

**Volume 11
Number 5
October 1992
\$4.20**

Grassroots

Fundraising

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to Raise \$500**

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Corporate Funding**

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Festival**

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Major Donor**

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the Road**

Journal

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Subscription Inquiries

Write *Grassroots Fundraising Journal*,
P.O. Box 11607, Berkeley, CA 94701.

Or call Robin Ferguson at (718) 768-3403.

Address all other inquiries to Nancy Adess,
Editor, at (415) 663-8562.

Advertising Rates

Classified:

\$.75 a word, minimum 10 words

Display:

(width precedes depth)

1/8 page, 3 1/2" x 2 1/4"	\$ 50
1/4 page, 3 3/8" x 4 1/2"	\$100
1/2 page, 3 3/8" x 9"	\$200
1/2 page, 7 1/4" x 5"	\$200
Full page, 7 1/2" x 9 3/4"	\$300

Deadlines:

February issue: December 15
April issue: February 15
June issue: April 15
August issue: June 15
October issue: August 15
December issue: October 15

Camera ready copy only. Full payment must accompany ad, unless other arrangements are made in advance.

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The *Grassroots Fundraising Journal*
is published six times a year:

February, April, June, August, October,
and December.

ISSN No. 0740-4832.

Founding Publishers

Kim Klein and Lisa Honig

Publisher and Editor

Kim Klein

Editor in Chief

Nancy Adess

General Manager

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Design

Robert Cooney

Typesetting

Archetype West

Printed on recycled paper with soy ink.

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28 More (and Easier) Ways for Board Members to Raise \$500

by Kim Klein

In 1983, I wrote an article called "29 Ways Board Members (and Other Volunteers) Can Raise \$500 Without Very Much Effort." It was later used in our *Board of Directors* reprint and has proved to be a very popular article. It was based on real ways I had seen Board members and others fulfill their obligation to raise money. Now, I have gathered up some new ways and some variations on the old ways. These methods can of course be used to raise more than \$500.

1) Collect cans for recycling. Ask all your friends to save their cans and bottles for you and turn them in to a recycling center that pays.

2) Sell your frequent flyer miles to friends or donate them to the organization for a raffle. Watch the rules of the airline on this, but most airlines let you give away miles, and you may be able to sell your miles as long as you don't go through a mileage broker.

3) If you live in a nice house or own a getaway cottage in a beautiful place or an expensive city, rent it out for a week or a weekend two or three times during the year and give the proceeds to your organization. Or you can rent a room for much less than the cost of a hotel room to people needing a cheap place to stay while they are on business in a big city. You may even make a new friend in the process.

4) If you own a valuable dog and you breed it, donate the proceeds from one or two puppies. (I know some animal lovers will join me in feeling mixed about bringing

more animals into the world when so many need homes; this suggestion is for people who were already planning to breed their dog. It is not intended as an incentive.)

5) Ask someone for the money. Or ask two people for \$250 each.

6) Organize a service raffle. Get four people (one can be you) to donate a simple but valuable service that many people could use and sell raffle tickets for \$3-5 each. Keep the price a little high so you don't have to sell so many and so that the buyers have a higher chance of winning. Services can include childcare for a weekend or for any weekend night four weekends in a row; one day of housecleaning; yard work; house painting (interior or exterior), etc. Sell the tickets to neighbors, workmates, and to other Board members. Encourage people to buy several by offering discounts for multiple purchases, such as one for \$5, 2 for \$10, but 3 for \$13, 4 for \$17, 5 for \$20. If you are really bold or live in a more affluent area, or have few friends, sell the tickets for \$20 each. A full day of housecleaning for \$20 is a real bargain, and buyers have a high chance of winning with fewer tickets sold.

7) Offer to do something your friends and family have been nagging you to do anyway, and attach a price to it. For example, quit smoking on the condition that your friends donate to your group, or get your friends to pay a certain amount for every day you don't smoke up to 30 days. Agree to match their gifts at the end of thirty

days if you didn't smoke and give them their money back if you did.

8) Many churches have small pools of money available to groups through a women's fellowship or pastor's discretionary fund or various seldom-used endowments. These pools are often in the \$50-\$500 range and so go largely untouched by fundraisers. If you belong to a church, research whether your church or others has such

Hold an "I'm Not Afraid" Auction.

a discretionary fund. Sometimes simply writing a letter will free up this money and it tends to be renewable, if someone is willing to ask the church yearly.

9) Similar to #8, research all the service clubs in town and see what their giving policies are. They often have formal giving guides for large grants of \$2,000 and up, but have smaller amounts of money available for specific small projects.

10) Find out what items your group needs and try to get them donated. This is good for people who really hate to ask for money, but who don't mind asking for things that cost money. Items that one can sometimes get donated include computers, paper, office supplies, office furniture (secondhand from banks and corporations as they redecorate), typewriters, adding machines, food, and even cars.

11) Ask someone to donate \$50 a month for a year. Ask four people to donate \$10 a month for a year. Ask nine people to donate \$5 a month for a year. Get the organization to send reminders to them or send the reminders yourself.

