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# Grassroots

# Fundraising

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Donor Base**

**How to Run  
a Multi-List  
Mailing Party**

**Small Town  
Tackles Big  
Project**

**Book Reviews**

# Journal

## Writer's Guidelines

*The Grassroots Fundraising Journal is happy to consider articles for publication. Please submit copy typed, double-spaced. If computer-generated, please submit highest quality printing possible (no dot matrix print-outs, please). Please do not submit material typed in all capital letters.*

*Articles will be considered for publication during the nine months following submission. When an article is accepted, you will be notified in which issue of the Journal it will appear. The Journal provides three copies of published material to the author and pays \$50 per article after publication.*

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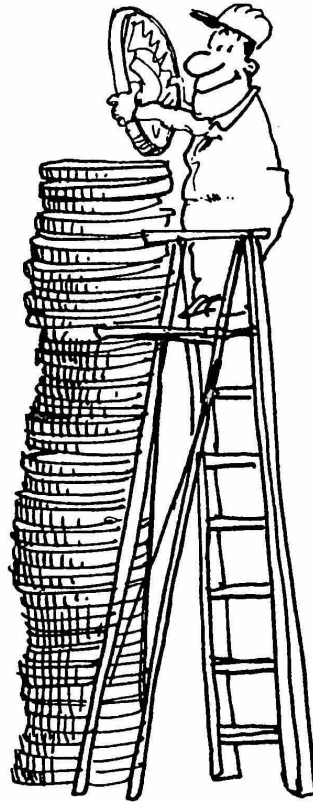
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## Building a Donor Base: *How Long Will It Take?*

by Kim Klein

About six months ago I did fundraising trainings on consecutive weekends with two women's organizations. They both needed to build a donor base, focusing their efforts on major gifts from individuals. The purpose of my trainings was to help them each plan a major donor campaign, and to train their boards and volunteers in how to ask for money.

Judging by their fundraising histories, which I will describe below, these two groups are not at all alike. Since one group is experienced in fundraising and the other a novice, they would seem to have very different chances of succeeding in their efforts. But six months after my trainings, in follow-up visits and training, I found them both at the same point. Both groups had fallen short of their goals, but only the group that had seemed to have the best chance of succeeding was disappointed. They asked me to think through why they had

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*Suddenly, with 30 days' notice, they lost 50% of their government funding.*

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not done as well as they wanted. This article responds to them.

### ***Different Groups, Same Need***

The group requesting the article is a women's center in Brooklyn that provides classes, educational materials, curriculum, advocacy and a place for women to feel safe. They have grown steadily during their twelve years to their current budget of \$200,000 and are highly regarded as a top-quality organization.

This group has been able to raise almost half of their annual budget from foundations, another fourth from fees for service, \$30,000 from special events (about four a year) and \$20,000 from individual donations ranging from \$10–\$250. They have about 25 loyal and hard-working volunteers (15 of whom sit on the board), who run their special events and send the mail appeals that bring in the donations. In addition, they have another 25–30 women available to volunteer on an “as needed” basis. They have 300 regular donors and an additional 500 people who regularly attend their events. Although

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*They had no fundraising knowledge nor any real desire to do fundraising.*

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foundations have repeatedly threatened to stop funding them, that has not happened. During lean years when some foundation funding didn't come through, they have been lucky, and have never had to cut back on their programs.

This group's goal is to increase their budget by \$50,000, all from individual gifts of \$100–\$5,000 so that they can decrease the percentage of their budget from foundations and gain more flexibility in programming. Over the next five years, they would like to reduce their dependence on foundations to not more than 25% of their budget, while increasing their income to \$300,000 or more. They are ideal candidates to begin a major donor program: They have a quality organization, and a large number of volunteers heavily involved in fundraising.

Compare them to the second group, a social service agency working primarily with women who are homeless and/or indigent substance abusers. Of their agency budget of \$500,000, 80% has come from the government, 15% from foundations, and 5% from unsought donations from individuals who are never asked to renew their gifts.

Over the past five years, as other agencies have lost government funding, they escaped relatively unscathed, and believed that their agency was going to be able to navigate the dangerous waters of government funding without much disturbance. But suddenly, with 30 days' notice, they lost 50% of their government funding and will lose another 20% over the next year. Some foundations have helped them temporarily bridge this sudden and dramatic gap (in fact, a foundation paid my consulting fee), but overall, this agency is facing a \$250,000 funding cutback that threatens to close many of their most vital programs.

This agency had never discussed diversifying their

funding, except by spreading their sources of revenue over several government programs. Their board had never participated in fundraising, and their volunteers are strictly service providers; they had no fundraising knowledge nor any real desire to do fundraising.

On the face of it, the agency seemed singularly ill-prepared to raise the money they need, particularly at the pace they need it.

### ***Building a Major Donor Program***

Both groups sent board members and volunteers to the trainings as major donor solicitation. All were committed to learning how to ask for money, and although they had the same resistance and inhibitions as most people, by the end of each training each group had a plan, they had prospect names, and they were ready to start asking. After six months, both groups have increased revenues from major donors, both have fallen short of the goals they set, and in fact, both have had surprisingly similar experiences in building a major donor program.

The women's center board is disappointed because they had higher hopes for themselves. The social service agency, however, feels positive about what they have accomplished. “We never tried it before,” they said. “We did well.” Both groups are recommitting themselves to continue the fundraising program and to learn from their mistakes.

