

Grassroots Fundraising Journal

VOLUME 33 NUMBER 1 • JANUARY–FEBRUARY 2014

A PUBLICATION OF



Build Your Fundraising Team

Success Stories from the Field

Fund Development Plans for Board Members

Revolutionary Giving

Managing Multiple Relationships

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ON OUR COVER

Tyrone Boucher, a member of POOR Magazine's Solidarity Family, created the image on our cover for the Homefulness Project, a landless, poor and indigenous peoples-led movement to take back land, build housing, a community garden, school, cafe and healing space. You can read more about POOR's work, including its Revolutionary Giving Sessions, on page 10.

A PUBLICATION OF



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

PUBLISHER EMERITA

Kim Klein

EDITORS

Jennifer Emiko Boyden
Ryan Li Dahlstrom

GRAPHIC DESIGN

Chris Martin

COPY EDITOR

Sonny Singh

COVER IMAGE

Tyrone Boucher

GJF EDITORIAL BOARD

Will Cordery, Dolores Garay, Priscilla Hung,
Yasmeen Perez, Megan Peterson, Randall
Quan, Stephanie Roth, Yee Won Chong

For subscription inquiries, to request permission to reprint *Journal* articles, and for advertising information, please contact: jennifer@grassrootsfundraising.org

GIFT STAFF

Jennifer Emiko Boyden
Communications Director
Ryan Li Dahlstrom
Movement Building Director
Laurene Francois
Training Director
Nan Jessup
Finance & Operations Director

GIFT BOARD OF DIRECTORS

Robin Carton
Yee Won Chong
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Sophia Kizilbash
Mazi A.E. Mutafa
Michael Robin
Adriana Rocha, Chair
Adwoa Spencer

GIFT: 1904 Franklin Street, Suite 705
Oakland, CA 94612

info@grassrootsfundraising.org
grassrootsfundraising.org

PHONE: 888.458.8588 (TOLL-FREE)
510.452.4520 (SF BAY AREA)
FAX: 510.452.2122

Periodicals postage at Oakland, CA 94615
023-243.

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

©2014 GIFT | ISSN No. 0740-4832



Getting Comfortable Asking for Support

By Jennifer Emiko Boyden

HAPPY 2014! I hope you are returning to work after having some time to relax and unwind over the holidays. I am grateful to have had the opportunity to spend time with family and friends in Southern California, enjoying some warm weather on the beach together.

I am also grateful for GIFT's fundraising team, who, thanks to a new buddy system, increased communication and encouragement, and opportunities to practice our asks, came together to reach our fundraising goal and finish the year out strong. And of course, I am equally grateful to those of you who donated to support our work—some for the very first time!

Since adopting a shared leadership model in March 2012, my coworkers and I have worked hard to achieve an even distribution of work, keeping everyone in the loop of our respective work areas, staying focused on our long-term vision while taking care of day-to-day tasks, and communicating directly with each other, especially if something's not working well.

Asking for support from each other has been particularly challenging, sometimes out of pride (not wanting to admit we need support), sometimes because we don't want to impose on others, and sometimes because asking for what we want or need was not welcomed growing up. Whatever the reason(s), we're working to overcome them, because we know that support from one another is necessary in order to sustain and do our best work.

This same discomfort with asking for help is often present when we think about building a fundraising team and approaching stakeholders to support our work. Even though we realize, consciously or not, that no one person can be a successful fundraiser in isolation for the long haul, the thought of recruiting, training and motivating a group of people to share in the responsibility and joy of sustaining our work can seem like insurmountable tasks. Thinking it will be faster and easier if we just "do it ourselves" is not only unmanageable but is unrealistic: We need each other in order to achieve the change we want to see in the world.

Because overcoming our own hang-ups around asking for support is just part of the process, we've dedicated this issue of the *Journal* to tips and tools for you to build and strengthen your fundraising teams. Christa Orth kicks off the issue with a step-by-step guide for developing an effective fundraising team, providing concrete examples of success from Sylvia Rivera Law Project and Eastern Massachusetts Abortion Fund. Next, Will Cordery walks us through a new tool created by the Board Development Committee of Astraea Foundation that spells out opportunities for participation and solicits specific commitments and requests for support from board members. Tiny (aka Lisa Gray-Garcia) follows with the story of POOR Magazine's Revolutionary Giving Sessions, and the Solidarity Family of young people with race, class and/or formal education privilege that formed in the months following the first session in 2009. Andrea Kihlstedt and Andy Robinson then guide us through the process of figuring out how much time we need to meaningfully engage with our supporters so that each team member takes on an appropriate number of relationships.

There will be many more opportunities to continue these conversations and share resources with each other in person at the August 2-3, 2014 Money for Our Movements Conference in Baltimore. Stay tuned for more details and look out for registration opening in the spring. I look forward to seeing you there!

The cost of publishing the *Journal* is covered solely by subscriptions and donations made by people like you. Please help us continue this valuable resource! Subscribe, renew or make a donation today at grassrootsfundraising.org or call us toll-free: 888-458-8588 x306. Thank you!

SYLVIA RIVERA LAW PROJECT



2011 - 2012 Annual Report

Build Your Fundraising Team Tools & Rewards

By Christa Orth

HAS THIS EVER HAPPENED TO YOU? You tell someone you're a fundraiser for a nonprofit, and they say, "Oh, that is so hard/scary/impossible. I could never do that." My response is always, "Yes, you can. The trick is to have a great fundraising team supporting you."

