



DRIVING PARTICIPATION

WITH BETH BRODOVSKY

SESSION 148

CREATING COMMUNICATIONS TOOLKITS

WITH THERESA MILLER

BETH: Hello, this is Beth Brodovsky, and welcome to Driving Participation. Today I am on with Theresa Miller. Theresa is the chief engagement officer for Girls on the Run International, and I was lucky enough to be at a speaking engagement right here in Pennsylvania and met one of her chapter coordinators who raved and raved about Theresa's toolkits that they have set up to help the chapters really spread the message and do their work. So I am thrilled, Theresa, to have you on today to talk about your toolkits, how you made them and how they're working for your different chapters. Thank you so much for joining me.

THERESA: Thank you so much, Beth. I'm thrilled to be here today.

BETH: I love your title, chief engagement officer. Can you just tell everyone a little bit about what that means? What kind of work do you do?

THERESA: Sure. So this is a new title for me and the organization and how this came about, the engagement department and leading the engagement department, we thought we were looking at our fundraising team and our marketing communications team and how they were really working within silos, sometimes conflicting priorities and strategies, and we really looked at engaging our audience, which for us are not just donors. So not just the fundraising side, but also the girls participating in our program, the schools that are hosting our program, our volunteers and our councils throughout the country and thought that by combining efforts by integrating the department, by utilizing all of the skill sets that each of these departments had, we could better engage those different audiences, our different stakeholders in order to drive participation for our organization. So we made this very intentional shift at the beginning of this year and have already seen some really great results from it.





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BETH: My heart just took a little leap just hearing your story! You know, because that's what we hear all the time, that the marketing team and the fundraising team, I can't tell you how many times I hear people say the heads of those departments hate each other. Or even if they don't hate each other, it's just like this kind of turf war that's not really intentional, but just sort of happens because everyone is trying to do their job really, really well and that it often creates this conflict.

THERESA: Yeah, and it really, you know, I came from the fundraising side into this role, but when I looked at it, it really was a bit unfair to our marketing team in the fact that programming has their priorities and fundraising has their priorities and operations have their priorities and marketing is helping with all of these different functions and really supporting all of the different work that our organization is doing. So by having this integrated department, we are able to align all of those priorities, make sure everybody has what they need and again, just engage all of our stakeholders to further the mission of the organization and that's really what it comes down to is advancing our mission and serving more girls.

BETH: Absolutely, and the reality is that both, they need to be in alignment with the brand on both sides for it to have the impact that it really can. It's amazing how, you know, without having those two people, those groups working together, you lose the opportunity for synergy.

THERESA: Absolutely, and that's also allowed us to hire some additional skill sets. So we did not have an internal graphic designer and now because of this new integration and just shifting some responsibilities, we are now able to add that resource onto our team, which is going to help us in all aspects of our business.

BETH: Absolutely. You know I'm an advocate for the graphic designer. You know, of course I'm much happier if you didn't have a graphic designer, but we're happy for you!





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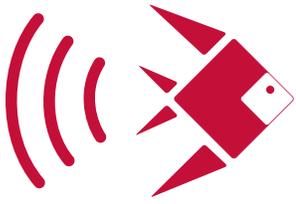
THERESA: There's always extra work to be done.

BETH: You did mention that since you made this merge good things have come out of it. I'm sure that everyone that's listening wants to know like what.

THERESA: So one of the most recent examples was International Women's Day, which was earlier this month and there is right now in our climate this desire to get involved and to work towards the empowerment of women and girls. So we very quickly as a group were able to come together and think about what do our councils need in order to join this movement on this day and engage our audiences to share content, recognize women who are doing great things within their community and drive fundraising. So whereas maybe in the past the fundraising team would be looking at this from the how to engage donors and how to bring new donors in on this day and the programming team could be looking at it as how do we recognize those individuals that are making our program happen, those women that are serving as our coaches and marketing would be thinking about brand awareness. Because of this new integration, we were able to take that 360 degree approach and develop a comprehensive turnkey campaign that was very much plug and play for our councils. So we deliver to them a toolkit before that day with everything that they needed, that they could pick out what they wanted and what their messaging was going to be and just drop it into social media, drop it into emails and really make it very turnkey for them. We saw our fundraising results on International Women's Day increase by over 300 percent.