It will take both of these groups at least two years to really get their boards involved in fundraising and to begin to raise significant contributions (\$50,000–\$100,000) from major donors. Ironically, each group has as many things working for them as against them.

### ***The Balance Sheet***

First of all, neither group had experience with the one strategy that will really help them meet their goals: major gifts solicitation by personal visits. The women's center knows it must diversify and that its days of foundation support are limited, but it has no real reason to act on that knowledge. Despite threats, foundations keep on funding them. The group is not facing a shortfall.

The social service agency, on the other hand, is looking death in the face. If they do not get busy immediately, they will fold. Their board barely has time to think of all the reasons they are not comfortable asking for money. Having their backs to the wall motivates them to move faster than the women's center. In six months, they have learned as much about fundraising as the women's center learned in twelve years.

The women's center has a donor base from which to develop major donors, but the social service agency has an emergency, which people respond to emotionally. As

we see, the women's center board and volunteers are much harder on themselves when they fail to meet goals than is the social service agency, where people chalk up failure to lack of experience.

Finally, the women's center board knows just enough about successful fundraising to be dangerous to itself. Many board members objected during the training to the idea of personal solicitation, preferring to plan special events—a known source of success.

### ***It Takes Time***

The point is that no matter who you are and what fundraising strategies you have in place already, an effort to diversify income streams, particularly to move toward reliance on individual donations, takes time. How much time depends on many variables, but it is always more time than you think.

You have to allow for the fact that some, and sometimes many, board members and volunteers will not follow through on their commitments to pursue major gifts. They want to, they mean well, they are nice and honest people, but their fear of asking for money holds them back. Over time, if these people are not ashamed of early hesitations or failures, many of them will become solicitors.

You also have to allow for details to take up much more time than you thought, for things such as getting a data base in place on your computer to keep track of in-

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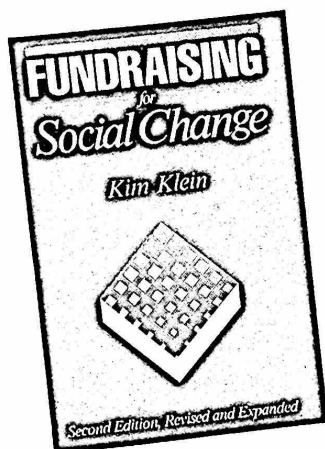
*Do not evaluate the success  
of your fundraising efforts  
after only six months.*

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formation, thank you notes, and creating letters, brochures and other materials for solicitors to use.

Finally, you have to allow for the fact that prospects may not give immediately. The idea of giving large sums of money to your group may take some getting used to, and it may take more than one visit or phone call to complete the process. Like playing the piano or pursuing a sport, you must keep at it, even if for what seems to be a long time very little change and not much improvement is seen. With practice, you will get better, and you may even improve suddenly. Do not evaluate the success of your fundraising efforts after only six months. Give your organization at least one year, and as much as two years of solid efforts before making any real judgments. ■

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Updated and Expanded*



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BY KIM KLEIN

Now in its second printing, *Fundraising for Social Change* contains the nuts and bolts strategies that all nonprofits need to raise money successfully from individuals.

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# A Small Town Tackles a Big Project

by Shirley Wilcox

On September 28, 1990, just two weeks after Roann, Indiana's annual Covered Bridge festival, someone set the historic bridge afire. Although firemen from eight departments responded, flames shot high into the evening sky, and the bridge was left a charred, smoking hulk.

A landmark built in 1877, Roann Covered Bridge is on the National Register of Historic Places.

Over the years, this small rural community had lost its school, its merchants and its major enterprises to larger towns. Losing the bridge was a big blow. It was, said Ann Mullenix, "almost like losing a member of your family."

When stunned citizens gathered the next morning, their meeting amounted to a wake. But about ten days later, they met again to consider what could be done.

## *The Town Takes Heart*

The meeting began on a doubtful, downbeat note, voices negative, faces gloomy. Repairs that might take years and cost a million dollars seemed impossible for a rural village of 500.

That's where Amos Schwartz came in.

A contractor from Geneva, Indiana, Schwartz chided the people of Roann for faint heart. In his slight Swiss accent, he said not only should the bridge be saved, but the job could be done for \$250,000 to \$300,000. Says Henry Becker, "Schwartz was just the man we needed. A sense of purpose seized us." Everybody in town began to believe the bridge could be reconstructed.

And everyone cared. That's where the town's strength lay.

Townfolk formed the Roann Covered Bridge Association and began to consider how to proceed. If they were going to do anything, there was no time to waste. The Historic Landmarks Foundation of Indiana had a

grant available, but only about four days were left in which to apply. To qualify, they first had to raise \$10,000 in matching funds.

Volunteers went door-to-door, and within those four days \$8000 funneled in. "It was a good cause. We didn't have to explain or sell," one solicitor noted. A couple of \$1000 donations put them over the top and the grant was theirs.