I have been a development professional for years for organizations with a small development staff of one or two people at most. I am now the development director of Streetsblog and Streetfilms, online media tools that promote better biking, walking and public transportation in New York City and other cities across the country. I am the only staff person dedicated to fundraising, but I have a vibrant, dynamic fundraising team made up of other staff, board, and volunteers that makes my job much easier, and fun.

Feeling alone in your fundraising role? Does everyone in your organization turn to you to raise the budget? Want to grow the team you already have? Wish that your team had a few more skills?

If you said "yes" to any or all of these questions, use the following tips to bring a creative group of invested volunteers and staff together on a fundraising team—you will increase your group's financial sustainability while alleviating some of the stress you feel about the difficulty of raising necessary funds.

Step One: Recruit, Recruit, Recruit!

First things first—figure out who should be on your fundraising team. Start by making a list of all the people who are already close to your organization; include a diverse group of people who have different roles in your agency. If someone has a connection to your mission and has given their time, talent, or funds, then they are a great candidate for your fundraising team. Here are some groups of supporters from which you can recruit:

HELP YOUR FUNDRAISING TEAM UNDERSTAND HOW CRITICAL YOUR FUNDRAISING GOALS ARE TO THE MISSION OF YOUR ORGANIZATION IN ORDER TO MOTIVATE THEM TO CONTRIBUTE TO THAT EFFORT.

The following exercise can help get you started in building your fundraising team:

1. Write down a list of at least five people you would like to invite to your team.
2. List the skills, strengths, and connections of each candidate on your list (e.g., good writer, effective public speaker, lives in a neighborhood in your organization's service area, networked in the bicycle/restaurant/insurance business, etc.). Remember, people don't have to be wealthy to be good fundraising team members—don't discount more creative skills.
3. Get in touch with each person on the list, and ask them for advice on your fundraising program. You can ask them questions about your recent fundraising campaign, an upcoming event, or even what kind of incentives they would appreciate for donations (tote bags, water bottles, bike bells, none at all).
4. After you have cultivated them, let them know you appreciate their great advice, and ask them to join your team (if you think they are a strong candidate). They can join in any number of roles (fundraising committee, advisory committee, event committee, board of directors, advisory board). Just be sure to be up front with them that they will be on the team to raise money to support the mission of the organization. Remember to set the right tone in your conversation by casting fundraising in a positive light.

- Board members
- Advisory committee members
- Donors
- Program and non-program staff
- Volunteers
- Event committee
- Local business partners or corporate supporters

Prepare and Motivate Your Team to Fundraise for Your Organization

Periodic trainings will provide your team with the information, skills, and motivation they need to be effective fundraisers for the cause they love. Training for your team will help put their roles into the context of your organization's financial goals and dispel fears about asking for money. Here are some elements for an effective training:

- **Be transparent about your organization's finances and your fundraising goals.** Show your team the organizational, program, and/or event budgets. Help them understand how critical your fundraising goals are to the mission of your organization in order to motivate them to contribute to that effort. Members will be able to set realistic fundraising goals for themselves once they understand their individual contribution relative to the overall project/campaign/event goal.
- **Share a list of your current and past funders.** This may get members thinking about who else they can ask for support. The team will see who has contributed in the past and if there are gaps to fill. For example, if local banks, bike shops, and law firms have contributed in the past, you might consider reaching out to companies like those while also expanding your prospect pool to include real estate companies and health organizations.
- **Share your fundraising plan, the roadmap for what prospects you are pursuing to reach your overall goal.** You can provide suggestions, but let team members choose how they would like to become involved. Chances are, they have other creative ideas for more prospects and other methods for fundraising, which, in turn, they can champion as their fundraising project. Even if their idea seems outrageous and out of reach, be sure to consider each and every idea. Even if your organization does not currently have the capacity to implement their idea, you may be able to put it on the back burner for the future.
- **Give each team member their own "fundraising toolkit"—a fun and simple packet of information to support their efforts.** For example, I give my team my organization's case statement, literature about our latest fundraising campaign/event, my business card so they can contact me easily, and an inspiring article by Pilar Gonzales from the *Grassroots Fundraising Journal*, "The Transformative Power of Fundraising."
- **Let your team know they can come to you with any challenges, questions, ideas, or advice.** You're here for them and you're their biggest cheerleader.
- **Help your team remove the stigma of talking about money.** Talking about money is systematically stigmatized in our culture, which weakens our ability to rise up against capitalistic oppression. We've been raised to avoid the topic of money altogether, which is one of the reasons it can feel so scary to ask for donations.

Here's a step-by-step activity I do with my team to address anxiety about talking about money, adapted from Kim Klein's *Journal* article, "Getting Over the Fear of Asking":

- Read this quote from Kim Klein: "The first step in getting over your anxiety about asking for money is to remember that you weren't born with this anxiety and that what you have been taught about money perpetuates a system that, in the rest of your work, you are trying to change."
- Explain this is an exercise that puts you in the donors' shoes. Give each team member a sheet of paper and a pen/pencil, and ask them to make a "yes" column and a "no" column. Make your own "yes" and "no" columns on a flip chart for everyone to see.
- Ask people to close their eyes and imagine that an acquaintance—someone they like and respect but don't know well—has come to them and explained a cause they are involved in, and asked for a gift. The gift amount is affordable, but not an amount they could give without thinking about it first.
- Ask everyone to open their eyes, and take 30 seconds to write down privately all the reasons they would say "yes" to this request.
- Now, ask them to take 30 seconds to list all the reasons they would say "no."
- Ask for volunteers to share why they said "yes," and write their answers for everyone to see. Repeat with the reasons for "no."
- Ask the group to examine the two lists, and notice that there are more reasons to say "yes" than "no." The reasons for saying "yes" make everyone feel good about fundraising (wanting to support social change, knowing someone who has been affected by the issue, etc.). Some of the reasons for saying "no" are, in fact, not the asker's fault. Many of the reasons someone might say "no" to being asked could not be known ahead of time. For example, the prospective donor may have given too many gifts this year or doesn't have an affinity to the mission of the organization. Some of the responses that appear to be "no," are actually "maybes." The person may become a donor in the future, and you asking them has just opened up that possibility.

