

Grassroots Fundraising Journal

VOLUME 33 NUMBER 4 • JULY–AUGUST 2014

A PUBLICATION OF



Money & Our Movements

Fundraising Lessons from the United Farm Workers Movement

Creating a Fundraising Strategy

Building People-Powered Organizations

Why People of Color (Still) Need to be Good Fundraisers

Who Do You Know?

Visit us online at grassrootsfundraising.org

FEATURE



2 Viva La Causa: Fundraising Lessons from the United Farm Workers Movement

Rona Fernandez shares fundraising stories from the UFW, showing what can happen when a group moves away from its core constituency as its main source of support.

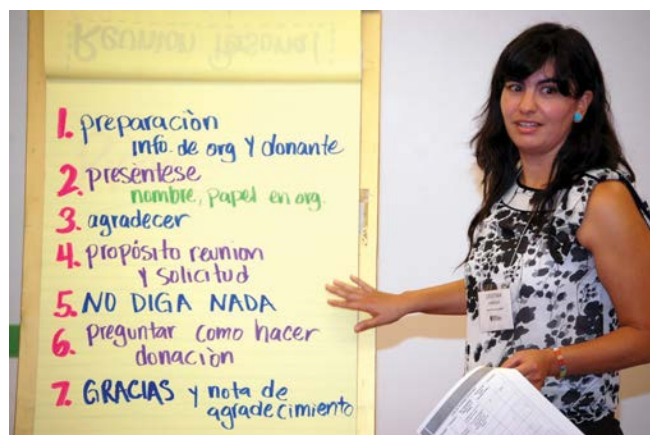
6 Creating an Organizational Fundraising Strategy

Use this exercise to develop a fundraising strategy that is aligned with your mission and organizational values.



8 Building People-Powered Organizations Through Sustainership

Kristin Campbell and Allison Budschalow of Media Mobilizing Project share the how and why of their highly successful monthly sustainer program.



12 Why People of Color (Still) Need to be Good Fundraisers

Mike Roque revisits his 1998 article and shares insights into what has and hasn't changed in the last 16 years.

14 Who Do You Know?

GIFT Board Member Sha Grogan-Brown provides an interactive exercise that will help your fundraising team think creatively and concretely to develop their prospect lists.



ON OUR COVER

Our cover photo is of the César Chávez Memorial Mural in San Fernando, CA that was designed by local community artist Ignacio Gomez. The Memorial consists of a fountain, a bronze sculpture of Chávez, a sculpture of ten farm workers, and a 100 foot mural. A grassroots fundraising effort led by the Friends of the César E. Chávez Memorial provided over \$100,000 for the Memorial through contributions from businesses, organizations and individuals

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

Salina Canizales

GIFJ EDITORIAL BOARD

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

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
Jose Dominguez
Sha Grogan Brown
Ife Kilimanjaro
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



Looking Back, Looking Forward

By Ryan Li Dahlstrom

Greetings,

Things are exciting and busy here at GIFT as we enter the final stretch of planning the Money for Our Movements conference, which is taking place on the East Coast this year for the first time. This is the second year I have been part of the planning team for the conference after attending my first GIFT conference in 2010 as a participant. It has been a joyous, inspiring and humbling experience to see so many incredible fundraiser-organizers come together each year, and I am looking forward to learning more at this year's gathering in August in Baltimore.

In this issue, we look back at the fundraising movement legacies we have inherited while looking forward toward the future we want to build together. Rona Fernandez digs up some of the unknown and untold stories of fundraising movement history from the United Farm Workers (UFW). Next, we share a planning tool for creating an organizational strategy to use with your group in determining your shared fundraising values and strategies. Media Mobilizing Project then discusses how they have developed and grown a successful, people-powered monthly sustainer program to ensure long-term organizational sustainability. Mike Roque then provides a new, revised version of his 1998 article, "Why People of Color Need to Be Good Fundraisers," reflecting on what has and has not shifted in the field of social justice fundraising for people of color. We wrap up this issue with a training exercise developed by GIFT Board Member Sha Grogan-Brown for you to determine who you can ask for money from based on your networks and who you know.

I hope you find this issue as useful as I do. And if you can't make it to Baltimore to continue these conversations, please follow or join the dialogue on Twitter @GIFT_Tweets #mfom14 and #abundancenotsarcity.

In solidarity,

Ryan Li

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 x303. Thank you!**



KHEEL CENTER FOR LABOR-MANAGEMENT DOCUMENTATION AND ARCHIVES

Members of ILGWU Local 2329, ILGWU Local 23-25, and SEIU Local 1199 picket for a boycott on grapes, 1970s estimated.

Viva La Causa: Fundraising Lessons from the United Farm Workers Movement

By Rona Fernandez

Author's Note: This article is the first in a series that will explore how different social justice movements in history were resourced. How past movements, and the organizations that led them, fundraised has not been well documented. Sometimes all we see is just a few sentences buried in the middle of a larger book about the movement's political strategy or a flyer or memo stored away with other archived documents. Thus we have little regular access to the fundraising successes and mistakes of past activists, making it harder for us to learn from their work in order to strengthen our own. The goal of this series is to shed some light on these stories and hopefully inspire you to ask the movement veterans in your organization or community how fundraising was done back in their day. You might be surprised by what you learn.

FOR MANY PEOPLE, the words “Sí Se Puede” and the image of the angular black eagle on a red and white flag are synonymous with César Chávez, the United Farm Workers (UFW), and the popular social movement for farm worker dignity in the United States in the 1960s and 1970s. The UFW holds an almost sacred place in movement history as an example of a true grassroots movement that changed not only the lives of many farm workers, but also how Americans thought about the people who grew their food.

Many movement fundraisers, myself included, have heard stories about how Chávez exhorted a young Dolores Huerta not to shy away from asking poor people to pay membership dues. But

the story of how the UFW's fundraising strategies helped build the organization might be different than you imagine. It is a practical yet inspiring story about asking for what was needed and of many hours of hard work by both paid staff and countless volunteers who raised money for and gave money to La Causa.

