

Distinctive, Diversified, Dynamic:

A Model for Growth at the
Speed of Tomorrow

June 21, 2023



City of Hope®





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Office of Philanthropy and Annual Giving Staff
City of Hope
1500 East Duarte Road
Duarte, CA 91010

Dear Robert et al.,

I can't begin to tell you how excited the team here at TrueSense Marketing is at the possibility of working with City of Hope and your Office of Philanthropy. When we think about helping you maximize the long-term value of your fundraising resources and investments, three words come to the forefront: **DISTINCTIVE**, **DIVERSIFIED**, and **DYNAMIC**.

DISTINCTIVE, because we know how important it is for City of Hope's voice to stand out in the crowded fundraising marketplace.

DIVERSIFIED, because we have a plan for generating a far broader and longer-term base of support from new and existing donors and patients, in new cities, via the right mix of channels, and by offering the right giving vehicles.

And **DYNAMIC**, because our partnership will ensure a flexible Annual Giving program that constantly adapts to the nuances of donor behavior; a program that's grounded in Giving Sciences and uses data to anticipate what lies ahead.

Changes in philanthropy are happening faster than ever and we have a clear plan to carry your Annual Giving program into the future. Your goal of becoming a \$500 million fundraising organization is incredibly ambitious and our agency team brings deep experience and a spirit of innovation to propel you forward. We will meet or exceed all of your functional, operational, and technical requirements by delivering end-to-end, best-in-industry services all from under one roof.

I add my personal thanks for our upcoming meeting and the opportunity to present our **Model for Growth at the Speed of Tomorrow!**