- **After the training, send your team frequent updates about the progress toward your fundraising goals.** Send emails sharing challenges and successes. Solicit their feedback to keep them in the advice loop. Ask them if they need support, and lend your resources. Cultivate them by showing them how their efforts are resulting in real dollars and cents raised for the organization. Give them something to be proud of. For example, whenever a new sponsor comes in for our annual event, I send the committee a notice with a big thank you.
- **Shower your team with appreciation every chance you get!** Invite them to your parties and special meetings. Mail them a handwritten thank you card signed by staff and/or clients. Also, your team should be the first to receive whatever new organizational swag you get. Give them that tote bag, water bottle, or bike bell they asked for.

Success Stories from the Field

What follows are some best practices from two fabulous organizations whose fundraising teams are having great success supporting each other and their causes—the Eastern Massachusetts Abortion Fund (EMA Fund) and the Sylvia Rivera Law Project (SRLP).

Volunteers Building Fundraising Power

The Eastern Massachusetts Abortion (EMA) Fund in Cambridge, Massachusetts is a volunteer-run hotline that helps women pay for abortions. They rely on small donations without foundation or major gifts in their funding model. With low administrative costs, nearly every single dollar goes to women who need their services.

Everyone involved with the EMA Fund participates in fundraising for the organization. Volunteers—many of whom are former clients of the organization—literally raise their entire budget for the year, so they know firsthand how far a \$100 gift can go.

The EMA Fund's core fundraising team consists of their External Relations committee, volunteers with marketing and communications skills, and hotline volunteers. With a non-hierarchical structure, everyone is responsible for raising the budget together.

EMA Board Member Danielle Boudrow attributes the Fund's success to their investment in volunteers, giving them specialized skills they can build on in their professional lives. For instance, she came to volunteer at the EMA Fund as an undergraduate student, and soon the organization sent her to national meetings to build practical fundraising skills she could share with the rest of the organization.

The EMA Fund is a part of the National Network of Abortion Funds (NNAF), which hosts fun bowl-a-thons each year. The community the EMA Fund serves lacks a bowling alley, so they

created their own version, a “triathlon” consisting of Wii bowling, karaoke and board games. Teams raise pledges to participate, and it is highly rewarding—the triathlon raises half of their budget each year.

NNAF provides a wealth of resources that the EMA Fund uses to build their fundraising teams, including step-by-step training about how to recruit volunteer team leaders, literature about the issues, and goal-setting strategies.

Alicia Johnson, a leader of the External Relations team, does simple things to engage and motivate triathlon fundraisers. She sends out weekly check-in emails to her team with the latest news, tips and fundraising progress. She sends out sample emails for communication with prospects, literature on ways to ask, and stories from the EMA Fund that people can highlight to motivate others to get involved.

Danielle and Alicia credit the grassroots model they use for the tremendous growth of the EMA Fund. Five years ago, they were able to offer \$500 a month to people in need of abortion assistance. Now, they are able to offer \$1,500 a month to those who need it. Alicia said, “This grassroots model gives us latitude to spend the funds where they’re most needed in the community.”

Fundraising in Line with Our Values

The Sylvia Rivera Law Project (SRLP) works in New York City to guarantee that all people are free to self-determine gender identity and expression, regardless of income or race, and without facing harassment, discrimination, or violence. They raise their budget through grants, major gifts, and grassroots efforts. Their small staff includes two full-time people dedicated to fundraising. They have a collective structure that involves staff, board members, interns, and collective members in all governance and fundraising.

SRLP raises money through house parties, mailings, merchandise sales, speaking engagements, and galas. All of their fundraising strategies align with their racial and economic justice values, so all activities are inclusive of people of color, transgender people of color, and people with low incomes. It is very important to SRLP that community members are both participants in their programs and donors, which has built a reliable grassroots base. Donors really feel how much their individual contributions count.

Avi Cummings, SRLP’s director of grassroots fundraising, says the first thing he does to motivate his fundraising team is fairly simple. “I ask them why they give their time or money to SRLP. It really connects them and helps them share with others why they’re fundraising.” Putting this into perspective makes it easier for fundraising team members to make the case for others to give.

SRLP offers resources and trainings to their members on how to fundraise well. People come away with a toolkit for raising

money. For instance, Avi provides interns with a packet of articles about fundraising with major donors, boards, and how to make an ask.

SRLP’s recent 10th Anniversary Gala was their most successful event yet, not just because it raised a lot of money, but because it was a true community event. By celebrating with diverse speakers and honorees, attendees and organizers alike felt they were a part of SRLP, making it very easy to lend support. The planning and host committees, made up of staff, donors and volunteers, set up multiple ways for people to give donations. They set up an online crowd-funding platform through Indiegogo, making it simple for people to give online leading up to, or at, the event. They secured sponsorships and held successful merchandise and raffle ticket sales at the event.