In 1966, the UFW Organizing Committee was born out of the merger of two unions: the AFL-CIO affiliated Agricultural Workers Organizing Committee (AWOC), whose members were mostly Filipino, and the Chávez-founded National Farm Workers Association (NFWA), whose members were predominantly Mexican. The merger came out of a five-year strike in California's

UFW LEADERS ALWAYS HAD A VISION OF BUILDING A BROAD SOCIAL MOVEMENT TO SUPPORT FARM WORKERS, NOT JUST A TRADE UNION, SO FUNDRAISING BECAME A KEY WAY TO ENGAGE NON-MEMBERS IN THE WORK AS WELL AS BUILD A MUCH-NEEDED STRIKE FUND FOR WORKERS.

Central Valley and a subsequent national boycott against several growers including grape, lettuce and wine companies. The striking farm workers were often met with violent and racist opposition but, under the leadership of Chávez and others, adopted the practice of non-violence, which helped them win public broad support. During the boycott, millions of Americans stopped eating grapes, which put pressure on the companies to meet the workers' demands. The result was that the union won unprecedented contracts for farm workers with better pay, benefits and protections. The movement also powerfully connected middle class Americans with the struggles of the workers who grew their food.

One Fundraising Decision Shapes the Union

It is not widely known that César Chávez did not imagine building the organization that eventually became the UFW through the traditional trade union route of organizing at the worksite, which was difficult to do given the migratory nature of farm work and the hostile conditions in the fields. Instead, his vision was to offer social services to help poor farm workers as a way to build relationships with and organize them for better working conditions. To that end, his NFWA had been awarded a \$270,000 Office of Economic Opportunity (OEO) government grant to fund these services around the same time that the famed Delano grape strike had begun. When the powerful growers who were being targeted by the strike protested the grant, the OEO held it back for investigation. Chávez and the NFWA faced a big decision: take the money and put the strike and all that they had built at risk, or refuse the money and continue building the union in a different way, including raising money via membership dues. According to Thomas Karter, chief of the OEO Migrant Division who met with Chávez during this time, “[Chávez] decided that the strike and the concept of collective bargaining were more important than the \$267,000 grant and calmly informed me that he would not accept the OEO grant until the strike was successful.”

The UFW Movement: “All We did was Constantly Ask People”

Like all unions, the UFW, once it was established, brought in most of its income from dues paid by its members. But that was after the UFW had won the contracts needed to ensure its members would have steady jobs with decent wages. Some of those contracts were won through the grape strike and boycott, but during the strike itself, UFW workers were dependent on the generosity of others to help them survive with no wages. Also, UFW leaders always had a vision of building a broad social movement to sup-

port farm workers, not just a trade union, so fundraising became a key way to engage non-members in the work as well as build a much-needed strike fund for workers. For UFW staff working during the boycott, asking for money and in-kind donations was an integral part of their organizing work.

“All we did was constantly ask people,” says Mary Jane Friel, who worked for the UFW from 1969 to 1978. The union paid each organizer a tiny salary of \$5 a week (about \$34 in today's economy) and covered room and board. “[We fundraised] because we knew we had to survive, but that wasn't the key. The key was that we had a vision for making life better for farm workers.”

Some of the ways that the UFW raised money included holding large benefit concerts (Joan Baez and Santana were just two of the big names that played at fundraisers), selling UFW buttons and bumper stickers, getting supporters to host house parties (one party, attended by César Chávez in Chicago, raised at least \$10,000 during the grape boycott, equivalent to \$67,000 today), and asking for honoraria or other donations when doing presentations at churches or community groups.

Veteran organizer Alfredo de Avila—who organized for the NFWA and then UFW from 1967 to 1973 in California as well as in Houston, Chicago and Buffalo—also spoke about how fundraising was part of his work with the union: “I had to raise \$2,500 [about \$17,000 today] to meet my budget... Anytime you made a presentation, at a school, church, etc., you would ask for an honorarium. You'd make a fundraising pitch at every event that you were speaking at.”

de Avila notes the importance of keeping in mind the differences in the economic conditions of the United States during the 1960s and 1970s and today: “Money went a lot farther back then,” says de Avila, remembering his time in the UFW in the 1960s. “Back then, \$1 could buy three gallons of gas. So raising \$1 back then is like \$12 today.”

The art of thanking donors early and often was not lost on Chávez, a consummate relationship-builder. Friel, who was Chávez' assistant from 1971 to 1973, spent a good deal of time on this important fundraising task. “My first job was to make sure that every letter and donation from [Chávez'] first fast was thanked and documented. Back then it was all on paper...and the donations were arranged by state, county, etc. So thanking was big. [As] César's assistant, my job was to know at each event who he was meeting, who had given \$10, \$25 \$50 or more. He wanted to thank them, individually. I traveled with him and would tell him about each gift, big or small.”

More established trade unions were also asked to support the

movement, although sometimes rank-and-file workers were more willing to give than the union leadership, which de Avila once used to the UFW's advantage. "When I was in Buffalo," he recounts, "I asked the Steelworkers to make a donation, and they were hesitant. Then we asked if we could make an ask [from the workers] at the plant. We raised \$357 in change and small bills, and then we told the union leadership. They got all embarrassed and ended up giving us \$1,000."

A few larger unions were a major source of financial support for the fledging UFW, giving tens of thousands of dollars over several years. The United Auto Workers (UAW), for example, pledged \$5,000 a month early on for the duration of the grape strike and also gave \$50,000 (more than \$300,000 in today's dollars) for the construction of the UFW's main office building in Delano.

YOUR FUNDRAISING STRATEGY BOTH SHAPES AND IS SHAPED BY YOUR PROGRAMS, YOUR ORGANIZING, AND YOUR CORE VALUES.

Volunteers Make the Difference

While UFW leaders certainly asked for money, they also asked for time, and lots of it. None of the major accomplishments of the UFW—from the grape boycott to construction projects at its headquarters in Delano, CA—would have been possible without a veritable army of volunteers.

"[Volunteers] devoted a lot of their time and energy working for the UFW," stated long-time AWOOC and later UFW organizer Philip Vera Cruz in his memoir¹. "The UFW...was able to get active volunteer support from outside the actual membership of the union... The boycott, for example, was based in cities around the United States and all over the world. And these were not farm workers alone who were responsible for the success but also students, church people, professionals, housewives and other labor unions in countries as far away in Europe as England, Sweden, France and Germany."

