

A MATTER OF HONOR
Communications Campaign Recommendations



March 16, 2005

TABLE OF CONTENTS

Overview	2
Campaign Messaging	3
Long Term Capital Campaign Planning	5
Milestones and “Wow” moments to promote	
Ongoing Capital Campaign communications	
Communications audit	
Recommendations on Information packets	
Recommendations on Powerpoint presentations	
Recommendations for one-on-one cultivation	
Targeted and/or Regional Media/Promotions	16
Direct mail recommendations	
Cultivation event recommendations	
LE Ambassador Activities	
Recognizing Campaign Gifts	19
Corporate announcements and long-term promotions	
Promotion of individual and foundation gifts	
Promotion of law enforcement community gifts	

OVERVIEW

The following recommendations have been developed by Widmeyer Communications with support from Sandra Renner at the Alford Group and from National Law Enforcement Officers Memorial Fund staff serving on the development and fundraising team. The recommendations are based on interviews with NLEOMF staff and consultants, and on our review of communications and fundraising materials that have been developed, and that are under consideration.

In developing these recommendations, we are cognizant of the following needs:

- To develop and utilize communications strategies that will support the fundraising team's effort to raise \$80 million to build and open the National Law Enforcement Museum
- To establish a unique voice and identity for the Museum, and develop language to use when describing the Museum that is distinct and separate from, yet complementary to the Memorial
- To build on the substantial awareness of, and goodwill toward, the National Law Enforcement Officers Memorial to promote the need for the National Law Enforcement Museum
- To develop and review communications materials and activities to support development team's fundraising efforts
- To maximize opportunities for news media coverage and special events to create awareness and support for the Museum
- To provide recommendations on direct mail, donor solicitations and acknowledgments, and maximize the appeal of NLEOMF corporate partnerships
- To provide recommendations on additional promotional materials, or augmentation of existing materials, to support the fundraising efforts

The recommendations are designed to serve as a preliminary, “big picture” assessment of current fundraising communications practices, and of what the communications team – which includes both Widmeyer Communications and NLEOMF communications staff – can do to support the NLEOMF’s \$80 million Capital Campaign and ongoing corporate partnership and Law Enforcement Ambassador fundraising activities.

These recommendations should be viewed as an outline of recommended activities. They are part of a plan that will evolve and be revised on an ongoing basis through our continuing work with NLEOMF to ensure that we are capitalizing on all

emerging opportunities and responding to new insight and recommendations from NLEOMF and its target audiences.

I. MESSAGING FOR THE CAMPAIGN

The NLEOMF is at a critical point in its efforts to raise \$80 million to build the National Law Enforcement Museum. Building on years of awareness and support for the National Law Enforcement Officers Memorial, the organization is poised to invest a significant amount of resources to meet fundraising goals on an ambitious timetable.

These investments will be devoted to two key areas: creating and augmenting promotional materials that establish the need for the Museum, and utilizing these materials in continuing proactive outreach and cultivation activities to build corporate partnerships and solicit major gifts needed to build the Museum.

To succeed, this outreach must be driven by messages that convince donors that the National Law Enforcement Museum is more than a worthwhile endeavor. The messages must convince donors, corporate and law enforcement partners and the general public to make significant and immediate financial contributions to the Museum. Effective use of these messages is important for NLEOMF staff, and for the Law Enforcement Ambassadors who make up a valuable corps of advocates and fundraisers in the field.

Working in partnership with the NLEOMF staff and with the Alford Group, Widmeyer Communications is prepared to develop a variety of engaging messages targeted to each of the groups that are integral to the fundraising effort. The team is well prepared to develop separate and distinct messaging for the Museum. We know that we can create engaging messages that appeal to us as a group on an instinctual level and that feel as if they would compel donors to “write a check.” But before those messages are integrated into costly promotional materials and time-consuming outreach activities, we need to gain a firm assurance that they will succeed. We need to go directly to the audiences we’re targeting to “test” these messages and determine if they will in fact compel donors to act.

This message testing differs from that undertaken prior to the development of the Case Statement for the A Matter of Honor campaign. That testing focused largely on whether target audiences believed the National Law Enforcement Museum is a good idea, and on what they would like to experience when visiting the Museum. It did not assess whether they would contribute financially to the Museum, nor what messages would compel them to do so. This message-testing activity must accurately assess the language that resonates with corporate partners, major donors, and members of the general public and members of the law enforcement community whose support will make or break the success of this fundraising effort.

The message development and testing process we recommend is based on four key steps:

- Building on discussions, existing materials and insight from NLEOMF staff and the Alford Group, the communications team will develop a draft “message document.” The messages in this document will be designed specifically for key fundraising audiences, including major gift donors, corporate partners and the law enforcement community. The messages will articulate why each of these audiences should make financial contributions toward the building of the National Law Enforcement Museum.
- Qualified researchers will “test” the messages through telephone surveys with the key audiences. Respondents will be given a brief overview of the Museum-building effort, and will then rank the messages in order of effectiveness.
- The researchers will compile a report that ranks the messages that were most convincing to each of these groups.
- This report will lead to the creation of a Message Platform that can be utilized in a variety of ways, including:
 - Fundraising collateral materials, such as the proposed new DVD/AV presentation, brochures, Web site enhancements, media kits and conference booths.
 - Cultivation letters, NLEOMF and National Law Enforcement Museum fact sheets.
 - Speeches and informal talking points to be used at cultivation events.

