



ON OUR COVER

Grassroots groups often feel pressured to look outside their communities for fundraising expertise and dollars. GIFT's internship program helps people of color become fundraising leaders within their own communities. Our cover features former GIFT interns Sadiya Kiburi (with daughter Zenobia) and Kori Higgs with Kori's site supervisor Monica Simpson and the interns' mentor Pam Pompey. The picture was taken at the Charlotte, NC 2008 internship graduation.

1 1 Time Management for Fundraisers

By Kim Klein

Journal founder

Kim Klein

states that the

purpose of time

management is to

be happy, not just

to get more things



done in a day. Adapted from her new book, Reliable Fundraising in Unreliable Times, this article will help you set priorities that will lead to making better decisions about the use of your time.

FEATURE

2 Giving Within Communities: Center for Participatory Change's Research on Horizontal Giving

By Craig White

A nonprofit in Western North Carolina studied the rich networks and features of informal giving that exist in every community, and focused their research on low-income communities and communities of color. This brief summary of their report explains how nonprofits can better understand these important networks to make sure their work is more responsive and relevant to their constituents.



5 Fundraising Appeal Makeover

By Nicole Hsiang

Our letter-wrangler finds that even a letter that is appealing for its personal tone and engaging style can be strengthened with attention to some basic improvements. Nicole's tips can be applied to your next fundraising appeal.

Inspiration from Fundraising History

By Holly Fincke

The US Civil Rights Movement in the 1950s and '60s is one example of how grassroots fundraising was a critical, but not widely known, element of the success of these campaigns for racial justice. We can learn from these stories, and use them to inspire our own fundraising efforts.

Grassroots Fundraising Journal

A PUBLICATION OF



The *Grassroots Fundraising Journal* is a bimonthly publication of GIFT.

PUBLISHER EMERITA Kim Klein

INTERIM EDITOR Priscilla Hung

ASSOCIATE PUBLISHER Jennifer Emiko Boyden

SENIOR EDITOR Nancy Adess

GRAPHIC DESIGN Chris Martin

PHOTO CREDIT ARC Identifier 542045 Local Identifier 306-SSM-4D(80)10

GFJ EDITORIAL BOARDWill Cordery, Rona Fernandez, Dolores
Garay, Khanh Pham, Andy Robinson,
Stephanie Roth, Manish Vaidya

For subscription inquiries and to request permission to reprint Journal articles, please contact: monica@grassrootsfundraising.org

To advertise and to submit an article idea, please contact: jennifer@grassrootsfundraising.org

GIFT STAFF

Priscilla Hung, Executive Director Nan Jessup, Finance Manager Jennifer Emiko Boyden, Associate Publisher Manish Vaidya, Program & Development Coordinator Mónica Enríquez, Administrative & Development Associate

GIFT BOARD OF DIRECTORS

Steve Lew, Chair Yee Won Chong Jennifer Dillon Dolores Garay Jordan T. Garcia Judy Hatcher Tanya Mote Adriana Rocha

GIFT: 1904 Franklin Street, Suite 705 Oakland, CA 94612 PHONE: 888.458.8588 (TOLL-FREE) 510.452.4520 (SF BAY AREA) FAX: 510.452.2122 info@grassrootsfundraising.org grassrootsfundraising.org

Periodicals postage at Oakland, CA 94615 023-243 and at additional mailing offices Postmaster: Please send address changes to 1904 Franklin Street, Suite 705 Oakland, CA 94612 ©2010 GIFT | ISSN No. 0740-4832



Starting the year off right...

By Priscilla Hung

HAPPY NEW YEAR! I'm pleased to be writing to you in my new role as Interim Editor of the *Grassroots Fundraising Journal*. I'm still the Executive Director of GIFT and added Interim Editor to my multiple hats after longtime Editor Stephanie Roth stepped down. Sometimes I think that ED is short for "Everything that needs to get Done," but I'm excited by the opportunity.

GIFT is pleased to start the New Year by offering free access to the *Journal* archives to all current *Journal* subscribers. Soon you will receive the password needed to access the archives on the GIFT website. Special thanks to Associate Publisher Jennifer Emiko Boyden and the great folks at Reach & Teach (reachandteach.com) for bringing this project to fruition.

As the recession and its effects continue, it can be easy to get discouraged with fundraising. Many of us feel pressured to keep up a frenetic pace of work and to seek out the "big bucks." In this search, we often overlook what we have in our own communities.

To help ground ourselves in the opportunities right in front of us, here are some fundraising tips for the New Year, further elaborated in this issue's articles:

Value and tap into existing networks. In addition to building your own organizational network, get to know your community members and groups. Their experiences and contacts can help your organization partner better with the community. In this issue, an excerpt from a study on "horizontal philanthropy" by the Center for Participatory Change shows how marginalized communities rely on neighbors, family, and friends for survival and informal networks of support. Their findings can reframe how nonprofit organizations think about our own role in the communities we serve.

More show, less tell. Nicole Hsiang uses this phrase in her critique of a fundraising appeal letter. It's a lesson that bears repeating. Our work is most compelling to donors when we share stories, photos, and concrete examples.

Learn from the past. Many of us feel that we're working in an unprecedented economic climate, that we need to find the latest magic bullet that will solve our financial problems, or that we need the latest technology to keep up. Let's not forget to evaluate what we've already done and build on existing successes and lessons learned. Fundraising plans shouldn't be written from scratch year after year, but should be an evolution of the relationships we've been building with our supporters. In this issue, to help us remember lessons from history, Holly Fincke relates how the civil rights movement raised funds, inspiring us to persevere through our current struggles.

Reclaim time. As fundraisers, everything we do feels dire, and we often burn ourselves out trying to accomplish it all. But at the end of the day, what we've sacrificed is often the most essential: time to think, learn, and rest. Kim Klein shares some important insights about time management for fundraisers from her new book.

Thank you for taking the time to read the *Grassroots Fundraising Journal*. We hope it provides you with opportunities to think, learn, and take a break from the daily fundraising routine. Here's to a great year together!

Frances



When the Cooper Boulevard Mobile Home Park in Buncombe County, NC, was sold for commercial development, friends, family and neighbors organized a yard sale to raise funds for the residents to move.

WHEN MANY PEOPLE THINK OF GIVING or philanthropy they typically imagine a wealthy person giving money (donations) or time (volunteering) to a nonprofit organization, usually to help people in need. This is one kind of giving, and it is important in strengthening the fabric of society, making sure that people are able to meet their basic needs, and promoting civic engagement, advocacy, and community organizing. Of course, in addition to the contributions of wealthy people are the time and money given by millions of people—middle class, working class, and poor—to a wide variety of nonprofit organizations.

