

Contents

VOLUME 26 / NUMBER 6 ■ NOVEMBER / DECEMBER 2007

Four Steps to Building a Fundraising Culture: A Case Study

4

Manish Vaidya

A longstanding prisoners' rights group becomes more intentional and systematic in its efforts to create a culture of fundraising. Here's how they're doing it.

The Transformative Power of Fundraising

7

Pilar Gonzales

Longtime fundraiser Pilar Gonzales talks about the links between fundraising, forgiveness, and social justice.

Racing for Fundraising

12

Shelana deSilva

Putting on its own version of the TV reality show "Amazing Race," a queer rights group in New York City has created a fun, frantic, and unforgettable fundraising event.

BOOK REVIEW: Understanding Nonprofit Finances by Michael K. Wells

12

Reviewed by Nancy Otto

Are you stumped by your organization's annual budget sheets and financial reports? Our reviewer was, too — until she read this book.



On Our Cover • THE ARTWORK FEATURED ON THE COVER IS FROM THE PHOTOVOICE PROJECT OF LEGAL SERVICES FOR PRISONERS WITH CHILDREN (LSPC). THIS PIECE AND OTHERS FROM THE PROJECT WERE DISPLAYED AT AN ART GALLERY AND AT AN LSPC FUNDRAISING OPEN HOUSE. LSPC'S COMMITMENT TO DEVELOPING A STRONGER FUNDRAISING CULTURE IS DESCRIBED IN THE ARTICLE IN THIS ISSUE BY MANISH VAIDYA.

DOES YOUR ORGANIZATION NEED MONEY?

Subscribe to the Grassroots Fundraising Journal.

Budgets under \$250,000: **\$39/year** ■ Budgets under \$1 million: **\$48/year** ■ Budgets over \$1 million: **\$56/year**

NAME _____ ORGANIZATION _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

PHONE _____ E-MAIL _____

PAYMENT: Check enclosed Bill me Charge my credit card:

CREDIT CARD # _____ EXPIRATION DATE _____ SIGNATURE _____

I've enclosed a donation of \$ _____.

PLEASE SEND TO: Grassroots Fundraising Journal ■ 1904 Franklin Street, Suite 705 ■ Oakland, CA 94612
FAX TO: (510) 452-2122 ■ **CALL TOLL-FREE:** (888) 458-8588 ■ **OR SUBSCRIBE ONLINE:** www.grassrootsfundraising.org

Grassroots Fundraising Journal

The *Grassroots Fundraising Journal* is published six times a year: January/February, March/April, May/June, July/August, September/October, November/December.

PUBLISHER EMERITUS: Kim Klein

EDITOR IN CHIEF & CO-DIRECTOR: Stephanie Roth

CO-DIRECTOR: Priscilla Hung

ASSOCIATE PUBLISHER: Jennifer Emiko Boyden

SENIOR EDITOR: Nancy Adess

FINANCE MANAGER: Nan Jessup

BOARD OF DIRECTORS: Charlie Fernández, Helen Kim, Jeremy Smith

GRAPHIC DESIGN & PRODUCTION: Cici Kinsman/C² Graphics

COVER PHOTO: Courtesy of Legal Services for Prisoners with Children

WEBMASTER: Craig Wiesner, Reach & Teach

SUBSCRIPTION INQUIRIES: Please call, email, mail, or visit our website (address below).

ADVERTISING INQUIRIES:

Please call or email us for media kit.

WRITERS' GUIDELINES:

Please call or email us for guidelines.

REPRINT POLICY:

Please call or email for permission to photocopy articles from the *Journal*.

Grassroots Fundraising Journal

1904 Franklin Street, Suite 705
Oakland, CA 94612

PHONE: (888) 458-8588 (TOLL-FREE)
(510) 452-4520 (SF BAY AREA)

FAX: (510) 452-2122

E-MAIL: info@grassrootsfundraising.org

www.grassrootsfundraising.org

Periodicals Postage at Oakland CA 94615
023-243 and at additional mailing offices

Postmaster — send address changes to:
1904 Franklin Street, Suite 705
Oakland CA 94612

© 2007 Grassroots Fundraising
ISSN No. 0740-4832



Statement of Ownership, Management, and Circulation: 1.Publication Title: *Grassroots Fundraising Journal*; 2.Publication Number: 0740-4832; 3.Filing Date: 9-20-2007; 4.Issue Frequency: bi-monthly; 5.Number of Issues Published Annually: 6; 6.Annual Subscription Price: \$39; 7.Complete Mailing Address of Known Office of Publication: 1904 Franklin St Ste 705, Oakland, CA 94612; Contact Person: Nan Jessup; Telephone: 510-452-4520 x303; 8.Complete Mailing Address of Headquarters or General Business Office of Publisher: same; 9.Full Names & Complete Mailing Addresses of: Publisher: Priscilla Hung, GIFT/Grassroots Fundraising Journal, 1904 Franklin St., Ste 705, Oakland, CA 94612 / Editor: Stephanie Roth, GIFT/Grassroots Fundraising Journal, 1904 Franklin St Ste 705, Oakland, CA 94612 / Managing Editor: Jennifer Boyden, GIFT/Grassroots Fundraising Journal, 1904 Franklin St Ste 705, Oakland, CA 94612; 10.Owner: Grassroots Fundraising Inc., 1904 Franklin St Ste 705, Oakland, CA 94612 / Priscilla Hung, Co-Director 1904 Franklin St Ste 705, Oakland, CA 94612 / Stephanie Roth, Co-Director 1904 Franklin St Ste 705, Oakland, CA 94612; 11.Known Bondholders, Mortgagees, and Other Security Holders Owning or Holding 1 Percent or More of Total Amount of Bonds, Mortgages, or Other Securities: none; 12.Tax Status: Has Not Changed During Preceding 12 Months; 13.Publication Title: *Grassroots Fundraising Journal*; 14.Issue Date for Circulation Data: September/October 2007; 15.Extent and Nature of Circulation **Average No. Copies Each Issue During Preceding 12 Months & No. Copies of Single Issue Published Nearest to Filing Date** 15a.Total Number of Copies (Net press run): 3,800; 3,700 15b.Paid Circulation (By Mail and Outside the Mail) (1)Mailed Outside-County Paid Subscriptions Stated on PS Form 3541 (Include paid distribution above nominal rate, advertiser's proof copies, and exchange copies): 2,737; 2,563 (2)Mailed In-County Paid Subscriptions Stated on PS Form 3541 (Include paid distribution above nominal rate, advertiser's proof copies, and exchange copies): 0; 0 (3)Paid Distribution Outside the Mail Including Sales Through Dealers and Carriers, Street Vendors, Counter Sales, and Other Paid Distribution Outside USPS: 0; 0 (4)Paid Distribution by Other Classes of Mail Through the USPS: 190; 154 15c.Total Paid Distribution (Sum of 15b1-15b4): 2,927; 2,717 15d.Free or Nominal Rate Distribution (By Mail and Outside the Mail) (1)Free or Nominal Rate Outside-County Copies Included on PS Form 3541: 255; 394 (2)Free or Nominal Rate In-County Copies Included on PS Form 3541: 0; 0 (3)Free or Nominal Rate Copies Mailed at Other Classes Through the USPS: 63; 92 (4)Free or Nominal Rate Distribution Outside the Mail (Carriers or other means) 229; 6 15e.Total Free or Nominal Rate Distribution (Sum of 15d1-15d4): 547; 492 15f.Total Distribution (Sum of 15c and 15e): 3,474; 3,209 15g.Copies not Distributed: 326; 491 15h.Total (Sum of 15f and g): 3,800; 3,700 15i.Percent Paid (15c divided by 15f times 100): 84.3%; 84.7%



LETTER FROM THE EDITOR

STEPHANIE ROTH

I just returned from South Korea, where Kim Klein (former Publisher of the *Journal*), Helen Kim (*Journal* board member) and I were featured trainers at the “First NPO Conference,” sponsored by the Beautiful Foundation (a community foundation based in Seoul). The conference focused on grassroots fundraising, and was modeled on the *Grassroots Fundraising Journal*’s “Raising Change: A Social Justice Fundraising Conference” in August, 2006, which some of the foundation’s staff attended.

