

Data includes communications and combined communications/development staff only.

## 2020 U.S. Median Nonprofit Communications Director Salary by Organization Budget Size and Cost of Living

	National Median	Very High	High	Moderate to High	Affordable to Moderate	Affordable
<b>National Median</b>	\$60,000	\$65,000	\$70,500	\$59,000	\$55,000	\$50,000
<b>\$20 million or more</b>	\$73,000	\$77,500	\$79,000	\$70,000	\$58,300	NA
<b>\$5-20 million</b>	\$80,000	\$100,000	\$82,500	\$55,000	\$71,000	\$50,000
<b>\$1-5 million</b>	\$60,000	\$65,000	\$66,500	\$61,500	\$56,500	\$50,500
<b>Under \$1 million</b>	\$50,000	\$50,000	\$65,000	\$53,000	\$50,000	\$42,000

## Communications Director Salaries Generally Rise with Team Size

Team Size in FTE	1	2	3	4-5	6+
Median Salary	\$53,500	\$67,000	\$61,500	\$60,000	\$82,000

Data on this page includes Communications Directors/Managers only.  
Includes communications and combined communications/development responsibilities.

# About the Trends Survey

This report is based on an online survey by Nonprofit Marketing Guide during November-December 2020. The survey was administered using SurveyMonkey.com, with additional statistical analysis by MarketSight.com.

Participants were recruited primarily through email and social media requests by Nonprofit Marketing Guide and colleagues in the sector. As such, it is not based on a random probability sample where all members of a population have an equal or known chance of being selected.

The full survey was completed by 547 participants, and only completed surveys were used in the analysis. All 547 participants said they spend at least 50% of their time on communications or marketing work at their nonprofit organizations.

83% of participants are in the United States, 10% are in Canada, and the remainder are from other nations around the world.

Participants work for organizations of all sizes: 35% have annual budgets up to \$1 million, 35% have budgets between \$1 million and \$5 million, and 21% have budgets over \$5 million. The others were unsure.

## Areas of Responsibility

- 58% work only on communications/marketing
- 23% work on communications and development
- 8% work only on development
- 11% work on operations or executive leadership

## Job Level within the Organization

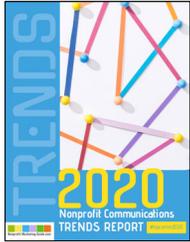
- 52% are middle managers or directors
- 27% are executives, c-suite, or senior managers
- 14% are coordinators or junior staffers
- The rest, 7%, are entry-level employees, volunteers, board members or consultants.

## Combining Job Levels and Responsibilities

- 9% are Communications Executives
- 34% are Communications Directors
- 11% are Communications Coordinators
- 7% are Communications and Development Executives
- 12% are Communications and Development Directors

# Where to Find Additional Research

If the data you are seeking isn't in this year's report, it's likely in reports from recent years.

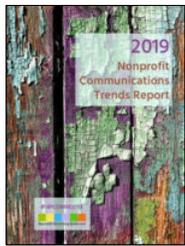


## In the 2020 Report

- New data on nonprofit **communications objectives**
- New data on how nonprofits **manage their email lists**
- New data on how nonprofits are **engaging supporters on social media**
- Updated data on effective **communications team models**
- The types of skills nonprofit communicators **want to develop**

## In the 2017 Report . . .

- The four most popular models of **nonprofit communications teams and how they are structured**, including important differences
- Extensive data on how nonprofit communications teams can **measure their own effectiveness**
- Important differences in how **communications directors, development directors, and executive directors** view and approach communications work

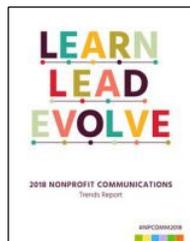
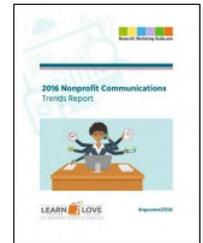


## In the 2019 Report . . .

- New data on priority level, experience and effectiveness for **12 marketing strategies**
- Updated data on **communications team sizes, structures, and budgets**
- Updated **communications team salaries**, including regional differences
- New data on **writing skills, annual report formats, and the use of video**
- New data on **organizational culture around communications work**

## In the 2016 Report . . .

- Which **communications channels are most important**
- What **gets in the way** of nonprofit communications success
- The **importance of a strong relationship with the executive director**
- **Advice for executive directors** on how to work more effectively with communications teams



## In the 2018 Report . . .

- **Effectiveness** on 12 specific communications goals
- **How much content** teams typically create
- How staff rate their **levels of expertise** on a dozen communications skills
- The **types of training** communications staff get and who pays for it
- **Demographic data** for nonprofit communications staff

## In the 2015 Report . . .

- The **points of conflict** in nonprofit communications
- Portrait of a **typical nonprofit communications director**



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# NONPROFIT MARKETING GUIDE

## About Us

Nonprofit Marketing Guide helps nonprofit communicators **learn** their jobs, **love** their work, and **lead** their teams.

We want you to be effective and happy in your communications work so that your nonprofit can be successful in changing the world for the better. We also want you to keep your professionalism and energy in the nonprofit sector, knowing that you could very well make more money in the corporate world.

**That's why we focus not only on the most effective marketing and communications tactics and strategies for nonprofits, but also on your personal wellness and growth in the work.**

### How We Are Different

**We are a training and coaching company. That's all we do.**

Unlike most online training providers in our sector, we are not using webinars to upsell you on software or consulting services. The training and coaching are our only services.

**Public service is in our DNA.** We (CEO Kivi Leroux Miller and COO Kristina Leroux) are sisters who come from a long line of public servants. Our elders include members of the Armed Forces, a nurse, a librarian, and clergy. Our spouses are a nonprofit executive director and a high school teacher. So, while Nonprofit Marketing Guide is a private business that supports our two families, our desire to serve and to contribute to your success are at the center of our business model and world view.

### What's Important to Us

**Understanding and Empathy.** We are constantly listening to what nonprofit communicators need and empathize with them about all of the challenges of working in the nonprofit sector. Even though we are thought leaders in the nonprofit sector, we understand that our lived experiences and “our way” are not inherently more valuable than yours or anyone else's.

**Enthusiastic Problem Solving.** We approach problem solving with creativity and enthusiasm. We enjoy geeking out on process or technology when it leads to making nonprofit communicators' lives easier or your work more successful.

**Being Direct and Pragmatic.** While we constantly cheer for and defend nonprofit communicators, we also believe in being authentic, honest, and direct, even when conversations are hard. We are not particularly interested in theory. Instead, we focus on real-world practice and results. We never want to waste your time because we know you have little to spare.

**Living Our Lives in Draft.** We make mistakes and get it wrong. But rather than quickly moving on, we learn as we go. Our next attempt will always be better than our last because we are committed to constant learning and doing better for ourselves and for you.

Please explore all that we have to offer you and your communications team at **[NonprofitMarketingGuide.com](https://NonprofitMarketingGuide.com)**.