12) Find a few friends who have small savings accounts and pool them into one account. Invest in a Treasury Bill or CD with the pool and when it comes due, give everyone what they would have made if they had invested their little amount, and give the group the rest. For example, if four people invest \$2,500 each for a pool of \$10,000 in a CD that matures in a year, they may be able to earn 6% interest for a total of at least \$600. (Actually more, depending on the compounding factor.) If each person invests only \$2,500 for a year individually, they will only be able to earn 4%, for a total of \$100 each or \$400 for everyone. The \$200 difference can be given to the group while everyone gains the interest they would have made. Find more friends or invest for longer to make up the \$500.

13) Give it yourself.

14) Strategy with a long deferred payoff (we hope): leave the group a bequest.

15) With similar hopes as above, get friends to include the group in their wills.

16) Ask friends who belong to service clubs, sororities, antique collecting groups, support groups, bridge clubs, etc. to discuss your organization in their group and pass the hat for donations. A once-a-year sweep of even small organizations can yield \$100 from each.

17) For the church-going: ask if your organization can be a "second collection." The church passes the plate for its own collection and then you or someone from your organization gives a brief talk about your group (or sometimes the whole sermon) and the plate is passed again; the proceeds go to your group.

18) A variation on the above is to organize a "second collection Sunday" and get as many churches as you can to take up a second collection for your organization. Someone from your group will need to be at each service and give a brief talk. Second collection Sundays can be very lucrative, as witnessed by the Catholic Campaign for Human Development, which collects \$8 million on one Sunday in all the participating Catholic churches in the United States.

19) If, as a child, you collected something avidly that you now store in a basement, consider selling it. Coins and stamps are particularly valuable and have increased a good deal in value over the years. But your collection of rocks, toy ships or rockets, arrowheads, or dolls can also be valuable. When you donate the income from the sale, you can deduct that amount from your taxes—an added

Name budget items of your group as available for adoption.

bonus of this strategy, since you probably paid little or nothing for the items in the collection.

20) Have a sidewalk sale or garage sale for your whole neighborhood or building. Go around to your neighbors and tell them you will take their stuff outside and sit with it all day to sell it if they will donate half or all of the proceeds to your group. Since this is stuff people want to be rid of anyway, it is a good deal for them. In one apartment building, with ten units participating in donating stuff, an organization netted \$3,000 in one day. Three people from the organization helped with the selling. With a few high-ticket items, such as a washer/dryer or some nice lamps, you can make good money.

21) If you have an artistic bent, offer to design greeting cards to specification for organizations or individuals for a fee. If you are good at calligraphy, sell your skills to

schools for graduation announcements, friends for classy but low-cost wedding invitations, or just fun certificates such as "World's Greatest Dad" for Father's Day or "Outstanding Friend." Create unique Halloween costumes or masks. Donate the proceeds from your artistry.

22) Create a satire on the "adopt-a-child" fundraising technique, by naming budget items of your group as available for adoption. You could develop a flyer that reads, "The following items have been found near death

*Have a sidewalk sale or
garage sale for your whole
neighborhood.*

from negligence and abuse. Won't you help? \$25 per month will ensure that our computer is maintained. \$100 per month will release our photocopy machine from toiling with no toner and a dying motor. (We can lease a new one.)"

23) An idea for people who live in border towns: Get permission to place a large container in stores or even at the airport of towns near national borders. Have a sign that asks people (in several languages) to throw in any coins or paper money they have not exchanged. Many times people leaving Canada or Mexico don't have time to exchange all their money or cannot exchange their loose change. Multiply this times hundreds of shoppers or fliers and you can make a lot of money. UNICEF does this in many European airports.

24) Hold an "I'm Not Afraid" Auction. You do this with just a few friends or hundreds of people if you have enough items to auction. You survey a few people (and use your own common sense) about what things need to be done in their home or office that they are afraid of or would really rather not do. This is different from a service auction—there has to be an element of dread in the topic. For example, some people cannot wash their windows because their apartment is too high or the second story of their house is too high, and they suffer from vertigo. If you are not afraid of heights, you can sell your window-washing service. This goes for drain cleaning, minor roof repairs, antennae fixing, etc. Or, if you are unafraid of cockroaches or waterbugs or spiders, you can offer to clean out that dark corner or garage or basement for a small fee. Snakes can be found in gardens and woodsheds, but maybe that doesn't bother you. The problem doesn't need to be as serious as a phobia. How about allergies to dust, pollen, weeds? If you don't have them, you can mow, sweep, clean for a fee. By marketing it as an "I'm Not Afraid" Auction, you also have the op-

tion for people to name something they need done to a group of volunteers and then have a volunteer say, "I'm not afraid to do that." In that case, you will need a set fee for service.

25) Similar to #6 and #24 is the "Details" Auction. This is for all your friends whose desks are out of control with papers, or who can't get their receipts in order to give to their tax preparer or who complain they can never find anything. If you are compulsive or just well organized, offer to clean up their desk, get their rolodex in order, file their papers, etc. If you like to shop, sell that to people who don't and do all their holiday shopping for them, or buy birthday, baby shower or niece/nephew presents for them. Anything that people feel they cannot control is the organized person's fundraising dream come true.