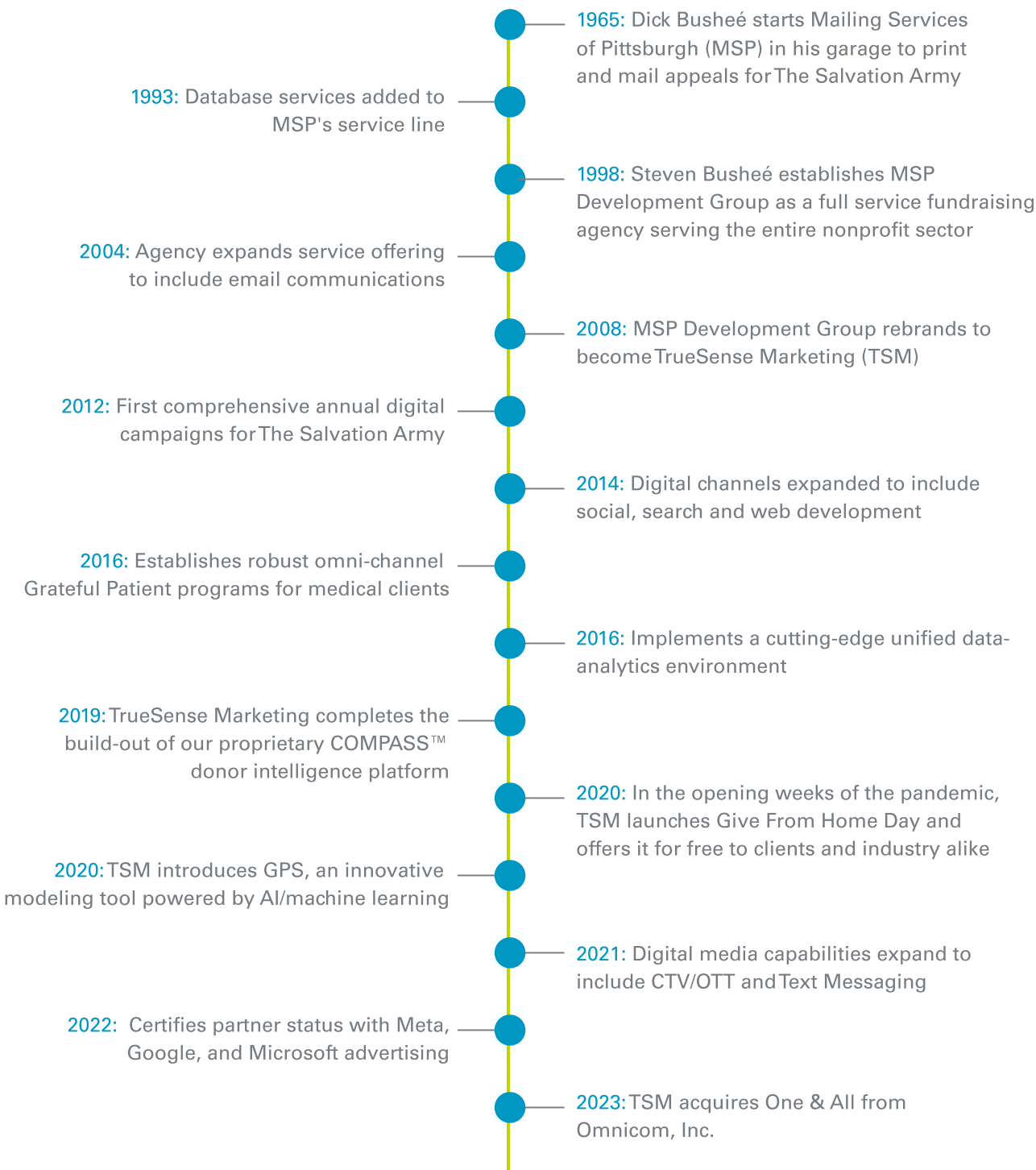
Warm Regards,

A handwritten signature in black ink that reads "Eric Johnson". The signature is fluid and cursive, with a long horizontal flourish extending from the end of the name.

Eric Johnson
SVP, New Business Development

A Timeline of Growth and Innovation

A Foundation Built to Meet Your Needs at the Speed of Tomorrow



TODAY: TrueSense Marketing is recognized as an industry leader in omni-channel donor marketing for major healthcare institutions

We are pleased to showcase the team that will serve you. It is comprised of both industry leaders as well as subject matter experts. We have a significant number of team members ready to impact your program, and we're pleased to introduce you to many of them below. Together, they bring the depth and breadth of experience to enhance your program today, prepare for tomorrow, and collaborate for future growth and success.

The Dedicated TrueSense Team for City of Hope

Strategic and Day-to-Day Partners Supporting You



Melissa Roberts

Senior Vice President & Managing Director

As Senior Vice President and Managing Director, Melissa will serve you with the same high standards she has brought to clients like Mayo Clinic, Dana-Farber Cancer Institute, Feed the Children, and more. Melissa is responsible for moving the needle forward and for the functional success of her teams; clearing obstacles; ensuring necessary resources are allocated; and developing the tools that will advance their work — and thus your work. She understands omnichannel fundraising and will work closely with you to develop robust programs to meet your goals and objectives.



Dan Gierl

Senior Account Director

As Senior Account Director, Dan will help you reach your fundraising goals through solid strategy, proven methods, and creative solutions. He's also keen on thinking outside the proverbial box — a desirable trait in the digital world, where the "box" is ever evolving and new ideas are always needed. And with a strong background in production, Dan knows what it takes to turn ideas into reality. For the past four years at TrueSense, Dan led and managed the complex omnichannel work for Mayo Clinic. He is experienced in building out not only highly segmented direct mail communications for a variety of donor groups, but is also experienced with personalized donor journeys, robust paid search, digital advertising, audience co-targeting, and digital lead generation.



Ashley August

Account Manager

Ashley August is responsible for flawless execution on all your programs. Ashley started her fundraising career here at TrueSense Marketing, where she served as a representative on our Donor Engagement Team, making phone calls and thanking donors on behalf of our clients. When her husband's job transfer led her away from TrueSense, she continued to build her skills and experience in digital marketing, eventually as a Campaign Marketing Manager for UPMC Health Plan. She made her way back to TrueSense and has been serving clients in the healthcare space, including Georgetown Lombardi Cancer Center. She will bring her experience managing detailed fundraising strategies to you.