We recognize there is an urgent need to develop materials -- in addition to the existing Case Statement -- that can be utilized by the fundraising team, particularly the DVD/AV presentation. We also realize that this message-testing process requires a delay in developing these materials. But given the significant investment that the NLEOMF is making, and given the very high stakes of the fundraising activity, we believe it is imperative to ensure that these materials are as effective as they can possibly be, and that the entire fundraising team is able to build on direct insight about “what works” for its target audience.

Widmeyer Communications has an in-house Research and Polling division that can manage this process and ensure that all findings are effectively integrated into ongoing communications activities by Widmeyer staff supporting the A Matter of Honor campaign. If necessary, we would be pleased to provide a more detailed description of the message development and testing process, and to answer additional questions from NLEOMF staff. We believe this process will take approximately five weeks from the “Message Mapping” activity through the testing of the messages and the creation of the Message Platform.

Messaging Notes:

The communications team is well aware that the ultimate messages about the need for the National Law Enforcement Museum must go beyond simply calling on donors to “build the museum.” We used this language in the above section to simplify the call to action that must come across through these communications. We are well-prepared to create many messages that focus on the Museum’s role in bringing about public awareness and understanding of the law enforcement profession . . . and we know that the Museum will ultimately serve as a forum for education and dialogue. We also recognize the need to develop messages that encourage target audiences – such as corporations, law enforcement entities, foundations and individuals – to become a part of this project. But creating these is simply the first step. We need to balance our internal consensus about what will be effective with what target audiences tell us will be effective.

II. LONG TERM CAPITAL CAMPAIGN PLANNING

Milestones and "Wow Moments" to Promote

NLEOMF is looking ahead toward significant milestones – or “Wow Moments” – that can create significant awareness and support for the capital campaign. The following milestones should be considered as tangible opportunities to promote the building of the Museum and to generate visibility that can support fundraising efforts. While some were included in our overall NLEOMF communications plan, they have been updated with new ideas:

Final Approval of Museum Design by the Commission of Fine Arts and NCPC:

The preliminary approval of the Museum’s design by the Commission of Fine Arts and the National Capital Planning Commission is a sign of progress. Once there is final approval of the plaza and skylights, we will have an opportunity to encourage prominent architecture journalists to “unveil” the design through a feature story. This feature story could then be used in information packets distributed to all target audiences of the fundraising effort, including major gift prospects, potential corporate partners, foundation representatives and Law Enforcement Ambassadors.

We recommend the following strategy for moving forward on this, once we’re ready to unveil the plan:

- Create pitch focusing on the fact that this Museum is an important addition to the roster of memorials and historic/cultural sites in the nation’s capital. Develop compelling messages about what makes the design of the National Law Enforcement Museum unique, yet ensures that it will be well-integrated into the surrounding cultural landscape. Emphasize newsworthy elements of the architectural design as well as specific elements such as the highly

interactive nature of the museum. Be prepared to articulate key principles that will lead to its success as an historic and cultural site, including “lessons learned” from other museum projects and winning strategies to boost visitation.

- Using tools like the updated animation, architectural renderings and other available visuals, create a colorful presentation about the Museum.
- Create a small list of high profile, influential journalists for the main pitch. These would include architecture and design critics such as Ben Forgey and Roger Lewis from *The Washington Post* and Ed Gunts from *The Baltimore Sun* and Annette Grant from *The New York Times* and Metro and police beat reporters from *The Washington Post* and other Washington-area newspapers. Create additional list of editors of law enforcement publications and media. Invite these journalists to individual meetings for an advance look at the Museum, and a discussion of how the existing Memorial will complement the Museum. Give the presentation described above at these meetings.

Announcements of Major Gifts

In contrast to the above ideas, which will generate visibility about the Museum itself, the announcement of the lead individual gifts – or an announcement about a critical mass of individual gifts – presents an opportunity to “go public” with news about the Capital Campaign. It will show momentum and signal that this is clearly an effort worthy of financial support. External media coverage and visibility through NLEOMF communications vehicles can become an additional element to information packets distributed to potential donors and corporate partners. This can also be promoted in fundraising presentations.

Outreach around this effort would be targeted to the philanthropic press, the law enforcement community, general media in the donors’ communities, and media outlets that are aligned to the fields or industries from which major donors have “made their names.” There are a number of factors that will determine the best way to announce the gift (s), but we should consider major events that attract other potential donors, events in conjunction with National Police Week, and events supported by involvement with important allies on Capitol Hill.

All announcements of this type will be personalized specifically to the wishes of the donors. Some may be interested in a great deal of visibility, which can be provided through media placement, special events and promotion through NLEOMF communications channels. Some may want to keep a low profile. The communications team will work in partnership with the fundraising team to maximize the potential of each gift to show critical mass toward the building of the Museum while responding to the wishes of each donor.

Major Fundraising Events

Dynamic fundraising events can also be “Wow Moments” based on their scope, participants and goals. If the special guests are willing, for example, events like the recent IACP L.A. fundraiser could present good opportunities for media coverage as well as cultivation of top prospects. Events featuring stars of law-enforcement themed programs are particularly newsworthy, and they can be even more exciting when they include features such as the new DVD/AV presentation that will soon be updated. Events such as this should make the best possible use of visuals, signage and messaging to promote the need for, and mission of the Museum.

We should also strive to identify, recruit and groom two or three highly recognizable television or film stars whose careers are closely associated with roles as police officers or other law enforcement officials. These stars would make a commitment to do events alongside Craig Floyd and the police chief or other high ranking official in various cities where these events would take place.