The most successful fundraising activity of the gala was the “Giving Circle,” made up of longtime donors and core collective members. The fundraising team reached out to people by phone and email, and urged them to come together to raise significant funds. To motivate the Giving Circle leaders, SRLP held conference calls and in-person meetings, sharing tools and skills for setting goals and raising money. The Giving Circle was able to recruit new donors to SRLP, and many existing donors increased their giving. Perhaps the most important outcome of this concentrated effort was that people became engaged and reengaged in the organization creating an even stronger base of support for SRLP.

Avi includes an intensive fundraising training for all SRLP collective members. He shares the organization’s budget and financial goals, tips for how to make an ask, and skills for how to fundraise in one’s network. Avi wants everyone to leave the training feeling confident that they can articulate SRLP’s mission with multiple audiences. He tells them, “You don’t have to know one rich person to bring in \$1,000. You can build it \$10 at a time.”

Your Team is a Sustaining Force

Building a fundraising team is the best thing I have done for my professional life. The time I have invested in recruiting and training my team has been well worth it, yielding tremendous results. Even though I am a one-person development shop, I am a part of an ever-growing group of fundraisers for my organization, so I never feel alone in my fundraising tasks. I enjoy sharing the challenges and successes with other people who care about the mission as much as me. And of course, we raise way more money and build deeper community together. ■

Christa Orth is the development director of Streetsblog and Streetfilms in New York City. She consults with arts, media, and LGBTQ organizations. Follow her on Twitter @christamaeorth.



Want a Fundraising Board? Give Them the Tools They Need to Succeed

By William Cordery

Here's an new tool developed by the Board Development Committee of Astraea Lesbian Foundation for Justice that provides options for participation, establishes clear expectations, and sets board members up for success. Many thanks to Will and Astraea Foundation for sharing this resource!

BOARD DEVELOPMENT PLANS SERVE SEVERAL FUNCTIONS. They engage the governing leadership in strengthening the capacity of the organization by increasing revenue and supporting fundraising efforts. They also facilitate board members bringing in new donors and members to the organization by helping them plan doing outreach to their respective networks.

Utilizing a board fundraising work plan can help remove what are often personal barriers to organizational fundraising—alleviating fears around asking for money and creating a culture of collective ownership of an organization's financial health. An effective work plan will set clear expectations for board fundraising and provide a marker to measure their efforts.

Using the Template

An effective board development plan template has to be user-friendly and accessible. The various ways to support fundraising should be easily recognizable, clearly explained, and create space for eliciting a response from each board member.

This sample template is just over two pages and briefly articulates each way that a board member can engage in fundraising for your organization.

Major Donor Prospects

However your organization defines a major donor, several elements remain central to identifying individuals with the potential to provide larger donations. I was trained to determine a donor prospect's **relationship, interest and capacity**.

If possible, identify each prospect's **relationship** to the organization, its work, and/or its leadership (including your board

members), and determine what about your work **interests** them. The interests can be specific to your organization's programs or may be more general interest. Finally, research what their giving **capacity** may be. If they are philanthropic and support similar organizations to yours, it may not be too difficult to find out just how much their other major gifts are. You may also have sense of their capacity based on other indicators—such as their jobs, access to resources (earned or inherited), giving history, or size of past gifts. The stronger each of these indicators is, the more likely the individual will make a major gift to the organization.

Organizational Fundraising Efforts

Board members are uniquely positioned to increase revenue through organization-led fundraising drives and events. They can provide personalized follow up to individual donors they know to encourage renewal of their support. Board members can also strengthen new relationships for the organization by following up with unknown or new donor prospects to secure a contribution. Equally vital, board members can demonstrate their leadership by reaching out to their individual networks to bring new supporters to the organization. These efforts can be advanced through annual year-end member drives, unique opportunity campaigns, and special events.

With this tool, board members can commit to supporting each of these fundraising mechanisms for your organization. Once committed to supporting the organization's fundraising efforts, they should be equipped with whatever they need to write, call, email, tweet, Facebook, blog, etc.



Board of Directors Individual Fund Development Plan 2014

The operating budget for Astraea Lesbian Foundation for Justice consists of contributions from foundations and individual supporters. The foundation is open to receiving financial support from government agencies and private corporations to further advance its mission for LGBTQ liberation. In order to maintain a successful fundraising program, all board members are expected to make their own personal gift and to participate in activities to raise money from individual donors.

Please complete this as your 2014 fundraising plan, by confirming your personal gift, choosing the fundraising activities you will participate in, and setting goals in those areas.

Individual board fundraising plans should be completed before or by November 15, 2013 and submitted to the Board Development Committee (Devo Committee).

• **Individual Donor Prospects.**

Below, please list individual donor prospects whom you can cultivate a relationship to Astraea and solicit for financial support over the next 12 months. Ideal donor prospects will have a relationship to you and/or the foundation, interest in supporting the work of the foundation, and the capacity to support the work with a meaningful financial contribution. The Devo Committee is available to work with fellow board members to identify and vet viable donor prospects.

NAME OF PROSPECT	RELATIONSHIP	INTEREST	CAPACITY
1.			
2.			
3.			
4.			
5.			

• **Donor Cultivation & Stewardship**

Solicitation and stewardship of major donors and prospects often include a face-to-face meeting. Board Members play a key role in these meetings as both governance leadership and as fellow financial supporters, both of which successfully leverage increased support for the foundation.

Are you willing to attend donor meetings? YES _____ NO _____

_____ **I'm not ready for this yet, but with training and practice I would like to participate in donor meetings in the future.**

• **Engagement through Special Events & Staff-Led Efforts**

This includes Astraea's annual June Pride Party, Righteous music benefit and annual fundraising appeals. Individuals can be engaged through ticket sales, sponsorships, and/or in-person appeals.