BETH: Wow! And I think this is what people, I think this is exactly what the message is that people need to hear. This is really I almost feel like this is what three years of podcasting on this subject is culminating to exactly this point, that by coming together and by each side both respecting each other's strengths and seeing that it's all really the same thing and that if we can integrate pieces of everybody's needs, all ships rise.





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THERESA: Yes, and to build the movement, right. Now we had, out of our councils we had about I would say about 50 percent of them that participated in the campaign, which was a big increase over prior campaigns and so we're all putting out very similar messaging, the branding looked the same and it just helps us build this movement from the ground up.

BETH: I think that's really what's so key is that it's hard to build a movement as like an island. You can't really get that big impact. So I want to get into what you actually did with this toolkit and how now that you have both this group that's all together and this idea of these toolkits, like these two things it's sort of like they're anchors on the opposite ends of the spectrum that allows you to so much faster get that in between part done. Before I jump into that, I need to make sure I remember to ask you my sort of seminal question. What kind of participation are you looking for? What does that word mean in your organization? What do you count in a way that helps you thrive?

THERESA: Yeah, so great question, and our program would not exist without participation from so many different groups. So you know as an after-school, physical-based positive youth development program for girls, we serve girls in third to eighth grade, and we're teaching them these valuable life skills that they will then use to help navigate the rest of their lives, all through the context of physical activity and running. In order for our program to work, certainly we need girls to participate in the program, but it's so much more than that. It is the schools that are offering the program and that see the value and how when girls are participating in Girls on the Run, the lessons that they're learning, they are then using within their school environment to really improve and enhance that environment. It's the coaches. We rely on over 100,000 volunteers per year to serve as volunteers and go out and deliver our program to these girls. So that participation for those women and men across the country that can give hours of their time per week to empower these girls is so critical and then certainly the funders. So the sponsors of our Girls on the Run 5K, the donors that are gonna fund the scholarships to ensure that the girls can participate in the program and





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then last, but not least our network of councils throughout the country. So their participation in our national initiatives in our program, delivering the program as intended within their communities, recruiting the schools and the volunteers and the coaches are important. So councils are just an incredible part of our organization and we simply could not do the work without them in their local communities.

BETH: Right, and I'm sure there are many, many different moving parts and pieces of communication that allow that entire flow to happen, but I really want to focus on this idea of these toolkits that you're doing because it sort of all stems from that. By giving these toolkits to the chapters, it allows them to go off and do this work and build their local volunteers and so as the international chapter, you can kind of disseminate the labor across all of your different chapters and allow you to do what you do best and allow them to do what they do best.

THERESA: Absolutely, absolutely! We have over 200 councils throughout the US in all 50 states, and some of these councils are new. They're young in age. All of them get started typically by a woman in the community who has heard of Girls on the Run and wants to bring it to their community or maybe they moved from a place where their daughter had participated in the program and then they moved somewhere new and the program is not being offered. So these women that are so passionate about our program and this is really a labor of love to get a council started and they're doing it as a volunteer. So we have councils that are totally volunteer-led and then those that have moved along the course of sustainability and maybe have a part-time paid employee, maybe one full-time employee, all the way up to a number of employees. So because there's so much variation and because truly their impact is in delivering the program to girls in their community, we have to look at here at headquarters what can we do to help them with communication, with fundraising so that it's very turnkey, it will generate the results that they're looking for, but that they can focus their resources on delivering the program to the girls.





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BETH: Yeah, and I really like how you said it would generate the results that they're looking for because what I see a lot when I work with nonprofits is you know everybody thinks it's about not having the money, but honestly I feel that's actually the number three issue on the list. The ones that show up actually bigger than that are time and confidence. Like having the time to create it, but it takes an awful lot of time to create marketing and communications for things when you have no idea what you're doing and then when you spend all that time and effort doing it and you think, "I hope this works," this is something you're doing as a volunteer, honestly even staff people, it's very daunting when you want to feel like you're doing a great job for the organization you serve, and you feel like you're kind of bumbling around in the dark hoping that all this effort you're putting in is gonna turn into what you envision it to be.

THERESA: Yeah, absolutely.