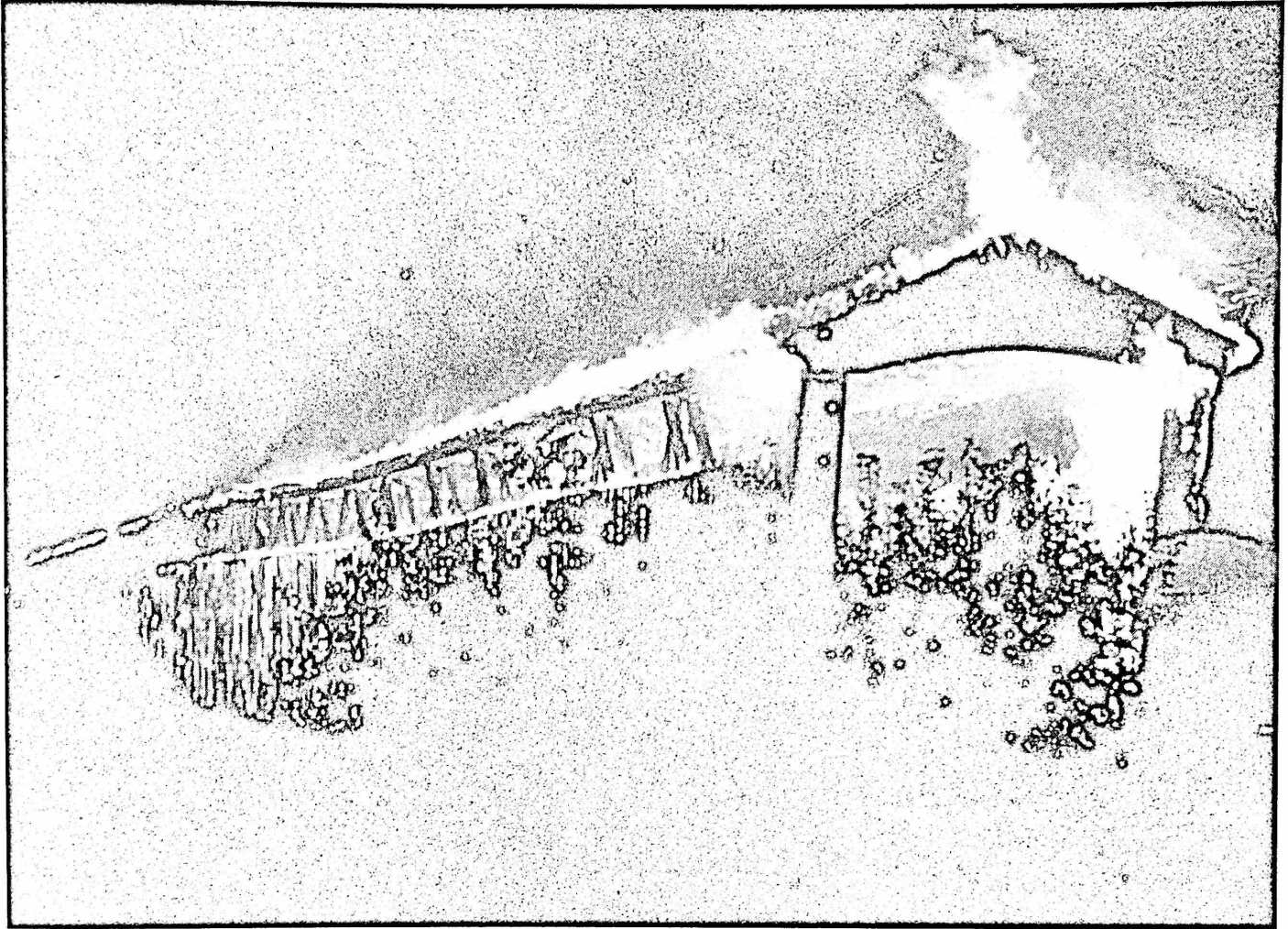
That made a big, \$20,000 boost toward the Covered Bridge Association's next effort—an auction held the day after Thanksgiving. As word went around, auction items came in by the truckload—things that might ordinarily have gone into a spate of garage sales. When the last "Sold!" sounded, \$17,700 had been raised. Best of all, no cash outlay had been necessary. Everything from several exercycles to the services of the auctioneer and his crew had been donated.

## *Small Events Add Up*

Bridge repair estimates had now been finalized at \$320,000. They could not hope to raise that much in one swoop. Meeting each Thursday to brainstorm, they came up with a potpourri of fundraisers. No idea was too small to be considered.

In conjunction with the November auction, a craft and bake sale had gone well. They held another bake sale. Canisters placed in stores of surrounding towns brought in more than \$3000 for the fund. Softball games cleared \$500.

Indiana is well known for basketball fervor. What is not so well known is that after graduation Hoosier players form community, factory, and church teams and continue playing for fun. The fundraising group decided to use them, setting up a tournament to which teams from nearby towns of Warsaw, Huntington and Peru were in-



vited. Henry Becker, treasurer for the bridge fund, was able to bank another \$2100 from the basketball tourney. They "played pretty good ball, too," said Becker.

Aluminum collection stations, set up at convenient spots on nearby highways, brought in nearly \$3500, thanks to the generosity of the local aluminum company, which gave a 20-cent premium for cans collected.

The group's biggest single money-maker, however, was a 300-page cookbook, put together by Louella Krom. All recipes were donated. As first and second printings of 1500 quickly sold out, 3000 more copies were ordered and they, too, are nearly gone. The cookbook cleared \$24,000.

Wabash County had originally had five covered bridges. Local artist Gladys Schuman had sketched all five. Her sketches, donated by her son, Philip Fawley, were reproduced in miniature to make unique note paper. Sales of these added to the cause.

Many other small projects sprang up. A donation of \$2 lit a colored bulb on the community Christmas tree, each light in honor of friend or family. The tree came to glowing life, and credits listed in the weekly *Bridge Bulletin* sparked interest.