But there is another form of giving that is less recognized or celebrated and that actually plays a far more important role in the lives of many more people. People give constantly to one another within their networks of friends and family. Friends help friends who are ill; family members lend each other money; people offer a ride when a neighbor doesn't have transportation. This kind of giving within communities is so widespread that it is frequently taken for granted and has rarely, if ever, been recognized as a form of philanthropy.

The Center for Participatory Change (CPC), an organization

that helps strengthen grassroots leaders, groups, and networks working on racial and economic justice issues across 25 counties in Western North Carolina, conducted a study of giving in low-income and marginalized communities in its area. Borrowing from a similar study that was conducted in South Africa, we looked at two kinds of giving:

- **Horizontal giving**—the giving and giving back that occurs between friends and family within a community, among people who know and trust each other.
- **Vertical giving**—in which an individual gives money and/ or time to an organization and that organization, which is often based outside of a local community, provides some service or aid to people within a community.

We wanted to know more about how these forms of giving work in Western North Carolina communities and the relative importance of each. To do so, we held 12 focus groups with a total of 122 people across our area. There were four groups made up of Latinos, two of African Americans, two of Hmongs, two of European Americans, one of Cherokees, and one mixed-race group. Two-thirds of the people in the groups were women;

African American participant: Well, I have had a lot of health issues—quite serious ones, ones that lasted two years. And I needed a lot of help. [Friends and family] would cook food, either at my house or they would cook food at their house and bring it. They did the laundry. They washed, and they ironed. They transported me back and forth to the doctors. There was just so much done for me, that if you had to put a monetary value on it, you never could.

one-third were men. There was a generally even mix of ages, from teens to elders. Most people were working class or of low income.

We asked questions that focused on who gives and receives, what is given and received, and why people help and support each other.

Some of our findings are summarized in this article; the full report, *Horizontal Philanthropy: The Importance of Giving within Low-Wealth Communities*, is available at www.cpcwnc.org.

Major Findings

The major findings of the report, summarized here, reveal the rich variety of horizontal giving that goes on in communities and the relatively less importance attributed to services provided through vertical giving.

Categories of giving. In the focus groups, people identified thirteen categories of giving. Roughly in order of importance to participants, these categories were emotional support, money, caregiving, information and skills, labor, food, transportation, support around racism, immigration support, cultural work, housing, faith and spiritual support, and material goods.

Categories of organizations. People referred to government agencies, churches, foundations, nonprofit organizations, and grassroots groups. Although these are mostly self-explanatory, people made a distinction between nonprofit organizations and grassroots groups. Although some grassroots groups are also nonprofits (that is, they have incorporated as 501(c)(3) organizations), the groups that fall in this category are generally small, founded and run by members of the community being served by the organization, likely to be run solely by volunteers or with only one or two paid staff people, and without significant infrastructure.

Horizontal giving is more important than vertical giving. Across all groups, people said that, in their daily lives, there is much more horizontal giving (giving among people within communities) than vertical giving (giving to and from institutions). They also said that horizontal giving is more important,

rich, and varied. Generally, the study data suggest that horizontal giving is a crucial part of people's everyday lives; vertical giving may provide important support or services, but it is less likely to touch people's lives as frequently or as deeply.

Horizontal giving is rich in form and significant in impact. All the forms of horizontal giving mentioned as being important were given through networks of friends, family members, and members of churches or grassroots groups. In fact, people repeatedly stressed the importance of these forms of giving in their lives.

People rarely mentioned giving by the nonprofit sector. We defined the US nonprofit sector as consisting of organizations that have a 501(c)(3) designation with the Internal Revenue Service. In the study, people talked a lot about churches, grassroots groups (many of which are not nonprofits), and government agencies. The nonprofit sector was not viewed negatively; rather, it was simply not mentioned.

Horizontal giving occurs among people who know and trust each other. People in the study reported that horizontal giving occurs within their social networks, among networks of people who know and trust one another. The most important of these social networks are family networks and networks

European-American Participant: One thing I see a lot is people helping each other by raising money to cover medical costs, to cover things that insurance won't cover. Sort of community action—the jugat the convenience store, and the spaghetti suppers.

of friends. Of secondary importance, but still important, are networks among members of the same church and members of the same grassroots group. Horizontal giving is based on preexisting relationships. It appears that the closer these relationships (such as family members, close friends), the more likely it is that mutual giving and support will occur.

Implications

The results of this study hold some important implications for churches, grassroots groups, government agencies, and nonprofit organizations. All the implications are discussed in the full report; here we focus on those relating to nonprofit organizations.

Research participants rarely mentioned nonprofit organizations other than churches or grassroots groups as important avenues of giving or receiving. Generally speaking, conventional nonprofit organizations—organizations that exist outside of

communities and provide services for those communities—did not come up in focus group conversations.

These types of nonprofit organizations might therefore want to consider how their projects, programs, or services intersect with the organic systems of horizontal giving that exist within

Within Cherokee communities, there is a tradition called "free labor groups" —groups through which labor is shared for the community good. Cherokee participant: "Each community has a Community Club Council. People tell the Council members what they need, and that's sort of how it happens. The Free Labor Groups go gather the people and tools and materials needed for the job. They usually just let it be known what they're going to do, and whoever can come on that day will come and work and donate their time. They take materials and do roofs for people, or build them ramps, or whatever it is that they need done. They dig graves. It's all volunteer. They do the labor and the materials."

any community. Questions that staff at nonprofit organizations might reflect on include the following: Are we trying to integrate our work into naturally occurring networks of horizontal giving? Are we recognizing that people within communities already know what they need, who has what they need, and how to get it to the people who need it most? As much as possible, are we seeing people in communities as creators of their own development rather than as clients?

Discussion

It is common for professionals to view acts of mutual help and support as incidental, small-scale, and unimportant. This perspective stems from seeing individual actions—a grand-parent caring for a child so that parents can work, neighbors taking up a collection for a friend in crisis—without seeing the aggregate impact of millions of similar actions throughout marginalized communities. Even in this limited study, the data showed that giving among friends and family members within communities is enormously significant in scope and impact.

It was humbling to see so clearly the existence of informal systems of mutual support within communities that are naturally (without any help from us or anyone else) doing so much to make communities more just and livable.

We hope that the findings from our study will raise awareness of the contributions made by people living in low-income and marginalized communities to strengthening their own communities and helping move people out of poverty. We

hope that institutions focused on giving—churches, grassroots groups, government agencies, nonprofit organizations, and foundations—will be more aware of and pay more attention to the underappreciated indigenous networks of mutual support and help that exist in communities.

