

Preparation for Implementation of the Emergency Services Foundation's Fundraising Plan



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Authored by:
Carter Breckenridge
Lannan Jiang
Nikayla Sims

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Abstract

The Emergency Services Foundation restructured their fundraising plan to garner funding from for-profit businesses through corporate partnerships. These partnerships will allow them to implement programs within the sector to improve the mental health and well-being of emergency workers. This project developed a short three minute fundraising video and the structure of a supporting fundraising prospectus. ESF can present these deliverables to potential business partners.

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Authorship

Carter Breckenridge, Lannan Jiang, and Nikayla Sims all contributed to the research, writing and editing of this report. Lannan Jiang and Nikayla Sims were the main editors of this report, whereas Carter Breckenridge was the main videographer and video editor. Each member participated in the production of the final deliverables. The following will detail the members' individual input throughout the project.

Carter contributed to the Background section, writing about the mental challenges surrounding emergency service workers, the Australian Healthcare system, and ESF's financial situation. He contributed to the Methodology and Results section by discussing the purpose of our interviews, what information we obtained from them, and how that was translated into our video deliverable. Carter also contributed to the conclusion by summarizing his previous contributions, and served as the cameraman, video and audio editor for the video deliverable.

Lannan contributed to writing multiple sections of Executive Summary, Background, and Methodology. She was the main writer for the first draft of Results, Conclusion, and Discussion, and she also made significant changes to the respective sections after suggestions were given. She also produced graphs and incorporated all the infographics in this report (except table 1). In the end, Lannan made sure that all the references were reliable and edited the reference page. Lannan was the main interviewer with for-profit businesses. Lannan and Nikayla conducted interviews with emergency responders.

Nikayla contributed to the Background section writing about emergency service work in Australia, the role of ESF, and use of storytelling formats. She contributed to the Methodology by being the primary contributor for introducing the section and detailing how to develop the fundraising prospectus and the nonprofit perspective on business partnerships. She contributed to the results section as well. She also contributed greatly to the Conclusion and Discussion sections. Nikayla and Lannan worked closely together in order to create the fundraising prospectus.

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Executive Summary

Introduction

The Emergency Services Foundation is a nonprofit organization with a dedicated focus on the mental health and wellbeing of emergency responders. ESF supports the emergency services sector by enabling collaboration between emergency response agencies, such as the Country Fire Authority (CFA), Metropolitan Fire Brigade (MFB), Ambulance Victoria (AV), and Victoria Police (VicPol), with the purpose of facilitating better mental healthcare to all emergency responders. ESF also provides scholarships to its volunteers and paid staff to pursue research involving topics relating to the sector. Consistency in how agencies promote mental health and wellbeing for emergency responders can lessen the negative impacts of trauma while on the job. Promotion of mental health and wellbeing is important because, compared to the general public, emergency responders are at a higher risk of mental injury (see Table 1)

Table 1

Statistics comparing the average number of mental disorder claims between first responders and the average worker.

	Average No. of serious claims	Proportion of claims	Frequency rate (serious claims per million hours worked)	Incidence rate (serious claims per 1,000 employees)	Median claim payment	Median weeks off work
Mental disorder claims – first respondents	711	1%	4.6	8.2	\$49,600	26.4
All mental disorder claims	7,206	6%	0.4	0.7	\$26,800	15.0
All serious claims	115,400	100%	6.4	10.7	\$10,300	5.4

Note. Reprinted from "Education and Employment References Committee The people behind 000: mental health of our first responders" by SafeWork Australia, 2018, Copyright 2018 by Commonwealth of Australia

The role ESF plays within the sector could be further supported by developing alliances with business corporations. ESF needs more funds to implement their programs and support research regarding mental health amongst emergency responders. Previously, ESF had adopted an ad hoc fundraising strategy, but this resulted at times in loss due to insufficient planning. As such, ESF has created a new fundraising plan centered on corporate business partnerships.

The main goals of our project were to create a short fundraising video for ESF to use in their appeals to potential partners, develop the structure of the prospectus that they can present to these for-profit businesses as support, and present to the ESF board about the process and final products of this project.

Methods

Initially our team began conducting interviews with the fundraising managers of local nonprofits in Australia to better understand nonprofit-corporate partnerships. These nonprofits were contacts given to us by our sponsor and the CEO of ESF, Siusan MacKenzie. We interviewed two nonprofits: Movember and World Vision. We also interviewed a selection of local for-profit businesses to acquire the for-profit businesses' perspectives of corporate partnerships. The selected businesses, chosen by our sponsor, consisted of Maddocks, Bank Victoria, McMillian Shakespeare, ESSSuper, and Police Health.

To organize our information for the video, we first created a storyboard. We then talked with Tom Lowe and Martin McKinnon, two video production experts, to understand how to effectively use storytelling to attract business partners and to give feedback on our storyboard.

Following the implementation of Lowe and McKinnon's suggestions our team developed a set of questions to ask emergency responders that would elicit emotionally appealing responses.

Our team developed a fundraising prospectus for ESF. To do this, we researched prospectuses from other nonprofits and, using these as a guide, created a prospectus utilizing excerpts from some of ESF's existing marketing and reporting documentation. These deliverables were presented to the board of ESF at the culmination of our project.

Results

Through the interviews with nonprofits and for-profit businesses, our team came to understand the perspectives of both entities regarding partnerships. According to these interviews, for-profit businesses partner with nonprofits that align with their core values, elicit staff engagement with their cause, and have true philanthropic intent; and transparency

However, the for-profit businesses believed that brand awareness, or advertisements of their brand, play a less significant role when they look at what the nonprofits could offer. The majority of the for-profit businesses we talked to considered that it should be valuable for them to spend time working with their non-profit partners and obtain direct benefits. An example of these benefits would be access to the nonprofits' members and programs. From our conversation with McMillan Shakespeare Group (MMSG), they mentioned that their clients not only included well-known nonprofits, but also included lesser-known local nonprofits; this means organizations like ESF are a good candidate for them (R. Steiner, personal interview, Feb 3,2020). One factor that the nonprofits did not mention was that for-profit businesses highly value their personal relationships with nonprofits. For instance, Ron Steiner from MMSG stated that they have a filter

for accepting meetings with nonprofits, and a personal relationship with the nonprofits will let them through this filter (R. Steiner., personal interview, Feb 3 2020).

These conversations with nonprofits and for-profit businesses allowed our team to apply the knowledge we obtained to ESF and produce our deliverables. In contrast with Movember and World Vision, ESF is smaller and less well-known. Hence, the fundraising managers that we talked to suggested that ESF should play to its strengths. ESF is the only nonprofit with a dedicated focus on mental health and wellbeing of emergency responders, and this specified focus can stand out among other nonprofits to attract for-profit businesses for partnerships. Our team emphasized ESF's focus in the video that ESF will use to appeal to potential business partners.

There were three major components of the video: problem, solution, and credibility. Through our interviews with emergency services workers, our team was able to include each major component. The emergency responders we interviewed provided personal stories, which set the problem. Many of these emergency responders were familiar with ESF and could elaborate on the benefits of having an organization like ESF work across the sector. Our team added credibility by contacting authorities in emergency services, including the chief officer of Police Legacy Victoria, commander of Country Fire Authority, and CEO of Ambulance Victoria. The inclusion of these figures supported ESF's purpose to promote collaboration among agencies.

Our team completed the fundraising prospectus design after multiple conversations with our sponsor. The final version of the prospectus can be found in Appendix E. The prospectus laid out the details of ESF's history, mission, and purpose. It discussed the need for funding and

forming corporate partnerships. Moreover, it detailed exactly what ESF could offer to potential partners, and what ESF looks for in a corporate partnership. The ESF staff will write the section detailing the distribution of funds, as it will cater to individual for-profit businesses. Our conversations with multiple experts in for-profit businesses, nonprofits, and the filming industry helped us to produce quality video content, and with shaping our prospectus in a way that demonstrates ESF's appeal.

Conclusion

The final deliverables for this project were a short three minute video and a fundraising prospectus. The video utilized the emotional appeal of the lived experiences of emergency responders, strategic editing, and real life context footage to capture the attention of potential business partners and encourage for-profit businesses to partner with ESF. The prospectus provided financial details and a more in-depth explanation of what ESF does. ESF will present both the video and the prospectus to potential business partners.

Introduction

Our team assisted the Emergency Services Foundation in their efforts to aid emergency responders in Victoria, Australia. Emergency responders often experience trauma on the job. According to Beyond Blue's *Answering the Call* nation-wide survey, employees in the police and emergency services sector had substantially higher rates of psychological distress and probable PTSD compared to the Australian population and workers in other industries (Beyond Blue, 2018). Consistent with the amount of stress and violence that emergency responders face, WorkSafe Australia identifies socio-psychological hazards in the workplace (WorkSafe, 2019). Additionally, there is a lack of tailored programs provided for emergency responders in the Victoria sector. ESF can fill this gap.