The *Bridge Bulletin* was another project that grew from the association's Thursday night brainstorming sessions. Published weekly by association member Ann Mullenix, the *Bulletin* kept interest high and information current. Copies were left on post office counters, distributed through stores and businesses, and rested beside the salt, pepper and ketchup on each table in Roann's sole restaurant. Not only did the *Bulletin* increase turnout for fundraising activities, but weekly updates of funds raised won over early disbelievers.

Some fundraisers sprang up as private projects. Jim Huffman bought Rubbermaid bird feeders in the shape of a covered bridge. Painting these barn-red, Huffman attached a miniature "Roann Covered Bridge" sign and a price tag of \$25. In all 80 were sold, 75 of them donated (25 by the Rubbermaid Company).

Jim's brother Chuck crafted bridge belt buckles, clocks with woodburned bridge design, and sweatshirts printed with the Roann bridge. All proceeds went into the fund.

Several people had had the presence of mind to photograph the bridge in flames, and one of these dramatic photos went onto a brochure. When businesses enclosed

these with client or vendor correspondence, some sizeable donations drifted in—\$75, \$100. Eventually, corporate donations totaled \$5200, even without an organized industrial drive. The Bridge Association felt businesses already got asked too often.

County school teachers, who saw the covered bridge fire as an opportunity to enliven history lessons, also pitched in. One roomful of children at O. J. Neighbors school, Wabash, Indiana, raffled toys donated by Toys-R-Us, adding \$80 to the bridge fund. Responding to letters from teachers of Metro North elementary school, school children from elementary schools all over Indiana sent small amounts. Their contributions totaled \$2740.

The Roann Covered Bridge Association's Thursday sessions were open to all and any ideas. However, realizing that a small fundraising base hasn't room for long odds, they turned down things like a book of coupons usable in local stores that would return only \$1 for every \$29 worth of sales. Uh-uh. As their fund grew, the bridge association could proudly say that for every dollar collected, approximately 96 cents stayed in the fund.

The effort was run on a business-like basis, with month-to-month reports of contributions, expenses, and banking printed for committee meetings. Cannily invested in interest-bearing accounts, the fund also grew of itself. As contributions were deposited, interest income mounted to \$3500, and will continue to grow until all the money is spent for construction costs.

### **Minimal Expenses**

The biggest fundraising plus for this group may have been in keeping advertising and other expenses to a minimum. Merchants sponsored ads for basketball games, auctions, suppers and other projects. Printing costs of the *Bridge Bulletin* were underwritten by anonymous donors. Volunteers contributed many hours and few turned in requests for reimbursement of expenses.

Little or no financial layout was required for a spring street festival, with games, dunk tank, etc. staffed by volunteers. Farmers donated nine hogs for the sausage and pancake breakfast and the hog roast supper, and the festival cleared \$4200.

Suppers put on by volunteers were also a smash success. This was partly because everyone in town reachable by telephone received a personal invitation. Callers divided up the phone book—"You take the A's and B's; I'll take the C's and D's"—and telephoned every household. For the chili supper, more supplies had to be rushed in—twice. Fresher chili was never served.

### **Government Agencies Take Notice**

In the midst of these efforts, Wabash County commissioners, taking notice of the unique value of a covered bridge, voted \$35,000 for its repair. That, and a

grant of \$219,000 from the Indiana Department of Commerce, put Roann Bridge Association's fundraising over the top.

At the beginning of their undertaking, the group had no idea that such a large grant was available. When they learned about it, they didn't much care for the idea of hiring professionals to process an application. However, as amateurs in the ways of government, they may not have secured this grant without help. Certainly, they would not have received it so quickly.

The firm from Fort Wayne that was hired to handle the application will also administer the grant. "They charge a lot," said a committee member, "\$2800 to apply, \$9500 to administer the grant. We didn't really like that, but it seemed necessary to have someone who knew the ropes."

Recommended by a representative from the Department of Commerce, the firm secured the grant from the department in three months. By now, Roann Covered Bridge Association had raised \$65,000, and this favorable percentage of local money seemed to impress the grant committee.

Thus, only six short, busy months after their bridge burned, the village of Roann raised the final dollar needed for its repair—\$320,000. Roann celebrated.

### **Grace Notes**

Their fundraising effort has ended on a grace note—in fact, more than one. At the 1991 annual bridge festival, Roann Covered Bridge Association sponsored wagon rides and a tour of the old river mill—closed to tour groups for several years—as a small return for the town's outpouring of good will and funds.

Amos Schwartz, the contractor, plans to videotape reconstruction of the bridge, which began December 1, 1991, and donate tapes to schools as a public service. Spliced into tapes of the bridge burning, this video will become a vivid reminder of the lasting damage carelessness and vandalism can inflict.