We do not believe that such networks are enough, by themselves, to move people and communities out of poverty; we do not want to see anti-poverty efforts from outside of low-income communities dry up or move away. But we hope that institutions will build their work in low-income and marginalized

Latinoparticipant: "Whenevertheseasonends, there is no work for us. We didn't have anything to eat at home. There was no food, and I had a little girl. One night, my husband got home very tired and with no money, and he asked me what were we going to eat. I had two potatoes, but they already had some root on them, so I told him we were going to eat that. He said, "Okay, let's eat that then." So I was just setting up thetablewhenanelderlymanfromourneighborhood came. He had two plates of chicken with him from this restaurant. He had the full order, the chicken and the soda. He came to deliver that to other people, but theywere not home. So he walked up and knocked on our door. He asked us if we wanted the food. We said, "Yes." My husband and I were crying. We realized that Godknewwedidn'thavemoneyforfood, butthat man came and brought us that food."

communities on the significant resources already within those communities, realizing that people in local communities know how to get resources to where they're most needed, and that people are already doing important work to help and support each other and make their communities better places to live.

We invite readers to reflect on the importance of horizontal giving in their own lives: Whom do you help, and who helps you? What sorts of giving are provided? Why do you give? Why do people give to you?

We believe that, regardless of your economic class, your professional status, your age, gender, and cultural background, you will likely find that some forms of horizontal giving have shaped your life, and that these forms might just provide a new perspective from which your nonprofit organization can improve its work.

Craig White works at the Center for Participatory Change. He can be reached at cpcwnc.org.



I HAVE A SHORT ATTENTION SPAN for reading mail from organizations I don't know, so I was struck by how accessible and easy to read I found this letter from the Asian Immigrant Women Advocates (AIWA). One reason was the short, concise paragraphs that explained AIWA's activities. Another was its personal tone, which several times addressed the reader as "you," making me feel as if I were being spoken to directly.

After reading the letter, though, I still felt that I needed more substantial information about AIWA—information that would convey the urgency of the issues and tell me of concrete impacts my donation would make toward addressing them. I also wanted to know more about the specific challenges facing Asian immigrant women they serve. I would have appreciated reading an anecdote or two about the women the group works with or about how their programs changed one person's life.

In short, I wanted more "show," less "tell."

What I liked:

Personal tone that addresses the reader as "you," as well as using "I" and "We" often. The writer's voice sounds less like a salesperson and more like a trustworthy friend who shares your point of view.

Good layout. The size and color of the paper is unique and feels like stationery, evoking the personal feeling of receiving a letter from a friend. I like how it looks on the page, the short, concise paragraphs and use of indentation.

The "ask" paragraph is very strong and eye catching. "I am asking you" is a great way to make a direct ask for the reader's support.

Suggested Improvements

Add a date to the letter. Since most letters are dated, the omission of a date looks like an unintentional mistake. Also, a date helps your own recordkeeping.

Personalize the letter as much as possible. "Dear Friend" is much less personal than addressing each reader by name. If you are writing to a list of people who have never given to the orga-

nization before, however—an acquisition mailing—you might in fact need to write "Dear Friend," because you don't yet have a relationship to the person. Moreover, to qualify for nonprofit bulk mailing rates, each letter has to be identical, which literally means you can't have a separate name/address/salutation for each one. However, if you are writing to your current donors, personalizing the greeting will help maximize the response rate.

Use design elements that make it easy for the reader to catch your main points. This includes bolding, underlining or italicizing key phrases. Using such techniques helps the reader to identify right away the main points in the letter. If I were in a big hurry and only wanted to quickly skim down the page, I wouldn't know which key sentences to read. For example, the sentence, "But to ensure these programs continue to be strong and relevant, we need your help" is a very strong statement, which could benefit from being put in bold.

Be consistent in how you refer to a holiday. In this letter, the lunar new year is referred to initially as "lunar new year," and then later as "New Year."

Add a sentence that acknowledges and shows gratitude to the reader for their support, even if they haven't yet given it. Paragraph five reads: "we have a group of loyal supporters"— Am I, the reader/donor, included in the group of loyal supporters? Add a phrase such as, "We have a group of loyal supporters like you."

Proofread your letter, and have someone other than the writer of the letter proofread it too. There are a few typos in the letter that make it look sloppy. This is off-putting to your readers and sends an unprofessional message.

Be as specific as possible. Paragraph six speaks of a "... time when anti-immigrant feelings are increasing." This point, while very compelling, is too vague and abstract. What current events have happened to exemplify rising anti-immigrant feelings? Give an example of what is going on in your community, including concrete examples wherever possible. Example: "The US Senate is considering legislation already approved by the House of Representatives that would make it a felony to be in

the U.S. illegally. Such a law would impose harsh new penalties on businesses that employ illegal immigrants and even require churches to check the legal status of the people they help."

Another example of where you could be more specific is in paragraph nine, which reads, "We will be facing new challenges." What exactly are these challenges? For example, "One of the challenges we face is the increasing hostility and scapegoating that immigrants are facing during this economic decline. As unemployment increases in all of our communities, immigrants are often blamed for the loss of jobs."

Avoid jargon and language that is too general to be well understood or interesting to the average reader. Here the

The lack of a date looks like an oversight. Dates indicate that the information is

current.

Add

"like you"

➤ Dear Friend,

As you and I prepare to celebrate the lunar new year, we are thinking about our families and reunions, and giving thanks for all that we have.

Asian Immigrant Women

This is also the time we remember our ancestors, and eat the traditional foods of our cultures. We will hear firecrackers sending out the old year and children's laughter all around.

The year of the Horse is a time to look to the bright side of life, and we here at AIWA have a lot to appreciate.

We have a great group of volunteers who work hard to carry out our mission and believe in the work we are doing. And the women who continue to challenge injustice at home, in the community and in the broader society—they bring vitality and energy to keep everyone going.

so that the readerunderstands that she or he is included in this group.

And most of all we have a group of loyal supporters who ensure we have the resources to take on the challenges of the low-income, immigrant women workers.

But this year also brings us into a time when anti-immigrant feelings are increasing, and we are seeing the rights of non-citizens being restricted in a way that we cannot tolerate.

In these times, the grassroots leadership development that we have brought to the Asian immigrant women's community is even more important.

We need to be here for those who need our encouragement and need our programs - providing skills and tools to develop leadership and bring positive changes in

In this new year ahead at AIWA, we will be facing new challenges - ones that we can only imagine at this time. But we will continue to do the things we know need to be done in our community.