BETH: So being able to say, "Hey, here's programs. Here's tools that we're creating that are created by professionals and that we know that if you implement this, that we're recommending this." I wonder how much more confidence that gives your councils in going out deploying it.

THERESA: Yeah, absolutely. I think it helps build their confidence, but it also gives them an opportunity to look at who else is involved with the organization that can help them. So looking at their boards. So by providing these toolkits and providing them in advance with enough time for implementation, the council director is then in a better position to look at all the materials, all of the resources and think, "Who can I engage within our circle of supporters to help with this?" and often times it's the board and because they're so plug and play and turnkey, it is easily delegated to a board member or another volunteer.

BETH: I love that, and I think that really, really is critical because you can think about things in advance. When you're like boots on the street out there doing it, what we see a lot is by the time somebody's awareness is about whatever national day or GivingTuesday or whatever event the thing is, it's kind of right





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on top of you and it's hard to have the bandwidth to execute the program and actually think far enough in advance what you're gonna need to market it, to be able to say, "here's what you're gonna need," and it's so systematized that then they can say, "Oh now I don't have to do this myself. Somebody else in my community, I can turn this over to them and that they could execute it." What a gift!

THERESA: Yeah, and one of the things that we started to include in order to make that even easier is a calendar of the campaign and we color-code it and literally put like, "On this day post this graphic, post this message and this fundraising appeal." Now they don't have to follow that. That's our recommendation, but they know their communities best, but for that council director that is a one-woman operation and she's handing this off. Then that just makes it so easy. They just follow the calendar. They use the material, and off they go.

BETH: You know, it kind of reminds me of like when somebody gets injured or hurt or something happens, you're in the hospital and somebody comes to your house and says, "Please let me know what I can do to help." You know, when you're in like crisis mode or whatever sort of intensity mode that you're in, like even the mental ability to be able to say, "Now I've got to figure out what I can have somebody do." It's really, really hard. Volunteers are more than happy to help, but it's so much easier for them to actually do things to help you when you say, "Here's a list. Do these five things exactly like this." I feel like people often resist doing this because they don't want to tell people what to do, and they don't want to hamstring them, and they want to give people room and flexibility for creativity, but often, that's the exact thing that makes people get stopped in their tracks because then they've got to make decisions and the minute you have to start making decisions, you've got to think things through, which slows things down, which often makes people go, "I don't have time for this."

THERESA: Right, absolutely. That's a great analogy.





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BETH: It's funny. I see that more and more often, and you know, being able to say, "Oh you want to help? Here, do this exact thing." I've seen a lot of times when I have friends who might have a program or something or they're volunteering or something and somebody will say instead of, "Can you help me share this idea?" somebody will say, "Can you tweet this exact thing." Like here's a tweet prewritten for you. All you have to do is copy it and post it. I'm so much more likely to do that than somebody that says, "Could you help?" So let's get into like the actual nitty gritty of this stuff, because I'm sure people want to know what is it you actually include in these toolkits that is helping?

THERESA: Sure, well we always start with a survey out to our councils at the beginning of the year asking them what are some areas of fundraising that they're really focused on, what things would be helpful for them, what resources they're looking for, how are they generating awareness within their community, what's working, what's not and that feedback really impacts what we, it drives our strategy for the year. So we look at that and we look at some reporting and some data to inform our decisions regarding the toolkits that we're going to release that year, and we release about four of them a year, and again all based on that feedback, and we are intentional in keeping that number low because you cannot do all the things all the time. So really prioritizing those. That is consistent with what we've done the last two years as the end-of-year toolkit and this is, it's such an important time for fundraising certainly, but also it's an important time for generating awareness and participation in our program because the end of the season 5Ks are happening in that November/December timeframe throughout the country.

BETH: That makes a lot of sense.