Skye Wells

Account Coordinator

As Account Coordinator, Skye thrives on client relations and making sure you are heard and that your needs are met. As your main point of contact, she'll ensure everything stays on track and accurate, and she'll keep you posted every step of the way. Skye has a decade of digital experience in marketing and graphic design. At TrueSense, she currently serves clients in healthcare and higher education. She has a marketing degree from the University of Toledo, with a focus on electronic commerce. Skye looks forward to serving you!



Bernie Martinez

Project Manager

Bernadette Martinez is a true project management professional, with over 30 years experience driving the logistics and details of complex marketing and fundraising programs. Prior to joining TrueSense Marketing, Bernie managed the direct mail, digital, CTV, DRTV, and radiothon projects for several fundraising clients, including the American Red Cross. She also spent 10 years working as a project manager at Kaiser Permanente, where she served multiple business units, keeping all jobs on track and on budget. She currently serves Georgetown Lombardi Cancer Center and is ready to take on the challenge of managing your fundraising program deliverables.



Stephen Ferrando

SVP, Strategy and Analytics

Stephen is an industry thought leader with a focus on helping nonprofits gain a competitive advantage through the strategic use of data and technology. He has over 20 years of experience in direct-response/CRM marketing in the Fortune 500 commercial and nonprofit sectors. He has been instrumental in advancing the fundraising efforts of a variety of national charities including organizations like St. Jude Children's Hospital, Arthritis Foundation, and National Foundation for Cancer Research, and has experience with some of the largest brands in other sectors like the Wounded Warrior Project, AARP, CARE, and more.



Samantha Jasnos

VP, Global Strategy

Samantha is a trusted advisor to a variety of our nonprofit clients, assessing their needs and developing strategies for communication, fundraising, and membership programs that integrate with their overall marketing strategy. Samantha has a strong nonprofit background, having work experience with a variety of organizations, including Mayo Clinic, Dana-Farber Cancer Institute, Roswell Park Comprehensive Cancer Center, Children's Hospital of Pittsburgh Foundation, and Seattle Children's Hospital. Prior to joining TrueSense Marketing, she worked in-house at a nonprofit on the digital strategic and execution side.



Katy Jordan

SVP, Digital

Katy is a digital and multichannel marketing professional with more than 15 years experience in nonprofit, corporate, and agency settings. Through strategic planning and crafting the most effective media mix, she has partnered with dozens of nonprofit organizations to advise, inspire, and exceed short- and long-term program goals. She brings a passion for developing teams and driving positive change within organizations. As part of the Executive Leadership Team, Katy has visibility across all agency clients, and helps define and evolve the culture and the future of our company.



Christine Johnson

VP, Digital Strategy

Christine is responsible for ensuring TrueSense delivers practical and effective digital strategies to clients, while guiding the evolution of the agency's strategic digital capabilities. Christine has more than 15 years of experience working in nonprofit leadership and strategic consulting. She has created exponential growth for nonprofits across the nation with a wide variety of missions. As part of the Leadership Team, Christine is able to create cross-functional collaboration and efficiencies to benefit all TrueSense clients.



Brianna Braskey

Digital Strategist

After spending her early career honing her digital marketing skills on the commercial side of the world, Brianna joined TrueSense Marketing and has not looked back. She has loved leveraging her knowledge and experience for our fundraising clients. Brianna has been supporting and helping to drive the digital growth of our Children's Hospitals and Ronald McDonald House Chapters clients, and is ready to tackle your expansive digital fundraising goals.



Taylor Carson

Digital Campaign Manager

Taylor brings plenty of experience in the digital world to her role as Digital Campaign Manager with TrueSense Marketing. Prior to joining TrueSense she managed digital marketing efforts in the higher education sector. She has now expanded her experience to medically-focused nonprofits, including children's hospitals and Ronald McDonald House Charities. She has a passion for and deep expertise in email and digital media. Her detailed reporting skills, eye for detail, and focus on strategic optimization are a true benefit to her clients.