Acquisition of Key Artifacts:

The acquisition of high-profile artifacts presents another opportunity to demonstrate tangible progress toward the realization of this Museum and to “make news” that can support capital campaign outreach. We believe that many of these artifacts will give us a chance to get the public’s attention, tell an engaging story, and present that story in the context of what the National Law Enforcement Museum is designed to do. We may decide to announce a series of acquisitions, or singular acquisitions, based on their historic significance and potential for creating a real “buzz.” And while law enforcement publications would certainly be targeted, we would also strive for placements in major media outlets that reach a large number of everyday Americans, including *Parade*, *People*, *Time*, *Newsweek* and major daily newspapers. Our goal would be to generate a series of stories that would give us an opportunity to describe the Museum in an engaging way. These stories could also be included in outreach to potential donors and corporate partners.

Our recommended process for this is as follows:

- When we have especially significant artifacts, we will draft and disseminate news releases to national media outlets and media outlets in areas from which the artifacts have been donated.
- For significant artifacts that will also be of interest to general audiences, we may consider putting the artifacts on display at a restricted community location prior to receipt by the NLEOMF, so that news reporters can photograph them (we would market this as a “Media Opportunity” as opposed

to a public display). We would be highly cognizant of the need to protect the artifacts, and ensure that access is controlled.

- When appropriate, we will offer “behind the story” exclusives to higher profile local media, when there’s a particularly engaging story to tell about the history of an artifact. This would involve going to a targeted reporter with an offer for an exclusive about the artifact and its story, before releasing the information on a broad basis to other media in that area.
- As the list of artifacts grows, we will catalogue them and build out a section of the NLEOMF Web site that can effectively use them as a promotional tool.

Acquisition of Oral History Contributions:

The collection of Oral History segments will also give us opportunities to generate news coverage that captures the spirit and intent of the Museum, and to make fundraising presentations even more compelling. Examples of how we can promote these include:

- Media outreach around extraordinary submissions. We should give select reporters the opportunity to tell the officer’s story in local newspapers and broadcast outlets. This could lead to highly compelling feature stories that will impact potential donors.
- Weaving portions of select Oral Histories into fundraising presentations, which will add drama and emotion.
- Including portions of select segments in later editions of the DVD, conference exhibit and Museum section of the Web site.

Naming of the Capital Campaign Leadership Committee:

The naming of the Capital Campaign Leadership Committee is another milestone that should be promoted. It will show tangible progress toward the creation of this museum, and it will also show that an impressive cadre of leaders is joining us in this effort. And again, the opportunity to promote the committee is also an opportunity to spread awareness about the museum and what it is designed to do.

When we are ready to announce this, we recommend conducting media outreach around the naming of the Capital Campaign Leadership Committee, to both the philanthropy press, and to the local media outlets in each individual’s community. This can generate media coverage; create additional Museum awareness, and strengthen the incentive to make contributions of funding and time. We anticipate that this Committee will be comprised of interesting individuals from all walks-of-life, and publicity about their involvement will help

us communicate the message that this Museum is of interest to Americans with a variety of backgrounds and interests.

Groundbreaking

For obvious reasons, events around the groundbreaking are some of the most important milestones. These should be promoted extensively through external media outreach, NLEOMF communications channels and LEAs. Given the large number of “constituents” who will be interested in the groundbreaking, it should also be promoted through a large special event that demonstrates the ultimate scope and impact of the Museum. Invitees should include:

- Federal law enforcement leaders
- Law enforcement leaders from around the nation
- Washington, D.C. political leaders
- Washington, D.C. culture and tourism figures
- High-profile celebrities
- Major donors and corporate partners
- Select members of the general public

The groundbreaking-related events will represent a tangible accomplishment and demonstrate momentum for the Museum. The resulting media coverage and visibility will build a critical mass of awareness that will continue to move the capital campaign forward.

Interim Construction Milestones

Construction milestones that follow the groundbreaking present additional opportunities for visibility. We may have several opportunities to go back to the journalists targeted for visibility around approval by the Commission of Fine Arts as construction progresses. “Hard hat tours” and other behind the scenes looks at how the Museum is shaping up will be of interest to journalists covering architecture, education, law enforcement and even popular culture.

As construction progresses, we should also consider setting up a Web cam so that Web site visitors can watch the Museum being built and coming to life.

Grand Opening

While this is years away, planning should be ongoing. The ultimate event should showcase the exciting and important mission, the individuals, foundations, corporate leaders and others who made it happen, and the vital role that the Museum will play in public awareness and support of the law enforcement profession. It should be dramatic – even spectacular and well-suited to media coverage and visibility nationwide.

Working in partnership with NLEOMF staff, we will develop “message points” for all of these “Wow Moments” as they occur.

Ongoing Capital Campaign Communications

Ongoing Capital Campaign communications are driven toward both prospective donors, current donors and others with whom NLEOMF has an ongoing relationship. After reviewing the information packets that are typically distributed to three groups of prospective donors (major gift prospects, foundations and potential corporate partners and law enforcement organizations) we have developed recommendations on how each of the NLEOMF’s current communications vehicles can best support the campaign. We have also developed recommendations on the basic information packets used to introduce each of these groups to the NLEOMF and the Capital Campaign.

Audit of Current Communications Materials

Based on preliminary assessments of the current outreach materials, the communications team believes the materials currently being utilized by the NLEOMF are very well written and conceived. This is especially true of the Web site, the Circle of Valor newsletter, the Memorial News and the brochures that have been developed for various audiences. We believe that when these materials are packaged and tailored to the needs of different targets (the media, prospective donors, prospective corporate partners) they effectively communicate the NLEOMF’s attributes.