THERESA: Yeah, so what we do is we always start our toolkits with a read-first document and feedback from our councils have told us that this document is so helpful for them because it is a one- to two-page that gives a description of the toolkit and then a list of what is included and then maybe a few tips on how to





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best utilize it. So councils can go there first, look at that document and think is this something that I'm going to focus on right now or is this something that's good to know and maybe in the future or looking at all of the different materials included. OK, I'm gonna take pieces of this and delegate it out. So it really helps them make that decision before they start diving into all of the information. It also sets it out because we include so much in these toolkits. It sets it up in a way that's not overwhelming, rather than just opening a folder and seeing 20 documents in there. So the read-first document is super important, and then depending on what the purpose of the toolkit is, we just include all of a very comprehensive look at all the different materials that they need. So including a calendar. So for year end, that starts from October 1-December 31, and it includes all of the donor stewardship thank you activities that should take place before we start asking our donors to contribute at the end of the year. Color-coded for social media posts versus sending email appeals versus a mailing. So again, they can pick and choose out of those suggestions what's gonna make the most sense for their community and then we include all of those materials. So email appeals, we'll include the drop-in graphics so that they can just drop it right into their email communication program or we'll include as well like a Word document so if they want to tweak the language in the messaging to fit their community, they can do that and then drop it into the email program. Social media graphics and posts for all of the various channels. We'll include if we're recommending a mailing, we'll include that so that they can just print it locally. We have a portal they can go on. They can order it or print it through us so that they can send out that mailing. So everything is included in there. We include best practices and some additional tips and areas for consideration and it's just all tied up very nicely into one folder for them to use, that they can forward to somebody who is going to do it for them or like I said, they can pick and choose or they can split it up between all of their staff members; however they want to use it.

BETH: That is fabulous. What format does your calendar take? Like what actual technology do you use? Is it like an Excel spreadsheet or PDF? What are you actually using?





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THERESA: It's a PDF, and so what we do is we have our graphic team here design that so on the front is like literally just a box that looks like the month of October with all the dates and then color-coded and then off to the side are the colors and kind of the key in what each thing relates to.

BETH: That's fabulous! When you give them the graphics like say social media graphics and things like that because we do a lot of this work, too. I have a site called NonprofitToolkit where we're trying to create toolkits like this for people that don't have an international, you know, parent chapter with a graphic designer working. There's tons and tons of organizations that don't have access to this, so I'm interested in sharing this information with everyone, but it's also really helpful to me to help me build toolkits for other people to have resources that don't have access to something like this. So one of the things that we've seen that can be challenging is that when you create something, people want to customize it for themselves. They want to put their own logo on it. They want to put their own pictures in it. They want to put their own message in it, and it's sometimes hard if your internal graphic designer has Photoshop and InDesign and all these professional tools and the board member that's actually out there executing it doesn't. So what actual format, like what are you giving to these people? What are they allowed to change? What format is the tool in so they can do that?

THERESA: Yeah, that's a great question, and something that we struggle with because here at headquarters we have InDesign and Photoshop and all that, and at the council level typically they do not unless they have a graphic designer or board member or something. So you know, we try to make the graphics and the posts generic enough that it works for every community. You know, we'll have councils that say, "Well, we want to put pictures of our girls," but if you think about the audience, they don't know when they're looking at this graphic whether they're girls from Vermont or girls from Utah. They're just girls in our program. So, you know, we try to help them really think about what's important to change and customize and what is not, and so maybe the graphic is one that does not need





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to be customized, but the copy they use with the graphic. There's a place for customization. With all of our toolkits, if there's a fundraising piece, we include a donor acknowledgment letter template because that's so important, and a piece that often gets missed is the thanks, so we include that, but we highlight places within there where we recommend some customization. So we try to call out those places where it would make sense for them to include some local information.

BETH: I think that makes so much sense because we see that, too. A lot of times people say, "I don't want to use the same thing someone else is using," but the reality is the likelihood that everyone is gonna be on the same list is really, really slim, and in your case, if people see the image more than once, that's actually a good thing.

THERESA: Yeah, what's the marketing rule? Like somebody has to see something seven times before they take action.

BETH: Six to twelve times. Sometimes we'll call that a bumper mailing. It's one of the main sort of shifts in thinking that I want people to start focusing on when it comes to participation. One of the big keys that comes out of getting people to participate is you can't just ask them once. The more they see something and often the same thing, the better it is, and usually what happens is the people that are doing it all the time and looking at it all the time get bored of things way faster than your audience does.

THERESA: Right, yeah, absolutely, and that's just an important thing to help educate our councils on, and I think once they see how turnkey this is, those requests for the ability to customize have decreased.