I will raise funds for the following:

June Pride Party: YES _____ NO _____

Writeous benefit: YES _____ NO _____

I will raise funds for the Spring/Fall Appeals through the following activities:

Donor Portfolios: YES _____ NO _____

I can commit to ____ (insert number) of donors based on relationships I have with current or prospective major donors.

The donors that I will be in touch with throughout the year are: _____

My own contacts: YES _____ NO _____

Social media promotion: YES _____ NO _____

Other: _____

My \$ goal to raise through Special Events & Appeals: \$ _____

• **Hosting a House Party**

House parties are used to educate our friends and donors about the work advanced by Astraea’s grantmaking and is a ripe opportunity to raise money and cultivate new donor prospects. By hosting a party, Board members underwrite the cost of food and drinks and open up our homes/spaces to the foundation and help generate attendance by inviting prospective donors in our networks.

I am available to host a house party: YES _____ NO _____

Best time of year: Winter _____ Spring _____ Summer _____ Fall _____

I have a friend/colleague who I will ask to host a house party: YES _____ NO _____

The name of my friend is: _____

My goal to raise through a house party \$ _____

• **Thank-You Calls to Donors & Supporters**

This new program involves calling donors just to say “thanks.” It’s not a pitch for money, but just an opportunity to thank the donors for their support, answer any questions they may have, and learn more about the donor. You will be given information and assistance to make these thank you calls.

I will make thank-you calls to donors and supporters: YES _____ NO _____

• **Other Ways to Support Fundraising**

I have expertise in the following areas: _____

I have foundation and/or corporate contacts that I can share with Astraea: _____

• **Personal Contributions**

Board members are each expected to make an annual financial contribution. There is no minimum amount, and we ask that you consider an amount that represents a significant gift to you. To make this gift, consider pledging an amount early in the year, and making pledge payments over the course of the year. You should also include any gift match possibilities from your employer if applicable

My personal donation for 2015: _____ I will pay my pledge: _____ at one time, by _____ (date); _____ in 4 quarterly payments; _____ in 12 monthly payments.

My employer match for my total gift to Astraea: _____

____ I'd like further support in setting my fundraising goals—Devo Committee, please contact me!

Additional Comments:

I agree to fulfill the above-stated fundraising goals to the best of my ability for the stated calendar year.

Board Member

Date

Board Chair

Date

Board-led Fundraising Initiatives

Board-led fundraising initiatives can bring in new members and donors that are sometimes beyond the reach of the organization's staff and current membership base. For example, when a board member hosts a house party, they will likely call on their network of friends, family, and peers to attend. Board members may also ask some of their peers to co-host a house party to increase the likelihood of them inviting their respective networks. In this fundraising plan template, ask board members to commit to hosting a party and to pinpoint approximately what time of the year would be best for the event. This strengthens their commitment to follow through with the party, while providing the development staff a window of lead-time to prepare any needed supporting materials. Encourage them to have a numeric goal for money raised and/or new donors signed on at the event.

Making a Personal Financial Contribution

Finally, it is important for board members to include their personal annual financial commitment in their development plan. A fundraising board must also be a giving board. Individual finan-

cial investment shows commitment to the organization's work, direction and leadership. It also helps to empower board members to ask others to give. You cannot effectively ask someone to financially support a cause if you are not invested yourself. Donors and funders now become peers. Present all of the options in which board members can make contributions—once a year, quarterly, monthly, and so on. They should be encouraged to take advantage of any matching gift programs their employers may have as well.

Providing fundraising opportunities for all levels of organizational leadership will have positive lasting effects in creating a more financially sound organization. You will diversify your income streams, freeing your programming and organizational strategies from being guided or defined by a single funding source. As your board becomes more involved in fundraising, their investment in the work will deepen and your relationships with constituents and supporters will be stronger. ■

William Cordery is a program officer at Marguerite Casey Foundation, a board member of Astraea Lesbian Foundation for Justice, and an editorial board member of the *Grassroots Fundraising Journal*.



Revolutionary Change Session participants (and many of the Solidarity Family members) stood in solidarity with indigenous resistors and ancestors at the Sogorea Te Sacred Site in Vallejo, California which was desecrated and turned into a hiking trail by the City of Vallejo following a 109 day occupation by indigenous resistors. Photo by Tiny/PoorNewsNetwork.

POOR Magazine’s Solidarity Family Model for Revolutionary Giving

By Tiny aka Lisa Gray-Garcia

The publication, arts and education project known as POOR Magazine was started in 1996 by an indigenous, landless mother and daughter who struggled with extreme poverty, incarceration and criminalization in the U.S. POOR Magazine, the organization, is an indigenous and poor people led grassroots nonprofit, arts organization dedicated to providing revolutionary media access, arts, education and solutions from youth, adults and elders in poverty across Pachamama.

OVER JUNETEENTH (a U.S. holiday commemorating the abolition of slavery) weekend of 2009, 32 landless, homeless, migrant, indigenous, elder and youth came together with 22 young people with race, class and/or formal education privilege at Prensa POBRE/ POOR Magazine’s People’s School in the first-ever “Revolution-

ary Change Session.” POOR’s poverty scholars taught the often-silenced histories and herstories of oppression and of resistance. They presented a vision for revolutionary change and the concept of “Community Reparations.” Together they launched what they call the Solidarity Family—half a dozen young people with race

and class privilege working closely in solidarity with, supporting, and fundraising for POOR.