Like Raising Change, the Seoul conference quickly reached their capacity of 225 attendees and had to turn away a lot of people. The organizations in attendance worked on issues as diverse as humanitarian aid, disability rights, social services, immigrant labor organizing, feminist organizing with young women, human rights, and the environment. Hearing about the work of these groups was incredibly inspiring.

One example: a community center in a small, very poor neighborhood in a southern Korean city raised \$100,000 to build a library. As people left their town to get jobs elsewhere, longtime residents wanted something that their children could be proud of and that might be a reason for people to stay or to return. They decided on a library because libraries are rare in Korea. Using a combination of grassroots strategies — a street canvass with kids soliciting funds from passersby, a “buy a book” campaign, special events, and so on — they reached their goal. Some particularly creative strategies included: a group of fathers donated their savings from not buying alcohol for several months; some seniors gave a percentage of their pensions for a year. Now completed, the beautiful library building is used for a wide range of community events.

This issue is full of examples to inspire you during this busy “end of year” fundraising season. GIFT program coordinator Manish Vaidya gives an insightful look at one organization’s efforts to build a stronger fundraising culture, highlighting both successes and challenges that all of us can learn from. A longtime member of the *Grassroots Fundraising Journal* community, Shelana deSilva writes about a pledge-raising event produced by Queers for Economic Justice in New York that is a clever twist on a reality TV show. It illustrates how you can build your fundraising team by using imagination and creativity to develop activities that people will *want* to participate in. And you’ll want to share the excerpt from a thought-provoking speech by Pilar Gonzalez with your board and staff, as a way to begin (or continue) a conversation about the role fundraising can play in transforming people and communities. Finally, a book written for fundraisers on how to understand nonprofit finances is reviewed by fundraising and organizational consultant, Nancy Otto.

I hope that in addition to raising all the money you need by December 31st, that you take some time to celebrate all you do to make your communities — and the world — a better place.

Four Steps

TO BUILDING A FUNDRAISING CULTURE: A Case Study

BY MANISH VAIDYA

When I was an intern with the Grassroots Institute for Fundraising Training (GIFT) in 2005, I was placed with a wonderful group, Legal Services for Prisoners with Children (LSPC). At the time, LSPC was a 27-year-old social justice organization focused on the prison crisis for women in California: the fact that California incarcerates more women — mostly poor women, mostly women of color, mostly mothers — than anywhere else on the planet.

The organization had grown from a small group of volunteers advocating for California women prisoners' rights into a national group with 14 staff, 14 board members, and an \$800,000 budget. One of its goals is to build a human rights movement led by currently and formerly incarcerated people and their families.

Though LSPC had raised money from individual donations throughout its history, it had never had a coordinated grassroots fundraising program. My internship was meant to change that.

DEFINING THE GOALS

I first talked with key LSPC staff, and we decided to set some short- and medium-term building goals for our long-term success. The concept of building is one that the community organizing/program staff and board members can relate to because it fits with the organization's program of building a movement for the rights of incarcerated people and their family members. In the fundraising arena, we decided on four core goals.

- **Build a culture of fundraising among staff:** The organization is well known in foundation circles, but we knew it had to increase grassroots fundraising if it was going to survive over the long haul. We had to *want* to ask many people to support our work many times.

- **Build a culture of fundraising among board members:** Like the staff, the board wasn't asking for money from individuals very often. We also needed to recruit and retain new board leadership in a way that also honored the

work of current board members. Some board members, founders of LSPC, had served for more than 20 years!

- **Build an infrastructure for fundraising:** We needed systems and processes that were easy to learn and to use, that reflected the grassroots "family feel" of the organization, and that linked to everything we did as an organization — so we could be sustainable for the long haul.

- **Build a clear identity:** The group has a number of programs that work with formerly incarcerated people, survivors of domestic violence, elderly prisoners, and families of incarcerated people. We wanted our communications and fundraising to reflect that we are led and informed by, and accountable to, our constituency. We wanted to balance our grassroots family feel with nice-looking materials that showed that we're professional and we get things done.

BUILDING A CULTURE OF FUNDRAISING AMONG STAFF

With the advice of a fundraising consultant, I worked with development staff to draft an annual fundraising plan tied to our proposed budget. Planning forced us to think more intentionally about our work, and we included challenging but reasonable grassroots fundraising goals. The process of developing the fundraising plan as a team, describing it to the staff, asking the board to approve it, and evaluating it for the future was a critical piece of building a fundraising culture. It stimulated conversations about fundraising and its importance to our work.

The consultant also held a fundraising training for staff. We talked about money, power, social justice and fundraising for the first time as a large group. It changed how we thought about fundraising — from a necessary evil to something we were proud to do, and as something that goes hand-in-hand with our community organizing

work. Staff got excited about asking people for financial support to keep building the movement!

At the fundraising training, staff came up with simple ways they could be involved with grassroots fundraising. They agreed to continue writing notes on appeal letters and handwritten thank-you cards. They would also start stapling business cards or write contact information from prospects onto a new “database intake form,” which could be used to jot notes about the prospect’s relationship to LSPC and to the staff member, their interests, and so on. Copies of

member, I follow up with other board members through one-on-one phone calls.

We decided to hold an open house in Spring 2006. We knew it would be easy to organize, raise our visibility with prospects and help us retain current donors, and it was something fun that board and staff could do together. We already had our accomplishments displayed throughout our office space. All we did that first year was design and mail invitations, secure door prize and food donations, clean up our desks, and recruit two board members to emcee the

We increased the number of donor calls and visits we chose to do, and our return increased dramatically. Several donors increased their gifts by thousands of dollars!

the database intake form are now in a hanging folder on the wall with the title “Help build the future of LSPC!”

The fundraising training and conversations are starting to pay off in interesting ways. In 2005, we held an opening event of a PhotoVoice exhibit depicting how youth see themselves as targets of the prison and policing system. The 100-plus attendees enjoyed food, a program, and music. After the event, one of the coordinators said, “We really should have done a pitch there.” Now we include a fundraising pitch in all our events.

Our fundraising team also watched a fundraising training video together and did role plays of donor asks in preparation for our year-end fundraising campaign. We increased the number of donor calls and visits we chose to do, and our return increased dramatically. Several donors increased their gifts by thousands of dollars! At first, most of the face-to-face visits and phone calls were done by the development team; this year we plan to bring board members and program staff on donor visits — with the goal that eventually, every staff and board member will do face-to-face asks.

BUILDING A CULTURE OF FUNDRAISING WITH THE BOARD

The consultant also held a fundraising training for the board. Like the staff, board members were surprised that fundraising could feel so empowering, and they especially connected with the social justice orientation.

Board members made commitments to fundraise in ways that made sense for them. Several board members volunteered to make or donate items as door prizes for an open house. One member decided to go door-to-door to talk with her neighbors about LSPC. All board members were asked for individual gifts and for help in acquiring new donors. We have been dedicating more time at board meetings to review individual board member commitments, and as part of my post-internship role as a board

event and coordinate a brief program with a pitch. We chose as emcees the board chair, a long-time board member in his sixties, and our newest and also youngest board member, a woman in her mid-twenties. This was good modeling of intergenerational leadership development. We expected to gross \$2,000 — instead, \$6,000 came in.

The open house generated excitement among our board and staff and in the community. Seventy-five people came to our office, including new prospects and long-time donors who had never seen the space. The program dragged on too long and the pitch could have been better, but we raised money and attendees told us they had fun.

The energy from the open house carried over into discussions among long-time board members about setting board term limits and developing new leaders for the board.