26) Find out which of your friends (perhaps this is true for you also) work in corporations with matching gift programs. Then ask them to donate and get their gift

*Pool small savings accounts
into one account.*

matched, and ask them to ask their co-workers to donate and get their gift matched.

27) Get an "affinity" credit card. (This is for really large organizations or chapters of national organizations.) A firm, such as Working Assets, sets up a credit card with your logo on it, and a small percentage of each sale goes to your group. The Nature Conservancy, the Women's Building in San Francisco, and others are using this successfully. It requires a guarantee of volume of users.

28) For smaller groups than in #27, think of a store or service related to your organization, or where a lot of your members shop. Ask the store to donate a percentage of profits for a certain day or week, or even forever. You can also explore this with mail-order firms. Then you advertise widely to friends, family and members that Joe's Florist will give 2% of each sale during Valentine's weekend to anyone identifying himself or herself as coming from your group.

As you can see, almost all of these strategies involve asking for money and giving money yourself. These are the basic premises of fundraising—you must ask, you must give. Everything after that involves creativity, imagination and a sense of fun. I also listed two that were listed in the last set of "29 Ways"—give it yourself and ask someone for it. That's not because I didn't really have 28 more ways—it is because those are the best, fastest and easiest ways to get money. ■



Some Straight Talk on Corporate Funding and Community Organizations

by Gary Delgado

This article begins a series of chapters reprinted with permission from Reversing the Flow, A Community Guide to Bay Area Corporate Giving Programs, edited by Nancy Johnson and published by Applied Research Center. For a complete copy of Reversing the Flow, contact the Center for Third World Organizing, 3861 Martin Luther King Dr., Oakland, CA 94609.

Unfortunately, receiving corporate support still remains in the realm of the mysterious for many organizations, and in the sphere of the "barely possible" for most social change organizations.

Reversing the Flow was compiled to give Bay Area nonprofits a sense of where the corporate resources are and who's getting them. Information was gathered using a data set originally developed by Sam Sternberg for the National Directory of Corporate Philanthropy, published by the San Francisco-based Regional Young Adult Program. Sternberg's work, which preceded many of the more recently published corporate guides and angered many corporate funders, was the first attempt to categorize, index and rationalize the corporate giving world for non-profit fundraisers interested in garnering corporate support. The Applied Research Center began work on this book in November 1989 and, with Sternberg's help, developed a methodology for gathering data:

a) ARC staff read all the published information, including existing corporate guides and periodicals listing information on corporate giving;

b) We obtained all the information published by the corporations themselves on their giving practices, and conducted phone follow-up interviews with over 100 local corporate funders;

c) We surveyed 200 of the larger Bay Area nonprofits to ascertain which organizations had received aid, their sources and the types and amounts of aid;

d) We sent copies of the entry and cover letters to all corporations listed in this volume, requesting corrections and updated information.

Corporate Giving Trends

Our conclusions on the general state of corporate giving? First, we should note that several corporations were unhappy with the publication of this guide. Several wrote back and asked to be deleted from the guide (without denying that they did have giving programs). Though some corporations were helpful and courteous in our research interviews, many were openly hostile. One respondent noted that our attempt to be comprehensive was problematic. He wrote "that's the problem with the U.S. Congress, everybody's trying to be comprehensive."

However, in the corporate world what tends to be

problematic in reference to charitable giving is not any trend toward being comprehensive, but rather the trend towards consolidation. Corporate consolidations through buyouts and mergers have had a detrimental effect on corporate giving. In fact, according to a Spring 1990 article in the *Business and Society Review*, a number of companies, including Continental Can, E. F. Hutton and Singer, have curbed their giving as a result of mergers or buyouts. Similarly, the merger of Del Monte, Heublein, Nabisco and Standard Brands has not increased the giving program of parent company RJR Nabisco. This is a general trend.

A related study conducted by the Investor Responsibility Group (IRG) found that corporate contributions tended to decline following a merger. Corporations continue to be both relatively inaccessible and completely unaccountable to the communities that grant them tax breaks, despite a self-serving special edition of the *Atlantic* published in the fall of 1990 (paid for by 12 major corporations and the U.S. Army) that was designed to make us believe the exact opposite.

Corporations Don't Fund Social Change

From the information we did receive, there are a number of things that are clear. First, economist Milton Friedman and a widely circulated report entitled "Patterns of Corporate Philanthropy," published by the right-wing Capital Research Center (CRC), complain that corporations are funding public interest organizations that "want to restrict oil exploration," and "universities whose predominant ideologies are anti-corporate." They go on to state that defense contractors TRW, Westinghouse and Chevron all support organizations that criticize the growth of the military budget.

While some community groups have gotten money from corporations, Friedman and CRC would have us believe that corporations fund social change. Unfortunately, nothing could be further from the truth. In fact, over the last five years corporate philanthropy has, if anything, become more targetted, more self-conscious in terms of market development and more instrumental—even as many smaller corporate entities have reduced or eliminated their giving programs.