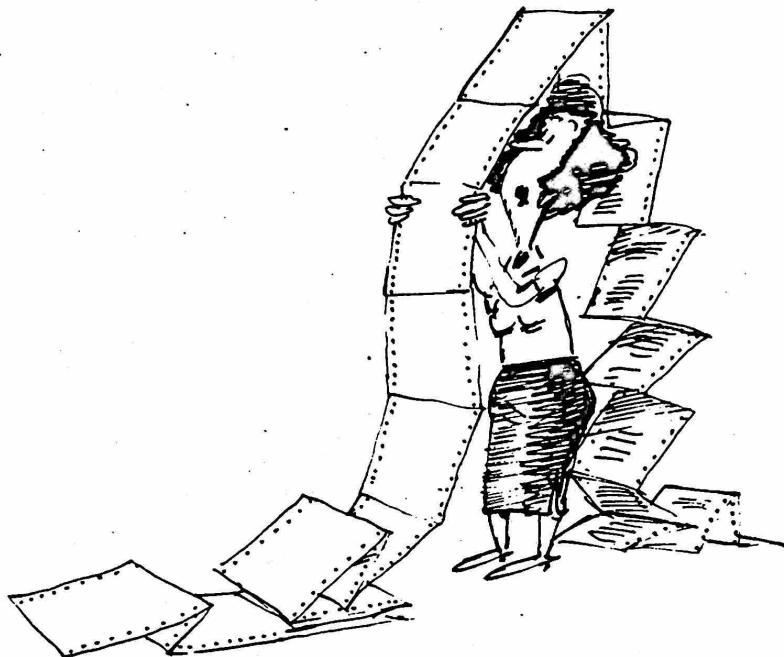
The aluminum recycling effort begun to raise bridge funds will continue as an anti-littering conservation project.

Meanwhile, fundraising has not quite ended after all. Counting on the momentum they've created, the members of Roann Covered Bridge Association will try to raise an additional \$32,000 to install a sprinkler system in the repaired bridge.

Thanks to a potpourri of fundraising ideas and many willing volunteers, a continuing place on the map has been ensured for this gutsy Indiana village and its unique bridge. ■

*Shirley Wilcox writes to us about fundraising from North Manchester, Indiana.*





# How to Run a Multi-List Mailing Party

by Judy Levine

**T**hird-class mail is a universal rite of nonprofit passage. This article describes how to send one mailing to two or more mailing lists that are not merged in a computer data base (that is, you have separate lists on paper or on labels).

This article is *not* a primer on how to do third-class mailing. If you've never done one, first go to other groups' mailing parties (people can always use the extra hands), watch, and ask questions. And help! You'll learn fast enough. Second, ask your post office for the free book on third-class mailings and attend their class in third-class mailing if they offer one.

A profusion of literature exists on maintaining in-house mailing lists, buying and trading lists, and the merits and demerits of direct mail. If you want your brochure, flyer, or other piece of mail to reach a large and/or diverse audience, utilizing other groups' lists can be a profitable venture. You don't need a mailing house to do

the actual mailing. Savvy use of volunteer labor is the key to keeping programs going with a perennially short-handed staff. Even if a group is solely volunteer-based, buying, trading, or renting other groups' lists can be organized in a fashion that does not require a professional mailing house for execution. This article deals with the practicalities of getting your brochures in the mail once you've targeted which mailing lists you'd like to use.

## *Setting a Date*

While hand-merging mailing lists with volunteer labor is a complex process, it's not overly difficult if given proper preparation and forethought. First, set a target mailing date by working backwards from the date your brochures will return from the printer. If you have a regular newsletter mailing, it can work well to have a double mailing party—all that bustle in one place pro-

vides good energy.

Next, get the lists you've chosen. Call all the targeted groups and try to get their mailing lists—on disk if possible. The advantages of getting lists on disk are that you can code the labels as to origin and merge the new lists with your list on the computer so the labels come out in one grand zip-code order. You can also eliminate duplicates that way. If a group is nervous about or unable to give you their list on a disk, insist on labels *sorted in zip-code order* (see sidebar for details).

Start calling groups from which you hope to receive lists a minimum of six weeks in advance of your mailing party. Sometimes groups need to take a request for their mailing list to their board of directors, which may not meet very frequently. Often, if groups are not highly computerized or institutionalized, it will take a while for the request to travel through the chain of communication and for you to receive what you've asked for. If you're dealing with large mailing lists, whether you get the list may affect the size of your print run. For all these reasons, start the request process early. Set a deadline for receiving disks or labels that's two weeks before your mailing party. In the month between when you call each group and the deadline, you'll have to follow up each contact a few times.

Once you have all the lists, on labels or disks, check them out. By the law of averages, at least one disk or list will not be what you asked for. (Someone once gave me a disk with the program for running his mailing list, but not the actual names. Other times, I've received labels in random order and phoned the person, only to hear "Oh, I didn't realize you wanted them in zip code order! Of course I can do that.") It doesn't seem to matter if your request is in writing—mistakes still occur. If you check the lists early enough, you'll be able to go back and ask for the correct disk or label order.

If a group won't give you their mailing list, ask if they'll mail out your brochures with their regular newsletters. This is also an option for including your material in community-wide mailings such as utility and phone company bills. If you're mailing out flyers for an event, this can be a great way to get extra, relatively low-cost publicity, as long as you know it will arrive in time.

### ***Preparing for Mailing Party Night***

Call volunteers. Lots of them—both your stalwarts and new people who have indicated a willingness to help. About one or two out of 15 of these new folks will actually show up, so call many more than you'll need. A rule of thumb for a mailing party is to have five to ten people as a staple and an extra three or four for every thousand pieces. For example, if you're mailing 1,000 pieces you'll need 8–10 volunteers; 5,000 pieces, 20–30 volunteers. Interns or volunteers can make these calls. If

you're stuck for names to call, try any group that's had contact with your organization for the last two years. A key to a successful, low-stress mailing party is enough hands. Mention that whereas the mailing party is 6–10 p.m. (or whenever), people can come for any amount of that time, and that even an hour is helpful (it really is). Leave clear enough messages on answering machines so that folks don't have to call back. People will usually be glad to hear from you, especially since you're not asking for money. It's nice to be wanted, even if only for "sorting and stuffing."