Equally strong are the cultivation letters, which are also well-written and effective in tapping into the emotional nature of this important work.

Our suggestions for improving these materials are relatively minimal, and can be integrated in future press runs:

Circle of Valor. We recommend adding the Web site address to the response form. We also recommend providing more information about the various levels of giving and ways to give, so that this newsletter becomes more useful to individuals with varying giving goals and means. This could be accomplished by bulleting out simple descriptions of the various levels of giving. This publication is very text-heavy, and a sidebar section like this would stand out and prompt action for those who don’t have time to read through all of the other content.

To enhance this publication’s value for Museum fundraising, we recommend that every issue have at least one story showing tangible progress for the Museum-building effort. Upcoming examples would include approval of the design, stories built around interesting artifacts and oral histories, profiles of major gift donors (if approved by the donors), and snapshots of events that focus on the Museum.

Memorial News. This is a good publication. It offers a fine summary of NLEOMF happenings, and gives us a good way to promote the corporate partners (and other donors) who are helping us build the National Law Enforcement Museum. We recommend that every issue contain at least one major story focusing on the Museum. These stories should focus on:

- Reporting milestones and "Wow Moments" (described in next section)
- Spotighting corporate partners (which is an important benefit for the partners)
- Spotighting major donors and significant donor programs
- Reporting on exciting new acquisitions or other elements that bring the Museum to life
- Reporting on progress made by LEA's – at least once a month if possible
- Considering – or opening up for discussion – the possibility of titling this publication Memorial and Museum News. While we recognize the need for distinct messaging about the Museum, we need to keep the Museum top-of-mind for all current and potential supporters, and consistently send the message that the Museum is a top priority.

Case Statement. The Case Statement is very well written, but the illustrations need to be upgraded and refined, using photography if possible, to convey the exhibits. The photography can be representational, since the actual exhibits are years away. We should also seek photography and artwork that goes beyond D.C. to show the national perspective that the Museum will address. Future versions of the Case Statement should also incorporate the tested messages described in the first section of this plan.

Campaign Update These letters provide a good update on Museum progress. We recommend that the updates going to current and prospective high level donors, CEOs and corporate partner representatives include an additional paragraph at the beginning that is tailored to the recipient's interest in or connection to the Museum. It could be a note about his or her appearance at a recent fundraiser or event, a note about the success of the recipient's corporate partnership, or a reference to a recent communication with the NLEOMF development team. The operative goal is to make these letters feel as personal as possible – as opposed to a form letter that lists accomplishments and progress by the NLEOMF.

Given the letter format, this would be an effective way to show that these recipients are in a special league.

NLEOMF weekly email listserv. This is well-done and interesting. We would like to explore the possibility of doing different editions for different audiences -- so that the law enforcement community, donor prospects and corporate partners receive information tailored to their interests. We believe this will be more effective and memorable than on edition sent to everyone. We realize that it may take some time to reorganize the lists and develop editorial

calendars and staff resources to bring this about, but believe it will ultimately result in greater readership and action among recipients.

We would also like the email newsletter to include more detail on the Museum effort whenever possible. We should consider a special sidebar section titled “Museum Beat” that gives regular reports on progress. The Museum Beat feature could be replicated in other communications tools like the Memorial News publication. A continuous effort to recruit new volunteers, LEAs and donors should be incorporated into each email.

Recommended new materials: DVD and Brochures

The most important new material to create for the fundraising effort is a DVD that can be used in presentations to present a compelling case for the Museum and bring the Museum to life. This is vital for promoting an institution that is years away from being built, and it's a critical step in making these presentations dynamic and convincing. Once the messages have been developed and tested, we recommend creating a master DVD that can be used for a variety of audiences, and shorter versions that can be used in presentations to specific audiences, such as potential corporate partners, potential individual donors, and law enforcement officers. The DVD should include the following components:

- A script and visuals that build on the tested messages to present a convincing case for the Museum, and for target audiences to contribute.
- An updated virtual tour utilizing additional visuals to illustrate exhibits, features and services provided by the Museum.
- Testimonials/sound bites from high-profile law enforcement leaders, corporate partners and every day Americans that articulate the need for the Museum.
- Clear calls-to-action showing how various target audiences can contribute to the creation of the Museum.

To customize and focus outreach, we also recommend developing two additional brochures.

One would be an updated corporate brochure, which would emphasize the benefits of strategic partnerships between the NLEOMF and corporations that support the Museum. It would highlight various forms of sponsorships, and articulate the key benefits for corporations that partner with NLEOMF, including the ability to reach a wide audience of consumers, the opportunity for co-branded public relations activities and NLEOMF/Widmeyer public relations support to capitalize on opportunities for news coverage and other forms of visibility.

The second brochure would be tailored to individual gift prospects. It would also incorporate the tested messaging, and would focus a bit more on philanthropic messaging (eg: supporting the Museum is a matter of honor).

Both brochures would have a response device, so that recipients are encouraged to learn more.

Limited Edition Collateral Piece

In addition, we would like to explore the possibility of developing a high-end magazine-style brochure about the Museum that will be used specifically for major gift prospects. This would include more sophisticated artwork and publication values, and would be produced in limited quantities. It would have the feel of a special communications piece targeted only to a limited audience, and would include pockets, inside which additional documents could be inserted. Individuals who receive this will be high dollar prospects who are already in discussion with the NLEOMF. They would also receive future versions of the animated DVD and other materials not typically produced for a mass audience.