According to another long-time UFW staffer, Leroy Chatfield, the first UFW office building in Delano, a farm worker health clinic, a gas co-op, and even Agbayani Village, a retirement compound for aging Filipino UFW members, were built entirely with volunteer labor led by Chávez' brother Richard who was a master craftsman.²

Volunteers were a crucial part of the UFW's organizing and fundraising efforts during the grape boycott as well. "[In towns] where we didn't have a lot of staff, we depended on our [volunteer] committees to raise money," says de Avila. "Some committees were just five people in the neighborhood; they were taking on the main responsibility of taking on house meetings." In larger cities, de Avila remembers having 30 to 40 volunteers on hand each day handing out tens of thousands of flyers to the public about the boycott, a feat that never could have been accomplished with just paid staff.

Friel also emphasized the importance of in-kind donations of food, shelter and other necessities for organizers and farm workers during the grape boycott. As important as cash donations, these contributions of goods and services provided crucial sustenance

to UFW staff and farm worker members who traveled all over the country organizing pickets and other public support for the grape boycott. "I went on the boycott to New York [with] 87 farm workers," says Friel. "We got places [to stay] in every borough donated. I got an office at Riverside drive, the Methodist church had a free office, and they had a farm worker committee. They provided us with phones, a copier, all that kind of stuff"

Another UFW organizer during that time, Mary Ann McGivern, recalled how Catholic religious communities and other unions were a resource for the movement. "[We would] ask various large houses of Catholic sisters that had their own Xerox copiers to run 1,000 pages [for boycott leaflets]," says McGivern. "We laid out the leaflets in half-pages, so that gave us 2,000 leaflets. Another route was to ask individual modest donors to cover the cost of a week's printing. Sometimes a union or a union print shop would donate a leaflet run—maybe a month's worth of leaflets."

There was tremendous goodwill in the broader community for the UFW and la Causa, so organizers never went hungry—or thirsty. "People always knew that we [UFW organizers] had no money and were feeding us all the time," says de Avila, who adds with a laugh, "I even had a bar where I paid 35 cents and I could drink beer all night."

Big Changes at the Union

After the victories of the grape boycott, the UFW Organizing Committee was finally accepted into the AFL-CIO in 1972 and officially became the United Farm Workers. Unfortunately, in the years that followed—as often happens in popular social move-

1 Craig Scharlin and Lilia Villanueva, *Philip Vera Cruz: A Personal History of Filipino Immigrants and the Farmworkers Movement* (University of Washington, 1992), 100

2 Leroy Chatfield, *Forty Acres Delano: United Farm Workers*: <https://libraries.ucsd.edu/farmworkermovement/category/commentary/forty-acres-delano-united-farm-workers/>

ments—internal strife plagued the union. For many, Chávez' leadership became increasingly autocratic and problematic, leading to many key leaders resigning or being purged from the organization. Vera Cruz, who had been with the UFW since before the merger and was the main representative for the Filipino workers, was pushed to the margins of key decision-making and resigned in 1977. In addition to this hemorrhaging of leadership, the UFW board decided that same year to halt its organizing work and focus only on internal issues and the maintenance of current contracts. Eventually, this would ultimately weaken the union's position.

"[From 1973 to 1977], Chávez' drive to transform the UFW set the agenda. Only external events which could not be ignored, such as contract expirations or wildcat strikes, drew the union's attention elsewhere,"³ writes Marshall Ganz in his book about the UFW.

On the financial end of things, the UFW moved to solidify its political power through large campaign contributions, including a controversial 1982 gift of \$750,000 to California Assembly Speaker Willie Brown⁴. The organization turned to fundraising from individual donors who were not members of the union to maintain its budget. By 1981, membership dues only made up 27 percent of the union's income, while 60 percent came from various fundraising strategies⁵, including direct mail. This stands in stark contrast to the UFW in 1971, when membership dues made up 60 percent of its income, or more than \$1 million (\$5.8 million in today's dollars).

"Someone came and taught [the UFW] about direct mail," says de Avila of this big shift in the UFW's funding model. "That started raising almost \$1 million year. My aunt gave at least \$50 a year for 30 years to the UFW that way. There were a lot of donors like that."

While the organization was still being supported by a broad base of individuals, farm workers' membership dues were no longer made up the majority of the UFW's income. Fewer mechanisms existed that held the UFW accountable to either their farm worker members or to their donors. Marshall Ganz sums up the decline of the union: "[The] living and working conditions of California farm workers are little better at the beginning of the 21st century than when [Chávez] began organizing in the early 1960s... The UFW no longer functions primarily as a farm workers union. Rather, it anchors a network of 14 nonprofit entities with combined assets of \$42 million, collectively run by the Chávez family."⁶

Lessons to be Learned

Despite this eventual shift away from its original mission and goals, the UFW and the farm worker movement it spearheaded offers valuable lessons for today's fundraiser-activists:

Lesson 1: Ask, ask, ask! The first rule of fundraising is to ask for money. The UFW did this in spades, especially during the boycott, and involved everyone in the organization in fundraising efforts.

Lesson 2: Volunteers and in-kind donations are crucial parts of strong fundraising and strong movement building. Unpaid activists played a key role in building the boycott movement by walking picket lines, hosting house parties, organizing fundraising events, and providing food for striking farm workers. Without its huge base of volunteers, the UFW's big victories would never have been won.

Lesson 3: Separating your core members/constituents and your donors can weaken your group's accountability to both. Once the UFW had separated its main source of financial support from the base of people it claimed to represent, it lost much of its moral credibility and ability to win even bigger victories for farm workers.

Lesson 4: Fundraising matters. You can follow the changes in the way that the UFW fundraised and see a clear pattern of how its organizing and program work changed along with it. Organizing shaped fundraising and vice versa. Before the union won its contracts, external support from a broad base of people was crucial to help striking farm workers survive. After the boycott, union dues bolstered the UFW but were supplanted by individual donations when the group decided to move away from farm worker organizing.

If there is one overarching lesson to be learned from the example of the UFW, it's that how your group raises money is deeply connected to everything else in your organization. Your fundraising strategy both shapes and is shaped by your programs, your organizing and your core values. Does your group's fundraising align with your mission and deepest beliefs? We can learn much from both the achievements and mistakes of our forebears, like the UFW, about the powerful change that can take place when it is, and what can happen when it's not. ■

Rona Fernandez is a senior consultant with Klein & Roth Consulting.

³ Marshall Ganz, *Why David Sometimes Wins: Leadership, Organization, and Strategy in the California Farm Worker Movement* (New York: Oxford University Press, 2010), 246

⁴ Ganz 248

⁵ Ganz 249

⁶ Ganz 239-240

Creating an Organizational Fundraising Strategy: A Training Exercise



By GIFT

Often groups don't know where to start when it comes to creating an organizational fundraising strategy. People have a lot of ideas about what they should do but don't often take the time to first assess where they are and then map out where they would like to be.