Check on mailing paraphernalia. The post office will supply you with the following:

*Mail Bags* (make sure to ask for 3rd class non-profit bags)

*Third Class Stickers* ("D," "3," "S," "MS")

*Mailing Labels*

They may not provide *Rubber Bands*—get medium thickness, and get a few extra packs to have on hand.

Make sure you have a *large enough space with plenty of chairs and table or counter space* for sorting ease and keeping different lists separate. (You may want to borrow a board member's office.)

*Refreshments* are a nice touch; don't buy food likely to get people's hands messy, like pizza or even salted peanuts, but juice, lemonade, etc., are appreciated. Be prepared to send someone on a food run if the night gets late and you want to keep people working (bring enough money to cover the cost of snacks). Remind people to avoid spilling food or drinks in a borrowed office.

Finally, *good music (tapes, radio)* add to the pleasures of working hard.

Make sure your labels and brochures show up on time or early! You will lose people if 6 p.m. comes and goes and your brochures or labels haven't arrived. While most of the mailing paraphernalia can show up later in the evening, the brochures and lists are crucial. Assign their transport to someone very reliable; better yet, get them to the mailing party site earlier in the day.

Line up two people ahead of time to take the mailing to the post office the next day. At least one of them should know about third-class mail.

Finally, get a count of the *labels* before you start. Keep the count in a safe, out-of-the-way place. You don't want to have to count brochures once the labels are on them. Also, pick a label (preferably a duplicate, one without a zip code, or some other unusable name) from each mailing list and place each on a sample brochure, *with a note as to which mailing list each label is from*. Put these samples aside and give them to your office in a day or so, when the hubbub has died down. If your mailing is the kind that will generate responses that are designed to return the label portion of the brochure, these samples will enable you to code which mailing lists the responses come from.

## How To Ask For Mailing Lists

When you call another group to request their mailing list, be prepared to be specific about what you need on a disk or on printed labels. Talk with your group's computer person about what kinds of format you can use on disk (D-base III or ASCII-Comma Separated or columnar IBM or Mac 5¼- or 3½-inch floppies).

### *Script for Asking for Other Groups' Mailing Lists*

Hello. I'm calling from \_\_\_\_\_. We would like to send your members a notice about \_\_\_\_\_. What is the approximate size of your mailing list? We would like to get your mailing list either on disk or on labels. We prefer disk if possible because it makes the bulk mailing process easier and we can avoid duplicate mailings.

*If they will give you their list on disk:*

- We understand that many groups have concerns about distribution of their member list, and promise to return or erase the disk after our mailing.

- Can you provide the following (or one of the following) formats: \_\_\_\_\_?

*If they will give you only labels:*

- Can you provide them sorted in zip-code order?

• Please put your group's initials on the corner of the labels (so we can identify where responses come from).

• If possible, please provide a zip code report (number of pieces in each zip code), on disk if possible (will help us with merging bulk mailing).

• If the cost of label forms is a problem, we will supply or reimburse.

We need the the disk/labels by \_\_\_\_\_ (date). They can be dropped off at \_\_\_\_\_ or we can pick them up.

*If they won't give mailing list:*

Would it be possible for you to mail out our brochures with your next member mailing? It tells of \_\_\_\_\_, which we feel will be important to your members because of \_\_\_\_\_. (Or whatever is appropriate.)

## Mailing Party Techniques

Phase One is labeling. Start volunteers off on any lists that are not zip-code ordered. Have folks put the labels on the brochures, then put the brochures into zip code order.

Next, if you have received several zip-code-ordered lists, assign each volunteer to a separate list. When all the labels for each list are parceled out, further split up the larger lists. Make a sub-division at the end of a zip code group (all the labels of List A that are zip code 12345, or 12345-12348), and give these portions to different folks. *Always stress to each person that brochures must be kept in zip-code order (ascending).*

People should put the labels on the brochures straight, as much as possible. Stay near each new person through a few labels to make sure they get the correct order of labels, brochures, etc. A mistake compounded by a page or two of labels can be a disaster that takes an hour or so to unravel.

Once lists are being finished off (a few hours later), sorting begins.

Phase Two: Sorting. Start by dividing each list into

counties, cities, towns, or other logical zip-code-based regions. If one list covers a compact enough area, you can simply divide it by zip codes. Then, give one person all the brochures from a particular zip code or region (from all the different lists). Someone else will get all the brochures from another zip code or region. The idea is that each person has the task of merging all the different brochures of their particular zip code or region from all the lists. Again, keep all brochures in ascending zip-code order.

This is the point at which you can hand-eliminate duplicates, if you have the inclination and person-power. You do this by alphabetizing all the names from the different lists that fall in a particular zip code. Duplicates will become apparent and can be tossed. If you do this, keep a count of how many you eliminate to subtract from the total number of labels you counted earlier. This will save you money, since you pay the post office for the number of pieces mailed. Eliminating duplicates is fairly time-consuming; do it only if you have excessive free labor and the night is very young.

Once everything is in order, have people go through

their regions and put groups of 10 or more brochures with the same zip code into bundles ("a postman's handful"—if too large, make more than one bundle). Each bundle then gets rubber bands across both the width and length.

Bundles of all pieces going to one zip code get a "D" sticker in the lower left-hand quadrant of the top piece—this stands for "Direct." Then, go back to all the brochures that are left and look for those on which the first three digits are the same (e.g., all 112, 113, etc.) and for which there are 10 or more, and bundle those. These get a "3" sticker.