ESF is the only organization with a dedicated focus and a whole sector perspective on improving mental health for emergency responders in Victoria (Siusan MacKenzie, 2019). The purpose of ESF is to enable collaboration of emergency agencies to support their emergency responders, and it is able to do that because the stakeholder council of ESF is composed of the heads of the emergency services agencies. ESF establishes and drives a research agenda to build the evidence base and inform the general public of ESF's work relating to mental health (Siusan MacKenzie, 2019). By doing this, ESF aims to battle mental health stigma among emergency responders and the public. ESF has operated for 32 years without an efficient fundraising plan. A recent ad hoc attempt to fundraise, initiated without sufficient planning, resulted in a significant loss to the organization (Siusan MacKenzie, 2019). Our sponsor drafted a new fundraising plan stating the need for ESF to establish business corporate partnerships. ESF is looking for five

business alliances who can provide a fixed amount of financial support per year for a consecutive of three years.

In order to help ESF to reach its fundraising goal, our team was asked to take multiple actions. We were tasked to produce a short video that can emotionally appeal to businesses so that they are willing to form partnerships/alliances with ESF. Additionally, our team was asked to compile a fundraising prospectus that ESF could present to businesses as a case for support. At the end of our project, our team presented all of our findings regarding fundraising strategies, the short video, and the fundraising prospectus to the ESF board. ESF should be able to use our final deliverables to attract business partners.

Background

Emergency Service Workers in Australia

The role of emergency responders is integral to the safety of citizens. Emergency responders include both paid staff and volunteers. For instance, police officers, firefighters, paramedics, search and rescue personnel, and emergency control center workers are responsible for responding to a variety of emergency situations. As an example of the scale of the sector, Lex De Man, the chief executive officer of Victoria Police Legacy and volunteer in the Country Fire Authority (CFA), confirms that the CFA has approximately 1,300 paid staff and 30,000 volunteers (L. De Man. Personal Communication. January 20, 2020). The role of these emergency responders can be categorized into: preparation, response, and recovery. Examples of which agencies fall into each category are shown below.

Table 2

Three Phases of Emergency Response with organizations in each branch.

Three Phases of Emergency Response		
Preparation	Response	Recovery
<ul style="list-style-type: none">• State Command Center (SCC)• Risk Analysts	<ul style="list-style-type: none">• Country Fire Authority (CFA)• Metropolitan Fire Brigade (MFB)• Victoria Police• State Emergency Service (SES)• Life Saving Victoria (LSV)• Ambulance Victoria (AV)• Emergency Services Telecommunications Authority (ESTA)	<ul style="list-style-type: none">• Red Cross

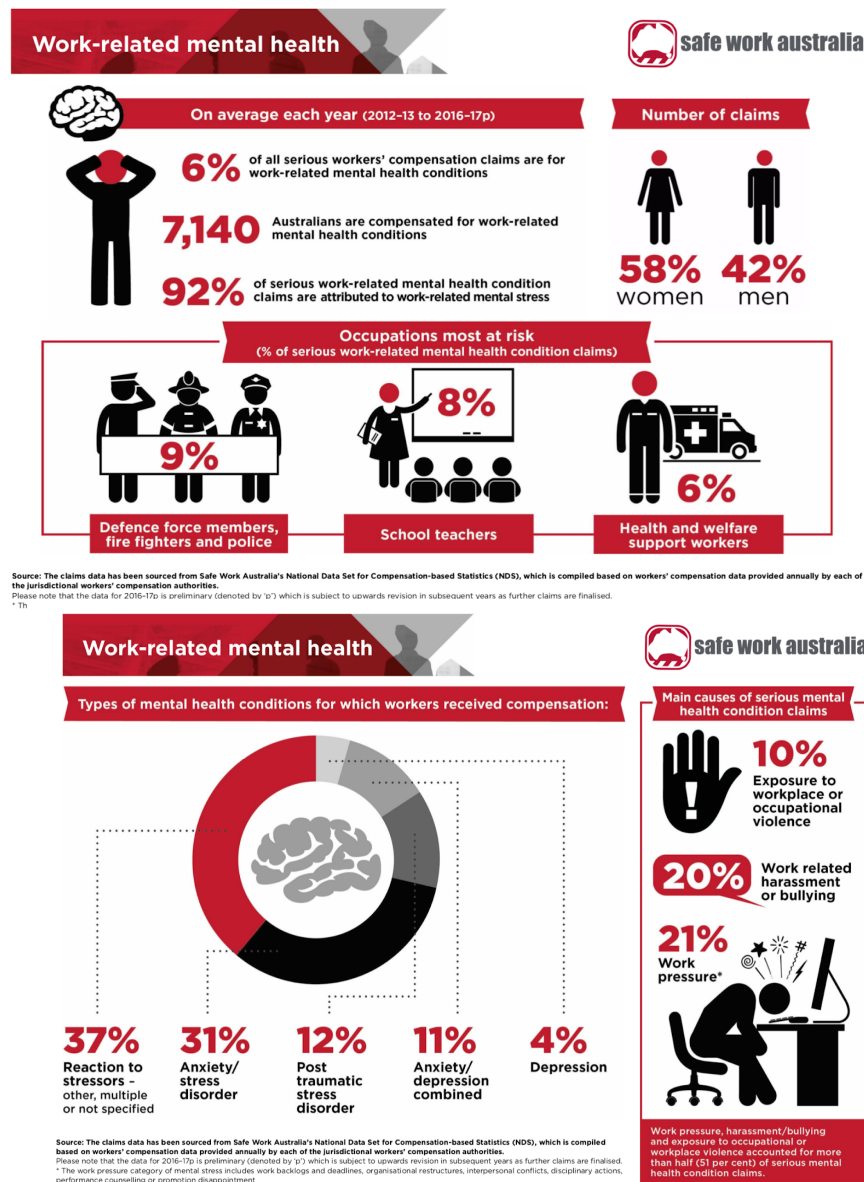
Note. Produced through personal communication with our sponsor (S. MacKenzie, personal communication, Jan 15, 2020).

Preparation for emergency response is the culmination of the measures taken to prepare for emergencies. Response is the action taken by emergency responders at the scene. Recovery is

how the aftermath of the emergency is handled. Despite the different roles for each phase, the workers experience similar stressors. Emergency responders have dangerous jobs, and “compared to other occupations, emergency service workers are at a higher risk of either psychological or physical injury on the job” (Gray & Collie, 2017).

The workers of these organizations (emergency services agencies) often deal with traumatizing situations, a heavy workload and separation from their families (Benedeck, Fullerton & Ursano, 2007). A combination of all of these factors can contribute to the degradation of their mental health. As can be seen in Figure 1, fifteen percent of all serious mental health claims in Australia come from defense force members, fire fighters, police, health, and welfare workers (Safe Work Australia, n.d.). Examples of these claims include a series of mental issues: anxiety, stress disorder, post-traumatic stress disorder, a combination of anxiety and stress, and depression (Safe Work Australia, n.d.). Of these serious claims, 92% are attributed to work related stress, and 10% of serious mental issues are caused by the exposure to workplace occupational violence, which is something closely related to EMS jobs. According to Macguire et al. (2014), the risk for serious injury is seven times higher in paramedics than the national average in Australia. Mental disorder claims from emergency responders is about 10% of all serious mental disorder claims as shown in table 3. This indicates that emergency responders need appropriate medical care whether it be for physical injury or mental injury. Fortunately, research reveals that emergency responders in Australia have access to good facilities to treat both physical and mental injuries.

Figure 1. Workplace Mental Health



Note: Statistics comparing the average number of mental disorder claims between first responders and the average worker.

Reproduced from "Infographic: Workplace mental health" by Safe Work Australia, Retrieved from

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Table 3

Statistics comparing the average number of mental disorder claims between first responders and the average worker.

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Australian Healthcare system

The healthcare system in Australia is considered one of the most effective in the world (How Does Australia's Healthcare System Work?, n.d.). It offers a variety of services at little to no cost to the patient (Medicare Benefits Schedule Book, 2019). Included in these services are a wide range of mental health services. For example, a consultation with a general practitioner is free (Medicare Benefits Schedule Book, 2019). If a patient shows the need for a psychologist, the referral is free, and the cost of a psychological consultation is 15.33 USD per visit, with a yearly fee cap at 307.60 USD (Medicare Benefits Schedule Book, 2019). According to Australian Institute of Health and Welfare, specialized mental health care is delivered in public acute and psychiatric hospitals, as well as state and territory specialized community and residential mental

healthcare services (AIHW, 2020). Mental healthcare is readily available and affordable in Australia. So, what hinders emergency responders' access to mental treatments?