Recommendations on Introductory Packets

We have reviewed the packets of information that typically go to potential individual gift prospects, foundations and corporate partners and members of the law enforcement community. The materials are good, and we have no major changes to propose. We assume that each packet goes with a cover letter tailored to the audience. Letters and packets that go to potential corporate partners could be signed by CEOs of current partners, to emphasize the momentum of the corporate partner effort as a whole. Letters and packets that are sent to prospective law enforcement organizations could either be signed by Craig Floyd, or a police chief or the head of another chapter of the FOP that has already made a commitment. The operative goal would be to make sure that the letter comes from the individual who will be most influential to that audience, which we expect the NLEOMF is already doing.

We also think that a Board list should be included in some packets, along with a page listing key staff, including a bio of Craig Floyd, and a page listing the Museum Advisory Committee. We also recommend developing a one-page campaign fact sheet that outlines the effort to build the museum "at a glance."

Recommendations on Powerpoint Presentations

The NLEOMF has a variety of presentations targeted to key donor audiences. We have reviewed these presentations, and would offer the following recommendations:

The General Presentation

Overall, the general presentation looks very good, and we expect that it's especially compelling when presented with talking points that are personalized to the audience.

While the Museum is mentioned in slide two, it isn't mentioned on slide four, which describes the mission of the NLEOMF. This might be a missed opportunity to show the important role that the Museum plays in the NLEOMF fulfilling its mission.

On slide five is a list of fatality statistics. The slide is titled "The Need" but it doesn't describe the connection between these statistics and the need to financially support the Museum. If we're going to use this slide, we would like to come up with a message – which will be tested along with the other messages – that makes this connection.

Could we use a different title for slide 13. "Design to Opening" isn't as clear as something along the lines of "Getting from Design to Opening."

On slides 18, 19 and 20 the illustrations are too small to be very engaging. We expect that we'll have better illustrations as the Museum development and acquisitions process advances.

Slide 23 – "Major Donor Recognition" – could be re-titled to seem more personalized with something along the lines of "Recognizing Your Commitment" or "Recognizing the Museum's Leaders."

Slide 24 might also be more personalized. Instead of using a fundraising term like "Naming Opportunities" we might title it "Opportunities for Special Recognition," and list specific naming opportunities along with dollar amounts as examples.

Because it has two logos, slide 25 is a bit confusing from a branding point of view. It would look better if the NLEOMF and the logo for the Museum were on the same line. This would tie them together better and make the slide less crowded.

The Corporate (Motorola) Presentation

This is also an excellent presentation. The personalized elements make it especially appealing, and a good model for presentations to other potential corporate partners.

On slide seven, it would be good to have more specific information, such as how many people annually visit the Memorial and the Visitor's Center. It

would also be good to have a couple of bullet points about Museum-related accomplishments, such as design approval.

Slide number nine – “Help us tell the story” – is particularly strong. It brings the donor squarely into the picture.

Slide number 13 has some good points, which could be replicated in the general presentation. We recognize that all message points need to be tested, but we intuitively like all of these.

Slide 20 is difficult to read.

Slide 27 is good because of the listing of benefits.

We should also include a slide detailing all of the parties who are playing a role in building the Museum, including staff, volunteers, LEAs, family members and friends of officers.

Recommendations for One-on-One Cultivation

As Chairman and Executive Director of the NLEOMF, Craig Floyd is one of the most important spokespeople and messengers for the Museum. His interactions with potential high-level donors are critical to reaching development goals in this category. He should therefore strive to meet with potential donors when he travels to their communities for NLEOMF related business. He should also continue to be the “face” of the organization, and be involved in as many cultivation calls as possible, either on his own, or alongside other individuals who are valued by the audiences you are calling on.

The communications team can support the fundraising team by assisting in the development of talking points that reflect the tested messaging and that capitalize on what we know of the potential donor's interest in subjects that might naturally enhance his or her support of this effort. These talking points should present consistent messaging for all potential donors -- but should be tailored to appeal to each individual donor. In addition to Craig Floyd, other staff and volunteers should be prepared to make these presentations as well. We recognize that the fundraising team currently does this, but would offer our assistance as well.

When individuals agree to these meetings, the NLEOMF development team should prepare a briefing packet on the potential donor, including previous giving, professional and personal interests, and natural points of intersection between the interests of the donor and the NLEOMF. The Widmeyer communications team can build on this information to create the talking points for whomever is conducting the presentation.

When possible and feasible, we should also consider teaming Craig or a staffer or volunteer with a local law enforcement representative, or a celebrity with a connection to law enforcement.

III. TARGETED AND REGIONAL MEDIA AND PROMOTIONS

Direct mail activities

The NLEOMF has an excellent direct mail operation under way, particularly in relation to support for the Memorial. While we recognize that the Museum is currently described in all direct response appeals (both new donor acquisition, as well as appeals to Memorial donors), we expect that the Museum will become more of a centerpiece of the direct response program as time goes on.