Workplace Literacy, to equip immigrant woman with basic English skills and encourage them to participate in the community.

(over, please)

310 Eight Street, #301 • Oakland, CA 94607 • (510) 268-0192 • email: aiwa@igc.apc.org 1010 Ruff Drive, #21 • San Jose, CA 95110 • (408) 289-8983

« (CU)

their lives.

expanded by including qualitativedata,examples, results, successes or accomplishmentsachieved thus far, and how they will be expanded.

All of these

points could be

Use an example to

bring this point

home.

word "leadership" appears often, diluting its meaning. I recommend using more concrete language to demonstrate leadership. Examples: "By providing opportunities for Asian immigrant women to speak up for themselves, we are teaching them how to come together with other women in similar situations to demand change." Or, "We are providing the skills and tools to

the members of AIWA so that they can become activists in their communities."

Elaborate on your achievements. All of the bullet points could be expanded by including quantitative data, examples, results, successes or accomplishments achieved thus far, and how they will be expanded. Example: "The Immigrant Women's

This is

a strong

statementthat

could be bolded.

Leadership Academy will teach 25 participants per year how to facilitate meetings, do public speaking, conduct organizational outreach, and conduct classes and workshops." "Last year, 12 immigrant leaders represented AIWA at the national conference on immigration reform." "Right now, AIWA leaders are working to ensure that school and government resources are accessible to limited-English-speaking communities."

Discuss your plans for the future.

When you say, "Your gift will help us to accomplish more in our community," give some details of plans for the

future. What will you build more of from the donations you receive through this letter? Examples: "We need your help to increase the number of computer literacy classes for Cantonese-speaking immigrants." Or, "With your sup-

port, we can take our youth to our first annual weeklong youth empowerment retreat, happening next summer."

And finally, **add a P.S. at the end.** This is a trick of the fundraising trade. Most readers cannot resist reading the P.S.—in fact, it just might be the only thing they read! Example: "P.S. If we receive your donation before February 1, your donation will be matched, dollar for dollar! Please send your gift today."

Nicole is an alumna of GIFT's internship program, class of 2005. She has worked as a fundraiser for San Francisco Women Against Rape, Agape Foundation, and Community Educational Services.

- 2 -

<u>Immigrant Women's Leadership Academy</u>, to develop an effective, culturally appropriate leadership program.

<u>Health & Safety Project</u>, to identify, treat and prevent workplace injuries through Peer health training, eduction, leadership development and the ergo improvement program.

<u>Youth Build Immigrant Power Project</u>, to provide training and experience in community work for young people ion low-income, immigrant families.

But to ensure these programs continue to be strong and relevant, we need your help.

That's why I'm asking you to make a New Year contribution to AIWA today. Your gift will help us to accomplish more in our community – and achieve more

gains in the lives of low income, immigrant women this year.

Your tax-deductible gift will help give is the encouragement and financial support we need to move forward immediately on the challenges ahead.

Please make a generous gift for the immigrant community. And thank you for your deep concern and steadfast commitment!

My best wishes to you for the coming New Year.

Yours truly,

Young Shin

Executive Director

Add a P.S. This is sometimes the only part of an appealletterthat donors read.



Inspiration from Fundraising History

The Civil Rights Movement

By Holly Fincke

EVER READ OR SEE A DOCUMENTARY about a social movement and wonder, "Now, where did the money come from to make that happen?" Rarely is the answer obvious. It's as if past movements never had to fundraise.

The information void is part of, and feeds into, the idea that money is a dirty distraction from the real business of organizing for social change. But what if we knew more about how fundraisers before us did their work? Maybe we'd not only avoid mistakes of the past, but we'd also be inspired to change the way we think about and carry out our fundraising activities.

One powerful example is the Civil Rights Movement of the 1950s and '60s. Foundation funding came late to the Movement and certainly didn't extend to every locality where resistance was bursting forth. And foundations put pressure on the movement to downplay more radical strategies (which is an interesting—and longer—story for another time).

Instead, the many local struggles that made up the Civil

Rights Movement supported themselves. In *The Origins of the Civil Rights Movement*, author Aldon Morris gives strong examples of how the local movements raised all or nearly all of their money from within economically struggling black communities in the South and the North.

As Morris points out, African-Americans in Southern cities were overwhelmingly clustered in the lowest-paid and dirtiest jobs: in a typical Southern city in the 1950s, approximately 75 percent of black men worked in unskilled jobs, and 70 percent of black women were domestics or low-paid service workers.

It was from this base of mostly poor people that movements in various cities raised the money it took to make history. In Birmingham, for example, approximately \$312,000 in today's dollars was raised over three years from the local black working class and poor community. If today's local organizations raised even half that for their work, it would be a huge step forward in terms of financial and political independence.

So step back in time with organizer fundraisers of the Civil Rights Movement and reflect on how their example might inspire your work today.

The Community Finances Efforts Aimed at its Own Liberation

A key fundraising strategy in any city was to raise donations from churches and at church-based mass meetings. The income

Shreveport, also worked in Northern Louisiana and Northwest Texas, waging campaigns on issues ranging from bus segregation to political disenfranchisement. Many of their activities didn't require much money, but they raised what they did need by organizing through ministers and churches. This strategy prevented them from jeopardizing people's security and enabled them to tap into many sectors of the community.

Fundraising tactics had to contend with the fact that those

THE INCOME FROM THESE STRATEGIES WAS SO GREAT, IN FACT, THAT MANY OF THESE COMMUNITIES COULD WAGE SUCCESSFUL CAMPAIGNS WITH LITTLE OR NO HELP FROM OUTSIDE THE BLACK COMMUNITY.

from these strategies was so great, in fact, that many of these communities could wage successful campaigns with little or no help from outside the black community.

The Baton Rouge 1953 bus boycott provided the model that was followed in other cities, including for the longer bus boycott in Montgomery three years later. The success of the boycott relied on organizing carpools as an alternative transportation system. The first monies for it came through asks in black churches. Then nightly church-based mass meetings powered the strategy, action, and fundraising. Said Reverend T.J. Jemison, leader and spokesperson for the movement, "The black citizens, mainly, and a few whites, contributed enough money to pay for all the tires, and batteries, and gas and my bodyguards. And we owed nobody nothing. The black community paid for all that."

Three years later, in Birmingham, the same dynamic unfolded with huge success. According to Morris, "A Southern Conference Education Fund publication issued about 1959 reported that 'Since June, 1956, a total of \$50,000 has been raised and spent by the ACHMR (Alabama Christian Movement for Human Rights), most of it on court litigation. Most of this has been contributed by the Negroes in Birmingham, many of whom make scarcely enough to live on."