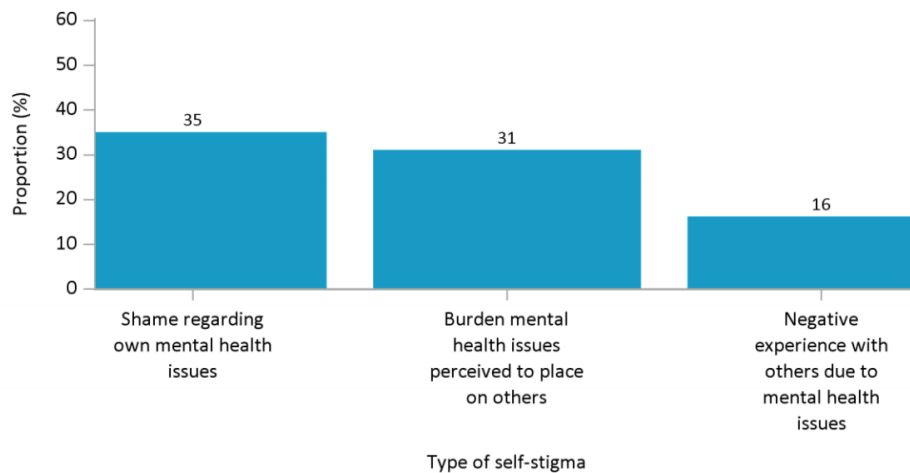
Challenges

The major barriers that emergency responders face regarding treatments of mental injuries are mental health stigma, the lack of efficient use of Australian healthcare, and pessimism about the effects of treatment (Haugen et.al., 2017). As aforementioned, the Australian healthcare system is accessible to the general public, but there is still a mental health stigma that prevents emergency services workers from asking for help. Moreover, some emergency responders believe that they are not sick and refuse to be treated, which is a self-deception caused by fear of public judgement. There is also inaction in seeking treatments because patients believe that they will receive inefficient treatments after diagnosis (Haugen et.al., 2017).

There are two types of stigma surrounding mental health: public and self. On the one hand, public stigma is defined as the stereotypes held by the public towards mental health patients (Haugen et.al., 2017). On the other hand, self-stigma is the internalization of public stereotypes that lead to self-devaluation and disempowerment (Haugen et.al., 2017). According to Beyond Blue's national survey on mental health and wellbeing of emergency services, *Answering the Call*, there are three major types of self-stigma among emergency responders, and 35% of employees have shame regarding their own mental health issues, shown in figure 2 (Beyond Blue, 2018).

Figure 2.

Beyond Blue's Survey on Mental Health and Wellbeing



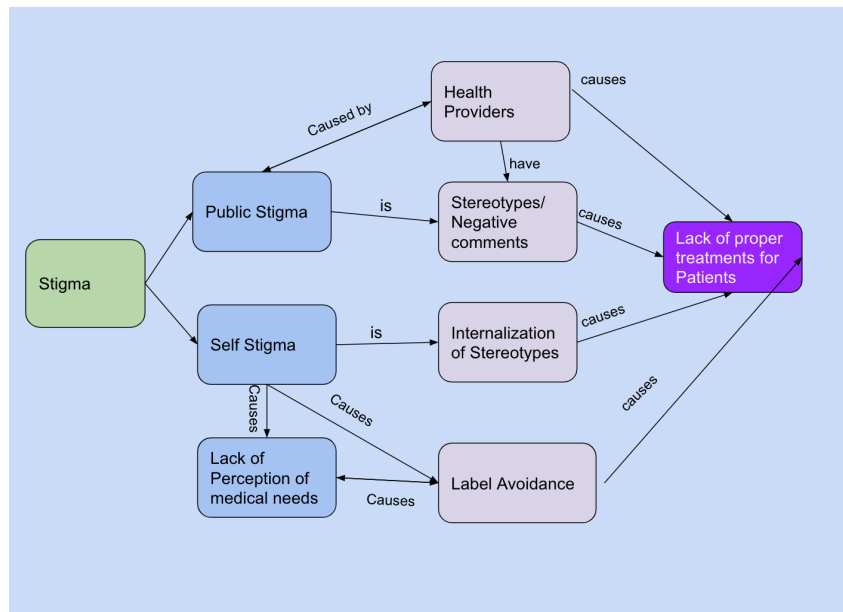
Note. Proportion of employees of police and emergency services with a mental health condition who had experienced stigma relating to their mental health

Consequently, mental health stigma can lead to inaction of emergency responders when in need of mental health care, even though Australian Healthcare covers mental health treatments. A survey shows that 86% of Australians who self-reported mental concerns did not seek help from health services because they believed that there was no need (Karapanagou, Bornt, Abel, & Harrison, 2017). In this case, individuals lack the belief that they are in need of medical attention. Moreover, this lack of belief can also imply that the patients are showing signs of label avoidance. Label avoidance means individuals do not acknowledge the fact that they are in need of mental health care so that they could avoid public bias and prejudice about patients

with mental illnesses. Figure 3 shows the cause-effect relationships of stigma and lack of proper treatment of patients with mental illness.

Figure 3

Challenges that mental health patients face



Note. An overview of causes behind lack of proper treatments for emergency responders.

There is a remarkable study that shows that some providers' treatment decisions may worsen health outcomes, which are caused by the biases from medical professionals (Corrigan et. al., 2014). An experiment recruited nurses, physicians, and psychologists from mental health and primary care clinics, and asked them to complete a diagnosis of patients of schizophrenia who complained of chronic pain. As a result, health providers who endorsed stigmatizing characteristics were more likely to believe that patients would not adhere to treatment (Corrigan et.al., 2014). Therefore, these health providers did not think that it was necessary to refer patients to a specialist to refill their prescriptions (Corrigan et.al., 2014). In summary, if a provider held a

stigma about mental illness, patients with mental illnesses were not treated as well as patients without. This means having a mental illness can actually lead to worse treatments for both mental illnesses and physical injuries.

According to Lex De Man, there is a disconnect between the various agencies for emergency responders in Victoria regarding mental health treatments (L. De Man, personal communication, January 20, 2020). He asserted that despite the emergency responders experiencing the same traumatic event, they receive different treatments within their respective agencies. Bridging this disconnect between agencies could potentially improve the treatment of mental injury amongst emergency service workers (L. De Man, personal communication, January 20, 2020). This is why the Emergency Services Foundation is important. ESF works to research mental health stigma and enables emergency services agencies to work together to end it.

The Role of ESF

The Emergency Services Foundation (ESF) focuses on facilitating collaboration between emergency service agencies. ESF was founded in 1987 after the public vocalized the need for support for emergency service workers, due to one of Australia's largest natural disasters, Ash Wednesday. ESF initially focused on providing relief to emergency responders and the families of responders who suffered from physical injuries while on the job, as the government did not provide sufficient assistance at this time. Over the years, emergency responders began to receive better assistance from their agencies and the government, so ESF no longer needed to provide them with medical health relief or financial support. This caused a major change in ESF's focus, and now the organization works to improve the mental health and wellbeing of the Victorian

emergency services sector. They do this by funding research focusing on mental health amongst emergency responders and promoting collaboration among agencies regarding mental health (Emergency Services Foundation, n.d), along with hosting a yearly conference dedicated to the health and wellbeing of emergency responders.

ESF has implemented research scholarships for not only paid staff of emergency response agencies, but also for the volunteers of these agencies. These scholarships range from focusing on improving the emergency service sector to funding personal studies for the enrichment of the volunteers/paid staff. In 2019, ESF provided \$28,500 worth of scholarships to staff and volunteers (Emergency Services Foundation, n.d). Moreover, ESF has been dedicated to research regarding the stigma surrounding mental health in their sector. Overall, ESF provides much needed support to emergency service personnel in areas where agencies have gaps in support. However, ESF needs additional financial support to continue its research on mental health of emergency responders, and enable agencies to collaborate across the sector. Hence, establishing business corporate partnerships is profoundly helpful in stabilizing ESF's financial source.

Financial Issues

The ESF's financial position is not optimal. In the 2018-2019 fiscal year, ESF spent \$364,726.43, and had a net income of \$100,824, resulting in a deficit of \$263,902.75 (ESF 2019 Annual Report). Their expenditures include accounting fees, audit fees, scholarships, fundraising costs, salary, rent, and others. Their revenue sources are not sufficient to sustain this funding trajectory (ESF 2019 Annual Report). To maintain ESF's sustainability in driving research about

mental health and enable emergency agencies to collaborate, ESF must develop a plan to increase their net income in order to continue to serve the sector.