We offer the following recommendations for consideration by the NLEOMF staff, aided by the SCA Team, as we move through the next crucial year(s) of the Campaign:

- The direct response program could develop an additional track of recipients targeted for higher level gifts for NLEOMF. This will require that the development department identify and research donors and provide this information to the direct response program to surface prospects for larger gifts – whether those gifts are contributions to the capital campaign or planned gifts/bequests to support NLEOMF’s work. In general, messages to these higher level donor prospects would be mission-based, as opposed to being premium-based.
- In addition, we foresee that the direct response program will also surface donor prospects who may be candidates for higher level gifts. These games should be given to the development department for further action.
- NLEOMF has 25,000 Founding Members of the Museum – lower gift supporters who gave \$25 currently receive a decal, pin and certificate. This group became Founding Members through a package that only footnotes the Museum, instead of featuring the Museum. We understand there are other packages being tested that highlight the Museum in the letter, rather than including the Museum as a footnote. Once those tests are completed and analyzed, the staff team will be able to gauge the depth of interest in the Museum message, and how large that potential universe might be. We may also propose testing of new packages once the message testing process described at the beginning of this plan is completed.
- We recommend that the Direct Response team, working in unison with the Development Department, develop a list of lower-dollar giving opportunities that might be incorporated into the Founding Members’ packages. We recognize that it may be more difficult to determine “naming opportunities” for lower gifts, but we believe that certain gift levels entitle the giver to

certain benefits (eg: \$50 will ensure you get an invitation to one of the opening parties, \$75 gets your name entered into the special book of honor, etc.). This will help boost response rates and raise average gifts.

- As new donors are brought in, they will need to be given special Museum messaging in the ongoing communications they receive from NLEOMF. This will become increasingly important once the Museum becomes an additional focus of the direct response program.

Cultivation events

Events that bring donors and potential donors together are important for networking and for showcasing progress toward the Museum. The communications team can do a great deal to promote these activities, including:

- Copywriting and assisting in the design of invitations
- Coordinating on-site presentations
- Developing talking points for presenters
- Conducting media outreach, when desired and appropriate, to gain publicity before and after the events
- Working in partnership with the development team to develop post-event-follow-up strategies to keep guests engaged

The NLEOMF staff and the Alford Group are well-equipped to develop cultivation events that capitalize on the NLEOMF's current supporters and target potential donors. The communications team would like to play a supporting role in the shaping and staging of these events so that we are aware of every potential angle for gaining strategic visibility. We can also be involved in shaping new events, such as:

- Events with the entertainment industry. As NLEOMF has seen, these events have enormous potential for capitalizing on the significant connections between law enforcement and television, films and books. In fact it would be difficult to name any other profession that has played as significant a role in storylines or characters. Fundraisers and cultivation events built around specific programs and stars should continue and – when strategic and appropriate – should be promoted by the communications team. Publicity about the events should carry memorable messaging about the Museum, and about why those in the industry are behind it.

In addition to the current focus on television programs, we would also like to invest some time in developing events built around bestselling authors of crime fiction. Some of these – including Joseph Wambaugh – are already familiar with the NLEOMF and we believe that with the right outreach and support many others would be interested in getting involved in the Museum as well. Some of this activity could fit into the current event model, whereby authors gather for fundraising events. But we would also like to investigate opportunities for special author-dedications to the National Law Enforcement Museum in the forwards of their books, and perhaps the

inclusion of the Museum’s logo on these forward pages as well. This could be an excellent branding and visibility activity, targeted to millions of readers who will already be naturally inclined so support the Museum.

- Fall cultivation event with the D.C. philanthropic/cultural community. We would like to explore the possibility of a fall event – most likely at the National Building Museum – that would bring together philanthropists, federal and local tourism representatives and law enforcement leaders. This would ideally be an annual event that would be a bookend to the National Police Week activities in the Spring. It would provide ample opportunities for visibility about the Museum building effort, cultivation of supporters and acknowledging those who have supported the Museum. The National Building Museum site is ideal because of the grand space, and because of its location adjacent to the National Law Enforcement Museum site.

We also recommend involving lawmakers from Capitol Hill who are particularly noteworthy and important to the Museum-building effort.

- A cultivation event hosted by Bill Kurtis, in New York or Chicago, could attract many potential high-level donors and tie in very well with the messages about why this Museum is so important. The attendees would be naturally supportive of the need to build the Museum and their awareness could generate significant additional “buzz” about his effort.
- A national, or several regional, law-enforcement-driven activities to raise money specifically for the Museum. Keeping in mind our goal to ensure that law enforcement officers around the nation feel a strong sense of ownership in the National Law Enforcement Museum, we should work in partnership with the NLEOMF Board and the Law Enforcement Ambassadors to develop an activity that mirrors the success and participation of the current Memorial-related fundraising activities but is tied specifically to support for the Museum.

Given the enormous amount of work that goes into planning these events – and the significant opportunities they provide – we recommend that the communications team be brought in early in the planning process. We would like to ensure that we’re maximizing the communications potential of the presenters, the venue, the media who would be interested and other factors.

As we do more events, we would also like to develop a more formal protocol and timeline for communications activities around the events.

Law Enforcement Ambassador activities

The Law Enforcement Ambassador program is already one of the most successful fundraising initiatives. It is well organized and coordinated, and it benefits significantly from the intense loyalty that law enforcement representatives have toward the National Law Enforcement Officers Memorial. During the next year, the communications team

sees several opportunities to support the program so that it benefits the Capital Campaign. These include:

Enhancing the Museum fundraising capabilities of Law Enforcement Ambassadors.

Building on the good progress already underway, we want to create and update the materials to prepare LEAs to take on a variety of fundraising and Museum awareness activities. This activity is critical for a number of reasons. The Law Enforcement Ambassadors are a large network of potentially effective fundraisers and long-term Museum supporters, but many may need additional guidance in successfully mastering the ambitious fundraising activities that they have been urged to take on.