Reverend Shuttlesworth, an ACHMR leader, later explained, "I doubt very much if we have gotten over \$8,000 from outside Birmingham in the three years in which the Movement has been organized. Our major weekly source of income is derived through weekly contributions at mass meetings." As Morris says, "In short, it was the Birmingham black community that financed efforts aimed at its own liberation."

Creativity, Leadership and a Role for All

The United Christian Movement, Inc (UCMI), based in

dependent on the white power structure could lose their jobs if they overtly identified with the movement. Dr. Simpkins of the UCMI said, "Why expose them to that for a few dollars? And if you can talk to their ministers, the ministers can preach to them. They know the message. When the old slave sings about

Bringing the Learning Home

Share the examples in this article with your organization and discuss the following questions:

- Grassroots communities powered the fundraising described here. Is your organization maximizing the interest and ability of poor and working class people to give? If not, what stands in the way?
 What could be done to overcome that barrier?
- Could your fundraising more strongly align with your community's culture and institutions?
- Are you giving to your organization and sharing the power of your example with others?
- Are you thinking creatively about soliciting fundraising contributions from many parts of your community, as opposed to a few?
- The Great Migration was the movement of African-Americans to the North and other parts of the country. Given the movement of people today within regions and globally—are there ways your organization could be doing stronger fundraising with a regional, national, or global network of people and institutions?

"There's a great day coming' —the old spirituals—the message is in there, and the ministers gave a certain sermon. [The people] knew what was going on. They put extra money in the collection plate. You couldn't trace that."

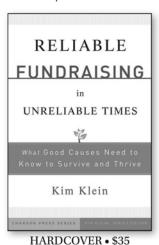
It started with the leadership showing their financial support. Dr. Simpkins said later, "Our people [members of the organization, the ministers] put their money into it. If you believe in something you put your own money into it.... When we do that, you're going to have no trouble in other people putting theirs in. People will come to you and want to give you something. 'Cause they realize you're putting your life on the line."

Professionals, too, contributed. According to Morris, "Teachers were called upon to supply the movement with stencils, paper and money. At times, professional blacks placed garbage barrels at designated places for movement activists to pick up. Inside the garbage containers were the names of prominent blacks who wanted to the support the movement in any way they could....Members of the UCMI secretly made contact with those named and put to use whatever services and resources they could provide....The UCMI, then, operated under the assumption that all strata of black society would support the movement."

New Book Shines Light

on How Grassroots Organizations Can Thrive Even During Economic Crisis

A new book by renowned fundraising expert Kim Klein shows how nonprofits can build sustainable programs to raise money



during tough economic times. Readers of Klein's previous books—such as the seminal Fundraising for Social Change—will find more of her intelligent wit, innovative thinking and practical advice, along with new ways to think about old problems.





Order your copy today at josseybass.com/go/chardonpress!

Following the Migration of People and Institutions

The 1956 Montgomery bus boycott was a watershed event for the Civil Rights Movement. On the ground, part of its success relied on the year-long operation of a complex alternative transportation system. Where did those resources come from?

Morris writes "The MIA (Montgomery Improvement Association) relied on both 'inside' and 'outside" money....The Montgomery movement was initially organized and supported by donations collected at mass meetings. This source of support remained central to the MIA throughout the bus boycott. However, large sums of money came from outside, especially the North. This has led some writers to conclude that the Montgomery effort was successful because of the money it received from Northern white liberals. There are serious problems with this interpretation. For one thing, most of the 'outside' money was raised by black churches, organizations and individuals in the North. Indeed, many Northern blacks identified with the movement because they had relatives in the South and because they had found racism, not the Promised Land, in the North."

The Power of the Base

The movement in these cities and others exemplified what is possible when a movement's time has come and when that movement truly believes in the power of its base to achieve its goals, including its fundraising goals. This history is a powerful reminder of the strength of uniting organizing and fundraising and shows that with commitment and resourcefulness, we can raise the funds to make incredible things happen. ■

Holly Fincke is a long-time fundraiser and fundraising consultant in the San Francisco Bay Area. She is also Director of the Windcall Institute (windcall.org).

For more information, see:

The Origins of the Civil Rights Movement: Black Communities Organizing for Change, by Aldon D. Morris (Free Press, 1984).

Political Process and the Development of the Black Insurgency, 1948-1970, by Doug McAdams (University of Chicago Press, 1999).

Thanks to Asian Pacific Environmental Network, which was originally interested in locating these resources to inspire their own thinking about fundraising and movement building.



Time Management for Fundraisers

By Kim Klein

IN MANY WAYS, time is both our most precious non-renewable resource and our most democratic institution. We all have 24 hours in our day. When this day is over, it is over. We can't get it back. Thus, time is not money: we can earn more money, and people have vastly unequal amounts of money. To be sure, money helps people with their time, and people who must work two or three jobs to make ends meet rightly feel they have less time than someone who plays golf all day.

Those of us in fundraising are at neither end of this spectrum. We have neither more nor less time than the other people in our organization or than most of our donors. We will not get everything done, so we have to choose among a number of important things. We will be late with some things, and we must choose what can be late and what really cannot. And then we have to be flexible enough to cope with events that are unforeseen, unplanned, and sometimes disastrous.

It is easy for me to see my biggest mistake over the course of my whole life: It was creating a hierarchy of my time and placing work at the top of it. For years, I worked all the time. Weekends and evenings were simply times to work uninterrupted. Airplane rides were times to read professional journals or political analysis. As I got older, I stopped devoting all my time to work. But work still took the bulk of my time.

People who work all the time, as I did, are actually kind of lazy. We never have to make any decisions about any other part of our life, because when we are not working, we are so tired that there is little else we can do but sleep.

If I work all the time, I don't need to think, for example, Should I bring my elderly, housebound neighbor some fruit or dinner? Or maybe just go visit with her? Or maybe she would like to be invited to my house for dinner—or would that be awkward for her, because she will feel she has to invite me back? I don't think about any of that because I have to work, partly for the rights of seniors.

Many of us in nonprofits love people, and we work very hard to secure their rights and to make their lives easier. But sometimes we don't take enough time to show our love to individual persons—in particular, our partners, our children, and our friends.

So the first step in good time management is to define for

THE FIRST STEP IN GOOD TIME MANAGEMENT IS TO DEFINE FOR YOURSELF HOW YOU WANT TO USE YOUR TIME AND TO THINK ABOUT WHAT, AT THE END OF YOUR LIFE, WILL MAKE YOUR FEEL GOOD ABOUT THE PRIORITIES THAT YOU SET WITH THE TIME THAT YOU HAD.

yourself how you want to use your time and to think about what, at the end of your life, will make you feel good about the priorities that you set with the time that you had.