This planning tool provides a guide for any group to use toward developing a shared set of organizational values and strategies for building a fundraising culture and team.

Why: It surfaces and challenges assumptions people have about fundraising
It helps create buy-in from key stakeholders
It helps your fundraising further your organizational mission

Questions to Ask:

1. Who should pay for the work your organization does (putting aside issues of whether they can or will)?
2. What kind of funding does your organization need most?
3. Who should be involved in fundraising for your organization (e.g., members, board, all staff, past and present program participants, etc.)?
4. How should funders and donors be involved in the work of your organization?
5. Which strategies would most resonate with your constituents (e.g., online fundraising, dance-a-thon and other events, monthly membership or sustainer program, etc.)?

Components of an Organizational Fundraising Strategy:

- Explains why fundraising is important to the organization
- Shares your organizational values around fundraising
- States which sources you will seek funding from and which ones you won't (if any)
- States who will be involved in fundraising and how

Key Fundraising Values (based on “Components of an Organizational Fundraising Strategy”):

1. _____
2. _____
3. _____

Organization’s main constituency

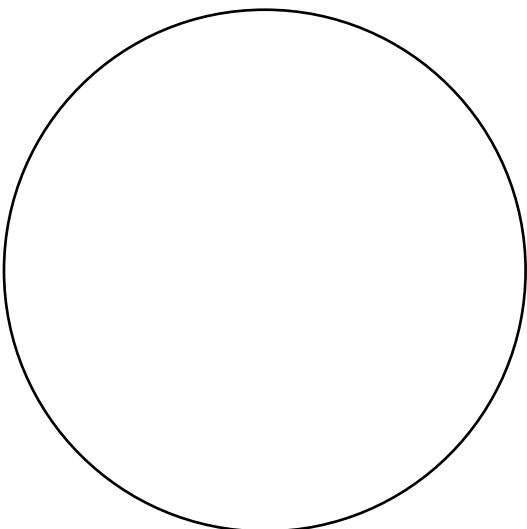
- 1.
- 2.
- 3.
- 4.
- 5.

Who should pay for our work?

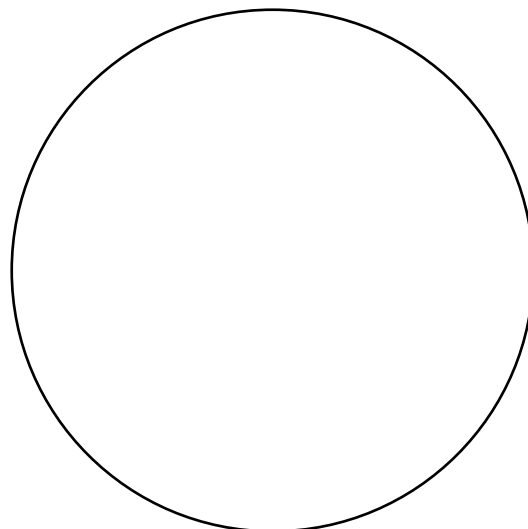
- 1.
- 2.
- 3.
- 4.
- 5.

In the space below, create pie charts to represent the approximate current and desired funding sources (individuals, foundations, government, corporations, earned income, etc.) for your group:

Current



Three years from now





MMP sustainers participate in a photo campaign in the lead up to its annual Sustainer Celebration as a way to encourage others to join.

Building People-Powered Organizations Through Sustainership

By Kristin Campbell and Allison Budschalow

MEDIA MOBILIZING PROJECT (MMP) uses media, communications and political education to unite a growing working people's movement across struggles in Philadelphia and Pennsylvania. Our sustainer program is how we ensure that we are an independent, sustainable and people-powered movement media organization. Our sustainer program taps into our greatest resource: people's commitment to working for a more just society.

MMP launched our monthly sustainer program in 2010 with the understanding that we had to build a broad base of donors who cared deeply about our mission if we were to sustain this vital organization. Launching a sustainer program aligned our fundraising practice with our theory of change. We saw sustainership

as a way to build a broad base of donors who are deeply impacted by social and economic injustice and thus have the most at stake in a fundamental transformation of society.

The program launch was also about creating a solid path towards sustainability. We knew that we needed to be supported financially by the very people rooted in the organizing work and struggles we were documenting. We knew that this would ensure that our media would remain independent from the interests of the current powers-that-be.

Building a Network of Investment

In our experience, a monthly sustainer program has been an ex-

WE SEE THESE 300 SUSTAINERS AS NODES IN A NETWORK OF INVESTMENT THAT WILL CONTINUE TO RESOURCE OUR MISSION FOR YEARS TO COME.

cellent way to generate general operating funds that drive and resource our most innovative work. Knowing that grassroots dollars are coming through our doors everyday takes a big load off of our minds and allows us to focus on telling the stories of everyday people who are leading the struggle for human rights.

Sustainership is the place where everyone who has ever been touched by our work can pitch in and keep it going, at whatever level matches their ability to give. The taxi drivers, students, restaurant workers, nurses, teachers, grandparents, and fire fighters whose struggles we document are also MMP sustainers. Giving ranges from \$5 to \$100 a month, ensuring a broad base of donors. And over time, we have seen many people increase their monthly donation amount.

In the first three months after launching the program, we signed up 100 sustainers, including our entire staff, board and Leadership Council (a body made up of founding members of MMP and representatives of organizations in our communications network). A year later, we had more than 200 monthly sustainers. Today, 300 sustainers donate \$25,000 to support our work annually.

We see these 300 sustainers as nodes in a network of investment that will continue to resource our mission for years to come.

For us, the question of resources is a question of strategy: what will it take to win? This is what we're trying to figure out. And we believe that part of what it will take is a growing network of people who are deeply invested in a movement-based media and communications infrastructure. We see sustainership as a mark and measure of people's investment in what we are fighting for.

Sustainers have signed on from every corner of our work—every media training that we have done, every organization we have worked with, and every struggle we have produced media pieces for. Our staff, board, members, families, friends and neighbors are also sustainers.

Every time we bring people together in our work, we talk about our sustainer program—why it is an important, organic extension of what we need to build—and ask people to sign on.