Fundraising/Partnership

Nonprofits such as ESF can use a variety of mechanisms to raise money. A few of the main sources of income of nonprofits are donations, sponsorships, and business partnerships. ESF already has a donor system and receives donations from emergency services personnel, the families of personnel, and the public. They also receive grants from the Victorian government and raise money through conferences that they host (Emergency Services Foundation, n.d). Expanding ESF's reach to include business partnerships can improve their revenue stream.

A business corporate partner is defined for our use as a person, an organization, or more often a corporation that provides money, goods, or services to a nonprofit in exchange for exposure, advertisement, and/or philanthropic satisfaction. Customers are more likely to remember businesses or products that are closely linked to a positive sponsorship or partnership, including those with nonprofits (Cornwell & Coote, 2005). Utilizing this idea of partnerships in exchange for advertisements or business associations could benefit ESF by providing a source of income, and benefit a business through positive association and advertisements.

There are multiple ways that businesses can benefit from allying with nonprofits. The following is a list of benefits for businesses in corporate partnerships (Fritz, 2019):

- Attract customers to their brand
- Distinguish the company's brand from competitor brands
- Change or strengthen a brand image by humanizing it
- Show community responsibility or corporate social responsibility

- Get more involved with the community
- Build the company's credibility and educate the public about its products and services
- Target a particular demographic
- Recruit, retain, or motivate employees

Businesses actively seek these benefits when they identify a nonprofit to partner with, but they can also be responsive to an effective emotional appeal.

Effective Fundraising Methods

There are several factors that affect businesses' decisions regarding involvement in a corporate partnership. These can include brand-lifting, marketing, and transparency.

Brand-lifting refers to the increase in the public's perception and awareness of a brand (Freshwater, Megan. 24 Jan 2020). Examples of brand-lifting would be the Honda Motor Corporation hosting the 13th Annual Los Angeles Marathon (Wymer et al, 2003), or the US Navy sponsoring a NASCAR race car in exchange for the display of their logo on all sides of the car. These are both examples of a brand making itself more well known or having itself positively associated with an event through sponsorship. This can be a very effective marketing device for the sponsoring corporation. Volvo claims every dollar spent on partnerships returns the same benefits as six dollars spent on marketing (Wakefield et al., 2007). Through the partnerships with nonprofits, businesses are able to market their brands and become more well-known within the community. Brand-lifting through corporate partnerships is a straightforward way to demonstrate the businesses' engagements with their local communities.

Additionally, businesses value transparency in nonprofits' financial distributions of funds. For instance, the participants in Hope Consulting's research project, an initiative to determine how to increase charitable donations from individuals, indicated that the individuals wanted to receive easily accessible information from the nonprofit. This information would include impact, use of funds, legitimacy and mission. Overall, the participants wanted to ensure that their donations were going to help the community (Camber Collective, 2015). The project also revealed nonprofits need to organize this information so that it's easily accessible and comprehensive for businesses to make their appeals as effective as possible.

Another crucial strategy that can help nonprofits to attract business corporate partners is creating an emotional appeal through storytelling. A classic example of an emotional appeal is UNICEF's "Just 50 Cents a day" ad, in which a woman shows a picture of a hungry child and says to the viewer "You only need 50 cents to save that child's life" (UNICEF USA, 2013). This appeals to the viewer's emotions, and makes them feel that their donation goes directly to the child appearing in the film.

Use of Storytelling and Media Formats

"Most charitable organizations have wonderful tales to tell" (Merchant, Ford, & Sargeant, 2010). Compelling stories and visuals are crucial in a fundraising campaign. Storytelling gives donors and business partners "an opportunity to play a role in the story by helping a person in need through donating to the charitable cause" (Merchant, Ford, & Sargeant, 2010). This means that through storytelling, nonprofits can make businesses feel they have a very direct hand in helping those in need. An effective story that the nonprofits produce should be able to do the following (Hadick, 2017):

- Capture the reader's attention
- Introduce characters the reader can care about
- Provide a conflict that can be resolved
- Create obstacles that further the plot
- Engage the readers

The elements listed above are usually applied to traditional stories, but the general premise behind them can be utilized in video format. A story should contain these elements in order to encourage viewer engagement and accomplish the final goal of the story. Similar to good books, a good movie also contains these elements and utilizes them in ways to engage audiences. This can be seen with the consistent popularity of movies. Many organizations use this idea to create promotional material to show their target audiences.

The production of a video and how it is presented to its audience plays a major role in its reception. A study was conducted where various videos encouraging the support of humanitarian issues were analyzed and categorized by the author. In this study, the author determined how disaster appeal videos posted on YouTube by regular users were received by viewers (Pantti, 2015). Through this study it was shown that audiences engage more with content that is relayed by ordinary people. Audiences are able to engage emotionally if they are able to view the problem from the perspective of those being affected. The humanitarian disaster appeal videos tended to be filmed as either vlogs or montages that actively presented the perspective of someone being impacted by the issue (Pannti, 2015). This is a common characteristic in relief appeal videos and could be applied to the production of professional videos for fundraising.

Videos, although an effective mode of communication for nonprofits to use, should not stand alone. A good video can be the center of a fundraising campaign and then should be supported through print media that fully elaborates on the topic of the video.

Methodology

Introduction

Our team needed to understand what ESF's fundraising goals were by working with our sponsor, the CEO of ESF, Siusan MacKenzie, and we needed to understand the fundamentals of a business corporate partnership. We conducted interviews with fundraising managers from well-known nonprofits in Victoria, Australia, to help our team learn about the nature of business corporate partnerships and how these nonprofits succeeded in establishing them. We acquired information regarding effective fundraising strategies for nonprofits through these interviews. We repeated similar interviews with businesses in Victoria to ensure we understood effective partnerships from both perspectives. Next, our team determined how we would utilize storytelling and other effective media formats, such as a short video, to attract business partners. At the end of this project, our team presented the findings and produced deliverables to the ESF board in detail.

ESF's Fundraising Plan

It was essential to understand ESF's work and purpose in preparation for accomplishing the objectives of this project. To learn what this work and purpose were, we contacted our sponsor and she answered the list of questions that appear in Appendix A. The conversation with our sponsor gave our team a broad understanding of what ESF was looking for, and details regarding the plan to achieve the results of this project. Once we had acquired important information that we needed, our team started to develop strategic steps to help ESF to form business corporate partnerships.

The first step was to understand the motivation and expected results for ESF's fundraising plan. Our sponsor provided us with a comprehensive fundraising plan in the first week of the project (S. MacKenzie, personal communication, Jan 15, 2020). Our team's role in this fundraising plan was to provide a compelling case for support and connect ESF with some potential corporate business partnerships. To appeal to businesses, our team would produce a short video that showcased ESF's focus, and work to present to the potential business partners.

Which For-profit Businesses are Compatible with ESF?

Compatibility is key to increasing the likelihood of the formation of a sponsorship or partnership. ESF was asked if there was any "type" of for-profit businesses they preferred to target. The "type" of business could include many factors, such as its values, purpose, size, and number of employees. Obtaining this information would narrow down the range of for-profit businesses and allow identification of ones that share similar values.

Our sponsor provided a list of potential for-profit businesses that served as the basis of our search. Our team was asked to contact these businesses to understand their perspectives in a corporate partnership. Figure 4 below depicts ways that can be used to contact businesses for sponsorships, partnerships, or donations. Following the suggested methods from figure 4, our team took two steps to reach the targeted businesses. The first step was for our sponsor to send emails to six for-profit businesses that she personally knew. The second step was for us to follow up with these for-profit businesses to set up times for in-person interviews. The interview questions mainly focused on their opinions on nonprofits that they have partnered with, the successes of these partnerships, keys to these successes, and what they perceive as ESF's strengths. A more specific list of interview questions can be found in Appendix B. These

conversations advised our team on how to appeal to businesses that were willing to form corporate partnerships with ESF.

Figure 4

Methods Used to Contact Businesses to Request Donations.



Nonprofits' Perspectives on Business Partnerships

Not only did we contact businesses, we believed it was equally important to learn about the formation of corporate partnerships from successful nonprofits' points of views. To do this, our sponsor had identified some local nonprofits in the Melbourne area. We conducted phone and video interviews with these nonprofits and asked a list of questions regarding their experiences in forming, maintaining, and succeeding in business partnerships. The nonprofits consisted of Movember, World Vision, and Royal Society for Prevention of Cruelty to Animals (RSPCA). A list of questions for these interviews can be found in Appendix C. The interviews were designed to answer the following questions:

1. What types of businesses sponsor nonprofits?
2. What makes these businesses want to sponsor nonprofits?
3. What do nonprofits provide to businesses (advertisement, philanthropic satisfaction, etc)? What makes some nonprofits more appealing to businesses than others?
4. What types of businesses in Melbourne are most likely to sponsor ESF?
5. How can ESF be made as appealing as possible to these businesses?
6. How can a successful partnership be created between ESF and these businesses?