To do so, we recommend the following:

Create, or finalize (if they are already underway) “toolkit” materials that will give the LEAs the tools to connect with potential donors, to provide a “how-to” framework and to ensure that all messaging is consistent. These materials would include:

- Presentation and solicitation materials, including new DVD
- Sample letters of invitation and thank you notes
- Talking points for presentations, based on tested messages
- Information to be used in newsletters and other publications
- Detailed description of various fundraising activities LEAs might engage in to meet their goal to have one activity every five years

Provide communications support to special LEA training session during National Police Week. Capitalizing on the large number of LEAs and potential LEAs in Washington for National Police Week activities, we recommend developing the materials listed above in advance of 2005 activities, and holding a special session about how to use them during the week. The emphasis will be on practical applications of the materials, and on the best strategies for undertaking LEA duties – particularly related to fundraising. This is critical, given the extraordinary amount of expertise required for effective fundraising, and given the fact that most LEAs are not trained in this area.

The session could be videotaped, and edited down into a succinct and compelling DVD that can be housed on the Web site and distributed to new LEAs.

We should also consider regional LEA recruitment drives and regional trainings, and capitalize on conferences and events where officers are already gathered, and encouraging law enforcement organizations to host training and recruitment sessions at their conferences.

IV. RECOGNIZING CAMPAIGN GIFTS

The communications team wants to maximize the visibility of campaign gifts as a way to generate awareness of the campaign and the museum, promote the individuals and

organizations that are giving and demonstrate the forward momentum of the museum development effort.

In all of these activities, the operative strategy is “personalization.”

For corporate partnerships, personalization means crafting a strategy that capitalizes on each corporate partner’s unique customer base, distribution network and business operations to provide the most effective vehicle for “getting the word out” about the National Law Enforcement Museum. It also means capitalizing on the NLEOMF’s broad array of supporters, communications channels, and yearly calendar to promote the unique and powerful way that the NLEOMF can promote its corporate partners. The second activity is vital for attracting corporate partners – the more successful we are at articulating why the NLEOMF is an effective strategic partner, the more successful we’ll be at creating and servicing these partnerships. While the NLEOMF already does an excellent job at structuring and promoting these partnerships, the communications team will be dedicated to maximizing the communications potential of the partnerships. When potential corporate partners see existing corporate partners getting a lot of attention, they will be more encouraged to come on board.

The personalization strategy is also important for attracting and acknowledging individual donors – who may have very different expectations and wishes regarding how their gifts should be acknowledged.

We see the following opportunities for various types of gifts and support:

Corporate Partnerships

As the NLEOMF staff knows, the individuals who create corporate partnerships with organizations like the NLEOMF want to go beyond philanthropy. They want to clearly see how supporting the NLEOMF and the National Law Enforcement Museum will build consumer loyalty and visibility for their company. For this reason, we need to ensure that every corporate partnership proposal emphasizes that the NLEOMF has a skilled and motivated PR team that will be dedicated to ensuring that the corporate partner gets significant strategic visibility for its partnership effort. This team (Bruce, Berenice, Widmeyer) should review the proposals so that we can come up with exciting PR ideas to weave into them. Whenever possible, we should list ideas such as the following:

- Recommendations on how to announce the partnership to gain publicity and strategic visibility. This may be through a news conference, a special event, one-on-one interviews with influential media or news releases. Attention should be paid to how the release of the information will benefit the NLEOMF and enable the corporate partner to meet strategic communications goals.

- Recommendations for ongoing activities that can generate further publicity and visibility. These would include activities that will take place in the years leading up to the Museum's opening. It will be important to show that there are publicity opportunities beyond the announcement. If the corporate partner does a significant amount of business with the law enforcement community, for example, we would come up with activities around National Police Week and around the golf tournaments and other fundraising activities that law enforcement officers engage in during the year. If the corporate partner focuses more on everyday consumers, the team would develop activities that demonstrate that supporting the NLEOMF and the Museum are relevant to their consumer base. Recommended activities could also be designed to influence policymakers, as evidenced by the placement of a story around Motorola's gift in the *Hill Rag* last year.
- Recommendations on how to leverage the NLEOMF's connections and resources for added value to the corporate partner. This could include specific ways that we will promote the partnership in communications vehicles such as the newsletter, e-letter, direct mail and Police Week outreach. We need to be cognizant of the fact that the vast network of individuals and organizations that receive these communications represent a significant potential consumer base, and we need to think strategically about how loyalty to the NLEOMF can translate into loyalty to, and awareness of, the corporate partner,

Once corporate partners are on board, the communications team should dedicate time specifically to nurturing and maintaining the relationship, so that the corporate partner sees us as a resource dedicated to maximizing the value of their investment. We may even designate a certain number of hours that the PR team will devote each month toward maximizing the PR value for corporate supporters.

Individual Donors

Ask many donors why they support causes and they'll tell you "because I want to be part of something important; I want to make a difference." Read between the lines and you'll see that what people really mean is that they want to create a legacy that reflects their values and personal commitment to the cause. To make the NLEOMF and the Museum building effort as appealing as possible, it's important to give donors – particularly large-gift donors – the sense that the NLEOMF understands their motivations and is prepared to acknowledge their gifts in a personally tailored way.

The NLEOMF currently has a good system for acknowledging gifts from \$100 to \$1 million, and we agree that these acknowledgements should be standard and automatic. But as you know, those acknowledgements should simply represent a phase in the ongoing dialogue with donors. What comes alongside the customary acknowledgment procedures should be driven by what a particular donor wants and needs in order to feel recognized; and, the more tailored that recognition is to the donor's needs, the more their commitment (and giving) to NLEOMF will increase.