At this weekend of change and decolonizing, there were multilingual and multiracial, community-led trainings on poverty, incarceration, welfare scarcity models, indigenous people's land-

WE MUST MOVE TO SELF-DETERMINED, LANDLESS PEOPLES LEADING OUR OWN MOVEMENTS WITH PEOPLES WITH RACE, CLASS AND/OR FORMAL EDUCATION PRIVILEGE WALKING IN SOLIDARITY.

theft, chattel slavery, false borders, Child Protective Services, gentrification, displacement, police harassment, and various other forms of exploiting poor folks.

The teachers were us—the poor, the displaced, the incarcerated, the profiled, the undocumented, the poor mamas, daddies, elders, youth and ancestors on and off welfare, in and out of plantation systems and walking decolonization.

The way we teach at Escuela de la Gente/People's School incorporates theatre, prayer, rant, song and poetry in the multilingual, multi-spirited voices of all of us poverty and indigenous scholars, with respect, humility, and love at the forefront.

Students/participants were in different levels of engagement with the very systems that exploit us: Nonprofit Industrial Complex workers, philanthropy workers and donors, students of academia, and descendants of those who colluded in or profited from our people's exploitation.

Academia's historical and current use and abuse of our bodies, resources and land, and philanthropy's demand of outcomes and non-profiteered default management of our "problems," are all part of our oppression. For true decolonization to occur we must throw off these top-down colonizer crafted structures and move to self-determined, landless peoples leading our own movements with peoples with race, class and/or formal education privilege walking in solidarity.

Revolutionary Giving and Community Reparations

POOR Magazine/Prensa POBRE is proud to introduce a solution to the exclusionary hierarchy of U.S. philanthropy: Revolutionary Giving. As an indigenous and poor people-led grassroots arts organization, we have long been critical of the classist and racist model of philanthropy that perpetuates the "deserving versus undeserving" notion of caregiving, service provision, and char-

ity. This notion turns people's pain and struggle into a product, pits the poor against the poorer, and ultimately inhibits, silences, and destroys the spirit, culture, art, language, and voices of poor people, indigenous people, and people of color across the globe.

From POOR Magazine's perspective, we believe that giving and donating for the giver or donor is not a privilege, an option, or a nice idea. Rather, it is a duty—a duty of people with class and/or race privilege, to give their time, their surplus income, their equity, and/or their support towards creating change for people living in poverty in the U.S. and across the globe.

Poverty Scholars as Co-Funders

Philanthropy, which has its roots in the endowments of chattel slavery and eugenics (many people with inherited and/or earned wealth have benefited from investing in these systems), operates from the premise that people with money and/or resources inherently hold more knowledge about money than people without money. To the contrary, we believe that people who have struggled to survive, feed, and clothe themselves and their families in fact are the real experts on the use and distribution of resources.

Another myth is that a person receiving funding must be in a dire state of need to "deserve" the money. At POOR we believe that the roots of oppression and poverty are based on the exploitation of one people by another people, the theft of land and resources of indigenous peoples, the cult of independence ("bootstraps") that informs all parts of the Western way of life, and the literal and spiritual separation of human beings from each other as a result of this extreme exploitation and independence.

Consequently, we believe that if we are truly going to bring about change, it will be by including all voices and all perspectives. This includes the leadership of POOR poverty scholars working collaboratively with donors to inform a different and inclusive process of philanthropy that doesn't perpetuate the historical oppression of people of color living in poverty.

People who make donations as revolutionary donors do so under very transparent giving funds like Poverty Scholar transportation funds, which cover the costs of poor folks to get to class in buses, cars, or subways, or Poverty Scholar funds, which cover the stipends that us poor folks pay ourselves so we don't have to take that third survival job or hustle, and instead can attend journalism class, write stories or radio scripts, edit videos, or work on the Community Building Circle of Homefulness (see the next page for more about this project).

If revolutionary donors want to work with us more than just giving and become active members of Community Reparations,

we humbly ask them to attend People's School, where they work to unlearn the many lies of capitalism, including individualism and exploitation of the many at the financial benefit of the few. Instead, we center relearning interdependence, interconnectedness, and direct solidarity across differences of race, class and education.

From Interdependence to Solidarity, Family to Homefulness

On the last day of the powerful 2009 Revolutionary Change Session, we deconstructed what I call the “cult of independence” and dove into notions of interdependence—our connectedness to each other, our responsibility to shared survival, our awareness that our lives are intertwined, and our distinct and articulated stories. From these deep understandings, participants drafted and signed their own Declaration of Interdependence. Community give-back contracts were also written, committing participants to acts of revolutionary giving and other resource-sharing with their communities of origin, their new POOR family, and/or grassroots efforts or communities they were already working with.

After the closing prayer of the weekend, I began working in collaboration with some of the most powerful, conscious young people with race and class privilege I have ever had the blessing to meet. They all began to develop and manifest a giving commitment based on our ideas of Revolutionary Giving and Community Reparations to fund the Manifesto for Change, which included the self-determined landless people's movement known as homefulness.