The answers to these questions were helpful in examining a partnership from nonprofits' points of view, and providing the basis of our strategy in finding potential sponsors for ESF.

Developing the Structure of the Fundraising Prospectus

Our team created the structure of a fundraising prospectus after we thoroughly understood the mutual benefits between ESF and potential business partners. A fundraising prospectus, also known as a case for support, gives a summary of the work that ESF does or plans to do and how business corporations can benefit by partnering with ESF. This information was compiled over the course of the time spent working with ESF and interviewing businesses.

A proper fundraising prospectus should include the following (Benefactor Group, n.d):

- History of the nonprofit organization
- The nonprofit's mission/purpose
- The impact the organization has had on the community and what impact it can have for business sponsors
- Programs and services held by the nonprofit

- The organization's fundraising goal
- Statistics of the organization

The fundraising prospectus was one of the main methods we used to showcase ESF and will be used to make businesses recognize ESF's values and consider becoming partners.

Video Production

To further attract the businesses, our team needed to provide a persuasive visual presentation. Through our conversation with Professor McCauley of WPI, we had learned that storytelling is a tremendously powerful technique for communication purposes (S. McCauley, personal communication, Nov 9, 2019). Storytelling connects the presenter with the audience, and enables the audience to engage. Studies have shown that the human brain responds to stories on a much deeper level than to facts or data (Cooke, 2019). To capture the attention of potential business sponsors and partners, storytelling was used in the form of a video.

The goal was to make the video emotional, convincing, and appealing to the businesses. Our team watched a variety of videos from other nonprofits and organizations, such as The Girl Effect, Mama Hope, Ambulance Victoria, and Falling Whistles. While watching these videos, we took note of common elements and their methods of delivering the key messages. Additionally, we observed video-shooting techniques, music choices, flow of ideas, and overall contents in the videos of other nonprofits.

Our team held discussions with our sponsor to determine what information should be included in the video. The video was meant to evoke businesses' conscience to improve emergency responders' mental health and enable them to establish a comprehensive understanding of benefits through partnering with ESF. Combining the information gathered

from watching nonprofit videos and what was known about the impact of storytelling, along with the input of our sponsor, our team developed the storyboard shown in Appendix D. A storyboard is an outline for videos that helps creators organize their thoughts and determine how they want to display the content. After having an outline for our video, our team utilized technical skills that we developed from training sessions to begin the editing process for the video.

Technical Aspects of Video Production

As aforementioned, the technical training consisted of learning modules titled: Video Editing, Audio Basics, Creating a Story World, and Field Methods and Equipment. They were offered by the Global Lab at Worcester Polytechnic Institute. To be properly equipped for the video shooting in Melbourne, we borrowed equipment, including a tripod, a camcorder, a voice recorder, and microphones, from WPI's Academic Technology Center (ATC).

Our team used the software packages Camtasia and Resolve for visual and audio editing. Camtasia and Resolve are very powerful applications that can be downloaded on personal computers. They are used for technical adjustments of the recording by allowing the addition of different effects. Access to the proper equipment and effective software, prepared our team for filming and editing. The process of creating the layout for the prospectus and developing the video produced final results, which are discussed in the following section.

Results

Introduction

We produced three major deliverables: a video for fundraising purpose, a fundraising prospectus as a case for support, and a presentation of our findings to the ESF board. Our team was able to obtain substantially useful information through interviews with different organizations and experts, and we accomplished these deliverables.

An Understanding of Business Corporate Partnerships

Our primary contacts with the for-profit businesses and nonprofits were their fundraising managers. Both for-profit businesses and nonprofits look for an alignment of core values as a key criteria for partnerships. The transparency of the nonprofits is another key element in a corporate partnership. Businesses want to know that their money is going towards the actual mission of the nonprofits, and that there is a true philanthropic intent behind what nonprofits do. Nonprofits with genuine intentions that make positive social impacts in their communities are appealing to businesses (M. Freshwater, personal interview, 24 Jan 2020). On the other hand, nonprofits want to make sure the for-profit businesses are not supporting companies or fields that go against their mission. An example was WestPac Bank, which recently received public criticism for supporting coal mining and other environmentally harmful practices. Partnering with a business like WestPac can severely damage a nonprofit's reputation, and should be avoided by researching a potential partner ahead of time (I.Forsyth, personal interview, Feb 3, 2020). Businesses and nonprofits also felt that the ability for a nonprofit to increase staff engagement within the business was important. Therefore, businesses are looking for strong staff engagement with nonprofits that they partner with, and this can be done through events hosted by the nonprofits.

An instance includes a volunteer opportunity for employees, or the chance for employees to attend a conference hosted by the nonprofit. After gathering useful information through conversations with for-profit businesses, our team was able to apply it to producing the structure of our fundraising prospectus.

Our sponsor believed that it was equally important for our team to acquire the nonprofits' perspectives in establishing partner relationships and fundraising strategies. Nonprofits such as Movember and World Vision believed that brand is a key piece of a partnership, and that nonprofits with good brand images that can be used to advertise businesses are appealing. Surprisingly, the businesses believed that brand awareness or advertisements play a less significant role when they look at what the nonprofits could offer. From our conversation with McMillan Shakespeare Group (MMSG), they mentioned that their clients not only included well-known nonprofits with big brand images, but also included local nonprofits with little brand recognition, which means organizations like ESF can be candidates for them (R. Steiner, personal interview, Feb 3, 2020). Instead of focusing on brand, many businesses believed it was more valuable to work with nonprofits to obtain direct benefits. An example of these benefits include the access to the nonprofits' members and programs. One factor that the nonprofits did not mention was that for-profit businesses could value their personal relationships with the nonprofits. For instance, Ron Steiner from MMSG stated that they have a filter for nonprofits, of which they use it to consider who to partner with (R. Steiner, personal interview. 3 Feb 2020).

These conversations with nonprofits and businesses assisted our team to produce our deliverables for ESF. In contrast with Movember and World Vision, ESF is smaller and less well-known. Hence, the fundraising managers that we talked to suggested that ESF should play

to its strengths. ESF is the only nonprofit with a dedicated focus on mental health and wellbeing of emergency responders. This fact stands out among other nonprofits, especially in light of the rallying of support for emergency responders because of the recent bushfires. We highlighted ESF's uniqueness in a sector-wide perspective on mental health of emergency responders in both the video and fundraising prospectus.

Video Production

To produce the video, our team constructed a storyboard to lay out the storyline and video content (see Appendix D). There were three major components of the video: problem, solution, and credibility. The problem presented was concerns for mental health among emergency responders, and the solution was what ESF could offer to help. We identified potential talents for the video and interviewed twelve emergency responders. Our team reinforced the video's credibility by including authorities from the emergency services, such as chief officer of Police Legacy Victoria, commander of Country Fire Authority, and CEO of Ambulance Victoria. The inclusion of these figures supported ESF's purpose to promote collaboration between agencies. Below is a list of the emergency responders we interviewed that appear in the video, and they key points from their interviews.

- Chris Hardman (Chief Fire Officer, Country Fire Authority) spoke to us about a very hard time he went through following Black Saturday, and how he was no longer himself due to the challenges he faced and the mental injury he suffered. He also spoke to us about how he believes ESF is identifying gaps in the mental health care of emergency responders, and that ESF is working to close these gaps and support emergency responders.

- Kate Carpenter (Leading Firefighter, Country Fire Authority) spoke to us about her struggles with mental health, how the job can make emergency responders depressed, and how it can be hard to “switch off” as you pass by places where incidents happened.
- Lex DeMan (CEO, Police Legacy, Former Senior Sergeant, Victoria Police, Former Executive Director of Operational Training & Volunteerism, Country Fire Authority) spoke to us about how these “heroes” are also human beings, and that the stigma behind mental health has diminished, but hasn’t ceased.
- Michelle Murphy ASM (Operations Manager, Ambulance Victoria), stated “Mental health and wellbeing transcends the emergency services ... it’s one thing we all have in common.”
- Peter Lucas (Commander, Country Fire Authority) stated “There’s no rank structure in looking after each other”
- Rain Histen (Paramedic, Ambulance Victoria) spoke about how it's a community effort to look after each other, and that ESF is working to break down stigma.
- Tony Walker (CEO, Ambulance Victoria) spoke about how ESF is the only organization with a dedicated focus on mental health.
- Glenn Holland (Leading Senior Constable, Victoria Police), talked about how people are proud of their uniform, and feel like superman sometimes, but are in reality just normal human beings.