We are firmly committed to working with the NLEOMF staff and Capital Campaign consulting team to ensure you have a well-designed toolkit of messages and possible touch-points to choose from in working with each individual. Among the avenues of contact we are considering are:

- Recommendations for announcing leadership gifts (from individuals or foundations) that reflect the wishes (and values) of each supporter. In some cases, this will mean press releases and media attention at the national and/or local level; for others, the wish for privacy or anonymity may be a more compelling goal.
- Recommendations for constructing an ongoing dialogue (by phone, written correspondence, etc) between Craig Floyd (or other leadership) and the higher-gift supporters. Keeping in mind that many supporters will believe their gift entitles them to an “insiders’ role” in the building of the Museum, we will work with the Capital Campaign team to devise ways to keep the donor engaged throughout the building years. These dialogues may include periodic phone calls from Craig (or members of the staff or volunteer leadership team) to key supporters to update them on the Campaign and on the Museum’s progress, special invitations to NLEOMF events during National Police Week and other occasions, and special letters (in addition to the regular Campaign Update) to show these individuals that the NLEOMF is especially concerned with keeping them personally informed.

In this same spirit, we may recommend additional communications tactics outside of the regular publications and communications that feel much more personal than a newsletter sent to a large number of people via postal or email. One approach that would be effective would be a “scrapbooking” activity, through which key supporters would receive special digital photos showing significant milestones, such as newly acquired artifacts, construction progress, or special event activities. Sent alongside a personal letter from Craig Floyd or other staff or volunteers who have established a connection with these individuals, these photo updates would show high level donors that they are part of an inner circle of supporters. As the Museum nears completion, these photos can be brought together in literal scrapbooks that can be produced and printed as high-end publications and given to the donors as a further acknowledgement of their role in “building the Museum.”

This is but one of the many ideas we might develop in partnership with the Capital Campaign and Fundraising staff and consultants. The operative goal is to ensure that high-level donors have the clear understanding that they are entitled to a special level of dialogue and communications with the NLEOMF.

- Recommendations for periodic special events that give an opportunity for supporters to come together to generate publicity and reaffirm their

commitment to the Museum. We envision that throughout the building years, there will be special events staged for donors, supporters and potential supporters to gather both in Washington and other key cities. The purpose of these gatherings is to give updated information on the Museum, to showcase newly-acquired artifacts or exhibits for the Museum, to encourage a sense of commitment and ownership toward the Museum, to meet new potential supporters and to set the stage for upgrading the gifts of current supporters. We will work with the staff team and consultants to advise on the strategy for these events; and, to advise on the follow-up messaging and touch-points after each event.

Gifts from Law Enforcement Organizations

The NLEOMF has already established a good protocol for acknowledging gifts from law enforcement organizations that have given a gift of \$100,000 or more. That protocol includes significant acknowledgements on the Web site, a Web link to the organization's Web site, visibility on the "Law Enforcement Partners" section of the Web site, a future engraving of the donor organization's name on the Museum's Major Donor Wall, visibility in many different NLEOMF communications vehicles reaching audiences already aware of the NLEOMF, and a thank you letter from Craig Floyd.

We believe this is a sound strategy, and that each major gift from law enforcement organizations should be recognized on its own (as opposed to announcing several at once) using the full stream communications activities outlined above. These tactics send the message to NLEOMF supporters and future supporters that there is a lot of momentum toward the building of the Museum, and that law enforcement organizations are playing a major role.

While these communications tactics do a good job of promoting the Museum-building effort to current NLEOMF supporters and the law enforcement community, we would like to generate mainstream news media coverage of these gifts – which could influence other donors as well. Here is the recommended strategy for doing this:

- 1) Prepare all communications (Web site copy, e-newsletter, etc. so they are ready to go)
- 2) Work in partnership with the PIO or the leadership of law enforcement organization to develop a media outreach/announcement strategy. This strategy could include:
 - **Advance desk-side briefing with local police reporter with local law enforcement official alongside Craig Floyd.** This meeting would focus on the key tested messages about why the organization is supporting the Museum, and about the Museum's educational mission. We would ideally create a presentation with compelling visuals related to the Museum to make this an especially interesting story for the reporter to tell. The goal

would be to get a news story that casts the donation in the best possible light and that provides “buzz” about the Museum in mainstream newspapers, which can influence other donors.

- **When appropriate and strategic, a local special event to celebrate the donation.** This could be a media event designed to reach a number of reporters, or it could be a cultivation event that would celebrate the law enforcement organization’s donation, spotlight (through the DVD presentation) the Museum, and serve as a forum for other potential donors to get to know the Museum. Invitees would include wealthy individuals and philanthropists from the local organization’s community, local corporate officers, and the leaders of the local law enforcement organizations, who would be involved in the presentation. The goal would be to leverage the support of the local law enforcement organization to expose other potential donors and corporate partners to the Museum.
 - **Talking points for local law enforcement leaders about the Museum, and about why their support for it is so important.** This is important, because local media outlets may be most interested in talking with local law enforcement officials, so it’s important that they are repeating the most effective, tested messages.
- 3) Once these steps are in place, we can announce the gift through a news release and through outreach to select reporters. It’s important to have these steps in place so that a reporter who gets the release and decides to cover the announcement can go to the NLEOMF Web site and see the announcement promoted there. It is also important to coordinate with the local organization and/or its PIO, so that we’re making the best use of relationships they have already established.