BETH: That's great.

THERESA: The other things we've done, so the toolkits we did, was a sponsorship toolkit, and we created a sponsorship packet that the council can use when





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finding sponsors for their 5K, and we created that in a PowerPoint format so that it would be very easily customized and they can swap out photos. They can swap out logos and those sorts of things and that got really great feedback.

BETH: Right and we've actually, I'll have to say, we'll have to give you some of my tricks at some point. We've been doing a lot more things in PowerPoint. It may not be like high-end design tool of choice, but it's actually a really powerful tool and you can do a lot with it. People don't realize that you can even change the size. It doesn't have to be that standard slide like page. You can make a flier in PowerPoint if you really wanted to. That's really, really fabulous. So once you've put these out into the world and your councils are using them, what are you seeing them do? Is there any aspect of the program that they like better than the other? Is there something where they go, "Oh my gosh, we're using this all the time"? What's been the most helpful thing for them?

THERESA: I think, you know, based on the feedback, the most helpful are the media graphics and copy. They want to be on social media more. They sometimes don't really know how to maximize their social media presence and they're always looking for content, like great content to put out, but don't have the time to generate it themselves. So that social media content has been really popular with the councils and then that calendar piece. Just that really clear overview of what the campaign looks like and recommendations.

BETH: I think that's excellent. That's funny because we do the same thing. We don't call it a read-first document. We call it like our guide or something like that, but I might actually have to use your name, and we have that and it describes it, but we don't put a calendar in there. I'm thinking maybe we should add in a calendar to some of our programs. We're seeing the exact same thing, that it's the quick short campaigns on social media that people are liking the best because it doesn't require a whole lot of lead time and thinking time and having enough content to put on social media to keep your community engaged is hard.





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THERESA: Yeah, absolutely and just the point I'm at, it's funny because we call it that. We name it that in the folder so that when they see the 20 different files that in all caps READ FIRST is the thing that stands out the most.

BETH: I like that. We might have to borrow that idea, shall we say.

THERESA: Yes!

BETH: Exactly. So now that this, you've got these toolkits and they're out there, are there results or things that you're tracking to kind of demonstrate to your international body that this is a value and is working?

THERESA: Yeah, so a couple things that we do, we have set up so these are available on our intranet here at Girls on the Run. So we set up some analytics on the intranet to show us like how many times they've been downloaded and are people accessing them, and then we typically do a very brief survey, like three questions after the toolkits have been released and after the campaign is over, and people who used it typically will answer it. Was it enough materials? Was it too many? Too little? Did you like this aspect of it? What improvements can we make next time? So we get that quick feedback and that's very helpful and because that survey is so short, people are willing to do it.

BETH: I'm a huge fan of the 1-5 question surveys. Like what's the basic things. A poll if you're desperate. If you really can't get people to answer a survey, just do a poll. Do something to ask them and to do it right after that campaign, especially since it's not like you're doing campaigns 24/7. We're doing four big things a year to at the end of that say how was this helpful. It both demonstrates your responsiveness and it really cements the idea that you're creating these tools to benefit and to help them not to just be like the brand police. That could be hard.

THERESA: Yeah, that's a great point. If a campaign has a hashtag, then we track the hashtag usage and then because we are all on the same system, what I do at the end of like a fundraising campaign is I can pull the fundraising results and





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compare them to the previous year. So that data really shows the impact.

BETH: That's terrific. Then do you do things to report out to the councils to show them like, "Hey look what we did"?

THERESA: Yes. So we will share that twice a year. We do a state of the organization webinar with the senior team here at headquarters and so I will share some of those results with the councils and then again, at the beginning of each year we do that big survey and we've been getting great response on this about the tools we released the previous year and their feedback on those and then what they're looking for in this next year.

BETH: That's so great, because I think it would really make people feel like we can get what we need and we can ask you for it and there it is. It's a nice kind of way to demonstrate you're listening.

THERESA: Right, and they are, their feedback is just, they're the ones with boots on the ground that know their community, know what's going to resonate and know what they need. So it's just critical that we get that feedback from them.