Our video utilized b-roll clips of emergency responders in action given to us to use with the permission of Victoria Police, Ambulance Victoria, and Barry Thomas, a volunteer

firefighter. We used Gus MacCallister, a personal friend of our sponsor, as the narrator of our video. The video highlighted the emotional stories and presented factual evidence supporting the need for mental health and wellbeing improvement.

Following the completion of the first video, our sponsor requested another shorter version of the video. This shorter version would be 45 seconds. This video is to be shown during an International Women's Day forum hosted by ESF on March 8th, 2020, with an estimated 500 person audience. This was completed using the previous video as a building block, focusing on highlighting ESF's strengths in the sector and the impacts ESF can have. This 45 second video will be tentatively shown also be shown at the Emergency Services Football Match on April 4th, 2020, on the big screen at the Melbourne Cricket Grounds, a 100,024 person stadium in Melbourne. Our videos are available to view in the WPI archives, accessible on WPI's Gordon Library website under the search term *Preparation for the Implementation of the Emergency Services Foundation's Fundraising Plan*.

Fundraising Prospectus

The fundraising prospectus detailed ESF's history, mental health challenges within the sector, importance of ESF's work, strategic approach, and current programs. After thorough discussions and confirmation from our sponsor, we finalized the fundraising prospectus that can be found in Appendix E. The prospectus started with an organizational overview that provides a description of ESF's history, as well as its mission and purpose. The first page of the prospectus demonstrated ESF's value by emphasizing the idea that "ESF is the only organization with a dedicated focus and a whole sector perspective on improving mental health for the emergency services sector" (MacKenzie, 2019). The prospectus then discussed the mental health challenges

in Victoria and the barriers in overcoming them in the emergency services sector by presenting the evidence from Beyond Blue's research. Our team included ESF's strategic approach and current programs that could help to remove mental health barriers within the sector. The section "Collaboration for better outcomes" presented the member emergency agencies that already work with ESF on promoting mental health of emergency responders, which demonstrated ESF's ability to facilitate collaboration among the agencies. Next, the prospectus showed what programs that ESF has need financial support, and detailed benefits that these business partners could receive. The list of benefits is the following:

- Access to new audiences, networks, and contacts
- Opportunities to engage with your employees to further enhance your support of the sector
- Prominence of your logo on ESF's social media, website, and events.
- Access to ESF's logo for use on promotional materials and charitable works
- Opportunity to fulfill social responsibility
- Admission to events for your personnel and senior agency personnel to acknowledge the work of the ESF
- Updates on the advancements made by the ESF and partners to protect our emergency management personnel and volunteers for you to share
- Demonstration of your leadership in the sector that supports and protects our emergency service workers and volunteers

- Reputation building by association with the ESF, promoting recognition among emergency management organisations, volunteers, employees , and the community.

Our team compiled this list based on the strategic plan that our sponsor provided to us, and the suggestions from Debbie Shiell, a board member with an expertise in fundraising. We also incorporated what we learned from for-profit businesses and local nonprofits into this list of benefits by showing brand awareness, staff engagement, and direct benefits. The last page of the prospectus helped to invoke for-profit businesses' will to partner with ESF. Our conversations with multiple experts in businesses, nonprofits, and the filming industry helped us to produce high-quality video content, and to shape an appealing fundraising prospectus.

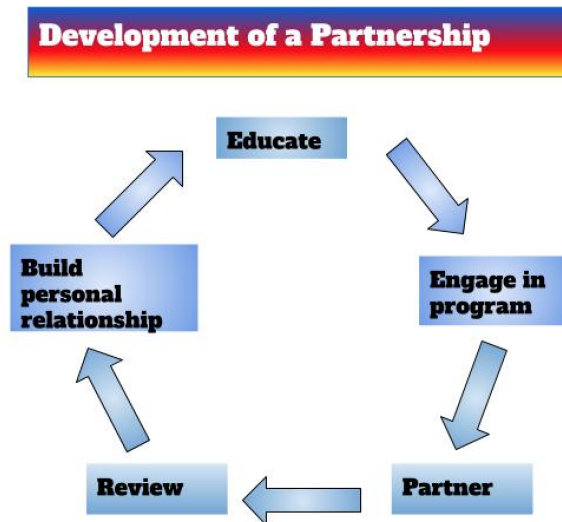
ESF's Action Plan

Figure 5 depicts the process that ESF will follow as they develop partner relationships with businesses. The process is ongoing and will be utilized for all business partnerships to continue to maintain successful relationships. The first step is to build personal relationships with the business, since this will allow ESF to develop a rapport and it will be more likely for the business to consider partnerships. Many businesses that our team had talked to mentioned the importance of a personal relationship in initializing the potential of becoming a partner. Next, ESF will work to educate the business. The education includes ESF's work and specialty in focusing on the wellbeing and mental health of emergency services workers across the sector. The business will then engage with the programs that ESF has developed to determine the best approach for them to assist ESF, such as providing financial support. After forming business corporate partnerships, ESF will be able to review the success of the developed partnerships with businesses. It is equally important for ESF and business partners to develop a consensus on what

needs to be improved. The entire process is then repeated to account for new developments or to accomodate for shortcomings in the partnership.

Figure 5

The process ESF plans to follow when building business partnerships.



Discussion

The Emergency Services Foundation (ESF) is a nonprofit organization with a dedicated focus on wellbeing and mental health amongst emergency responders. ESF has restructured its fundraising plan to include funding from for-profit businesses through the formation of corporate partnerships. This new plan will allow ESF to implement its programs and foster collaboration among emergency service agencies. ESF's constitution allows it to use donations and revenue to deliver changes to improve mental health across the sector in a way other non profits cannot, and our team was able to interview emergency responders about what improvements they would like to see. A common theme we found was that while emergency responders felt that they received sufficient support from their agencies, there were areas that could be improved. A few suggestions expressed to our team include the following:

- Better collaboration amongst agencies when dealing with the approach to mental health and wellbeing
- Proactive programs rather than reactive programs for new first responders and their exposure to trauma
- Programs to educate the loved ones of first responders on how to support them properly

These suggestions could improve mental health and wellbeing across the sector if implemented. Collaboration amongst agencies to ensure all mental health concerns are handled the same across the sector is important. If first responders experience similar traumas, the treatments they receive to cope with the trauma should be the same regardless of which agency they belong to. Furthermore, creating proactive programs that focus on how to properly handle exposure to

trauma would better equip first responders for situations in the future. Investing in programs that help to educate the loved ones of emergency responders about how to support them would help to reduce mental stress outside of work. If an emergency responders' loved one is equipped with the knowledge to avoid stigma of mental health and provide sufficient support to emergency responders, this reduces the mental stress of emergency responders themselves and their families.

Over the course of this project, there were minor changes that occurred. Our team wanted to contact local organizations and begin learning more about nonprofit and business relationships while in the United States. Prior to our arrival in Melbourne, we contacted four local nonprofits in Worcester. Only one responded, but was unable to answer our questions. Our team was concerned after receiving the low response rate from local businesses and nonprofits in Worcester. Since our team did not have any connections with nonprofits, we were unsure of who to contact. We were unable to reach the correct employees efficiently, and we were redirected constantly. Additionally, our team wanted to hand out surveys to determine what for-profit businesses seek in a corporate partnership. However, our sponsor believed that using surveys would be ineffective, and since she also had personal contacts in the region, our team was able to conduct scheduled phone calls or in-person interviews with five for-profit businesses and two nonprofits. Furthermore, another portion of our project that changed was that our team no longer had to produce both the contents and design of the fundraising prospectus. Rather than writing the content, as well as creating the design, our team had to select content from existing documents and produce a design for the fundraising prospectus.

Conclusion

Through our team's conversations with nonprofits and local businesses, we were able to acquire an understanding of corporate-nonprofit partnerships from both perspectives. Our team learned that the alignment of core values, community impact, transparency, and personal relationships play significant roles in the formation of corporate partnerships. An alignment of values from both entities ensures the development of a long-term partnership/sponsorship. Businesses prefer to see the evidence of a nonprofit's impact in the local community and a clear use of their funds. Preceding forming formal partnerships, businesses tend to conduct an evaluation process on nonprofits. The factors that affect whether the non profit passes the evaluation are flexible, but they are closely related to core values, the nonprofits' sustainability, and their social impacts. Personal relationships with nonprofits can act as a filter to identify potential nonprofits as partners. Additionally, nonprofits that we talked to suggested ESF play to its own strengths since each nonprofit is different in what it could offer to businesses.