The Homefulness Project

The Solidarity Family was created to support and amplify all of POOR's work, and specifically to support POOR in realizing the Homefulness Project. Homefulness has long been a vision of the POOR family, a long-term solution to landlessness (POOR's reframing of the skewed, individualizing language of “homelessness”), envisioned and mapped out by people in poverty. Homefulness is a sweat-equity-based, truly green model for housing, art, and microbusiness. Homefulness will provide stable housing to six families in struggle. The site will also be home to a revolutionary childcare center and school; all of the art, media and education programs of POOR Magazine; Uncle Al & Mama Dee's Café, a multigenerational community arts and social-justice eating and performance space; and a sustainable urban farm rooted in indigenous values and practices. All of this is in the spirit of creating permanent and lasting solutions to houselessness for families in poverty who have been displaced, evicted, gentrified and destabilized out of their indigenous lands and communities. The role of the Solidarity Family is to channel the resources they have access

to help make Homefulness a reality.¹

Over the next three years, the Solidarity Family worked together with POOR poverty scholars to raise over \$130,000, which enabled the purchase of land in deep East Oakland for the Homefulness project. The project enables poor and landless people to control our own resources, to grow our own food, and to self-determine our own housing, education and healing. It includes straw-bale homes for six multigenerational families and Mama Dee's Café. Inspired by our comrades including the Zapatistas in Chiapas, Landless Peoples Movement in Brazil, and the Shack Dwellers Movement in South Africa, Homefulness is a global template of indigenous people-led Mama Earth/Tonatzin (land) stewarding/healing and activation to be shared, taught and adapted in this time of so much pain, poverty, exploitation, and incarceration.

After a few years, solidarity family members requested that POOR Magazine spearhead a second change session in 2012, which we called “Dismantlin' tha Plantation.” This was an opportunity for founding solidarity family members to reconnect with each other and POOR (since many of them live in other parts of the country) and to invite in other people with wealth and class privilege who wanted to get involved as family members.

The 2012 Change Session furthered the growth of the Solidarity Family, which stands today at 10 powerful members who are young people with race, class and formal education privilege who humbly stand alongside us poverty scholars still learning, sharing resources, dreaming, activating, and walking, clear-headed, in truth, to a decolonized redistribution of stolen wealth and resources.

Hotep, Ase-O, Ometeotl, Semign Cacona Guari, Aho...■

Tiny (aka Lisa Gray-Garcia) is a poverty scholar, revolutionary journalist, teacher, Po' Poet and welfareQUEEN, Mixed Race, Boriken-Taino, Roma mama of Tiburcio, daughter of Dee, and the co-founder with her Mama of POOR Magazine/Prensa POBRE/PoorNewsNetwork. If you would like to learn more information about this model, POOR Magazine/Prensa POBRE poverty scholars in residence and solidarity family members are available to teach/speak and share our Community Reparations/Solidarity Family model with any movements/organizations/schools who are interested. There is also a forthcoming book, Poverty SkolaShip 101 a PeoplesText, which is slated to go to print in 2014.

¹ Excerpted with permission from Lex Horan's blog post entitled, “Towards Homefulness: The POOR Magazine Solidarity Family Model”: resourcegeneration.org/blog/2011/12/17/towards-homefulness-the-poor-magazine-solidarity-family/



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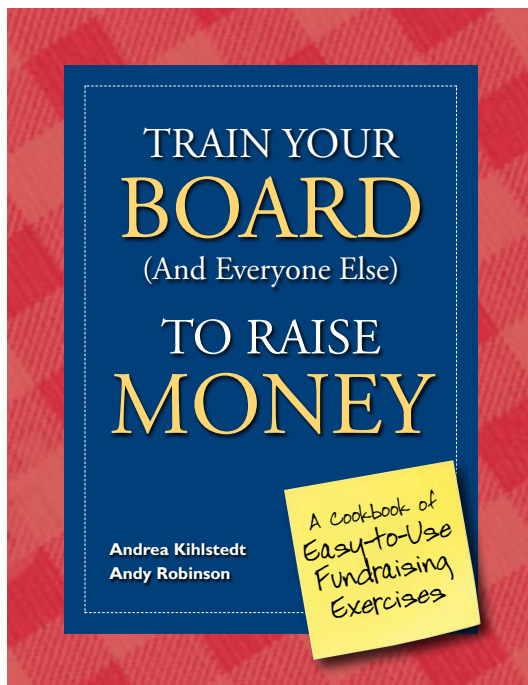
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After the Gift: How Many Relationships Can You Manage?

By Andrea Kihlstedt and Andy Robinson

This exercise is adapted from a new book, Train Your Board (and Everyone Else) to Raise Money: A Cookbook of Easy-to-Use Fundraising Exercises, published by Emerson and Church, emersonandchurch.com. Used with permission. The 50-plus exercises in the book were contributed by the authors and nearly a dozen other trainers and consultants.

FAR TOO OFTEN, we treat our donors like ATMs: every contact is about extracting money. If you are planning a fundraising campaign—especially a major donor effort—it is important to think strategically about keeping donors informed and involved. By focusing on assignments and time commitments, this activity helps create structure and accountability.

WHY DO THIS EXERCISE?

To create a specific task-and-time list for strengthening outreach to donors.

USE THIS EXERCISE WHEN

You want to reality-test the number of donor relationships you can actively manage.

TIME REQUIRED

30-45 minutes

AUDIENCE

Anyone involved with your fundraising campaign: some combination of board, staff, and volunteers—especially those who are preparing to meet with donors.

SETTING

Anywhere you gather to work on your campaign plan and train your participants.

MATERIALS

Flip chart paper and markers.

FACILITATING THE EXERCISE

1. Brainstorm with your colleagues specific tasks your organization might use to engage donors more deeply after they give; for example, “Invite to lunch,” “Email updates,” and “Volunteer opportunities.”
2. Discuss with the group how much time each task will take and then assign an amount of time per task, per donor, per year. Depending on the number of people present, you can discuss this with the full group or break into smaller groups.

For example, your list might include the task “Meet donor for coffee.” Assuming two meetings per year for the average major donor and two hours to schedule, travel, conduct each donor meeting and make notes afterward, the time allocated for this task would be four hours per year per donor. See the sample task list below.