Launching a Sustainer Program

We have learned that it is very important to have a certain set of organizational practices in place for a sustainer program to be successful. Strong organizational vision, commitment, infrastructure and capacity are essential.

Some of the key commitments and tools include:

- an organization-wide commitment to thank sustainers in a timely manner;

- a set of regular communication tools that can keep sustainers informed;
- a database to track monthly donations;
- the ability to accept online donations at regularly scheduled times;
- an established base of people who would give on a monthly basis if asked; and
- adequate time and people-power to manage the program in an ongoing way.

We started the process of launching our sustainer program by forming a volunteer-based grassroots fundraising committee and studying up using a variety of resources, many of which Kim Klein and GIFT have produced. This included article after article from the *Grassroots Fundraising Journal* on similar programs that depend on monthly contributions. As a grassroots fundraising committee, we read Kim Klein's *Fundraising for Social Change* to build a common understanding of the general practice of grassroots fundraising. This was formative for infusing a culture of member-driven fundraising within MMP.

We also read *The Revolution Will Not Be Funded* early in our process. We developed our analysis around the nonprofit industrial complex and knew we wanted to create sustainable sources of revenue without becoming overly dependent on foundations or corporations. Thus, we have put considerable capacity into our sustainer program because of its flexibility and reliability.

After looking at all these resources, we knew we wanted to take our grassroots fundraising program to the next level. Up until that point, our only individual fundraising activities were the two appeal letters a year we sent asking for individual contributions. Together, these raised about \$10,000 a year. But the potential was so much greater. We had connections with so many people and organizations and had built so many relationships through our media work. We knew many of these people would give on a monthly basis if asked.

We wanted to emphasize that people contribute monthly because they believe in the work. Sustainership reminded us of the church tradition where congregants give on a weekly basis because of the deep role it plays in their lives. We wanted to build our monthly fundraising program from a similarly deep place. Above all else, we knew that our sustainers would support our work in a consistent manner because it directly related to their lives. There was no concern that their interest in MMP would be fleeting.

We also wanted to give a broad range of people an opportunity to express their commitment to MMP's work by investing in our organization's success. Funding something, especially on a monthly

basis, is a concrete way to deepen that ownership and investment.

It was very important that whatever model we used be accessible to poor and working people, so we started the sustainer range at \$5 a month. We gave people a variety of ways to give—online, through the mail, or in person—whatever worked best for each person. We knew that sustainership would encourage and enable supporters to give a more significant contribution over the course of a year than they could give at one time.

Throwing a Big Old Party

Once all the pieces were in place to launch our program, we said, “Let’s do this, and let’s do it big.” We set a high yet attainable goal of bringing on 100 sustainers. We knew that with such an ambitious goal in the first year, we would need to do something really public to get the word out. So, in 2010, we decided to launch the sustainer program by throwing a big party, which we called the Sustainer Celebration. The party was a great opportunity to get our community and members all in one room and ask them to sustain our work. We relied on the voices of our newest sustainers to encourage others to join in and give monthly.

Our Sustainer Celebration brings together the broadest range of people we are connected to as MMP and is the flagship activity that recruits the most MMP sustainers at one time during the year. In addition to giving guests a deeper understanding of MMP’s mission and strategy, the event is an opportunity to lift up sustainers as important leaders in MMP. The celebration is a powerful movement-building space that is intergenerational, multi-sector and multi-racial. It is both a donor base-building opportunity and a leadership development opportunity for our members to sharpen their logistical planning and grassroots fundraising skills. We mark and measure our sustainer base as well as our organization’s ability to turn people out.

One of the keys to our success has been the creation of a vibrant Sustainer Celebration host committee each year made up of local movement-builders, media-makers, organizers, strategists and everyday people fighting on the front lines of the most important struggles in our communities. Every host committee member signs up as a sustainer and backs our work, while publicly encouraging many others to do the same, especially through social media. They become the fuel for our sustainer program.

This year, we hosted our 5th Annual Sustainer Celebration. It has been institutionalized in our annual program plan. Only now it’s so much more than a party. This year, our Sustainer Celebration featured the launch of our new public access TV season of *The Spark: Stories that Change Our Times*.

We were very driven in the first three years of the program, growing at a rate of 100 new sustainers every year. And now, in

our fifth year, we have made the decision to prioritize cultivating, engaging, and maintaining our base of 300 sustainers.

The Day-to-Day Work of Our Sustainer Program

A lot of work goes into building and maintaining so many relationships with sustainers. Here is a snapshot of what we do to keep our sustainer program up and running:

- **Create a culture of fundraising as organizing.** Creating a cultural shift to view fundraising as a critical element in building our power and strengthening our organizing has been foundational to our success. It is far more than just administrative work. Everyone in our organization sees fundraising as an extension of organizing ourselves and growing our power.
- **Invest in training and leadership development.** We stay up to speed on creative and innovative practices in fundraising by subscribing to the *Grassroots Fundraising Journal*, signing up for webinars, going to trainings, and connecting with grassroots fundraisers from partner social justice organizations to share stories and lessons learned. We train MMP staff, members and leadership on how to grow and maintain our sustainer program by identifying and asking new people to become sustainers. We give everyone concrete roles to play in the Sustainer Celebration so they can develop their fundraising skills through experience.
- **Consistently engage and appreciate sustainers.** We are committed to regularly communicating by mail, email, phone, and social media with our sustainers at planned intervals throughout the year. We send out monthly e-newsletters to keep sustainers in the loop. We coordinate fun and engaging events for sustainers to attend. We set up phone banking drives twice a year where members make calls to update sustainers on our work and thank them for their support. We write personalized hand-written thank you notes so sustainers feel our love and appreciation.
- **Maintain data to maintain relationships.** We spend a lot of time keeping track of our sustainers’ contact information. We enter information into the database regularly so donations can be tracked consistently. We include time in our plan for monitoring any lapsing sustainers—often those whose credit or debit cards have expired.

This may seem like a lot of work, and it is likely that you already have some version of this if you have an individual donor program. But once you have your sustainer program up and running, the payback from having members, staff and board engaged in fundraising and donors engaged with the work is incredibly worthwhile.

The Future of the Sustainer Model

As we move into the next five years of our sustainer program, we look forward to creating new and innovative ways of growing this work. We are certainly not the only group with a successful sustainer program. We hope to learn what others are doing in order to encourage our community to stretch and grow in innovative ways in order to resource the work. We look forward to attending the 5th Money for Our Movements conference in Baltimore in August 2014 to learn more about the incredible movement-based fundraising work that organizers are doing across the country.