The conversations with nonprofits and for-profit businesses were helpful in developing strategies for ESF's fundraising video and fundraising prospectus. Preceding filming for the video, our team created a storyboard and received suggestions from experts in the videography and advertising fields. The suggestions helped us make sure we met the goal of the video, which was to create an emotional appeal and enable businesses to feel that they have a direct hand in helping emergency responders in need. We were able to produce a three-minute video for ESF after filming emergency service workers from the following agencies: Country Fire Authority(CFA), Department of Environment, Land, Water, and Planning (DELWP), Ambulance Victoria (AV), Victoria Police (VicPol), and State Emergency Service (SES). The video included

emotional stories from these workers, the impacts of their jobs relating to mental health, and action shots of emergency responders dealing with emergencies, which were provided by a personal contact of our sponsor, Barry Thomas.

The fundraising prospectus served as a rationale that provided financial details and will make businesses aware of the benefits they could obtain through partnerships with ESF. The structure of the fundraising prospectus was: addressing the problem, providing ESF's solution, and stating evidence to add credibility. Our sponsor provided us with ESF's recently drafted strategic fundraising plan and our team designed a seven-page fundraising booklet by combining information from the sections in the plan. The completed fundraising prospectus can be found in Appendix E.

Recommendations

After the completion of our deliverables, we recommend that ESF set up meeting times to present the video and prospectus to businesses very soon. Due to the recent bushfires across Australia, there is heightened public support for emergency responders which ESF can capitalize upon by initiating partnership discussions sooner rather than later. We recommend that ESF use the video that our team provided to emotionally appeal to businesses in these partnership discussions. Our prospectus framework was also completed to allow the use of it with the video. Since for-profit businesses highly value financial transparency, we recommend our sponsor to demonstrate transparency when she presents to potential business corporate partners. Our sponsor mentioned that she would draft a separate document to list the financial details to show it to for-profit businesses.

The organizations that our team found that are most likely to form a corporate partnership with ESF are: Gallagher Bassett, PoliceHealth, and BankVic. These are the businesses we interviewed whose missions align the most with ESF, and whose past philanthropic endeavors make ESF a viable partner for them. We believe ESSSuper and Maddocks are both potential partners, but not as promising as the other businesses. ESSSuper is very careful about only spending money that directly benefits their members, and Maddocks already contributes pro bono work to ESF, so they may not be open to contributing further. When presenting to these companies, ESF should present the video to them as a demonstration of community need, followed by the prospectus to lay out in detail terms of partnerships, purpose of ESF, and need for support. We believe the combination of the video that aims to appeal to emotions, combined

with the prospectus that aims to present facts, will be an effective marketing tool to make ESF an appealing partner for the recommended businesses.

Appendix A: Structure for Interview with ESF Project Sponsor

The following questions were emailed to our sponsor before our scheduled video meeting with them on November 20, 2019. The interview was conducted through a video chat when our team was in Worcester, Massachusetts, and our sponsor Siusan MacKenzie was in Melbourne, Australia.

What is the demographic of ESF workers, donors, and beneficiaries?

1. What is your fundraising goal from business partnerships?
2. What type of business are you looking for (size, financial status, local/national/international)?
3. How does ESF currently reach out to those who donate? How do you maintain these donor relationships?
4. Will the video we will be creating be specifically catered towards potential business sponsors or will it be a more generalized video that appeals to the public?
5. Typically, nonprofit organizations offer benefits to the businesses they are being sponsored by. What benefits would ESF offer potential sponsors that our team could highlight? Example: conference, mention on the website. Ask businesses: what value do you seek in nonprofits?

Appendix B: Structure for Interview with Businesses

Hello, our names are Nikayla Sims, Lannan Jiang, and Carter Breckenridge. We are a project group from Worcester Polytechnic Institute; a university in America. We are currently conducting research regarding fundraising strategies for the Emergency Services Foundation, which is a non-profit organization that focuses on improving mental health and wellbeing in the Victorian emergency services sector. They do this by funding research focusing on mental health amongst emergency responders and promoting collaboration between agencies regarding mental health. ESF has never done fundraising through corporate partnerships, but believes this relationship could strengthen their ability to drive sector wide improvement in the area of mental health and wellbeing. We wanted to reach out to you and learn more about the perspective of businesses when forming partnerships with nonprofits.

- How familiar are you with ESF? (If they are not familiar, explain more about its renewed focus.
- What do you see as ESFs strength as an organization?
- Can please tell us about your organization's position on corporate social responsibility – how does it demonstrate its commitment to corporate social responsibility?
- Are there any business / NFP partnerships that come to mind for you that seems to work well?
- Has your organization ever had any sort of partnership with a not for profit organization?

o If Yes

- What nonprofits have you partnered with?
- Was this formalized and if so how?
- What did you see as the value of these partnerships to your business?
- What specific benefits has your organization gotten from these partnerships?
- What made these nonprofits more appealing than others, i.e. why did you choose these ones?
- Did these nonprofits approach you, or did you approach them?
- What was it about their pitch that you found attractive?
- What matters when choosing a partner
 - Purpose of nonprofit?
 - Transparency?
 - Clear purpose?
 - Well known name?
 - Same sector as you?
 - Aligned values?
 - Personal relationships?
- How long does your average partnership last?
- How have you judged the success of these partnerships?

o If No

- Is there a specific reason why you haven't partnered with nonprofits?

- What benefits would your organization find most valuable that a partnership with a non-profits could provide?
 - What do you think NFPs would find of most value in forming a partnership with your organization?
 - From your organization's perspective what would be the three keys to success for a partnership with a NFP such as ESF?
 - If you haven't partnered with nonprofits, why not?
 - What benefits are you looking for that non-profits could provide?
 - What questions would your company ask the nonprofits who wish to partner with you?
- What information is important for you to know?

Appendix C: Structure for Interview with Nonprofits

Hello, our names are Nikayla Sims, Lannan Jiang, and Carter Breckenridge. We are a project group from Worcester Polytechnic Institute; a university in America. We are currently conducting research regarding fundraising strategies for the Emergency Services Foundation, which is a non-profit organization that focuses on improving mental health and wellbeing in the Victorian emergency services sector. They do this by funding research focusing on mental health amongst emergency responders and promoting collaboration between agencies regarding mental health. ESF has never done fundraising through corporate partnerships, but we believe this will be the next big step towards achieving ESF's goals. We found online that (organization name) is very successful in terms of fundraising, so we would be keen to hear about your expertise in forming corporate partnerships.

- What can you tell us about some of the corporate business partnerships that you have developed or been involved with?
- Since we want to build some partnerships and alliances for ESF, what do we need to be mindful of when forming a corporate partnership as opposed to a corporate sponsorship?
- In your experience, what benefits are most appealing to businesses to encourage the formation of a partner relationship?
- How did you make your organization the one they chose to partner with?
- What do we need to be mindful of in developing a prospectus for businesses?
- How did you identify the businesses you wanted to target?

- If you have more than one business partnership do you offer them the same benefits or is each partnership specialized?
- Of all the business partnerships you have done, what were the key aspects that made it successful and which campaign are you most proud of?

Appendix D: Storyboard for the Video that Showcases ESF to Potential Business Partners

The storyboard below lays out the information that our team wanted to highlight in our final video.

Problem <ul style="list-style-type: none"> First Responders are at a heightened risk of suffering from mental injury while on the job. Poor support for first responders with mental injuries. Support and focus on paid staff over the mental health of volunteers. Mental programs and services not tailored to the sector. Mental health stigma surrounding first responders; negative public perception of mental health issues. ESF has no sufficient funds in conducting research and helping emergency service workers. 	Solution <ul style="list-style-type: none"> ESF is the only organization that focuses on mental health of emergency workers. ESF helps to fund research regarding mental injury amongst first responders. ESF works to minimize mental health stigma and helps the public to be educated about it through its research. ESF fosters interdepartmental communication between agencies to improve treatment of all workers ESF validates core mental health programs. ESF helps those who help. Forming strategic partnerships will help ESF to continue its work. 	Key Messages: <ul style="list-style-type: none"> That first responders are 7x more likely to suffer from mental injury while on the job due to the traumatic events they experience ESF focuses on mental health and well-being of first responders and provides funds that support the research and study of methods that improve relief provided to emergency service workers The mental health of emergency services workers is important because they are the ones that protect people and communities. ESF is the only organization with a dedicated focus and a whole sector perspective on improving mental health for the emergency services sector. ESF is looking for corporate partnerships with businesses to sustain its work for the well-being of emergency services workers. It aims to improve the connectedness and capacity of agencies to address shared mental health issues. Financial stability is key to the success of combating mental health issues among emergency services workers. 	Potential Talent: <ul style="list-style-type: none"> Start with a hook: mental health incident. Mental health stories from first Responders we have contacts for: Peter Lucas, Jon Murphy(FF) Kate Carpenter(FF) Daryl Owen(SSO) Craig Brownline(OM) Addressing the mental health problem for first-responders: Beyond Blue Ambassador, Lex De Man, Heads of emergency services agencies Presenting solutions: Susan MacKenzie People from the board of ESF People from the stakeholder council
Credibility	<ul style="list-style-type: none"> Agency heads speaking about how ESF has helped them, or how it will help them Transparency Stakeholder council Tom Lowe(scholarship recipient) / any other scholarship recipient Beyond Blue 		
What alliances want?	<ul style="list-style-type: none"> Recognition: brand lifting Impact on the community/sector Fulfill social responsibility quotas Organisations that share core values A trusting relationship Ways for their employees to feel that their business is doing good things 		

Appendix E: Fundraising Prospectus for Emergency Services Foundation





ESF is the only organisation with a dedicated focus and a whole of sector perspective on improving mental health and wellbeing for the emergency services sector.