With the staff fearing some long-time board members might feel they were being ousted, a well-respected board member proposed that we start an advisory council. This non-voting body would allow us to call on former board members for advice on major organizational decisions and would honor our elders publicly in our print materials. Long-time board members loved the idea of being freed from some of the larger time commitments of board responsibilities while staying engaged.

We recruited two younger board members (including myself) who were already connected to LSPC, and made a long-term commitment to continue recruiting board members from our programs and from the people we work with regularly to help us stay accountable to our constituency.

Board members and the staff fundraising team discussed key things board members would need in order to be great advocates for LSPC. This discussion resulted in the creation of a comprehensive board binder with articles on fundraising and other areas of board development, scheduling an orientation for new board members, and a goal of having more regular communication between staff and board.

BUILDING AN INFRASTRUCTURE FOR FUNDRAISING

Fundraising has taken on a visual life in the office, which keeps us on track. Hanging on a wall in the office is a large fundraising thermometer, with our annual income goal at the top. Every time we receive a grant, complete a fundraising campaign, measure the return from our newsletter, and so on, that amount is registered on the thermometer. Every staff member now always knows how our fundraising is going.

Next to the thermometer is a large-type printout of our fundraising plan, with highlighted sections for grassroots fundraising. Next to the fundraising plan is a four-month calendar decked out with sticky notes color-coded by type of fundraising activity that announce major dates, including upcoming proposal deadlines, donor visits, and so on. Next to the calendar, eight sheets of paper account for the remaining eight months of the year, with fundraising tasks on sticky notes posted on the appropriate month. Each month, the four-month calendar changes as we move sticky notes around.

This system works like clockwork. Development team meetings take place in the room where all this information is posted. At each meeting, we review our commitments, revising them as necessary. The system is also helpful to board members, who can see at a glance how much money has been raised, what donor visits are scheduled for the month, or whether any grant reports are due soon.

Creating this infrastructure gave the organization a more realistic picture of what it takes to coordinate the fundraising work, with the result that the group saw the need for a new staff position of Grassroots Fundraiser/Media Communications Coordinator. Although we're still evaluating whether this job is too big for one person, having a staff person who is proactively building relationships with media will help us bring our constituents' voices to the public and raise our visibility, which will help our fundraising.

Another infrastructure item we attended to was our database, upgrading to a program that enables us to code, analyze and segment our donor list so as to target our fundraising efforts. The more powerful software has made fundraising both more efficient and more cost-effective, and has already paid for itself in increased income.

BUILDING A CLEAR IDENTITY

In 27 years, the organization never had a logo or organizational colors. Luckily for me, the staff was already aching to change to a bold, cohesive, professional-looking message. Last spring, we launched our logo, nicknamed Phoenix Rising — a depiction of a strong, crimson-colored

phoenix soaring above water. We also created new business cards, letterhead and envelopes, and soon we will have a new website — all of which show us to be political, professional, and intentional about our work while providing a consistent image that members, donors, and prospects can remember.

At the same time, we upgraded our newsletter from amateur-ugly to be more professional looking and visually appealing. We immediately saw a greater return from that mailing, and I feel it helped our overall fundraising. Now we're considering publishing shorter newsletters quarterly rather than the big annual newsletter that has been going out, on the theory that most donors will appreciate the increased contact.

Another part of our identity is the handwritten thank-you notes we send, printed on cards featuring the artwork of some of our incarcerated clients, with a blurb about the artist on the back. We feel these cards extend the family feel of the organization, and more important, the cards make our incarcerated clients more visible to donors.

LSPC's fundraising program is ripe with opportunity. Surely, it will take much more for us to build a sustainable grassroots fundraising program. However, with a new logo and marketing materials, a new staff position coordinating grassroots fundraising and media relations, with structures and processes in place and increased giving, I think we're on the right track. **GF**

MANISH VAIDYA IS A MEMBER OF THE BOARD OF DIRECTORS OF LEGAL SERVICES FOR PRISONERS WITH CHILDREN AND PROGRAM COORDINATOR AT GIFT, GRASSROOTS INSTITUTE FOR FUNDRAISING TRAINING.

For More Information

LEGAL SERVICES FOR PRISONERS WITH CHILDREN:
www.prisonerswithchildren.org

LSPC'S ALL OF US OR NONE PROJECT:
www.allofusornone.org

GIFT INTERNSHIP PROGRAM:
www.grassrootsinstitute.org/pages/intern.html

We want YOUR Story!

Do you have a story of how your group is building a culture of fundraising?

Have you done something that's worked particularly well? Or has something you tried not worked out?

We'd love to hear your story at:
jennifer@grassrootsfundraising.org

THE Transformative Power OF Fundraising

BY PILAR GONZALES



EDITOR'S NOTE: The following article is excerpted from a plenary address given by longtime fundraiser Pilar Gonzales in November 2006 to representatives from Northern California community clinics as part of a Tides Foundation project.

I am among those who believe that fundraising is an act of courage, an act of social responsibility. If you consider that fundraising involves more than money, then you are on your way to making a difference in this practice. Strip away all the marketing, all the gala events, all the lunches, and it is entirely about human beings and their intention to do good.

But while we are raising the money, social justice fundraisers are also pushing the envelope to make social change. By doing our jobs ethically and by challenging old models of classist philanthropy, we are creating a space for justice to exist.

One such attribute of social justice fundraising is that everyone gets asked! No one is excluded. No one is discriminated against on the basis of their income — in either direction. This allows a project, a cause, or a community clinic even, to belong to the entire community — not just to its wealthy members.

I'm a big proponent of the belief that even a dollar or fifty cents on up to thousands of dollars can make a difference in the life of a clinic or a project. If you don't give me a chance to either turn you down or ante up, then how will you know? Will you assume I can't give by the way I dress or by what language I speak? Or if I work in the fields or in an office?

Some years back I was training the board members of a group that worked with rural poor families. The 50-member board was made up of farm workers and corporate attorneys. Quite a mix! And I was warned not to ask farm workers for a donation because it might offend them. There I was being asked to not do my job! I turned to my boss and told him to trust me. He smiled.

I asked the board members to participate in an exercise with me. I told them I was not going to fundraise

from them, but that they were going to fundraise from each other, beginning now. I told them the silence will make them feel awkward, but that I would not jump in! They really had to do the asking out loud on their own.

Giggles came from the group. All eyes were on me. And silence. A good long pause as I passed out envelopes and we all sat there. A minute or so went by — a long one — and soon a farm worker stood up and eloquently said something like this:

This dollar I am holding up represents hard work. It is earned on the backs of my children and my wife, my parents, and my grandparents. I want this organization to succeed. I am asking my white brothers at this table to at least match what I am giving or give more if they can. I am happy to be asking and I feel invincible.

He sat down. Soon a white attorney stood up, and said:

Here's my check for \$1,000. And it was earned through hard work, with hours of neglecting my wife, my children, my entire family, and depriving myself of sleep. I am damn proud to give this money and do this with you.

And so on, until everyone in the room had given what was appropriate to them.

RESENTMENT, FORGIVENESS, AND RECONCILIATION

Aside from the issue of courage, fundraising can tap into issues of resentment, forgiveness, and, we hope, reconciliation between people, whether across class lines or between racial communities, or in a board meeting in rural California.

Without attention to these fundamental feelings, there is no trust, no renewal of faith, and certainly, no fundraising relationships to be cultivated.

Some might think it's simply about envy for the Haves, but the deeper problem with these feelings of resentment is that they encroach on our fair judgment about collaborating with one another, or they keep us from fundraising in diverse communities, and they keep us in darkness.

So what does it take to forgive others for having what you don't have? Or for forgiving oneself for having?

The very element that separates us all is our resources — or lack of resources. Having money gives us value, status, choice, and opportunity, whether we like it or not. Yes, if we were to release into the world all the money of

feel as if you are turning your back on your community? Like you are crossing a cultural or racial boundary that might not let you back in?" And I appreciate these questions because they expose our common fears and our collective misinformation.