Taryn Myers

Director of Digital Media

Taryn started her marketing career at a local newspaper and, from there, expanded her experience to corporate media for a newspaper conglomerate with 350 print and digital platforms across major U.S. markets. Taryn's participation in the transformation of the newspaper industry to digital media naturally transitioned her to the world of digital everything, while remaining closely aligned with traditional (and still vibrant) TV, radio, and billboard outlets. As a Director of Digital Media, Taryn works across all TrueSense clients to develop and optimize effective digital advertising campaigns to meet and exceed program goals.



Helen Gredvig

Media Planner

Helen has 20 years of nonprofit experience in Media Planning. She analyzes results, explores new media channels, builds projections, and creates acquisition plans to deliver on your goals through direct mail, digital, and traditional media channels (print, radio, OOH, TV, etc.). She has experience across a wide array of nonprofits including St. Jude, Lurie Children's Hospital, Smile Train, World Vision (Canada and U.S.), American Red Cross, and many more.



John Thompson

Chief Creative Officer

John has worked in direct response fundraising for over 40 years. As Chief Creative Officer at TrueSense Marketing, John helps formulate and articulate the strategy that drives creative solutions and works with his team to ensure that the campaigns remain focused on strategic objectives. Over his career, he and his creative teams have implemented thousands of multichannel integrated campaigns for hundreds of organizations, including Feed the Children, CARE, The Salvation Army, Easter Seals, Mayo Clinic, Feeding America, The Nature Conservancy, American Cancer Society, Smile Train, Doctors Without Borders/MSF, Georgetown Lombardi Cancer Center, and many more. John is active in the direct marketing industry and is a frequent lecturer and blogger.



David Torres

VP, Creative Director

As Creative Director, David brings sound strategy, proven practices, and innovative execution to the table. He knows how to apply the intricate science of donor marketing to the impactful creative that touches donors' hearts. David will serve as your Creative Director and be focused on producing donor-centric, relationship-building, results-driven creative solutions. He has been at TrueSense for nine years and has developed winning multichannel campaigns for Dana-Farber Cancer Institute, Mayo Clinic, Massachusetts Eye and Ear, and many others.



Ryan Wood

Senior Art Director

Ryan has spent a big chunk of his career supporting the great fundraising causes that his clients represent with results-driving, detail-oriented design work. He loves creating, learning, and deep-diving into brands to ensure his fundraising work aligns with and supports the larger brand. Ryan is comfortable working in all channels, and has produced many successful omnichannel campaigns for his clients. He will bring more than 12 years of experience to your program, including his knowledge from working with Baylor College of Medicine, Allina Healthcare, American Red Cross, The Salvation Army, and several others.



Andrew Rogers

Creative Director/Copy Director

Andrew joined TrueSense Marketing in 2010 and serves as creative director for several academic and healthcare clients. In more than 30 years as a direct-marketing copywriter and creative director, he has served and written highly successful fundraising copy for clients ranging from international relief agencies and national political organizations to major cancer and healthcare centers, military and veterans-services charities, church and parachurch ministries, food banks, and community arts groups. He takes great pride in deep-diving into client programs to know them thoroughly, so he can also describe them and get donors excited about them too. He is also excellent at creating offers that resonate with donors.



René Putland

VP, Donor Engagement Team

René leads the Donor Engagement Team (DET) at TrueSense Marketing, which makes critical one-to-one connections with donors on our clients' behalf. She has many years of telephone fundraising and data experience from clients in health care, higher education, and more. René develops and oversees the personal contact strategies that are the basis of our grateful patient, mid-level, lapsed, new donor welcome, and upgrade initiatives. Her team has served City of Hope since 2017 with mid-level surveys, mid-level solicitation, lapsed donor reactivation, planned giving lead generation, "Thank You" calls, "Thank You" notes, and new donor "Welcomes." Beyond her team's work with COH, she has also provided services to MD Anderson Cancer Center, and Cleveland Clinic, among others.