Where are corporate funders putting their resources? Corporate giving still tends to be the smallest portion of total charitable giving at about 4%, ranking even lower than bequests. This means that dead people give more money to non-profits than corporations. Think about it. Second, according to Craig Smith, publisher of the *Corporate Philanthropy Report*, the six billion dollars contributed by corporations to non-profits in 1990 (a figure which has remained virtually unchanged over the last three years) is largely (37%) distrib-

uted to educational institutions with service providers (20%) making up the next largest category.

As for new trends, there are a few. More corporations are developing programs where employee contributions can leverage corporate donations. Art is a newly

*A number of companies
have curbed their giving as
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buyouts.*

discovered arena for corporate contributions. As one straightforward ad cited in an article on corporate support for the arts reads, "Art . . . is the major element in creating a corporate image."

Image and the ability to garner good will and develop new markets inform many corporate philanthropic decisions. A strategic philanthropic approach closely tied to market strategy goes under the innocuous sounding pseudonym "Cause Related Marketing." Cause Related Marketing (CRM) accounted for 12% of corporate giving in 1989, approximately three times the 1984 percentage. CRM has been touted as an approach for investing corporate resources which has the advantages, according to a July 1988 article in *Corporate Philanthropy*, of enhancing corporate image, thwarting criticism, pacifying customers and easing market entry.

What the article fails to note is that quite often the charitable contribution can be considerably less than the money, time, and effort spent on public relations for the corporation. For instance, on the Friday before Thanksgiving in 1987, the American Express Corporation paid almost \$50,000 for an ad in the *New York Times* offering to donate ten cents to New York's "Meals on Wheels" program for every meal purchased over the holiday with an American Express card. Aside from the point (made in a *Los Angeles Times* editorial) that at an average meal cost of \$100, American Express was tithing itself at the rate of one-tenth of 1% to help the poor, the fact is that New Yorkers would have had to eat half a million meals just to match the ad budget.

When the motor-force for corporate philanthropy is not pure market self-interest, how are the funds distributed? To answer this question, it is necessary to restate the obvious: Corporate funders are not known for taking risks. This fact has implications on two levels. First, there is the problem of "connections." Articles in the *Los Angeles Times* and *Contemporary Sociology* make the same points:

1) CEOs give to charities they're personally affected by, or

2) they tend to "match their peers" to maintain their position within a business elite.

This pattern of giving is not really dramatically different from that of many foundations and it has the same implications. Corporations nationally provide about a quarter of the budget of the United Way—the "safe charity" to which everybody contributes. Moreover, because organizations of people of color, women, elders (who re-

*Dead people give
more money to non-profits
than corporations.
Think about it.*

ceive less than 3% of all corporate contributions nationally), the disabled and other socially disenfranchised groups do not have relationships with corporate officers, their "causes" are much less likely to receive attention or assistance.

Who Threw the Babies in the Water?

Secondly, there is a more serious problem for social change organizations. In a recent conference on philanthropy and women's issues in Southern California, participants noted that concepts like "social change," to say nothing of words like "advocacy," have a way of escalating to "revolution, unrest and anarchy" in corporate minds.

Sheila James Kuele, managing attorney of the Southern California Women's Law Center, described the bias against structural change with a fable about babies:

It seems that one day some women noticed that babies were showing up floating down a nearby river. One woman jumped in the water and began bringing babies one-by-one to shore. Another came along and started teaching the babies how to swim. To both women's dismay, a third woman came along and started walking upstream. "I'm going to find out who's throwing all these babies in the water," the third explained.

One reason that corporate funders may not be interested in addressing "who threw the babies in the water" is that they may be pointing the finger at themselves, or at one of their peers.

If you don't have an acceptable "cause celebre," aren't friends with a corporate CEO, and don't represent a mainstream art institution, a major university or the United Way, how do you attract more corporate money and resources? Interviews with a dozen Bay Area fundraisers and a number of community organizers helped us

develop the following list of suggestions:

1) Speak softly, but don't be afraid to make an enemy.

A number of the organizations the ARC staff interviewed mentioned that their first contacts with the corporate world were at least primarily adversarial. For instance, both Cambodian New Generation (CNG) and the Mission Economic and Cultural Association (MECA) met with representatives from the Bank of America to negotiate with the bank about providing multi-lingual outreach and personnel in the bank branches in their communities. CNG was initially successful in getting the BofA to hire two Cambodian-speaking staff and was later able to gain support from the bank for other CNG programs.

MECA addressed their constituents' interest in a different manner. Their initial negotiations centered on bank participation and sponsorship of three events in the Latino community in San Francisco. The bank picked up Latino customers, and MECA was able to leverage BofA's initial reluctant participation into a self-interested partnership.

2) Be persistent and follow up on turndowns.

Both Asian Neighborhood Design (AND) and Filipinos for Affirmative Action (FAA) asserted that they'd applied to some corporations for five years before they received a positive response. As AND fundraiser Grant Din remarked, "it was actually in the follow-up meeting to the initial turndown that I was able to communicate what we do in a way that enabled us to get a grant the next year."

3) Use all the leverage available to your group.

In attempting to raise money for their organizations, a coalition of groups in the Los Angeles area was able to use the Community Reinvestment Act as a means to leverage loans to a low-income housing project, and grants to local service and advocacy groups.