Some of the discomfort I first felt when fundraising from individuals was about the social and economic boundaries that we all have. Would I be able to be so bold as to ask for money? After all, I was taught it was rude to be forward and direct, so personal with folks. And what if I offended someone by asking for too much? How would I recover from that shame?

And then I started to practice a language of belonging, a language that acknowledged that I had the right to be there, in that job, asking for those donations! It took some time for me to realize that I had internalized the classist and racist definition of what it meant to be a donor, the giver, and what it meant to be a grantee, the receiver.

I realized I had forgotten that my family and my people too were generous and terrific at fundraising, and not just good at being the grantee! After all, Catholic churches didn't build themselves.

In knowing I belonged anywhere a dominant-culture person belonged, I became even better at my job. Nothing stood in my way. No fear was too great. No goal out of my reach. And I began to wonder why donor services seemed to be only for white donor communities. Why were white philanthropists the only ones usually featured in magazines or articles? Why didn't I hear about the extraordinary generosity of my people in the news?

THREE TRUISMS

There are three truisms for embracing the practice of individual fundraising in your campaigns.

First: Be sincere, be honest, be human.

Fundraising can be a transformative, empowering experience for all involved.

I have helped move millions of dollars from the hands of donors to communities in need. But no one does it alone. I am but one asker and part of a whole. Never forget that organizational history precedes you, as do the leaders and support staff that made it all possible.

To solicit an individual person or their family means having a relationship with them first. Not with people's money, but with them. And that can be done in several ways. And several things can help you with those hundreds or thousands of relationships you'll have in the life of your clinic's fundraising.

Of course, you are relating to a donor as an investor or a customer. And with that comes the obligatory

I had forgotten that my family and my people too were generous and terrific at fundraising... after all, Catholic churches didn't build themselves.

our social justice funders and donors in this room, we *still* wouldn't rid the world of pain and suffering.

And I must forgive them for not releasing all their money, because I probably wouldn't either. I would think first about my family, my neighbors, my extended family, and myself. Just releasing it all is not the complete and final answer.

I don't think that forgiveness and reconciliation are taught or modeled nearly enough in our social justice community. Yet both are integral parts of our social fabric. We ask fundraisers to cross class lines in their proposal writing and direct soliciting — without proper training and without support to protect themselves from feelings of resentment. We ask donors of wealth to partner up with us, to suddenly create a community (based on financial resource and classism) without asking them if they understand the responsibility, the injustice that exists, and if they know what it means to support a community organization! So I say be prepared to address these issues with your donors. Be ready to be honest.

I am not saying it's easy — to forgive. But it is a start. Forgiveness is what allows each of us to become more "inclusive," as the social justice definition says, and more functional, so that we can do what we need to do for our community organization. Community-based fundraising is my idea of a tipping point for social justice, a way to participate in life with those most different from us.

COMMON QUESTIONS, COMMON FEARS

I am reminded of the most common questions I am asked after I speak at conferences: "Pilar, don't you feel like you're selling your soul? Don't you feel like, as a person of color, you are alone in this industry? Don't you

financial accountability and transparency. But the relationship starts much sooner than that, before money actually changes hands. It starts from the moment you consider meeting them.

How will you relate to the donors? What will you say to them? How will you get them to respond to your request? And what will they need from you to have a powerful donor experience?

Take the time to be yourself in your appeals. Make yourself vulnerable to your donors. Reveal your loving self and let others know why this work means so much to you and your organization.

Second: People give for all sorts of reasons — giving helps them while it is helping you.

Fundraising is a mutually beneficial relationship between you, as the representative of your organization, and the donor.

This is a basic marketing concept. You must create a trust bond that will flourish, last, and forgive. That elasticity, resilience, is what we all seek in true relationships. The fundraising relationship is no different.

Because our money is connected to our lives, our jobs, our children, our past, our material possessions even, and more, it is very personal when we ask others for their money. No matter how wealthy or not. We are asking people to give us a part of their life. With each donation, there is a story, some painful and some exhilarating.

This is why fundraising can be so transformative and why it must be mutually beneficial. You should expect it to be — for the donor and for yourselves. There are donors who, by making a gift to your organization, will be fulfilling a promise to their ancestors or fulfilling a promise they made to their current communities. Others will feel righteous and are making a point against a certain political administration. Others are doing what was taught to them through their religious beliefs. And still others are righting a wrong that came with the money they inherited in the first place.

Some give out of guilt and some give to be noticed. Some give because it is the right thing to do. All of it is legitimate and human. You must give people the chance to change their lives by giving them the opportunity to give to your organization.

A by-product of becoming a fundraiser was that it not only prepared me to become better at asking for substantial amounts of money, it also prepared me to take rejection. I have a quicker bounce-back — that is, the amount of time it takes me to pick myself up from the floor after a donor says no.

Those skills have spilled over into my personal life. With a stronger bounce-back time, I became gutsier, better able to negotiate for my wages, my rent, legal transactions like my divorce; I even became a better advocate for my extended family.

All this came from the practice of discussing political issues and money with my donors and with their financial advisors — when I went outside my comfort zone. The transformative process is hugely more complex — this is just to give you an idea of fundraising's effect on one individual like me.

A corollary about transformation is a negative kind of transformation: overworking your organization's fundraiser. It is said that fundraisers stay with an organization an average of 18 to 24 months. This level of burnout is predictable, evident, and proven, and yet it is hard to avoid, it seems. Many organizations are pressed to create one-woman or one-man departments, and they cannot always afford support staff for these dedicated warriors.

So how do we keep our fundraisers from leaving us? One way is to recognize that there are two distinct personalities in fundraising: one that responds to the introverted task of fundraising planning and research, writing proposals, and data management, and one that responds to the extroverted fundraising tasks of person-to-person contact and that thrives on individual solicitations. Of course, both these aspects can be found in one person. But separating those massive tasks into two separate job titles will ensure more job satisfaction and longer life spans for the positions.

Third: You can build community from your donor base.

Creating a donor community has so many rewards. A movement can be strengthened through your donor

A by-product of becoming a fundraiser was that it not only prepared me to become better at asking for substantial amounts of money, it also prepared me to take rejection.

community for many issues or simultaneous campaigns — health care reform, an endowment, a capital campaign, and so on. A donor community in your organization can give you visibility in many ways. A donor community protects your organization from single-source funding because if your single source dries up, you fall into serious financial trouble. Diverse funding keeps you from being dependent on one source of income, builds reputation, and adds to an organization's self-esteem.

A donor community can gently persuade or gently pressure foundations and other funders to fund capacity

building or it may awaken other family foundations to the need of your organization. Your donor community members become your ambassadors. They become donor activists. They can pressure the media, local government, Congress, or even the President!

In the building of a community, you create an educated constituency on the topics of health issues, racism, money, poverty, and the injustice of exclusionary health care.

FEAR OF FUNDRAISING

The last point I'd like to bring up is our fears in fundraising from individuals. So much of what drives us in life is our fears. This leads us into isolation, violence, wars, and general unhappiness if we let it.

Rather than be driven by my fears, I want to be driven by my hope in others and in myself. I want to give someone else a reason to hope for change.

I can knowingly say, however, that fundraising will fill you with some fear as well. It is an unknown. It is an organic, subjective strategy, and though fundraising is a proven possibility, you really don't know how any one encounter will turn out.

I still get butterflies in my stomach every time I go on a donor meeting. And I hope that never changes. I want to be surprised by humankind. Don't you? **[GF]**

PILAR GONZALES IS CURRENTLY AN INDEPENDENT ADVISOR TO NONPROFIT LEADERS NATIONWIDE. SHE CAN BE CONTACTED AT WWW.PILARGONZALES.COM.

Want more useful fundraising information?