BETH: I think it really helps people that are actually the boots on the ground people doing that work. When they hear that you get that, that you know that they're the ones doing that and you're looking for the feedback to come in your direction so that you can help support them. You know, one of the things we hear a lot in this podcast is that one of the keys to participation people say is leadership buy in and by that I really feel like it means leadership championships. So to get to this point where you have these toolkits, you didn't always have them, what has changed? What sort of leadership kind of brought this about and is making it work?

THERESA: Yeah, so this feedback model and surveying our councils is not just isolated to these toolkits. It's really a major part of our organizational culture. Our CEO and COO travel the country throughout the year visiting with councils





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throughout all 50 states and really listen to them and ask some great questions and listen to them about what they need and how they can become, their opinion on how they can become sustainable in their communities and continue to serve more girls. Those visits, the different surveys we do throughout the year, we have an annual summit where all of our councils get together. They conference. So hearing and listening to our councils has just, like I said been part of our culture, and it really drives all of our strategic decisions for the organization. So this truly, it comes from our leadership. She really values the importance of the feedback and listening to the feedback and acting on it. You know, often times we can ask for feedback and do nothing with it, but that is not the way it is here at Girls on the Run.

BETH: I think that's really huge because the other two boxes that get ticked when it comes to participation that people talk about all the time are really understanding your audience's needs and collaboration and by these tours that you're doing, you're kind of putting it all together in one package of leadership, championship to get to know your audience and then letting them give you that feedback, which is collaborating with them to create tools that then can go back out into the world. It's a really terrific circle that you've created.

THERESA: Yeah, it's working really well and in terms of the collaboration, in addition to these visits and asking for the feedback, when we developed that sponsorship toolkit, we reached out to the councils that are doing it really well and we looked at what markets they were in to make sure that we are not just reaching out to those big urban centers, but also the smaller markets that are doing it really well and ask them for all of their materials and their tips and use really the best of the best to develop the materials for all.

BETH: That's a great model because it makes people see that you don't have to be big to be successful, it honors and values the entire spectrum of your community and I think people really do appreciate that and it really does give that comprehensive toolkit that you don't have to be big in order to make this





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work.

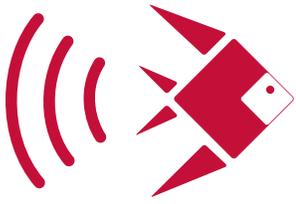
THERESA: Right. Absolutely.

BETH: If somebody said this sounds great. We would love to transform our organization this way and I really do believe you don't have to be an international organization with a bazillion chapters to make this work. You could easily be a school or a solo organization to have ways to create a toolkit to make process repeatable and easy for you to disseminate. For you it might be, for somebody that's listening, you might just be an independent organization, but instead you might have volunteer ambassadors that need a toolkit that are gonna help spread your word. This model can be used really no matter what size you are. So is there one tip that you could leave people with that helped you get started that you think would help somebody else get started if they think this is a great idea and don't know where they would begin?

THERESA: Yeah, I think it is the feedback. That knowing your audience, that listening to what is truly going to be valuable and then taking that and thinking comprehensively. So we're not trying to put a Band-aid on something. We're not trying to just get donations through email, but really looking at every step and in our case, what would the councils need to be successful with that step, whether it's read first or the calendar or then the email and then the thank you that goes out afterwards so that they have everything comprehensive in one place and also have that flexibility to pick and choose and use what's gonna work best for them.

BETH: Theresa, this has been so helpful. I'm sure that everyone who is listening has gotten some terrific ideas and I have to say personally for me, this has been really helpful for me to help inform what we're doing with NonprofitToolkit because I want to be able to make projects like this for the people that don't have the capacity to do it for themselves and learning what's working for you is incredibly valuable to me and I hope that I can then pay it forward and help other nonprofits do better with this work when they don't have access to somebody





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like you. So thank you very much for sharing your knowledge literally this time with both me and our whole nonprofit community. This project is fascinating, and I can't wait to see what other people end up doing with it. If anyone is listening that does have toolkits, I would love to learn more about what you're doing. Please feel free to get in touch with me and show me. The more I think we can all as a community learn about how to disseminate the work and spread the message, the better we'll all be. So thank you so much for joining me today, and everyone, I hope you join us next time.

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