Building a healthy pipeline begins with a thorough assessment of City of Hope's donor database and answering critical questions. Getting clear answers is key to long-term success with major and planned donors and our process utilizes our Donor Health Index (DHI) and custom ad hoc analytics. The most important questions include:

- How many donors have upgraded from lower levels of support, both historically and currently?
- How much time did it take for them to move?
- What acquisition class were they from and what legacy giving behaviors did they show?
- Which channels direct mail, digital, in-person, etc. did they prefer?
- Which types of outreach, offers, asks, themes, etc. did they receive?
- Which charitable giving instruments (DAF, CGA, bequest, direct contribution, etc.) drove their changes in giving behavior?
- What can we learn from those data points to engineer increased movement?
- And what data appends or enrichments can we combine with those attributes to identify through advanced analytics and research, to inform the intentional targeting of new donor acquisition efforts across channels?

Depending on the insights revealed from the DHI and other assessments, we will then co-create alongside the COH team a bespoke set of strategies to target donors with the greatest likelihood of moving to transformational giving relationships, while maintaining the charitable giving behavior of those higher value donors who have little or no likelihood of moving up.

Our approach is likely to include elements of the following:

- Custom Donor Research and Donor Surveys to identify which aspects of City of Hope's mission best resonate with individual pockets high-value donors.
- Identification of upgrade path, Fast or Slow Track, with custom communication treatments.
- A heavy focus on stewardship and impact reporting with high-value donors.
- Focus on Leadership Giving, as these donors are a critical bridge to transformational giving.
- Advanced analytics and predictive modeling, including our AI-powered Giving Potential Scores (GPS) to assist with identification, targeting, and forecasting.
- A high-value donor acquisition program inclusive of expansion into new markets (Chicago, Phoenix, and Atlanta) guided by donor and market research.
- Leveraging our "brandraising" strategic approach to creative development.

Almost inseparable from mid-level, major, and legacy giving is your Grateful Patient audience. Why? Because for the vast majority of hospitals, cancer centers, and medical institutions we serve, grateful patients are some of the most valuable due to their first-hand experiences. No amount of marketing can generate the type of affinity grateful patients have for your institution and the staff that cared for them through some of the most challenging times of their lives. A strong grateful patient program often heralds a strong pipeline for higher levels of support.

We know that a solid strategic approach to new patient conversion is essential to the success of your Grateful Patient program. The grateful patient strategies we recommend for City of Hope will balance the very real data security concerns and HIPAA requirements with the incredible fundraising opportunity this audience represents. We will use as much HIPAA-compliant data as is available for these patient prospects to identify the very best prospects.

Specifically, our presentation will showcase a number of insights we've learned and techniques we use to drive success:

- With 15-years managing large scale GP programs, we'll share TrueSense Marketing's four "Cornerstones" of successful patient conversion.
- We will speak to and give real examples of our custom omnichannel patient conversion journeys, including but not limited to:
 - Direct Mail conversion strategies customized by the critical recency of patient engagement data point.
 - Digital new patient conversion series.
 - Phone conversion approaches we have used to increase monthly donor conversions, and that we would anticipate using to convert your grateful patients to Citizens of Hope.
 - Ongoing efforts that deliver increased engagement and cultivate patient donors and patient prospects into highly valuable supporters.



Thank you for your consideration of TrueSense Marketing and we are hopeful for the opportunity to support you and your important Annual Giving program.

We look forward to our meeting in July and, in the meantime, please contact us with any questions:

Eric Johnson

SVP, New Business Development

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A large, cylindrical water tower is the central focus of the bottom half of the page. It is illuminated with a vibrant rainbow light that transitions from red on the left to blue on the right. On the side of the tower, the words "City of Hope" are written in a large, dark, serif font. Below this, the phone number "800.826.HOPE" is displayed in a similar large, dark, serif font. To the left of the text, there is a small logo featuring three stylized human figures in a circle. A metal ladder is visible on the right side of the tower.

City of Hope
800.826.HOPE