ORDER *back issues* OF THE **Grassroots Fundraising Journal!**



Vol. 26 #5

- Calling for Dollars — How We Raise Money from an Annual Phonathon
- How to Raise \$50,000 in Six Weeks
- Fundraising Planning Worksheet



Vol. 26 #4

- Gentlemen Concerned: A Fun Event Raising Serious Funds
- Direct Mail Lists: Going Beyond Your Inner Circle
- Building Online Community: A Key to Fundraising on the Internet



Vol. 26 #3

- Raising Money from a Car Wash-a-thon
- Direct Mail on a Shoestring: Finding the Lists You Need for Affordable Prospecting
- More Askers = More Money: An All-Staff Approach to Major Gifts



Vol. 26 #2

- Building Good Relationships with Donors Starts with You
- Grant Proposal Makeover: Can This Proposal Be Saved?
- Gift Acceptance Policies & Legacy Giving



Vol. 26 #1

- Newsletters: An Essential Part of the Fundraising Mix
- Considering Legacy Giving
- Mom Was Right...Write That Thank You Note!



Vol. 25 #6

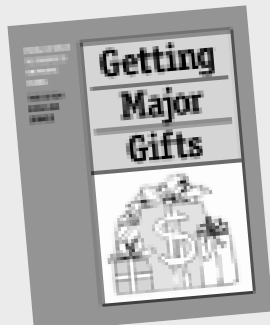
- Money, Happiness, Social Justice and the Future
- Finding Your Inner Fundraiser: A Self-Assessment Tool
- Grassroots Lobbying for Change: Mobilizing Your Community

For a complete list of available back issues visit us online at www.grassrootsfundraising.org

Two popular **COLLECTIONS** from the **GRASSROOTS FUNDRAISING JOURNAL!**

GETTING MAJOR GIFTS

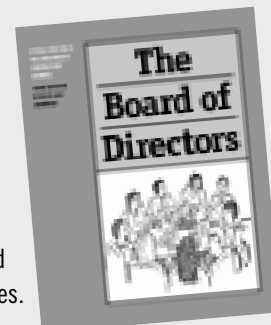
Raise More Money — Donors who give major gifts each year are the backbone of a fundraising program. Learn how to ask for major gifts and upgrades, respond to put-offs, conduct major gift campaigns, and more in these 12 instructive articles.



\$12 each

THE BOARD OF DIRECTORS

Develop a Fundraising Board — An effective Board of Directors takes major responsibility for fundraising activities, setting a leadership role. Learn how to develop a committed, productive Board that raises money and stays on track in these 10 how-to articles.



TO ORDER, VISIT OUR WEBSITE AT: www.grassrootsfundraising.org OR CALL OUR TOLL-FREE NUMBER: **888-458-8588**

Racing for Fundraising

BY SHELANA DESILVA

What do a full choir singing Abba cover songs, hot-dog-eating contestants in New York's Central Park, and sixty people running around the Statue of Liberty all have in common? *The Amazingly Queer Race for Economic Justice!*

Queers for Economic Justice has been using their radical vision to inform their work since day one. The group's recent fundraising effort was no exception. Inspired by the reality TV show, "Amazing Race," in which teams compete to finish a round-the-world course that involves treasure-hunt-like clues and "Survivor"-like challenges, Queers for Economic Justice (QEJ) put together its own Amazingly Queer Race for Economic Justice. "We're big fans of the show," executive director Joseph DeFilippis said. The QEJ race was a complex romp through New York City, during which racers had to find clues and perform tasks in order to get to their next destination along the course.

This was the organization's first major fundraising effort since its inception in 2003. "We've held a few successful house parties, but most of our money comes from foundations and some membership contributions. We wanted to try something really new and fun," DeFilippis said from QEJ's headquarters in New York City.

The organization is no stranger to creative problem solving. In 1999, a network of lesbian, gay, bisexual, and transgender (LGBT) and anti-poverty groups formed a network to engage in advocacy and public education on how LGBT people were affected by a range of issues, including homelessness, shelter policy, and welfare reform. After three years, the network determined that a

full-time effort was necessary. With a grant from the Open Society Institute, Queers for Economic Justice was created.

The organization has four main points of focus: a shelter project, an immigrants' rights program, welfare organizing and their coalition, Building a Queer Left. The national coalition brings together grassroots LGBT groups working on similar progressive agendas.

READY

"Major events are often expensive to participate in," DeFilippis explained. "For us, it was really important to have an event that lower-income people could be an active part of. We didn't want to throw a party that had \$250 tickets."

The Amazingly Queer Race for Economic Justice took a fair amount of detailed planning in the months before the race. A team of

A team of twenty-two volunteers, with the help of one QEJ staff member and an intern, worked on the event.

twenty-two volunteers, with the help of one QEJ staff member and an intern, worked on the event. Two other staff members put in about a day close to the event and worked on the day of the event.

The first and most important element for a successful race was getting teams to sign up and do the fundraising through soliciting pledges. QEJ's goal was to get fifty teams of two people each to race. The group recruited racers by sending letters to key organizations QEJ works closely with, explaining the event and asking if their staff members would be interested in forming racing teams. QEJ also did an email blast to their listserv of four thousand people. In the end, thirty teams registered for the race.

In the months preceding race day, planning volunteers split up into groups responsible for different actions. One group focused on getting donations as prizes for the racers, scoring two free iPods for the winning race team. Another set of volunteers carefully planned the race challenges. Other volunteers worked on registering racers, and there was another group working on the day of the race. Q EJ staff worked on securing venues for the pre-race meeting and the after party.

The minimum suggested amount the teams needed to raise in order to race was \$500. Each team had to collect as much of that goal as possible from their own donors of friends, family, and colleagues. Business sponsors were found for teams who fell short of this goal, so no teams were turned away. This piece of the event is much like any walk-a-thon or car wash-a-thon. But that's where the similarities end.

AMAZING RACE PARTICIPANT DOCUMENTS

Queers for Economic Justice

Amazingly Queer Race for Economic Justice Unaffiliated Team Registration Form

Each team registering for the Amazingly Queer Race for Economic Justice must be comprised of two team members, each raising a minimum of \$250 in pledges, or a total of \$500. Both members must be available to participate in the day-long Race event on May 19, 2007. Registration forms are due to Q EJ by April 1, 2007.

All team will be denied the opportunity to race based on lack of insurance to cover minimum entry fee. Please contact Joseph DeGrippe at 212-694-3600 or joseph@queersfor.org for alternate routes.

Team Name: _____

Team Description: (An approximately 30 sentence list to be held in your program and website -- Be sure to include anything you want to describe your skills, background, occupation, relationship with each other, etc.)

How long have you and your teammates known each other, and how did you meet?

Team Member Contact Information:

Team Member 1:	Team Member 2:
Name	Name
Address	Address
City, State, Zip	City, State, Zip
Phone	Phone
Email	Email

Please include a photo or visual representation for your team.

ATTACH PHOTO/ART HERE.

REGISTRATION FORM • PAGE 1

Teammate 1: _____

Do you have any allergies (including food)? If yes, please list.

Do you have any special needs related to a skills-based race across the city? If yes, please describe.

What is your favorite thing about your teammate?

What is biggest pet peeve about your teammate?

What famous or semi-famous person reminds you of yourself?

What famous or semi-famous person reminds you of your teammate?

Have you ever participated in a scavenger hunt? If yes, please describe the experience.

Teammate 2: _____

Do you have any allergies (including food)? If yes, please list.

Do you have any special needs related to a skills-based race across the city? If yes, please describe.

What is your favorite thing about your teammate?

What is biggest pet peeve about your teammate?

What famous or semi-famous person reminds you of yourself?

What famous or semi-famous person reminds you of your teammate?

Have you ever participated in a scavenger hunt? If yes, please describe the experience.

Please check here if you give Q EJ permission to post your photo or visual representation and team name and description on the Amazingly Queer Race for Economic Justice MySpace Webpage. If you would like to discuss this further with the Q EJ Planning Committee, please contact Mary Geyton at 212-694-3600 ext. 10 or maryg@qej.org.

Check here to indicate you have reviewed the attached liability waiver. The liability waiver is included for your review. Please be advised that you will be asked to sign this waiver the day of the event in order to participate. Please contact Mary Geyton with any questions or concerns.

