



**HUMAN
RIGHTS
CAMPAIGN®**

The Human Rights Campaign (HRC) is America's largest civil rights organization working to achieve lesbian, gay, bisexual and transgender equality. By inspiring and engaging all Americans, HRC strives to end discrimination against LGBT citizens and realize a nation that achieves fundamental fairness and equality for all.

AN INTEGRATED MULTI-CHANNEL APPROACH

For more than a decade HRC has consistently stood out as a nonprofit organization on the cutting edge of constituent engagement. As an early adopter of technology designed specifically for this purpose, HRC has identified best practices in both advocacy and fundraising by repeatedly pushing the envelope, and constantly testing and refining their engagement strategies—both online and offline—based on results.

At the core of the organization's success is its ability to successfully implement an integrated multi-channel approach, which is made possible, in part, by its lack of silos. "Whenever we have major campaigns, we always integrate offline and online elements to maximize constituent engagement," explained Lindsey Twombly, Associate Director, Social Media and Online Mobilization at HRC. "Silos can't exist if you are trying to implement multi-channel strategies. You have to breakdown the walls and barriers between departments in order to fully see what everyone else is doing and to message your constituents in a coordinated and cohesive way." HRC ensures there is a constant line of communication among department heads to make sure information is moving back and forth efficiently and effectively.

REPEALING "DON'T ASK, DON'T TELL"

When it was time to rally support to repeal "Don't Ask, Don't Tell" (DADT), HRC led the pack through a combination of grassroots organizing, lobbying, and public education. Ground grassroots and grassroots campaigners and canvassers worked feverishly to do outreach in key swing senate states.

"We integrated online elements in our offline campaign, and vice versa," explained Lindsey. "The names collected offline were added to our Convio system, and then we messaged these individuals to get them involved in the online campaign as well." Conversely, every time HRC sent an online advocacy action, they collected the mailing address and phone number of the supporter.

In an attempt to get swing vote senators, HRC started with a targeted, specific number of states. After that, they went to the national level with an online strategy campaign that encouraged email recipients to send an email to a legislator. This message was followed up with a phone call. This cycle of communication continued as the repeal

QUICK SUMMARY

- Utilizes sophisticated multi-channel strategies to maximize constituent engagement nationwide
- Works in a coordinated, silo-free environment to ensure constant cross-departmental communication and messaging
- Sent 19 million emails to supporters, 625,000 emails and 50,000 handwritten letters to members of congress as part of the "Don't Ask, Don't Tell" repeal
- Sent 460,000 election-related action alert emails, generated 151,000+ constituent contacts to targeted legislators, and delivered 75,515 postcards from constituents to state senators in support of Marriage Equality in New York

process progressed. “The field team and the online team worked together to develop and execute a campaign strategy,” stated Lindsey. “The constant flow of information from the field made it easy to create online messages that let our list of supporters know where things stood on the repeal of DADT.”

“Convio enabled us to quickly communicate the latest news to our full nationwide list. We told our supporters how they could take action, and gave them easy, one-click ways to engage with legislators on this issue.”

— Lindsey Twombly, Associate Director, Social Media and Online Mobilization, HRC

The numbers for this coordinated multi-channel effort were impressive:

- 19 million emails sent to members and supporters;
- 625,000 emails sent to members of congress;
- 50,000 pro-repeal handwritten letters sent to congress;
- Print and online ads in both local and national publications to influence key senators;
- 20,000 veterans spoke out with pro-repeal messages;
- 1,000+ grassroots lobby visits.



PUSHING FOR MARRIAGE EQUALITY IN NEW YORK

The campaign to legalize same-sex marriages in New York was faced with a tight timeline. In contrast to the DADT repeal, which spanned the course of a year, the marriage equality campaign took place over a two month period. “The sense of urgency and high-profile nature of the campaign made it easy for us to send messages weekly, because there was always something new to share with our supporters,” explained Lindsey. “Similar to DADT, the New York marriage campaign incorporated offline and online elements, but we also integrated our social media followers, which had become a

major source of active supporters for HRC.”

With the New York same-sex marriage campaign, targeted emails to straight allies and to individuals in different senate districts helped deliver high-touch messages to the right people in order to get them on HRC’s side of the vote. In addition, HRC’s Twitter and Facebook followers were engaged in the online campaign, and a mobile program was also launched. This multi-channel strategy allowed the organization to respond to breaking news faster, while alleviating some pressure from their email list. Every time HRC shared information via social media, they ensured there was a way to capture an individual’s information (e.g., advocacy form, survey) so people could continue to find out more about the organization and the campaign. By using engagement tools specifically crafted for and promoted on social media, HRC was able to specifically source which action takers originated from social media sources, and store that data with Convio’s Constituent360™ tool.

This combination of online and offline efforts—which also included twice-weekly phone banks, and 51 video testimonials featuring celebrities, sports and media figures, everyday people and politicians in support of marriage equality—proved to be very effective in targeting, engaging, and mobilizing constituents. HRC’s strategies yielded:

- 460,000 election-related action alert e-mails;
- 151,000 constituent contacts to targeted legislators, thanks to the dedication of 30 full-time field organizers statewide;
- 75,515 postcards from constituents to state senators;
- 47,000 emails from New Yorkers to their state lawmakers;
- 25,600 phone calls from constituents to their state senators;
- \$145,000 raised through the HRC New York PAC to support pro-equality state Senate candidates.

HRC was named DMA Nonprofit Federation's 2011 Nonprofit Organization of the Year Award. The award recognizes outstanding achievement by a nonprofit organization using multi-channel and integrated marketing to advance its mission.

Moving forward, HRC is focused on finding creative ways to get people to open and engage in email, while also maximizing the potential of social media as a communication channel. "We are constantly re-evaluating and tweaking our strategies to see what works best for each type of person we are getting from online and offline sources," stated Lindsey. The organization will continue to evaluate where they are getting the best ROI from their efforts, and adjust their constituent engagement strategies accordingly.

ABOUT CONVIO

Convio is a leading provider of on-demand constituent engagement solutions that enable nonprofit organizations to maximize the value of every relationship. With Convio constituent engagement solutions, nonprofits can more effectively raise funds, advocate for change and cultivate relationships with donors, activists, volunteers, event participants, alumni and other constituents. Convio offers two open, cloud-based constituent engagement solutions: Convio Common Ground CRM™ for small- and mid-sized nonprofits and Convio Luminare™ for enterprise nonprofits. Headquartered in Austin, Texas with offices across the United States and United Kingdom, Convio serves more than 1,500 nonprofit organizations globally. Convio is listed on the NASDAQ Global Market under the symbol CNVO. For more information visit www.convio.com.

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