Most recently, we have taken on the question of how our grassroots fundraising work can be integrated with our media distribution. As we share our media with more and more people, we are working to leverage the commitment of our sustainers so they see themselves as grassroots distributors as well as donors. Our upcoming six-episode TV series, *The Spark: Stories that Change Our Times*, started airing locally in Philadelphia this Spring and can be viewed on thespark.tv. The series will provide a great opportunity for current sustainers to dig deeper into our work and for our sustainer membership to expand through increased vis-

ibility. It is a bold, new approach that we're hoping will build both excitement and relationships for our work.

Fundraising as Organizing

Ultimately, our sustainer program is about turning our members into our funders and connecting our donors to something they believe in. In our experience, sustainership blurs the lines between donor, member and supporter—because we truly need everyone to build the movement we need to win. We don't see fundraising as an administrative side note in this work; instead it is what powers the movement we are building.

We use media and communications to strengthen and project the inspiring organizing happening around us, and believe that organizers are critical to continuing that work. In a similar way, we also believe that sustainers play a critical role in resourcing media that builds movements and is rooted in organizing. ■

To learn more about our sustainer program or other grassroots fundraising efforts of the Media Mobilizing Project, contact Kristin at kristin@mediamobilizing.org. And don't forget to watch us on *The Spark: Stories that Change Our Times* at thespark.tv.

*NeonCRM is the single best investment
our organization has made in technology.* } **4-fold growth since 2004**
-Bill Bro, Kidney Cancer Assoc.

The All-in-One CRM you've been looking for!

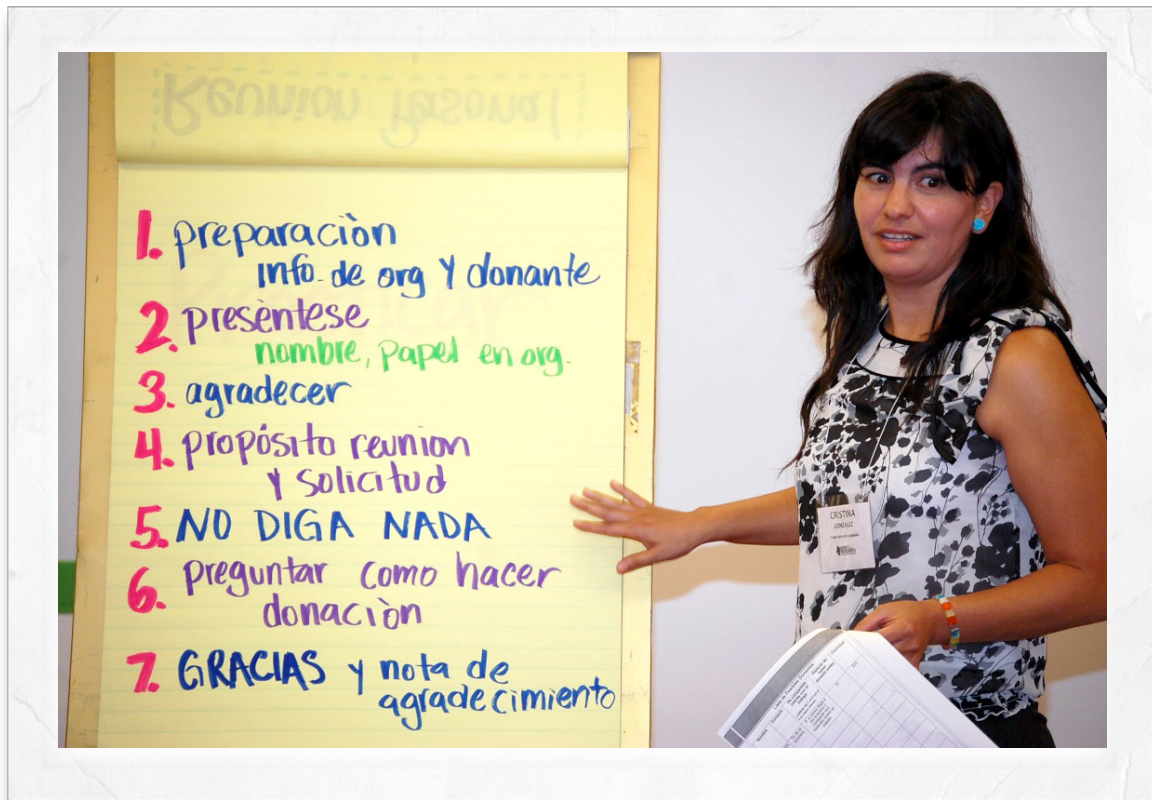
Fundraising | Events | Membership
Volunteers | Store | Communications



neon CRM

Free 30-min. Consult | Free Demos | Instant 30-day Trial

www.z2systems.com | 888.860.6366 | sales@z2systems.com



ZOLA AVILES

GIFT Fellow alum Cristina González training at the 2012 Money for Our Movements Conference

Why People of Color (Still) Need to be Good Fundraisers

By Mike Roque

WHEN I WROTE THE ORIGINAL ARTICLE “Why People of Color Need to be Good Fundraisers” 16 years ago, I lamented the lack of people of color who were professional fundraisers and explained why this existed. Much has changed since the original article, but, unfortunately, a lack of professional fundraisers who are people of color remains an issue. And so we have to question, what has changed about the fundraising field, what has stayed the same, and what opportunities do we have to shift fundraising culture?

What Has Changed?

There has been considerable growth in the number of nonprofits in the U.S., now estimated by the National Center of Charitable Statistics to be about 1.5 million. With this large growth, we have seen more fragmentation in the sector and in the fundraising field. Even in small nonprofits, you see staff who specialize in grantwriting or special events but lack the overall knowledge and skills to be a development director.

The growth of the nonprofit sector has also led to a high turnover of fundraising professionals and a loss of institutional memory for nonprofits. A recent study, “UnderDeveloped: A National Study of Challenges Facing Nonprofit Fundraising” cites high

levels of turnover and lengthy vacancies in development director positions, a lack of basic fundraising systems, and inadequate attention to fund development throughout the sector. With the average work span of a development director now less than 18 months, the need for a strong donor tracking system and cross training among development staff is critical. Having an organization’s primary contact with foundations and major donors leave every 18 months makes it virtually impossible to sustain the work.