4) Find out exactly who gives and who gets corporate money.

If you don't know the corporate insiders, you may be able to find out something about them from people on our side of the table. Remember the old axiom, "people give to people." (The more crass version being, "it's not what you know but who.") Follow-up on the employee connections. Some corporations have both volunteer programs and corporate programs that match individual donations with corporate funds.

5) Go after the in-kind services.

While it is true that in the words of Kim Klein, publisher of the *Grassroots Fundraising Journal*, "volunteer time doesn't pay the phone bill," there are other reasons to go after a corporation's in-kind resources. First, corporations can donate equipment that can save your organization thousands of dollars. Second, if you

get resources, it is usually easier to go back for cash. A partial list of in-kind corporate resources includes:

- a) *Volunteers.* Sometimes specialists are available for financial planning, marketing, etc.
- b) Help with the development of *promotional material.*
- c) *Telecommunication services.* Using those phones at night can help on the donor follow-up.
- d) *Transportation.* Weekend loans of corporate cars or vans can be useful for staff retreats or anti-war demonstrations.
- e) *Space.* Free or cheap space can be helpful for meetings, retreats or even temporary offices.
- f) *Library and research facilities.* Some corporations have spent hundreds of thousands of dollars on research facilities with great online access to a variety of expensive data bases. Two days in a good research facility could easily be worth three or four thousand dollars.
- g) *Staff training* in specific skill areas.
- h) *Equipment.* Not all of it goes to the United Way. Here again, staff connections can prove very valuable.
- 6) **Organize a systematic campaign to obtain corporate resources.**

This approach has been used by the San Francisco Organizing Project, the Portland Organizing Project, several community-based organizations in Chicago, and by groups in the DART organizing network in Florida. This

is a very simple, straightforward approach. Essentially, the organization sets up a scale of acceptable contributions ranging from \$1,000 to \$5,000 and assesses corporations, based on their size, for set amounts.

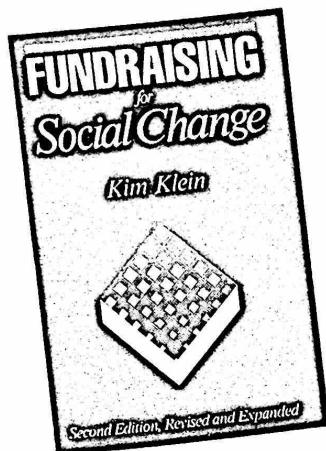
The perspective of the organizations is that they make an important contribution to the community, that the work costs money and that it is in the self-interest of the corporation to support the work. Members of the organizations make appointments with the CEOs of the corporations and then make a case and ask for the assessed amount. (All of the internal literature clearly states that the request is not begging, but simply asking for a reasonable contribution towards the work.) Contributions of less than \$1,000 are sent back.

Some groups have applied various pressure tactics to corporate leaders unwilling to meet or to seriously consider the groups' requests. This approach has consistently raised between \$15,000-\$150,000, depending on the size, age and visibility of the group. **The advantage of this approach is that you don't have to be nice to anyone.** You just have to belong to an organization with a membership that is not afraid to make enemies (see point #1). ■

References for this article available on request and in the complete publication.

Gary Delgado is Director of the Applied Research Center in Oakland, California.

Second Edition—
Updated and Expanded



Fundraising for Social Change

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.

In this revised and expanded version, Kim Klein has added chapters on:

- Dealing with Anxiety
- Fundraising in Rural Areas
- Using Computers

In addition, this book tells you how to motivate your Board of Directors and analyze your constituency. There's information on how to use direct mail techniques successfully. You'll learn how to raise funds by telephone or through special events, how to plan and implement a major gifts campaign.

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KIM KLEIN: REPORT FROM THE ROAD

As *Journal* readers know, my partner, Stephanie Roth, and I are taking a year off and travelling as far around the world as our savings, combined with some work, will take us. Our first stop was five weeks in the Caribbean during June and July, visiting the countries of Belize, Jamaica, St. Lucia and Dominica, with a much too brief final stop in Antigua. We traded room and board for conducting fundraising workshops and consultations in each country. In this way, we were able to meet with a wide variety of non-governmental organizations—NGOs, as non-profits are called there.

The organizations we worked with are primarily supported by European governments and Canadian funding agencies. The groups themselves put on some small special events, a handful raise money from USAID, Oxfam, and CARE, and two women's organizations receive funding from the Global Fund for Women. All the groups' funding sources are cutting back on them. As the worldwide recession deepens and as world attention shifts to Eastern Europe and the countries of the former Soviet Union, these groups are being told to become more self-sufficient. Whether or not that is possible remains to be seen, but certainly they could raise more money locally than they do now.

Although these countries are very different one from another, they face similar challenges that tend not to be true in the United States. For example, in discussing raising money by mail, we discovered that only a tiny percentage of people—those who are wealthy and some who own businesses—have checking accounts. These are cash economies and the logistics of gathering money becomes a major factor, as it is unsafe to send cash through the mail. A problem similar to many poor, rural communities in the United States is how few people have telephones, and how expensive it is to make even local calls. Fax machines have become popular for organizations because they eliminate the need to make small talk on the phone.