Check here to indicate you will be submitting your pledge form, and donations by May 1st. Submitting this registration form constitutes a pledge for your team to raise the minimum required donations (a minimum of \$250 per person or \$500 for the team). There will be a prize for the team that raises the most money in donations.

Please return this Registration Form to:

Mary Geyton
Queers for Economic Justice
18 W. 32nd Street
New York, NY 10001

OR maryg@qej.org

Registration forms are due to Q EJ via mail or email by April 1, 2007.

REGISTRATION FORM • PAGE 2

PLEDGE FORM

Make Checks out to "Queers for Economic Justice".
Please deliver or mail your contributions to:
Queers for Economic Justice
18 West 32nd Street 5th Fl.
New York, NY 10001

Sponsor's Name	Mailing Address	Phone/email	Donation Amount	Donation Collected	Total \$
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					


Q EJ If you have questions, please contact Mary Geyton at 212-694-3600 ext. 10 or maryg@qej.org

Please photograph and attach additional sheets if necessary.

Check out our official race page at: www.queersfor.org

* We are an 501(c)(3) non-profit organization. All proceeds from this event will go to the Queens for Economic Justice.

The Amazingly Queer Race for Economic Justice



RULES OF GOOD FUN

1. You must travel by foot, subway or bus. You are not allowed to use bikes, roller skates, unicycles or GAGS.
2. No physical contact between team (kicking, biting or general misbehavior), besides kisses and hugs and high fives and the like...
3. How did we manage in the old days? No use of personal Blackberries or other hand-held internet devices to help you on the race (but you are welcome to find places along the way to use free technology).
4. No use of personal money, besides what is officially provided to you by Q EJ for the Race. If you can't make it work, bartering is always encouraged...
5. No sabotage!! Think it is a good idea to put something extra in your competitor's coffee? Think again! It will come back to bite you...

SET

QEJ staff and volunteers set up a practice race one week prior to the event. The practice race took staff members four hours to complete. Knowing this allowed the group to anticipate the timing of the after party. However, on the actual race day, twenty teams took four or more hours as predicted, but the fastest teams were finishing in half the time. QEJ volunteers had to improvise spontaneous challenges for these faster racers to keep them going until the after party venue opened. “We told them, ‘Go out and find a stranger to sing an Abba song to one of our volunteers,’” DeFilippis explained. “Well, one team actually found a full choir. They were on vacation in New York and they were thrilled to be a part of the race. They sang *Take a Chance on Me* and it was amazing.”

The morning of the race was full of excitement and friendly competition. Teams arrived at the LGBT Community Center in the heart of Greenwich Village and made their way to registration tables where they turned in the cash, checks, and pledges they had raised in the six weeks prior. A full marching band performed to kick off the event.

Bagels and juice were served and people were given plenty of time to register and mingle. Programs with pictures of the teams were passed out and each team was brought on stage to be introduced. After the marching band’s performance, DeFilippis explained the rules of the race: Teams were not allowed to spend their own money while racing. No personal electronic technology could be used to answer clue questions, although teams could check libraries for answers to clues. No physical contact between teams was allowed, except for giving high-fives.

Each team was given a program, apples and protein bars, a metro card and a subway map, along with their first clue.

RACE!

Racers made their way to specific locations, based on the sequence of clues the organizers set up. For example, teams were given a photograph of a sculpture of a giant button with a needle going through it. The sculpture is installed in the fashion district. The clue printed on the photo said, “Make a fashion statement. Find this sculpture somewhere in New York.” When the teams found it, QEJ volunteers were waiting there to give them the next location on a printed card. Volunteers waited at each location until all teams came through.

Another challenge involved standing in line at the carousel in Central Park. Racers had to ride the single silver horse on the carousel, which often meant waiting for it to be free, and they had to have their picture taken after one full revolution by a QEJ volunteer stationed there.

The Polaroid of themselves was the ticket to receiving their next clue.

“We hoped to have all of the challenges reflect the work we do at QEJ in some way,” DeFilippis said. “But in order to make it fun we realized we needed to throw in some silly challenges, like the carousel.”

Plenty of challenges along the course did reflect the organization’s membership and culture. At one location, racers had to enter the famed Oscar Wilde Memorial Bookshop, the world’s oldest queer bookstore. Teams had

Plenty of challenges along the course did reflect the organization’s membership and culture.

Steps to Organizing a Challenge Race

1. Make a plan:

- Identify appropriate staff roles
- Identify potential volunteer roles
- Set fundraising goal (number of teams and how much each should ideally raise)
- Set date

2. Recruit racers:

- Create recruiting letters and identify organizations and others to send them to
- Create pledge forms and race team registration forms
- Follow up with racers on how they’re doing getting pledgers and brainstorm with them if they’re having trouble reaching their fundraising goals

3. Identify and solicit business sponsors.

4. Organize logistics:

- Secure race start venue and after party venue
- Create race sequence and challenges (obtain any necessary permissions)
- Acquire supplies for race clues, pre-race meeting and after party
- Invite speakers, if desired, for pre-race meeting and after party
- Secure publicity for the race

5. Final Steps:

- Hold a practice race run through
- Prepare speakers
- Prepare day of race volunteers

6. Hold the race.

7. Follow up to collect pledges.

8. Send thank you letters to donors, volunteers, race teams, and business sponsors.

to find a list of ten books on the shelves, write down the ISBN numbers, and have the cashier sign a paper swearing that the team did not disrupt shoppers or the business of the store in any way while fulfilling the challenge.

The key to the event's success was that it captured participants' imaginations.

Once all the teams made it through each challenge, including the spontaneously created ones for the quick finishers, everyone gathered for the after party. "The sense of community both in the morning and at the end of the race was wonderful," DeFilippis said. "It was a real validation of our work."

FINISH LINE

The thirty racing teams brought Queers for Economic Justice \$15,000, the group's biggest fundraising success. More than four hundred donors contributed. Seventy-five percent were first-time givers to QEJ. The challenge will be to keep these new donors connected, as their gifts were given primarily due to their relationship with the racer doing the ask. The group has set a goal to double the number of teams and amount of money raised

Valerie Reuther CONSULTING

celebrates 10 years of helping social change organizations raise more money. Many thanks to the mentors and colleagues who have helped make this consulting practice a great success!

Lisa Byers	Jen Ray
David Desiderato	Bonnie Rice
Mary Humphries	Andy Robinson
Kim Klein	Ellis Robinson
Kelle Louaillier	Barbara Rusmore
Ruth McCambridge	Robert Stoll
Dyan Oldenburg	Matt Wilson
Carol Pencke	Ed Zuckerman

And thanks to the many hard working social change activists who I have been lucky enough to work with.

Valerie Reuther
Organizational Development
& Fundraising Training

(360) 678-3577

vreuther@whidbey.net



next year. They will expand their recruitment of racers through a mailing and some advertising.

The key to the event's success was that it captured participants' imaginations. "People got caught up in this feeling of friendly competition," one racer and planning volunteer said. "At the end of the day, my teammate and I caught up to another team on the subway. When we got to the final stop and the subway doors opened, we were jostling to the front trying to push past them. It was hilarious and fun. It was my most favorite New York City day, ever." **GFJ**

SHELANA DESILVA IS A WRITER AND FORMER GRASSROOTS FUNDRAISING JOURNAL BOARD MEMBER.