We have also seen a professionalization of the nonprofit field as colleges and universities have created certificate, undergraduate and master’s programs in nonprofit management. However, many of these programs lack basic fundraising training. When executive directors of color do not succeed, it is often because of the lack of fundraising skills. If these programs include fundraising courses as part of their program, they often focus on federal grants or raising money from wealthy, white donors. Graduates of color who choose to work for social change organizations often find themselves struggling to translate these fundraising skills to a small organization with little development infrastructure whose grassroots donors may lack checking accounts.

Development positions in the past were often a stepping stone

to becoming an executive director, but this dynamic has changed with the influx “crossover” hires. These are people who are moving from the for-profit or government sectors to the nonprofit sector. As a result, new executive directors may lack the skills to build and sustain an organization and lack the knowledge of the community to respect its history and culture.

A number of programs and initiatives have been designed to diversify the nonprofit sector. These programs have targeted nonprofit boards and staffs but have had little effect on diversifying the fundraising profession. Ironically, many of these programs are created by foundations who themselves are fighting the greenlining movement or making their organizations reflective of the

primarily as recipients of philanthropy and not as philanthropists. Consequently, they are asked less than their white counterparts to give to nonprofits.

A lack of training programs and internships for people of color to learn fundraising skills still exists. With the growth in the nonprofit sector and the urgency to raise money now, organizations are reluctant to take a “chance” on hiring a person of color. At the same time, you see a number of organizations hiring development directors with no fundraising experience who have “connections” with donors. This often excludes people of color since they are less likely to have personal access to wealth.

WE MUST CREATE CULTURAL SHIFTS IN THINKING ABOUT WHO ASKS FOR MONEY, WHO WE ASK MONEY FROM, AND WHY WE RAISE MONEY FOR SOCIAL CHANGE INSTEAD OF SOCIAL SERVICES.

communities they serve. What is needed are programs that train people to respond to economic and cultural realities of communities. We must create cultural shifts in thinking about who asks for money, who we ask money from, and why we raise money for social change instead of social services.

Another big change has been the growth of both online giving and planned giving. Online giving continues to increase and has been successful in bringing in younger donors who are comfortable buying products over the internet. Planned giving has targeted the aging baby boomer generation who, in their prime earning years, are now thinking about their retirement and their legacy. Yet, few studies have been done to show how people of color have utilized both online giving and planned giving.

What Has Stayed the Same?

Unfortunately, the percentage of people of color who are fundraising professionals has shown little growth in the past 16 years. Although this reality has been acknowledged by the Chronicle of Philanthropy and other organizations and books, knowledge and intent have not turned into action.

I have seen more people of color getting interviews and even becoming finalists for development director positions but not get hired. It often comes down to, “Who will our donors be comfortable with?” Most organizations, including organizations serving people of color, still cater to mostly white middle and upper class donors. White women have been the primary beneficiary of this dynamic as new development director hires.

A dominant mentality of who can give, who can’t give, and who should ask still exists. In study after study, people of color are seen

Opportunities for Moving Forward?

A growing pool of potential donors, especially among middle and upper class people of color who came of age in the 1960s and 70s, are now in their prime earning years and are starting to realize their role as philanthropists. We also know that generous giving is done at all income levels. As illustrated by Social Capital Benchmarks survey, households making \$20,000 donate 4.6 percent of their earned income, while households making \$75,000 to \$100,000 donate 2.4 percent of their earned income.

Donors of color are starting to be pursued by mainstream nonprofits but are often disappointed that they don’t see people like them in leadership positions among these nonprofits. These same donors also worry about the lack of infrastructure and systems in small, grassroots nonprofits. For social justice organizations of all sizes, cultivating and soliciting these donors based on shared values of social change can be the game changer they need to resource their work to scale and be sustainable for the long haul.

Now is the time to turn intent into action when considering hiring a person of color as a development director. It is not enough to recognize and acknowledge the lack of people of color as fundraising professionals. Organizations need to take action and hire people of color and ask people of color to become donors. Sixteen years is too long for such little action to be taken. Organizations must step up and do the right thing, not because of guilt, but because it will lead to long-term financial sustainability and an alignment of our fundraising with our values. ■

Mike Roque is a former GIFT executive director and the president of Adobe Consulting.



Who Do You Know?

By Sha Grogan-Brown

“Prospecting” can be an intimidating concept, but often the mood changes when you frame it as a simple question: “Who Do You Know?” Offer your board members, staff, volunteers, or member leaders a chance to get creative through this interactive exercise that will inspire them to think concretely about the ways they are connected to people who might be interested in supporting your work, and what they can specifically ask them for.

Goal: Through examining the networks and communities they are connected to, participants will identify at least 25 prospects.

1. Introduce activity (3 minutes)

- Cite a few stats from Kim Klein’s article, “Prospect Identification: You Already Know All the People You Need To Know To Raise All The Money You Need To Raise”
- Ask participants: Who are the people that donate money in your community?
- Explain that most money given away in the U.S. comes from middle income, working class and poor families. *Having* money and *Giving* money are not always related, which means, we don’t have to rely on wealthy people to fund our work. The most under-asked people are youth and people of color. When those groups are asked, they tend to give 78 percent of the time.
- *This all means...We Need To Ask!* The biggest barrier in fundraising is not asking.

2. Where can we find people to ask? (5 minutes)

In a large group:

- Brainstorm a list of all the different ways you know people (neighbors, social networks, people you work with, house of worship, etc.)

3. Who Do You Know? (7-12 minutes)

Individually:

- Fill out the chart called “Who Do You Know?” on page 16 (encourage participants to draw symbols, but allow them to write if their discomfort with drawing is getting in the way of the exercise.)


- First, draw with a symbol that represents yourself in the center circle
- Now, pick five communities or networks you are connected to (e.g., co-workers, neighbors, people you volunteer with, exercise classmates, health practitioners, political activists, etc.).
- In each box on the chart, draw a little icon or symbol to represent that community or network. (You can also write it out if you don't want to draw.)
- Under each icon, list five to ten people who you think might be interested in the work of your organization, and what you will ask them to do.
- Example of types of asks: donate \$500, become a monthly sustainer at \$20, host a house party and invite 20 people, join the planning committee for the anniversary party, etc.

4. Reflection (5-10 minutes)

Report back to larger group:

- Share your chart: How many people did you come up with? Any revelations about someone you never thought to ask before? Did anything surprise you?