Reluctance about asking for money, difficulty in

building a strong Board of Directors, too few staff and too little money seem to be universal complaints. In addition, in these countries there are few tax advantages for giving money (and in some countries there are none), no discounted bulk mail, and only a handful of local foundations or individual philanthropists.

Nevertheless, in each country there is a surprisingly strong and varied NGO community. Let me describe just a cross section of the creative work we encountered.

In Belize:

■ A small women's co-op affiliated with the Belize Rural Women's Association, with a budget of \$2,000 a year, is helping rural women start businesses. The group helps women decide on a business and make a plan and gives them a loan to start. The loans are much smaller than most bank and credit unions would consider making. One woman the co-op has helped lives by a bus route and has converted half her verandah into a small stand serving cold drinks, candy and fruit. She is open for a few minutes in the morning and the afternoon, when the one daily bus stops, and people get off and buy from her. She makes enough money to pay for her eight children's school books and uniforms (even though schooling is free, books and uniforms are not, which makes schooling out of the reach of many people).

■ The National Black Garifuna Council serves 16,000 Garifuna, who are Black Caribs. They have their own language and culture, which this group seeks to preserve and teach to young Garifuna. Their ancestors were escaped slaves who were taken into the Carib Indian nation more than two hundred years ago. Despite high rates of poverty and unemployment among these people, the council charges \$5 to join and \$1 monthly dues. They have 1,000 members.

In Jamaica:

■ The 15-year-old Sistren Theatre Collective is internationally known for their theater performances, which



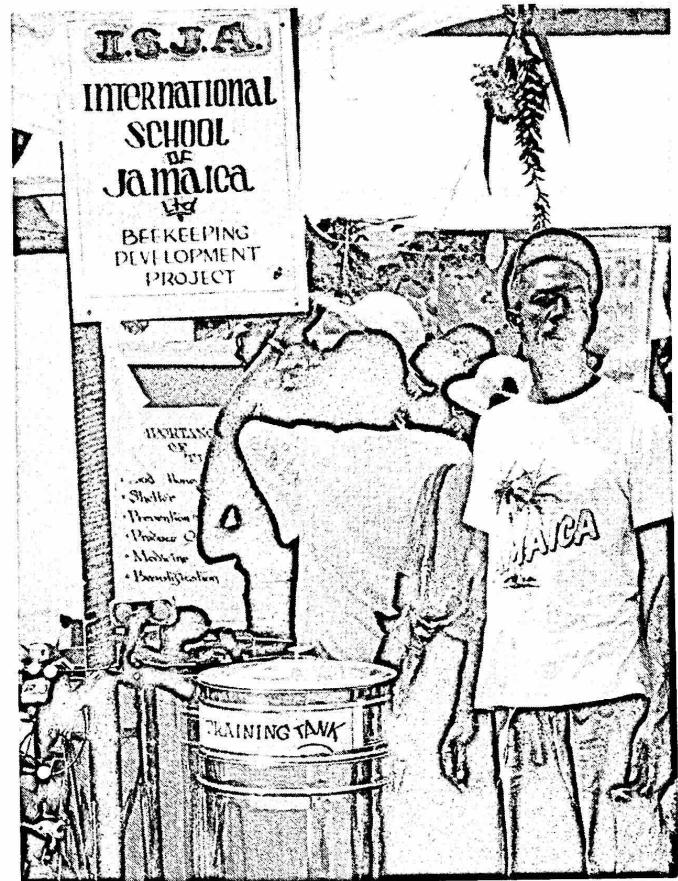
An educational display from an economic development project promoting beekeeping in Oracabessa, Jamaica. One of the businesses is called "Reggae Honey" and the logo features bees with dreadlocks.

address women's issues such as violence, poverty, and sex-roles. Their set-up rivals anything I have seen in the United States for a women's organization. To start with, they own a large, magnificent house in Kingston. The house contains a performance space for their theater rehearsals, a textile production facility where they make beautiful silk-screened T-Shirts, curtains, sheets and the like, a research library that also serves to produce their quarterly newsletter and various reports and books on women and culture, women and the economy and so on, and office space for their administrative and fundraising staff. There are 18 women in their collective. They raise money from foundations, corporations, and international funding agencies as well as from fees, sales, subscriptions, and special events of many kinds.

In Dominica:

■ The Amateur Ham Radio Network promotes the ownership and use of ham radios. As the representative from this group introduced himself at one of our workshops, I thought this organization probably promoted this as an interesting hobby. As it turned out, ham radio operators have often saved people's lives, particularly during hurricanes. During Hurricane Gilbert, for example, the only contact Dominica had with the outside world for several days was through an amateur ham radio operator. They were most excited by direct mail, feeling that the stories they could tell lent themselves well to that strategy.

■ The Dominica Association of Disabled Persons (DADP) was formed by a small group of people with disabilities who wanted an organization with more of an activist and advocacy approach than existing service-oriented groups. In terms of a broad range of individual



donor and grassroots fundraising strategies, this was one of the most impressive groups we visited. After attending a fundraising course in Jamaica with me and Hank Rosso last November, they decided to work on expanding their support from individuals and local businesses.