The main purpose of time management is to help you be happy. With that framework in mind, there are some habits you can incorporate into your own life and into your organizational culture that will help you use your work time effectively.

First and foremost, in your organizational culture, and to the extent that you can influence nonprofits around you, define "full time" as 35 to 40 hours of work per week. Although you may work more time in some weeks, agree that you will balance that extra time spent by working less time in others.

In Scandinavia, where some of the world's most competitive economies are located, working overtime is seen as a sign of incompetence, either your own or that of your supervisor, who is judged to be unable to assign work properly. In the United States, particularly in the social justice arena, working all the time is a sign of commitment. We need to move to a more Scandinavian understanding of work.

Time Tracking

For many of us, it is difficult to break the habit of working all the time. The way to begin to do that is to keep track of your time. Keep a log that creates a snapshot of how you spend your time. You can do this on paper or you can download time-tracking software that gives you an accurate accounting of the time various tasks take. Use your method to record what you have done for three days a week for one month, or every other week for two months, to capture the most information. Vary the days you keep track of so that you capture most of the tasks you are engaged in. Put these tasks into categories and see what you learn.

At the end of each week, write down, too, what you didn't get done and how much time you think you would have needed to accomplish all you had hoped to do.

Here's an example of what Ravi, a 34-year-old development director, found in his time tracking over the course of one month (160 hours):

- 30 hours: Writing, editing, and publishing enewsletter, with most time spent figuring out how to send it to the email list and get it on the website without losing the formatting
- 10 hours: Setting up for the board meeting: emailing the agenda, budget, profit and loss statements, and fundraising

report; buying food; photocopying the agenda, budget, and fundraising plan in case people forgot to bring theirs, making coffee, etc.

- 3 hours: Board meeting
- 10 hours: Putting together report for Demando Foundation
- 4 hours: Going with ED to see three donors
- 2 hours: Working with mail house to clear up problems with our list
- 2 hours: Searching for, finding, then counting the number of return envelopes, stationery, etc., to see how much to order
- 1 hour: Dealing with designer about stationery, etc. because each of us thinks the other has the originals
- 2 hours: Personalizing thank you notes
- 8 hours: Staff meetings
- 4 hours: Calls with board members regarding their major donor tasks
- 1 hour: Attempts to reach three major donors
- 2 hours: Starting to write spring appeal
- 60 hours: Reading online fundraising stuff and answering email not related to any of the above

Here is a sample of Ravi's list of what he didn't get done:

- Personalizing thank you notes: I am running out of ideas and doing these too fast
- Ten more major donors to call, plus the three I didn't reach. Also, I need to keep ahead of the board members, who are actually on top of their major donor work right now
- Meeting with ED to go over revised fundraising plan
- Spring appeal: I keep getting interrupted and losing my train of thought
- Changing content on website and adding information about our monthly donor club
- Setting up New York fundraising trip

Total time needed for tasks not done: about 40 hours

At the end of one month, Ravi has a week's worth of work not done that he had hoped to accomplish during that month. In looking at what he does, he observes that much of both what he did and what he left undone could have been done by volunteers.

Further, some of what he did could be done in a fraction of the time by someone who knows what they are doing: posting the enewsletter and the information on the website. In fact, the entire newsletter could be divided into tasks: writer, editor, and publisher. Ravi can supervise and even carry one of these tasks, but it is not good for him to carry all three. Of course, his organization, like most, is reluctant to pay anyone else to do anything, but the cost of Ravi's ten hours has to be equal to or more than the cost of an expert's two hours.

Ravi also has a huge time commitment for answering emails. He decides to do another time tracking to analyze exactly what Although there is probably no one right answer to this dilemma, the principles we have outlined here would suggest that the priority has to be the person and not the project. However, knowing you will be happier if you get your proposal done, you might say to the intern, "Are you OK?" If she wants to talk, talk briefly with her now and ask whether you can have a longer conversation toward the end of the day. You may have to help her set priorities—leave work now to take care of whatever is

YOU WILL BE AMAZED AT HOW MUCH OF WHAT YOU DO IS NOT IMPORTANT BUT IS IN YOUR FACE AND APPEARS TO BE URGENT.

those are and how important it is that he respond to so many emails.

Focus on What Is Important, Not on What Is Urgent

Many development people learn that they are doing a lot of work that is not actually in their job description. As a colleague says, "The development department can quickly devolve into the random department," to which all tasks that aren't anyone else's job—but that need to get done—are assigned. You have to get on top of this in order to have the time to do what only you can do or oversee.

After you do some time tracking, it is important to divide both the work getting done and the work not getting done into four categories, which can be displayed as four boxes:

Important	Urgent
Not Important	Not Urgent

Most tasks cross two of the boxes—that is, they are both important and urgent or not important and not urgent. Or they are important but not urgent—and it is dangerously easy for these to be neglected until they suddenly become urgent. What we want to do is not spend so much time on things that are not important, no matter how urgent.

Sorting through all this in real life is not as easy as the diagram makes it seem. For example, an intern comes into the office one day clearly upset. She goes to her desk without saying anything, but she is dabbing her eyes and seems to be in distress. This seems urgent. But you are the only staff in the office at this time, and you have an important proposal to finish that is due at the end of the day, so that is also urgent. Do you put your work aside and ask the intern if she is OK?

making her upset—or you may affirm that coming to work was the right thing for her to do and talking later will be fine.

As much as possible, stay with tasks that are important, and do these in order of urgency. You will be amazed at how much of what you do is not important but is in your face and appears to be urgent. This is particularly true of email. You need to discipline yourself not to check your email more than three or four times a day. If there are emails you want to respond to quickly, take care of those; don't open the ones that you know can wait.

The same is true for postal mail: don't open each letter only to put it in a pile to be dealt with later. This is not a game show, where if you open an ordinary looking email or letter you may suddenly win a prize!

Time tracking leads many people to realize that they lose time in small increments that add up to several hours each week. This is similar to keeping track of patterns of spending money. We are unlikely to conclude, "Oh, my, I shouldn't have bought that house," but rather, "Oh, my, look how much I spend eating lunch out every day."

Finding those small time leaks really adds up. If you can save 15 minutes in each work day, you will have an extra two weeks in your year!

Make Your Work Fit in the Time You Have

It may surprise you to learn that many of us are actually excellent planners, but we miss a key element of planning: you should plan for only half of the time in your work day.