CLASSIFIEDS

DIRECTOR OF PROGRAMS

The Astraea Lesbian Foundation for Justice seeks a Director of Programs to manage Astraea's grantmaking, grantee services, and philanthropic advocacy activities. The Director of Programs plays a key role in the Foundation's fundraising and communication strategies as well as representing the foundation in external collaborations. Excellent benefits.
For more information: www.astraea.org

ASSOCIATE DIRECTOR OF GRANTMAKING

Astraea Lesbian Foundation for Justice seeks an Associate Director of Grantmaking, a new position, to lead coordination and oversight of all grantmaking systems, policies and procedures (incl. US and International funds; funds supporting lesbian artists and writers; and donor-advised funds). Working closely with the Director of Programs and other staff, the Associate Director of Grantmaking will ensure that the grantmaking program advances Astraea's mission and strategic objectives.
Full ad at: www.astraea.org

FREE FUNDRAISING SUPPORT AND MORE FOR YOUR ORGANIZATION

The Orion Grassroots Network supports groups working for people and planet, delivering useful services like free access to GrantStation.com's database of funding opportunities (\$599 value) and an effective job-openings listing service.
View full benefits of Network membership here: www.orionsociety.org/ogn

DEVELOPMENT DIRECTOR

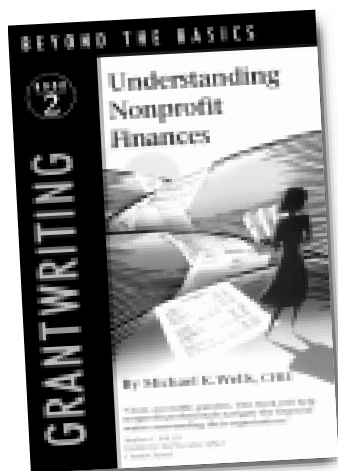
Prince William Sound Science Center, Cordova, Alaska
Small research and education non-profit seeks an energetic, enthusiastic fundraiser who lives in Seattle or Anchorage to expand our large donor base and overall fundraising efforts.
See job description and organizational information at www.pwssc.org or email Nancy Bird, President, at bird@pwssc.gen.ak.us

ETAPESTRY, EVERYTHING FOR FUNDRAISING— EXCEPT THE DONORS

Database. Ecommerce. Website. Email.
eTapestry is your single source for your fundraising database, online giving, website development and hosting, and advanced email services. Since its release as the first web-based fundraising software for nonprofits in 1999, eTapestry has grown to a leadership position with over 5000 nonprofit customers worldwide.
To learn more, visit us at www.etapestry.com, or call us at (888) 739-3827.

GET FUNDED NOW!

Focus your grant application on the right funders with our help. We track over 80,000 foundations and corporate funders and offer personalized phone consultation for \$150/state or \$200/national.
www.fundingsearch.com
707.823.2927 or nonprofit1@aol.com.



Understanding Nonprofit Finances

Book Two of the *Grantwriting Beyond the Basics* Series

By Michael K. Wells

Portland State University Continuing Education Press

288 pages, \$29.95

REVIEWED BY NANCY OTTO

Over the past fifteen years, as I sat on many nonprofit boards of directors, I always felt a bit out of my league when it came time to review the organizational budget, profit and loss statements, cash flow, and audits. I knew to watch for major differences between one year and the next, question any large shortfalls, and make sure that fundraising expenses were included in the budget. But I never really knew what to look for in a way that corresponds to the significant oversight responsibilities that boards of directors hold.

Now comes a resource from Portland State University's Continuing Education Press in their Grantwriting Beyond the Basics series written by Michael Wells, *Understanding Nonprofit Finances*. Although this book is addressed to grantwriters, I found it very helpful as a board member and fundraising consultant, and I could see numerous applications for executive directors and other non-financial staff, particularly those in fundraising.

Wells writes in an engaging, easy-to-follow style. Throughout the book he provides just enough information to make his point without overwhelming the reader with the miniscule details of financial accounting. With each new concept, he provides appropriate examples and clear visuals.

The main point of the book is that the overall health and well-being of an organization are directly linked to the competency and clarity of its financial operation. To stay afloat and thrive, receive the nod from funders, and gain the support of savvy major donors, organizational leaders need to know how to recognize financial problems, ask the right questions, and find effective solutions. In addition, the success of any grant proposal hinges on how the financial statements are prepared. The numbers need to be complete and augment the narrative in each proposal.

My favorite part of the book is the author's interviews with foundation grant officers and federal grant reviewers about what they are looking for in the financial sections of grant applications. Their responses offer a fascinating look at what they perceive to be red flags and what impresses

them most. Clearly, the more savvy the organization is about their finances, the more worthwhile the funder believes it would be to invest in it. Going beyond what is asked for and providing additional financial details is as important as describing the actual programs for which one is seeking funding.

Wells provides the questions to ask and key financial ratios to run in determining the health of the financial operation. From executive directors checking the financial documents prepared by their staff to the board of directors figuring out the eight financial ratios (for example, the relationship between direct services and total expenses, the percentage of total revenue that comes from private sources, the debt ratio, and the reserve ratio), the practical advice here on ensuring a comprehensive system of checks and balances is alone worth the cost of the book.

Wells also explains the five basic questions for an audit. He warns organizations to stay vigilant about their tax-exempt status, not letting it expire or letting the organization "tip" into being a private foundation instead of a nonprofit charity. He also goes into the pros and cons of fiscal sponsorship and the questions an organization needs to ask before embarking on such an arrangement.

Last, Wells presents strategic advice about how to maximize an organization's potential to raise money through its financial statements. He discusses how an organization can use their Form 990 to its advantage, including getting it posted on relevant websites. He explains the importance of thinking through future funding once a grant evaporates and how to reveal that thinking in the grant proposal's financial documents.

This book should not just sit on a shelf — it should be a resource referred to frequently for all those who are invested with the power to ensure the financial viability of a nonprofit organization. **GFJ**

NANCY OTTO IS A CONSULTANT TO NONPROFIT ORGANIZATIONS IN THE AREAS OF GRASSROOTS FUNDRAISING, FUNDRAISING TRAINING, AND ORGANIZATIONAL DEVELOPMENT. SHE CAN BE REACHED AT WWW.KLEINANDROTH.COM.

Ready for fundraising software that does **EXACTLY** what you want?



DonorPerfect™ Fundraising Software

Before you buy over-priced software (and support!) that devours hard-won donation revenues, or a seemingly cheap but limited program that lacks critical features, discover how DonorPerfect's powerful fundraising tools adapt to your **EXACT** needs – without breaking your budget!

800-220-8111 • www.donorperfect.com/democd

Lefties, tree-huggers, bleeding heart liberals:

This is the software for you.



Fundraising, action alerts, and more—all in one integrated, web-based system! Featuring a relationship management database with tools for online giving, mailings, reporting, bulk email, event and volunteer management, and advocacy.

Since 1998 thedatabank has focused on helping progressive nonprofits raise more money and win support. thedatabank is the top choice for grassroots organizations because it is **affordable and easy to use**. Request a free demo!



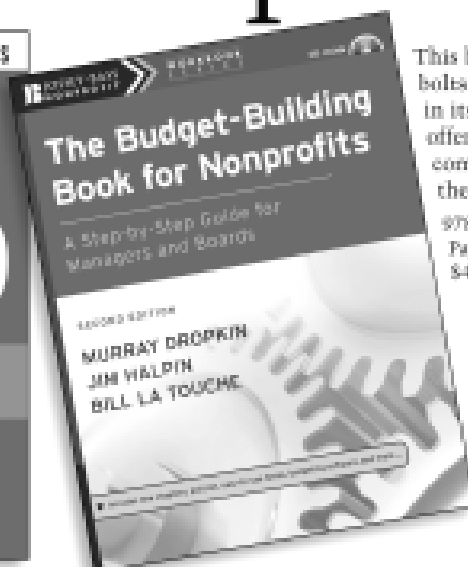
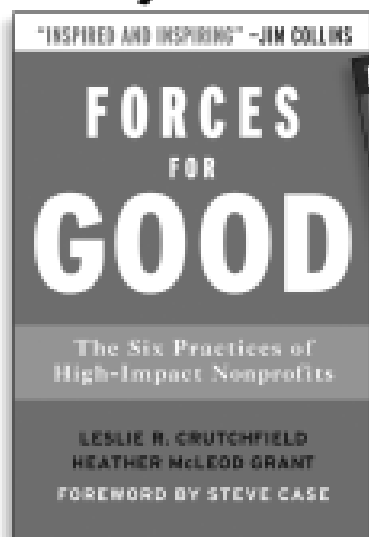
www.thedatabank.com

1-877-603-0296

Social and financial savvy for nonprofits.