First, they sent out 100 letters to local businesses asking for specific amounts based on the size of the business; 12 responded with multi-year contributions, some for more than requested. Next, they developed a pledge program with individuals, asking people to give 20 Eastern Caribbean dollars per month. So far, they have eight individuals giving this amount, which they collect by going to each donor's home or place of business. In addition, they run special events including raffles, cake sales, bingo games and walk-a-thons.

What impressed us was not just the diversity of their fundraising efforts, but the number of people in the organization involved in them. Everyone from the executive director to the secretary (the only person not disabled), plays a role, and they all even seem to like it!

I was heartened by the work we saw, and reminded again of the worldwide network of small organizations working on local issues. It is wonderful to see some of them up close.

Our next report will come from the islands of Vanuatu (formerly the New Hebrides) and Australia. ■



Everyone Wins at Our Fundraiser: *A Chocolate Lovers' Festival*

by Darla Gill

Thirty booths of different, donated chocolate delicacies are artfully, but strategically, placed in the large hotel conference area. Intermingled among them are booths of chocolate lovers' T-shirts, mugs, and tea towels. A local radio broadcaster is ready to go. The first of the five hundred people who will attend this year's event start turning in their tickets. They are given gather-up boxes and sacks to collect informational materials about the local mental health services that organize and benefit from this annual Chocolate Lover's Festival.

Our afternoon is starting, and its careful planning reflects our motto, "Win for the public and win for us."

This is our seventh Chocolate Lovers' Festival. The first year 100 people came, and we grossed \$800. This year we will be grossing \$5,000.

This is how we have strategized and carried out our plan.

"We give our coalition members voices and choices," says Phyllis Clements, a coordinator of the event, referring to the coalition of organizations involved. The two coordinators have done the initial planning. They have identified possible dates, times and sites for the festival, trying to incorporate results of last year's evaluations.

At our first coalition meeting, we are given computer printouts of all the tasks that need to be done, and we sign up for our choices. We quickly volunteer because all of us feel that we play important roles in the fundraiser.

"Planning well at each stage of the campaign and having a key person see that each stage is carefully followed out is the best advice I can give an organization that holds a Chocolate Lovers' Festival," says Mrs. Clements.

She continues, "The formula for success for the festival is making it appealing to the public, making it a family event, publicizing the real need for funds for your service projects, and making the campaign business-like, but fun."

This year's Chocolate Lovers' Festival will be grossing \$5,000. A \$10 ticket allows the person to select 20 chocolate treats.

The Basic Steps

1. You need \$1,500 up front to get the festival off the ground. It will repay itself in the long run.
2. Get people to "think chocolate." We have official "Chocolate Lovers' Festival" letterhead that we use for press releases, letters to potential chocolate treat donors, letters to potential coalition members—any related correspondence. We have our own Festival logo drawn by a coalition member. Townspeople recognize our festival by it.
3. Advertise well, focusing on the fact that the festival raises money for an important need and that you want to raise consciousness for your social service work. Mrs. Clements writes four to five press releases for the local newspaper, giving the important details about the fundraiser and its purpose. She includes stories about past recipients of grants with action shots of them using their money. She also lists a few of the chocolate donors and businesses that contribute door prizes. She enlists radio stations to air call-in quizzes with tickets to the festival as prizes. The only publicity we purchase is a quarter-page ad, in color, in the local newspaper, which costs \$250.
4. Select a suitable place for the festival. We rent a hotel's large open conference area for all the activities.

continued on page 14

Profile of A Major Donor

by Kim Klein

The donor interviewed for this profile lives in a small city in the southeastern United States. He was born and raised in that city and practices dentistry there. Much of this donor's giving is related to his family's relationship to the local orphanage. His grandmother and her two sisters were raised in the orphanage (now called a Children's Home). Subsequently, his father served as the president of that organization for 35 years.

This man is a graduate of Howard University, and is the first person in his family to go to college. In addition to his medical degree, he also has a Masters in Social Work. He is now nearly 60 years old and lives with his wife in a rambling four-bedroom home on 25 acres of woodland.

The organization he gives the most to is the Children's Home, almost \$10,000 a year. It is also named as a beneficiary of much of his estate. He also gives \$2,000 a year to Howard University, \$2,000 to the Methodist Church that he and his wife are active in, and another \$3,000 to a variety of causes, mostly related to children.

His wife is a social worker and also gives generously from her earnings. She contributes \$1,000 to the Methodist Church, \$1,000 to a local anti-racist organization, \$500 to a school in Haiti, and \$500 to the National Black Women's Health Project.

This donor and his wife give independently of each other and rarely discuss their giving. "I agree with all the things she supports and she agrees with mine, so there is no need to discuss it," he says. She gives away 10% of her gross income and he gives 20% of his. I asked him how he decided to give so much. "The Bible is clear that we are to give 10%. I grew up that way. My grandmother said she learned that from her mother before her mother died and they all had to go to the Children's Home. No matter how

much you have, only 90% of it belongs to you. The rest belongs to God—or in my interpretation of that, to the charities that mean something to you. So I take my 90%, and I say, "How much of my money do I want to give away?" I do very well as a dentist, and I can afford to ask that question. Some folks need the whole 90% to live on. So I decide to give 10% of my own money. That's how it comes out to be 20%, but only 10% is really mine."