Here's what I mean: I have a task that I think will take eight hours to complete, so I set aside a day to complete the task. However, I don't get the task done in that day—in fact, it takes two days. I may think I am a poor planner, but this is not so. It probably did take me exactly eight hours to complete the task, but I cannot expect to work, uninterrupted and undistracted,

THIS APPROACH TO FUNDRAISING ALLOWS YOU TO FOCUS ON RELATIONSHIPS WITH DONORS, WITH BOARD MEMBERS, AND WITH VOLUNTEERS AND OTHER STAFF, WHICH IN TURN WILL CAUSE THEM TO WANT TO HELP MORE.

for an entire eight hours. In fact, on most days there are several unavoidable distractions.

For example, I am interrupted by another staff member who urgently needs my input on a project, which uses up 30 minutes. My computer freezes and I have to reboot three times, which uses up 20 minutes. I can't remember in what file I put the statistics I need for what I'm writing. As I scroll through my files, I see something I was supposed to take care of weeks ago and decide to take 15 minutes to handle it. This task and looking for the missing file uses up most of another hour. You get the idea.

To compensate for these mostly unavoidable and all too human delays, plan work that will take only half the time you plan to be at work, and you will not get behind.

Don't Multitask

One of the big breakthroughs of this century is dispelling the myth of multitasking. For many years, time managers advised people to try to do two things at once, one that required a lot of concentration and one that did not. For example, if you used a headset on your phone, you could talk to board members or donors while stuffing envelopes for a mailing. Or, you could write thank you notes while attending a staff meeting. Even now, while on a conference call, you can hear the unmistakable clicking that indicates people are checking their email, and many people sit in meetings surreptitiously sending text messages or scrolling through email on their BlackBerry.

What we have learned, however, is that when you are doing two things at once, you are doing neither thing very well. Moreover, you're shortchanging the people you are talking to or meeting with because they don't have your full attention.

Focus on the task at hand, finish it, and move on to the next task. When you are at a meeting, be in the meeting. If the meeting is not that important to you and you don't have to concentrate on what is happening, then question why you are there at all. Ditto for conference calls or any other effort in which you are tempted to do more than one thing at a time.

You Have Enough Time

Penelope is the sole staff of a tiny organization that provides information and referrals to parents seeking affordable child care, particularly for young children with special needs. Penelope seems to work all the time, as both she and all the volunteers around her are aware. Over time, the organization is able to hire an assistant for Penelope, and later another staff person. Yet Penelope still has no time, and she still says over and over, like a mantra, "I am so busy. I am so stressed out. I don't know how I can get everything done." The truth is, Penelope has pledged allegiance to the idea of being busy, and no amount of change in her work environment will make a difference.

We all have statements we say to ourselves over and over: "I am too fat," "I am socially inept," "I can't sing," and these statements become true because of repetition. In practicing good time management, discipline yourself to always say, "I have time." If someone calls and asks, "Do you have a few minutes?" say, "Yes I do," and mean it. (If you really don't have a few minutes, don't answer the phone.)

You will be amazed at how much time you have when you tell yourself over and over, "I have time. I am not too busy. I have a lot of work and I'm getting it done."

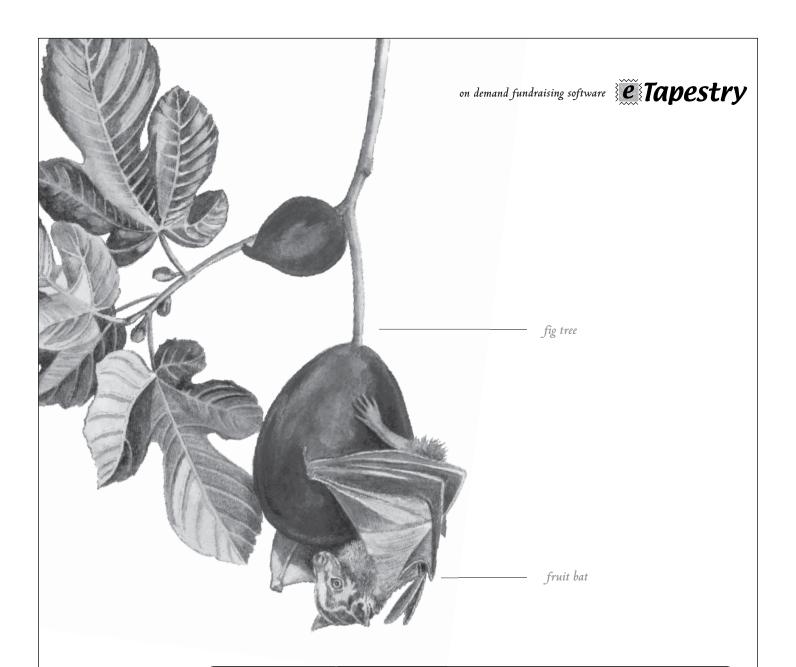
This approach to fundraising allows you to focus on relationships with donors, with board members, and with volunteers and other staff, which in turn will cause them to want to help more. A person who takes the time to be interested in others is far more appealing and fun to work with than someone who is always harried and frazzled.

Keep Your Eyes on the Prize

Futurist and organizational development expert Meg Wheat-ley says, "If we want our world to be different, our first act needs to be reclaiming time to think. No one will give time to you because thinking is always dangerous to the status quo. Those benefiting from the present system have no interest in new ideas. In fact, thinking is a threat to them. We can't expect those few who are well-served by the current reality to give us time to think. If we want anything to change, we are the ones who have to reclaim time."

Time management techniques are simply ways to open up the time we need to think and to be fully human. \blacksquare

Adapted from Kim Klein, *Reliable Fundraising in Unreliable Times* (Jossey-Bass, 2009). Learn more of Kim's top time management tips for fundraisers on Jan 13, 2010: grassrootsfundraising.org/webinars.



WHEN WE SAY YOU'RE LIKE A FRUIT BAT, WE MEAN IT IN THE BEST POSSIBLE WAY.

Symbiotic relationships. Fruit bats have one with fig trees, and your organization has one with eTapestry. Because you pay for our service instead of buying everything upfront, we have to keep earning your trust month after month. So when we say we're going to do everything we can to be your favorite fig tree, you can believe us.

WE'LL BE GOOD FOR EACH OTHER OR IT'S FREE.

We're confident that you'll have a great relationship with eTapestry. In fact, we're willing to guarantee it. If you don't raise more money with our software than you were before, you get it free for a year. Call 888.739.3827 or visit eTapestry.com

If you're looking to raise more funds, we can help.

Our clients raise an average of 21% more money their first year!

Start seeing your own results today!