Finally, put the remaining flyers for which there are 10 or more in the same state in a bundle. They get an "S" sticker—for "State." There should be one pile left from all the oddball flyers that don't have enough to make up a state—these get bundled into one and get an "MS" sticker—for Mixed States. If you don't receive Mixed State stickers from the post office, put a slip of paper under the rubber bands on which you hand write "Mixed States."

Bagging instructions are complex and should be done by someone who has bagged third-class mail before. Basically, any zip code for which there are more than 125 flyers gets its own bag. Then, any three-digit group (112, 113, etc.) gets its own bag. Then state. Then

the rest. If at all feasible, count up the flyers that are bagged by zip code, or by first digits—they can qualify for a lower rate. Refer to the post office book. Don't forget to prepare "Sack Labels" for each bag; this is an intricate process that also takes post office book study and/or experience.

### *Aftermath*

Tally up the costs (a complicated process that should only be done by one in the know). Prepare the red-and-white post office cost form and leave it in a corner neatly with the mail bags (which do not have to be kept in order). If doing your newsletter mailing on the same night, *be sure to keep both mailings separate.*

Clean up and congratulate yourselves! Eat, be merry, or go home.

The mailing should be taken to the post office the next day and presented separately from any other mailing you were working on (such as your newsletter). ■

*Judy Levine is Special Projects Coordinator for the New York City-based Cultural Council Foundation and fundraising chair of Transportation Alternatives, a grassroots environmental advocacy organization.*

## ANNOUNCEMENT

### Training and Technical Assistance Funds Available to Environmental Groups

The Environmental Support Center now offers funding to eligible regional, state and local environmental organizations. ESC is seeking applications from qualified organizations in need of professional assistance to boost their fundraising, strategic planning, and organizational development capabilities.

"The grassroots environmental community faces a serious shortage of resources," said Jim Abernathy, Executive Director of The Environmental Support Center. "Some of our most important environmental battles are being fought at the grassroots by armies ill-equipped for the job. Organizations are mobilizing without adequate resources or expertise in several areas key to long term success: fundraising, financial and organizational management, strategic planning, communications, community and political organizing."

To be eligible for assistance organizations must meet one of the following criteria:

- Be a regional, statewide or local grassroots environmental organization.

- Be an organization serving a low-income community or people-of-color constituency that has environmental issues as a significant part of its agenda.

The Environmental Support Center does not assist individuals, international, governmental or national organizations or their local chapters or affiliates.

The Environmental Support Center matches the needs of eligible applicants with local professional technical assistance and training providers identified by the applicant or drawn from ESC's extensive national network. ESC contracts for these services on behalf of the organization and subsidizes from 50% to 80% of their cost. Organizations receiving services are asked to provide the balance in matching funds. In most cases, ESC will provide up to \$1,500 per year for any one organization's training and technical assistance needs.

For an application, write: Training and Technical Assistance Program, Environmental Support Center, 1731 Connecticut Ave. NW, Suite 200, Washington, DC 20009 (202) 328-7813. ■

# Mother's Day Book Reviews

by Joan Flanagan

This column usually recommends the most useful manuals for grassroots fundraisers. In honor of Mother's Day, May 10th, this month I am recommending books written by women; they are a complete change of pace from the "how-to" books on your "to-do" list. All are good buys, good reads, and good gifts.

## Mysteries

Mysteries are my favorite form of "airplane" book. The following books feature detectives who are also philanthropists, foundation staff, or social activists.

Lilian Jackson Braun, *The Cat Who Lived High* and ten other "The Cat Who . . ." titles from Jove. Journalist/detective James Qwilleran is also "the richest bachelor in three countries and an unbridled philanthropist" responsible for distributing the Klingenschoen millions. With his two Siamese cats, Koko and Yum-Yum, he solves murders in the North Woods town of Pickax and a big midwestern city.

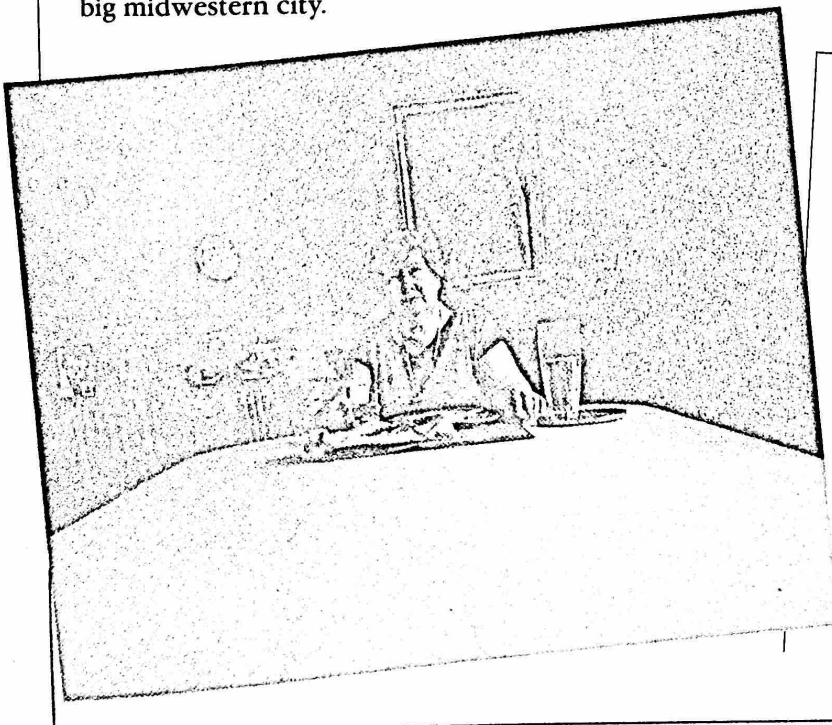
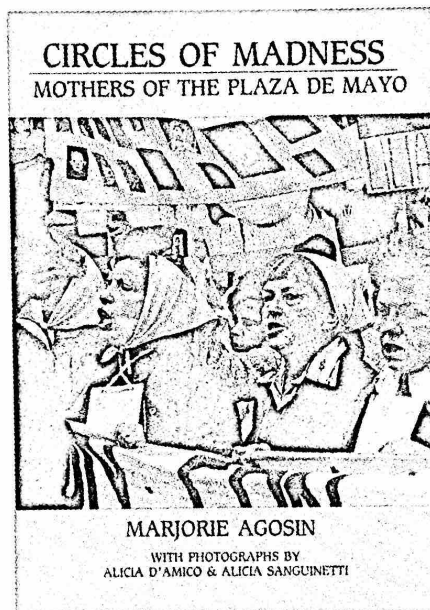
Sister Carol Anne O'Marie, *The Missing Madonna*. (Dell, 1988.) Roman Catholic Sister Mary Helen solves a murder with the help of her friends in OWL, the Older Women's League; set at an OWL national convention and San Francisco.