Sha Grogan-Brown is the development and communications coordinator with Grassroots Global Justice and serves on the GIFT board.



Providing donor management software to the nonprofit community for 30 years

4 Levels of Affordable & Flexible Fundraising Software

| <p>FundRaiser Basic</p> <p>Available Online & Installed</p> <p>Basic software for very small organizations.</p> <p>\$29/mo online \$149 to purchase</p> | <p>FundRaiser Spark</p> <p>Available Online & Installed</p> <p>Entry-level. Great for sparking growth in small & new nonprofits.</p> <p>\$69/mo online \$649 to purchase</p> | <p>FundRaiser Select</p> <p>Available Online & Installed</p> <p>Mid-level & Customizable with optional add-on Modules. Perfect for growing organizations.</p> <p>\$179/mo online \$1,400+ to purchase</p> | <p>FundRaiser Professional</p> <p>Available Online & Installed</p> <p>Top level. Includes all options, plus Relationships, Campaign Management & more. Designed for large or growing organizations that want all the bells & whistles.</p> <p>\$349/mo online \$3,800+ to purchase</p> |
|--|---|--|---|

Designed to meet the budget & needs of all sizes of nonprofits

Free Tours | Free Trial of Online & Installed Software | Free Brochure

www.FundraiserSoftware.com 800-880-3454 ext 3 sales@fundraisersoftware.com

ILLUSTRATED BY:
SHA GROGAN-BROWN

WHO DO YOU KNOW?

1. _____
ASK: _____
2. _____
ASK: _____
3. _____
ASK: _____
4. _____
ASK: _____
5. _____
ASK: _____

1. _____
ASK: _____
2. _____
ASK: _____
3. _____
ASK: _____
4. _____
ASK: _____
5. _____
ASK: _____

1. _____
ASK: _____
2. _____
ASK: _____
3. _____
ASK: _____
4. _____
ASK: _____
5. _____
ASK: _____

1. _____
ASK: _____
2. _____
ASK: _____
3. _____
ASK: _____
4. _____
ASK: _____
5. _____
ASK: _____

1. _____
ASK: _____
2. _____
ASK: _____
3. _____
ASK: _____
4. _____
ASK: _____
5. _____
ASK: _____



"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!"
—BARACK OBAMA

DEVELOPMENT SERVICES
www.granthelper.com
...support for changemakers

Working with and on behalf of those who seek to create a Just & Compassionate Society

EARP EVENTS & FUNDRAISING
EVENT PRODUCTION & PROMOTION
Galas • Conferences • Golf Tournaments • Festivals • Auctions
MAJOR DONOR DEVELOPMENT & OUTREACH • BOARD TRAINING
HIGH IMPACT EVENTS & CAMPAIGNS

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

FundingChange training & consulting
Helping grassroots groups raise more money for social change

- Individual Donor Fundraising
- Planning & Strategy
- Donor Communications
- Donor Relations
- Workshops & Coaching
- Board Development & Training

Tina Cincotti • tina@fundingchangeconsulting.com
www.fundingchangeconsulting.com • 617.477.4505

FUN with FINANCIALS Financial Consulting & Training for Social Justice
www.funwithfinancials.com



Contact me today! carol@funwithfinancials.net
twitter.com/funfinancials facebook.com/funwithfinancials

Sheryl A. Kaplan, M.L.S.
Grants Consultant


Prospect Research and Proposal Development for Nonprofit Organizations

sheryl@skaplangrants.com
www.skaplangrants.com



Klein & Roth Consulting
Fundraising training & consulting | Board development | Meeting facilitation
Check out our books at www.josseybass.com/go/kimkleinfundraising
KIM KLEIN | STEPHANIE ROTH | NANCY OTTO | RONA FERNANDEZ | STAN YOGI
info@kleinandroth.com | 510-893-8933 | www.kleinandroth.com

LAPA
Campaigns • Grants • Planning
212.932.9008
lapafundraising.com



Taking your organization to the next level.



NATALIA LÓPEZ
25 years of practical, down-to-earth expertise for the Bay Area nonprofit sector

- Strategic Planning
- Management Coaching
- Facilitation
- Board Development
- Fundraising Training, Coaching & Consultation

(415) 282-6941 • lopez186@sbcglobal.net

PEGGY MATHEWS CONSULTANT TRAINER • COACH

FUNDRAISING & ORGANIZATIONAL MANAGEMENT
35 years in fundraising and directing change organizations of all sizes. 30 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
pmathews.consulting@gmail.com • (276) 467-1706

RAISING CLARITY
to cultivate abundance in noble causes, people and organizations

We fundraise and organize to change the world. Yet we are also changed in the process. How does this happen?

Join our readership exploring how.
CLICK HERE for the RAISING CLARITY blog or go to www.raisingclarity.com/blog

RoadMap
Strengthening Organizations, Advancing Social Justice.

RoadMap is a national team of seasoned capacity builders dedicated to **advancing the power and promise of social justice organizations**. Learn more about our **Consulting and Coaching Services**, visit **Resource Library** and browse our **Consulting Directory** at: www.roadmapconsulting.org

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

Specializing in the needs of grassroots organizations like yours

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



Topakian communications
Smart engaging writing and communications for non-profits and small businesses.

(415)987-4279 karen@topakian.com
www.topakian.com

WindowBox
COACHING & CONSULTING

Offering strategic and creative efforts to build movements for justice through:

growing the capacity for change

- ♦ fundraising consulting
- ♦ leadership coaching and staff support
- ♦ program planning, assessment and facilitation

Ellen Gurzinsky
www.windowboxconsulting.com
646-484-5218 ellengurz@yahoo.com

Grassroots Fundraising Journal

A Publication of GIFT

1904 Franklin Street
Suite 705
Oakland, CA 94612

ADDRESS SERVICE REQUESTED



DonorPerfect - More "Excellent" Ratings Than Any Other Vendor!



- ✓ The most functionality at the **lowest cost**
- ✓ **Easy** to learn & use
- ✓ Helps your team **get more done in less time**
- ✓ Spend **less** & get **more** donations

“DonorPerfect software made my job so much easier by having everything at my fingertips. Now when someone asks a question, I answer it within minutes. **I love the product!**”

- Karen Duell

Community Blood Center/Community Tissue Services


online fundraising software



Try Us Out - Get a **FREE Trial** at
www.donorperfect.com/GrassrootsJournal