"People are way too proud about their money."

This donor does not respond to direct mail and rarely to phone calls. He says, "I don't dislike direct mail at all. In fact I often read it and learn something about issues I had no idea of. For me, it's like an alternative to the newspaper and sometimes more accurate. But I know so many groups personally that I don't need to give to groups I don't know. I'm lucky that way. I don't like it when people say bad things about direct mail. I say to them, 'How do you expect these groups to get money from you? They don't know you personally so this is the only way they can ask you.' People are way too proud about their money and way too stingy with it. I say to some of the doctors I know, 'Buddy, you make a lot of money because you're a doctor and doctors make money. It's not because you're smart or good looking or even a good person. You're just a doctor and doctors are paid more than they're worth. You should thank God and get rid of some of that money.'"

I asked him if a lot of people ask him for money in person. He said all the groups he gives big gifts to come to him personally, and he has good relationships with them. He is on

the Board of his Methodist Church and has been on the Board of the Children's Home, so he also raises money. The Children's Home serves children whose parents are dead, disappeared or too poor to take care of them.

He has also given \$200 a year to another facility that serves primarily children with serious physical disabilities. He told an illuminating story about the first time someone from that group came to ask him for a donation. A Board member from that facility was assigned to ask him for \$1,000 for their home. This do-

This donor said, "This is a story about preparing your Board members. First off, you have to remember that my first name is used for both women and men. This poor fool called my office and my receptionist told him to come by the office at a certain time. This handsome white guy arrived at the time

appointed and saw only me and my receptionist. We were talking by her desk. He looked flustered and I couldn't help but string him along a little, so I didn't say anything at first. Clearly he had not been told that I'm black. My receptionist is white, and he couldn't decide which of us was the dentist. She's seen this a lot and it bothers her. I just laugh.

Only a few seconds had passed and I was feeling sorry for this guy when he finally said to her, 'Are you Dr. _____?' I guess he thought it was more likely that a woman would be a dentist than a black person." I asked how the rest of the interview went. "He was thrown off. He apologized way too many times and made me feel guilty that I hadn't just said who I was. I gave him the \$1,000 to teach him a lesson about assumptions and stereotypes. Later I told my wife the story. She said it

reflected badly on the development director. She said the board member needed to know whether he was going to be talking to a man or a woman, let alone what color that person might be."

This man is the ideal donor—easy to approach, generous, thoughtful, and committed. Looking for people with spiritual or religious values will turn up many more like him, because their attitude to money is shaped by those values. The donor's story illustrates the importance of preparing Board members who go out alone to ask for a gift. In the story he tells, everything worked out all right, but it could have been much more embarrassing for all concerned. Board members are nervous enough when they go on these calls, and their anxiety can cloud their common sense. They are fortunate when they find this amenable a donor. ■

Chocolate Lovers' Festival *continued from page 12*

People can wander from area to area or visit beside the pool. There is nearby refrigeration for booths requiring it.

5. Search out chocolate donors. Donors give us about \$4,500 worth of chocolate treats. We ask them to supply 300 treats worth 50 cents apiece.

6. Round up door prizes. A one-in-ten chance of winning a door prize sounds appealing. Door prizes worth a total of \$5,000 are donated. These include big-ticket items such as all-expenses-paid weekends in Sun Valley, Idaho and Jackson, Wyoming, round-trip airfare to anywhere a local small airlines flies, and prized artwork. With only two major fundraisers in town each year, we also get many small items donated for door prizes. Donors, in turn, receive free publicity. Coalition members each contact four or five potential donors for door prizes. Many donors help year after year.

7. Select a master of ceremonies to keep the action going. Ours is careful to thank people for coming and companies for donating chocolate treats and door prizes. Periodically, she makes public service announcements for the sponsoring mental health groups. She also introduces entertainers (who usually donate their time). Periodically, she draws for door prizes.

8. Keep people "thinking chocolate." We sell tickets for \$10 each at local businesses that are noted for their

chocolate items. Our coalition members sell to people they know, and tickets are sold at the door. A ticket allows the person to select 20 chocolate treats.

9. Devise a detailed room arrangement plan. We provide a diagram for the hotel's employees with numbered banquet tables and the desired location for them. We send letters to vendors prior to the festival, showing their location, and coalition members help them get located on the day of the festival.

Everybody Wins!

At the end of the day we tally our proceeds and divide them among the mental health agencies. We've earned enough to award five grants for \$333 each and one grant for \$150 for mental health service projects. The balance of the money goes to vocational programs for persons with serious mental illnesses.

Everybody wins at our Chocolate Lovers' Festival: The mental health groups receive funding, chocolate-related businesses get better known, and people attending not only get to feed their fancy for chocolate, they leave knowing a lot more about mental health issues. ■

Darla Gill loves chocolate and does advocacy work with the Southeast Idaho Mental Health Coalition.

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