Emergency management in Victoria today is vastly different to when ESF was established in 1987 after Ash Wednesday to provide relief and assistance to emergency service workers and their families who suffer hardship as a result of the worker being engaged in operational activities. The legislative, social and political environment in which we operate is increasingly complex and this has been recognised by significant sector reform.

Over the past two years ESF has reviewed its place and value to the sector. Our strategic plan reflects a renewed focus on the important issue of mental health and wellbeing.

Victoria depends on the skill and dedication of its 125,000 emergency workers, including approximately 100,000 volunteers. These are all people who care deeply about our community, who contribute greatly to it and who are supported by their families to do this important work. They respond on average to 7000 calls each day made to the Triple Zero line in Victoria.

In the course of their work they are exposed to distressing situations in addition to facing the same day to day workplace stressors and risk factors common in most work environments. The higher prevalence of mental injury in the emergency services, relative to the national average, has been highlighted in the Beyond Blue research report *Answering the Call*, released in 2018.

ESF's commitment to the mental health and wellbeing of everyone involved in all forms of emergency management in Victoria is because mentally healthy people and mentally healthy workplaces underpin the ability of the sector to respond to the increasingly complex emergency management needs of our community.

We can be better together when we learn, share, and implement practices that improve the mental health and wellbeing for people at all levels and in all roles across the sector.

better together

Why the Work ESF is Doing is so Important

Two important pieces of research underpin the work of ESF

Beyond Blue's Answering the Call (2018) nation-wide survey of police and emergency service workers found that:



> 50% of all employees experienced a traumatic event that deeply affected them over the course of their work.

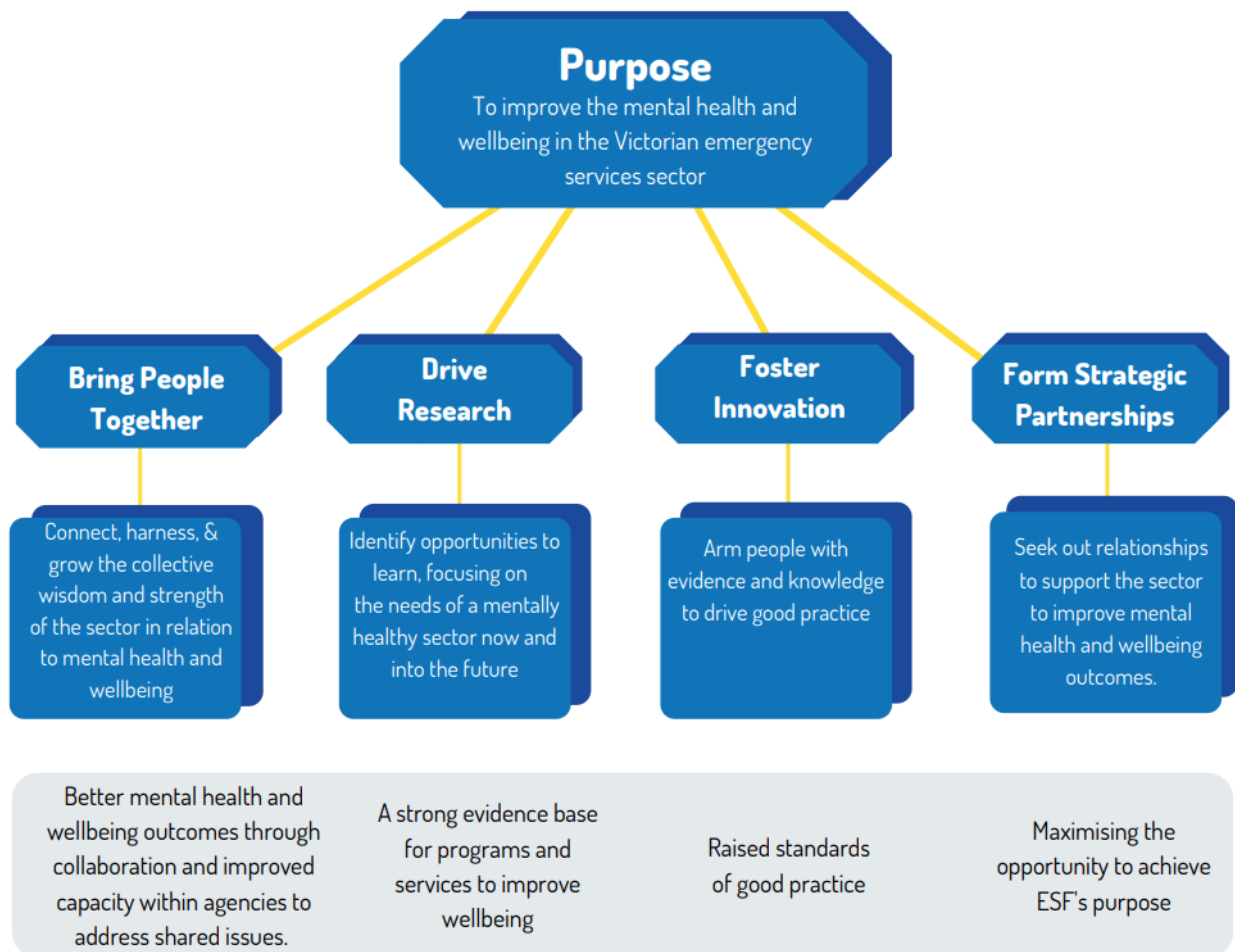
These Beyond Blue findings were reinforced by an international study on the effectiveness of mental ill health and early intervention programs for first responders (and veterans) undertaken by McCreary for the Movember Foundation (2019). Reviewing programs in Canada, New Zealand, Ireland, the United Kingdom and Australia, the study found:-

- Agencies and organisations appeared to be working on their own
- Mental illness health prevention programs are not validated and there is a lack of awareness about this
- Agencies are trying to find the balance between getting the job done and protecting their people
- No one is applying a gendered lens to the programs they develop and implement
- There may be cohort differences in mental health prevention expectations

better together

Strategic Approach

We can be better together when we learn, share, and implement practices that improve mental health for people at all levels and in all roles across the sector.



better together

Collaboration for better outcomes

ESF brings together experts from within and outside the sector in a unique operating model to maximise the opportunity to achieve ESF's purpose.

As an umbrella organisation with proven long term focus on wellbeing, ESF is positioned to promote interagency collaboration so that a whole of sector perspective can be applied to these challenges. ESF is a small organisation with big ambitions. ESF's focused and collaborative approach to improving the sector's mental health and wellbeing is both vital, innovative, and fully supported by our Stakeholder Council, which is made up of key agency heads from the following agencies:



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Partnering with ESF

ESF is seeking to form mutually rewarding alliance partnerships that will strengthen ESF's projects through financial and non-financial support.

ESF has a range of vital and innovative initiatives which need funding support. These are in the areas of:

- Scholarships to address knowledge gaps
- Research to build the evidence base and inform our work.
- New and innovative mental health interventions
- Thought leadership events

A partnership with ESF can be tailored to provide mutual benefits with ESF able to offer value in the following areas:

- Access to new audiences, networks, and contacts from across the sector
- Opportunities to engage with your employees
- Brand awareness and placement
- Opportunity to be aligned with the meaningful work of ESF
- Reputation building by association with ESF
- Involvement in events hosted by ESF
- Opportunity to demonstrate leadership in support of Victoria's emergency management personnel
- Opportunity to participate in the development of groundbreaking initiatives

Mutual benefits through transparent and trusted relationships



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We are all part of Victoria

Together we can make a real difference

We would be delighted to have you as our corporate partner!



Siusan MacKenzie
Chief Executive Officer

0438 405 406
ceo@esf.com.au

Level 2, 20 Collins Street
Melbourne 3000

esf.com.au

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