Effective, sometimes counterintuitive, practices that great nonprofits use to achieve extraordinary social impact.

978-0-7879-8613-4
Hardcover • \$29.95



This bestselling nuts-and-bolts workbook, now in its second edition, offers practical tools for completing each step of the budgeting process.

978-0-7879-9603-1
Paperback with CD
\$44.95

JOSSEY-BASS™
An imprint of WILEY

For these and other resources for nonprofits from Jossey-Bass, visit josseybass.com





eTapestry
web-based fundraising software



FUNDRAISER *software*

...right beside you

- *Unrivaled Technical Support*

We care about your success

- *QuickBooks Compatible*

Eliminate double entry

- *Customizable Fields*

Create targeted mailings

- *Online Integration*

Allow donors to give 24/7

- *Easy Payment Plans*

Designed to fit every budget



Sign up for a FREE online tour of
FundRaiser Software
&
Download a Demo
Copy Today!

Visit us online at
www.FundRaiserSoftware.com

or call us from
8am—5pm CST at
1-800-880-3454



Donation Director™

Fundraising software designed for smaller nonprofits.

You already have the most important pieces to the puzzle.

You know what the picture is suppose to be.



Let us help you complete it.

Ask about our new Quarterly Payment Plan for 2007!

Request a live online demonstration or sign up for our new quarterly payment plan at:

www.DonationDirector.com/gfj

© 2007 Cascade Data Solutions ~ (800) 280-2090

MissionAssist

You like feeling special.
So do your donors.

Give them what they want.
At a cost you can afford.

MissionAssist

Managing Donors, Maximizing Fundraising

- An easy-to-use donor, prospect and contact management system
- Designed for fundraising professionals by fundraising professionals

Call 1-888-722-2033 for your FREE trial or online demonstration today.

Or download a trial version of MissionAssist from www.donorstrategies.com

NEW
in **2007**
MissionAssist
for Grantmakers
Starting at \$895

CONSULTANTS

ANTOINETTE DOYLE CONSULTING

As a consultant to Bay Area non-profit organizations, I offer more than 20 years of experience in all areas of fundraising: annual campaigns, capital and major gift campaigns, and foundation and corporate relations.

Contact Toni Doyle: (415) 752-2413 ■ email: tdoyle@planeteria.net ■ fax: (415) 752-2440
695 42nd Avenue, San Francisco, CA 94121-2532

GET RESULTS: BLUEPRINT FUNDRAISING

Andrea Seale, CFRE, helps her clients raise more and forge lasting relationships with donors. She can coach or consult with your organization for better fundraising results. She's flexible, working by the hour or at a distance if that is best for you. Call to discuss the possibilities.

Visit her blog for fundraising ideas and news: www.thefundit.com.

andrea@blueprintfundraising.com ■ Toll-free (877) 682-6582
www.blueprintfundraising.com

INVEST IN YOURSELF – AND YOUR ORGANIZATION

Your organization's health and success depend on the support and growth of you, fellow staff, and board. Partnering with a coach allows leaders to tackle change and overcome challenges with improved creativity, inspiration, resiliency, and confidence. **Affordable group sessions starting soon** for Executive Directors working with fewer than 5 staff – join with others facing similar issues. **Stacie Clary** is a certified coach with over 17 years nonprofit experience.

Visit www.coachingtowardchange.com or contact Stacie at (831) 419-5432 or stacie@coachingtowardchange.com for a complimentary session.

COMMUNITY IMPACT CONSULTING

Elsa A. Ríos, Lead Consultant

Advancing Your Social Justice Vision

Strategic Planning • Executive Coaching
Policy Advocacy Campaigns • Board Development
Executive Transitions Management • Fund Development Training

www.CommunityImpactConsulting.com ■ elsa@CommunityImpactConsulting.com
(212) 785-0544 ■ fax (212) 785-0669 ■ 50 Broad Street, Suite 1825 ■ New York, NY 10004



FIRED UP CONSULTING!™

Deborah Dover, Trainer & Consultant

*Fundraising, Marketing, & Board Development
Diversify funding, strategically target marketing, engage the Board!*

Serving nonprofits since 1990. Former executive director, director of development.
Activist & journalism backgrounds. (520) 603-9136 DJDover321@aol.com

INTEGRATED DEVELOPMENT CONSULTING

Empowering people to build successful organizations

We partner with nonprofit executives, board members, staff and volunteers to provide training, facilitation and coaching in: • Strategic Planning • Fundraising Planning & Implementation • Membership and Marketing • Major Donor Cultivation • Board Development

20 years experience ■ (801) 533-8375 ■ amyoconnor@earthlink.net
Go to www.integrated-development.biz to see experience & client comments.



NATALIA LÓPEZ

- Strategic Planning
- Facilitation
- Board Development
- Fundraising Coaching & Training

415.282.6941 • FAX: 415.229.7738 • EMAIL: lopez186@sbcglobal.net

PEGGY MATHEWS – Consultant, Trainer, Coach

Fundraising and Organization Management — 30 years in fundraising and directing social change organizations of all sizes. 25 years experience in training staff and boards. Specializing in: FUNDRAISING PLANNING & COACHING ■ MAJOR GIFTS CAMPAIGNS
BOARD DEVELOPMENT ■ STRATEGIC PLANNING ■ EXECUTIVE COACHING
Helping You Work Smarter, Not Harder
pegmathews@earthlink.net ■ (423) 562-8189

JENNIFER S. PELTON, CFRE

Board and staff trainings, new staff development and mentoring, fundraising planning.
12 years “hands-on” experience raising funds for grassroots sized budgets with small development teams. Combine on-line, on-phone, and on-site support.
(443) 846-1946 ■ stumpelton@verizon.net
2801 Southern Avenue, Baltimore, MD 21214

MARA PEREZ, PhD – Development & Planning Services

San Francisco, Bay Area. Grant and report writing, strategic planning, program development and evaluations, needs assessments, and social research.
Serving nonprofit organizations, public and private educational institutions, and charitable foundations. Expertise in youth and children, diversity, immigration, education, leadership development, health/wellness and international affairs.
(415) 461-0141 ■ mperez@svn.net ■ www.svn.net/mperez

Jerry Pinney & Associates - Non-Profit Experts

Solid Experience & Proven Results

Board Development Strategic Planning Team Building
Succession Planning Remote Facilitation Market Communications

Efficient and Economical Coaching to Management Staff

Custom programs with flexible prices. Your success is our top priority

312-842-4577 jpinney@aol.com www.coachpinney.com

Fundraising ♦ Earned Income ♦ Marketing ♦ Facilitation
Board Development ♦ Workshops & Coaching

Specializing in the needs of grassroots organizations like yours

Andy Robinson

802/479-7365/andyfund@earthlink.net
www.andyrobinsononline.com

SIGN-UP FOR A **Web-based Seminar** WITH INTERNATIONALLY-KNOWN FUNDRAISING TRAINER AND CONSULTANT **Kim Klein!**



NOVEMBER 9, 2007:
HOW TO RAISE \$50,000 IN 6 WEEKS

WEBINAR CDS ALSO AVAILABLE:

Asking for Money | Boards & Fundraising | On Being a Consultant
Getting the Most from Year-End Fundraising | Fundraising in Rural Communities

You'll receive PowerPoint slides of the presentation, learn from Kim's wealth of knowledge and the experience of others, and have a chance to ask Kim your burning fundraising questions.

FOR MORE INFORMATION AND TO REGISTER, PLEASE VISIT:

www.grassrootsfundraising.org/howto/webinar.html

OR CALL 888-458-8588

**Grassroots
Fundraising
Journal**

**Grassroots
Institute for
Fundraising
Training**