For your FREE trial, visit donorperfect.com/GetResults or call 800-220-8111



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

True Spin Conference

Progressive activists can sharpen their communications skills at a national conference on PR for progressives, Jan. 21-22, 2010, in Denver, CO

The **True Spin Conference** will include 23 workshops, lectures, and panel discussions by some of the leading progressive PR practitioners in the country, including: **Jed Alpert**, Mobile Commons; **Kathy Bonk**, Author, Strategic Communications for Nonprofits; **Andy Goodman**, a Goodman; **Dean Hollander**, Fenton Communications; **Martin Kearns**, Green Media Toolshed; **Holly Minch**, HollyMinch.com; **Rashad Robinson**, GLAAD; **Karlos Gauna Schmieder**, Center for Media Justice; and **David Sirota**, Author.

Visit **truespinconference.com** or call Jason Salzman of **Effect Communications** @ 303-292-1524 for more info and to register.



Sandy Rees presents Get Fully Funded Support Club

A virtual coaching club for small nonprofit staff and volunteers who want to learn, share, and grow. Get answers to all your fundraising questions through:

- Monthly educational and coaching calls
- Online discussion board
- Massive article library
- Recommended tools and resources



www.getfully funded support.com



Don't miss out on this exceptional value!
A \$33 value for just \$10!
These are 11 of the best Journal articles on special events.
Learn how events can raise money AND inspire your constituents.

Call 888-458-8588 x304 or click grassrootsfundraising.org/specialevents to order your copy today.



hands-on fundraising and design services

We're in the trenches with you...

tel: 212.244.4880 | www.dougwingo.com | info@dougwingo.com

Heather Denkmire Gabrielle Gallucci Principals

P.O. Box 286 Saco, ME 04072 207-290-8540 info@grantwinners.net www.grantwinners.net



- virtual arants/development office
- · organizational readiness consultations (board development, program planning)
- · proposal preparation (prospect research, writing, editing)
- grant winning guidance

Don't hire a grant writer — be a grant winner!

STRATEGIES FOR SOCIAL CHANGE®

Advancing Your Social Justice Vision!

Strategic Planning • Executive Coaching Board Development • Fundraising Training **Executive Transitions Management**

Elsa A. Ríos, Lead Consultant

Robinson

50 Broad Street, Suite 1937, New York, New York 10004 212.785.0544 | www.strategiesforsocialchange.com



"Focusing your life solely on making a buck shows a certain poverty of ambition. It asks too little of yourself. Because it's only when you hitch your wagon to something larger than yourself that you realize your true potential'

DEVELOPMENT SERVICES www.granthelper.com

...support for changemakers

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

Specializing in the needs of grassroots organizations like yours

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



\$150 statewide \$200 national

We search our database of 95,000 foundation and corporate funders to find the ones most likely to give you a grant.

Call (707) 823-2927

Or order online at www.FundingSearch.com



Charting a Path to the Future. 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.

San Francisco, Bay Area = (415) 461-0141 = mperez@svn.net = www.svn.net/mperez



READY FOR A NEW WEBSITE?

Call us — we can help you create a professional, accessible website. We're easy to work with.

> Fast Smart Web Design http://fastsmartwebdesign.com

info@fastsmartwebdesign.com (718) 720-1169

MORTEN



- organizational and resource development
- film/video development executive retreats

5210 North Wayne, Chicago, Illinois 60640 ph: 773.343.5111 fx: 773.878.5121 web: mortengroup.com

em: marym@mortengroup.com



EVENT PRODUCTION & PROMOTION

Galas • Conferences • Golf Tournaments • Festivals • Auctions MAJOR DONOR DEVELOPMENT & OUTREACH • BOARD TRAINING

HIGH IMPACT EVENTS (CAMPAIGNS

510-839-3100 e: laurie@earpevents.com url: www.earpevents.com



FUNDRAISING & ORGANIZATIONAL MANAGEMENT

30 years in fundraising and directing social change organizations of all sizes. 25 years experience in training staff and boards. FUNDRAISING PLANNING & COACHING • MAJOR GIFTS CAMPAIGNS BOARD DEVELOPMENT • STRATEGIC PLANNING • EXECUTIVE COACHING

> Helping you work smarter, not harder pegmathews@earthlink.net = (423)562-8189



COMMUNICATION MARK

Fundraising Solutions for Nonprofits

Grant Proposals that are clear and true • Exceptional, documented success More information and services at www.communicationmark.com Mark Goldstein, CEO • (828) 650-0902 • mark@communicationmark.com



Natalia López

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

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

THE INSPIRED PLANET - Fundraising assistance • capacity building • strengthening leadership • multicultural coaching • strategic planning retreat facilitation
 organizational development assessments

Bilingual in Spanish and English, Marta Segura, M.P.H and Certified Coach, has 15 years of experience working with numerous multi-ethnic, cross-cultural organizations in the nonprofit, educational, philanthropic, and private sectors.

to create sustainable, abundant and thriving communities.

The Inspired Planet

(323) 691-9504 - soysegura@earthlink.net - www.theinspiredplanet.com

NEED A FUNDRAISING COACH?

Are you new to fundraising or looking for an experienced colleague to help you determine the best strategies for your nonprofit?

Contact Andrea Seale, CFRE, to discuss distance coaching.

andrea@blueprintfundraising.com www.blueprintfundraising.com



ADEPT DIVA CONSULTING

Adept Diva Consulting reaps rewards for its clients by assessing the current fundraising need, honoring the client's past successes, and utilizing best fundraising and public relations practices.

Focusing on moving organizations and donors from transactional to transformational relationships through grantwriting and corporate sponsorship development, Adept Diva Consulting offers remarkable expertise and service at reasonable rates.

Brenda Ray Scott, CFRE, Principal = (503) 680-5196 = Adept_diva@hotmail.com

Grassroots Fundraising Journal

A Publication of GIFT

1904 Franklin Street Suite 705 Oakland, CA 94612

ADDRESS SERVICE REQUESTED





FUNDRAISER for tware ...right beside you

Do you long for the freedom to access your donor management software from anywhere in the world?

-- Welcome to FundRaiser Online --

FundRaiser Software is breaking out of the box with FundRaiser Online; hosted desktop software that gives you the convenience of online access! You can have all the power and customization of locally installed software, with the freedom of internet accessibility. Don't compromise when it comes to your donor management software; choose FundRaiser Online when you need the best.

l've been a longtime user of FundRaiser, and now I can say that I like everything about the online version of the software that I liked about the desk top version. FundRaiser Online has completely freed me - as long as I can get online, I can get into my database... I love it!

Ricci Levy, Executive Director, The Woodhull Freedom Foundation