Anne Borland of the Foundation

Center recommends the five Jenny Cain mysteries by Nancy Packard from Pocket Books and she is right! Bright and beautiful Jenny Cain is the director of the Port Frederick Civic Foundation and dates/marries police detective Geof Bushfield. *Bum Steer* is set on a ranch the foundation inherits in the Flint Hills of Kansas; *Say No to Murder* and other titles are set in a Maine port town. Get all seven of the V. I. Warshawsky mysteries by Sara Peretsky from Dell. Victoria is a Polish/Italian-Chicagoan detective who solves murders, uncovers corruption, and battles for good causes.

## Fiction

Barbara Kingsolver has written two wonderful books that include fundraising vignettes. In *The Bean Trees* (G. K. Hall & Co., 1989), the heroine saves an abused child, two political refugees, and her own values. In *Animal Dreams* (HarperCollins, 1990), the heroine finds love in Grace, Arizona, while her sister works in Nicaragua. If your fund-



A woman waits for her dead in a useless dining room. She howls those names like the dice of death; she clears her eyes and asks to see them better, to tell them things like the color of the sky in the parks, or the reason for her tear-drenched look. A woman talks about death as if it were a vagabond moving in a tethered circle. A woman converses with death in a dining room of maimed chairs, scarlet colored forks, and a solitary knife marching in the semi-darkness. A woman waits for her dead.

raisers sell crafts, they will love the old women of the Stitch and Bitch Club who save the town from environmental disaster by selling folk-art peacock pinatas in downtown Tucson.

### Books for a Good Cause

Millie Bush as dictated to Barbara Bush. *Millie's Book* (William Morrow and Company, 1990. \$17.95; Royalties go to The Barbara Bush Foundation for Family Literacy). Read it with your favorite kids and enjoy great photos of First Dog Millie and her puppies with astronauts, movie stars, royalty, and reporters. Adults will enjoy insights into the history, decorative arts, diplomacy, and everyday life at the White House. Fundraisers will learn about a treasure to see next time the President invites you to stay in the Lincoln Bedroom (formerly an office where Abraham Lincoln signed the Emancipation Proclamation). Lin-

coln wrote five copies of the Gettysburg Address to benefit a charity for Civil War soldiers; the fifth and final copy that he signed is now in the Lincoln Bedroom.

Marjorie Agosin. *Circles of Madness. Mothers of the Plaza de Mayo*. Poetry in English and Spanish with photographs by Alicia D'Amico and Alicia Sanguinetti depicting the lives of the Mothers of the Disappeared (White Pines Press, 1991. \$14.00). Royalties go to Amnesty International.

Last year Americans saw in the Clarence Thomas confirmation hearings how far men in power will go to discredit a woman who tells the truth. This was child's play compared with the struggles of our sisters in Latin America. For decades, the military regime in Argentina used terror to stay in power. During the "Dirty War" tens of thousands of men, women, and children "dis-

appeared"—murdered with the extra sadistic twist that the bodies were never returned so that their loved ones can never stop grieving. Today the government is run by men in business uniforms rather than men in military uniforms; the new government has yet to accuse, try, or convict a single man for the secret genocide of the Dirty War.

Chilean poet Marjorie Agosin and two photographers show us the souls and faces of the Argentinean women who have told the truth for fifteen years. The words and images of this book will be seared on your soul. Buy this book and keep the truth alive. ■

Joan Flanagan is the author of *Successful Fundraising. A Complete Handbook for Volunteers and Professionals (Chicago: Contemporary Books, 1991)* and *The Updated and Revised Grassroots Fundraising Book (Contemporary Books, 1992)*.

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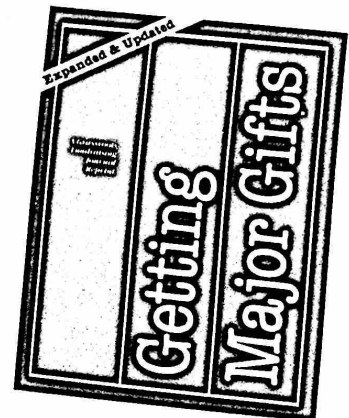
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