Task	Number of contacts per year	Time per contact, including scheduling and travel	Total time per year
Meet donor for coffee	2	2 hours	4 hours
Email updates	12	10 minutes	2 hours
Tour our facility	1	1.5 hours	1.5 hours
<i>Add your own tasks</i>			

- Once you have determined the amount of time for each task, write the time on the flip chart. Add up the numbers. You have a rough estimate of the number of hours per year needed to involve and engage an average donor.

Since every donor is different and requires varying levels of engagement, the total hours will be only a rough estimate—but a rough estimate beats a wild guess. The process of thinking through this question will help your volunteers figure out how many donors they can realistically engage during the year.

- Write the names of your fundraising team members on another flip chart page. Ask them, “How many hours per month do you have available to spend on donor relationships?”—then multiply by twelve. Write the annual number of hours after each name.

Team member	Hours available per month	Hours available per year	Number of relationships to manage
Sally			
Consuela			
Rocky			
Thomas			

- From here, it's an easy step to answer the question “How many relationships can you manage?” Divide the number after each team member by the total number of hours per year it takes to engage a donor. For example, if your average donor requires 12 hours annually, and Sally has 36 hours per year available, Sally should be assigned no more than three relationships.
- To debrief this exercise, ask the following questions:
 - Looking at the chart, does the number of relationships assigned to you seem realistic?
 - With the understanding that each donor is different, how do we customize this list? For example, we know Mildred doesn't use email—how will we reach her instead?
 - What systems do we need to have in place to hold each other accountable?

The best time to conduct this exercise is before you finalize your campaign goal and gift chart. Too many organizations solicit donations without having a plan to keep their donors involved or knowing how much time it will take. When these relationships are neglected, supporters start to feel ignored, which is a self-defeating way to run a fundraising program. This exercise gives you the tools to design better strategies.

TRAINING TIPS

- You don't have to be an expert. Sure, it's easier to train people to raise money if you know something about fundraising, but these exercises are designed to work with trainers (and audiences) of any skill level. When in doubt, remember the old trainer trick: if someone asks a question you can't answer or brings up a topic you can't address, pass it back to the group. "Martha, that's an excellent question. Who has a good response?" If you're a novice trainer, it's fine to acknowledge that: "This is my first time leading this exercise, so I'll need everyone to help me out, OK?"
- Honor your need (or not) for preparation. Some people prepare rigorously before trying something new; others jump in. We have done our best to design these exercises for people who land anywhere along the "preparation spectrum." If you need to thoroughly prepare in advance, please do. And if you're comfortable opening the book, reading an exercise, and facilitating it real time, go for it.
- People remember what they do, not what you say. This is the heart of adult learning theory, which is why this book is a series of activities, role plays, and games, not lectures or PowerPoint slides. As noted earlier, you don't have to be a fundraising expert – you just have to facilitate the group.
- Pay attention to logistics. The success or failure of a training event depends, in large measure, on people's physical comfort.
 - If possible, position the chairs so people can talk to each other – around a table, for example – rather than classroom style or in a large U with people far apart. For many of these exercises, an informal circle of chairs will work well.
 - Choose a room with good light, preferably natural light.
 - Set the thermostat to a comfortable temperature. If you're concerned, poll the group – "Is anyone else cold?" – and adjust accordingly.
 - Create good sight lines so people can see what you're writing on the flip chart.
 - Avoid glare. Never have the audience facing large windows during the daytime. You (and your easel) will be backlit and difficult to see.
 - Use big markers that don't smell. Some markers are pretty toxic, and your colleagues may have chemical sensitivities.
 - Write large letters; large enough so everyone can see clearly. Not sure how big is big enough? Write something, then sit in the farthest chair. Can you read it easily?
 - Speak up. Project your voice. Make it carry. Learn to speak from the core of your body, rather than relying entirely on your throat. Ask everyone else to speak up, too. If the room is large and acoustics poor, you may need to repeat questions (loudly) so everyone can hear them.
- Keep things moving: the pace and the people. If you're a new trainer, you may feel the desire to answer every question and pursue every tangent. We've designed these activities to make it easy to stay on task, but unexpected things will happen and it's your job to address people's concerns while keeping the group on track. You can always say, "Let's complete the exercise and then discuss that question when we debrief it together at the end." If you want to add energy, give people the chance to move. For example, if the exercise calls for work in pairs, encourage everyone to stand up, move around, find a partner, and spread out around the room.
- Be supportive. Reinforce your colleagues by saying things like, "What a great question," and "That's a really thoughtful response." Don't be dismissive or make people feel like they're asking dumb questions.
- Listen to the group and trust where they want to go. In some ways, this is a contradiction (see item 4 above), but the best facilitators can sense when it's time to follow the group away from the agenda and into the work they really need to do. On this topic, it's best to trust your instincts. If it feels fruitful, go there; if not, stick to the agenda.
- Gimmicks are good. After years of shouting, "Can I get your attention?" Andy finally bought a bell and a train whistle—and they come in handy. Another trick is to make the exercises competitive (some are designed this way) and give out prizes: "The small group that brainstorms the most items in the next three minutes will win a fabulous prize." This always increases the energy level in the room.
- Debrief everything. Nearly every activity, game, and contest in this book includes a debriefing: a chance to sit together when it's over and ask, "What did we just learn? How do we apply it?" Sharing these lessons with each other is an important part of integrating knowledge and figuring out how to use it. We encourage you to trust the lessons that emerge during these debriefings, even if they are not the ones you expected at the start of the exercise.
- Share the wealth, share the power. Once you've facilitated a few sessions, encourage your colleagues to take turns in front of the room, too.

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