



Fundraising Assistance Project Outcome Survey

Causa Justa::Just Cause

We are about building political power and respect for the communities we work with. Financial independence, having an independent base of support is part of being a movement building organization.

We were two organizations working together on both sides of the Bay. Coming together as one organization is a big accomplishment.

Historically, there wasn't vibrant grassroots fundraising in either organization. There was the Donate Now button on the website and a big event every year. And it was the job of the fundraising staff. We wanted to shift the overall thinking of our merged organization so that staff and members understand that all individuals we come into contact with should be part of the fundraising strategy just as they are part of the organizing strategy.

Our hired staff person became the cheerleader keeping people excited about what grassroots fundraising can do.

Just Cause (CJJC) is a multi-racial organization with 2,000 members that engages in policy advocacy, civic engagement, leadership development, tenant and immigration counseling, and grassroots mobilization. It formed in 2010 as a merger of St. Peter's Housing Committee in San Francisco and Just Cause Oakland, to represent the low-income African American and Latino communities in those cities. (www.cjjc.org)

FAP 2010 Grant: \$40,000

CJJC used the momentum of its merger to shift the organization's resource development culture through a campaign for grassroots fundraising.

Accomplishments

CJJC shifted the Organizational Culture: CJJC launched the Unity Campaign, a four-part grassroots fundraising strategy that includes member fundraising, online pledges, house parties and major donors. This campaign engages all members, staff, Board members and volunteers in development activities.

Supported Clinic Staff to Solicit Donations: CJJC trained staff and volunteers in its free service programs to be mindful of fundraising opportunities with clients. It more clearly articulated how member dues and client donations support CJJC's work and developed bi-lingual information for tee-shirt sales and other fundraising tools.

Trained Staff and Members in the Potential of Grassroots Fundraising: CJJC engaged Stephanie Roth, a fundraising consultant, to provide training about the significant amount of giving that comes from individuals. CJJC also adapted this training as a module in its leadership development program.

Hired Development Staff: CJJC hired its first part-time staff person for grassroots fundraising.

Used FAP with Other Funding to Improve Online Capacity: CJJC improved its website functions so that online donor information, for example, could go directly into its data base. For this component it also accessed a '3D' grant from the Open Society Institute and New World Foundation that, like FAP, supported its fundraising capacity building.

Brought in New Donors and Larger Gifts From Existing Donors: CJJC successfully increased and expanded its individual donor base, doubling its grassroots income.

People see the results. It is just like organizing. We do so much outreach and can think ‘what’s the point’ until members actually come out. Now we see the member who gives and feels good about it. Staff appreciate that, and want to do more to bring in that support.

Getting financial support that is specifically geared toward this aspect of our organization has helped us to move it the front of the agenda of our work. Hiring someone to do this was not something we could prioritize. With FAP, we could launch the plans that we were wanting to launch. We could really do it, not take a more marginal approach.

The Impact of FAP Funding:

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Adam Gold
Finance and Operations Director

Reasons - *Why CJC chose this approach*

Utilizes Momentum Around the Merger: CJC’s plan captures the energy around its merger to strengthen its base of donors and re-define its fundraising culture.

Reflects a Movement Building Approach: Expanding fundraising knowledge, skills and responsibilities throughout the organization engages the critical intersections of movement building and resource generation.

Offers Members an Opportunity to Invest: CJC recognizes that member contributions build their investment.

Future - *How CJC integrates fundraising into the organization*

Creating a Member Internship for Fundraising: CJC is implementing a three-month internship, training a member to take on the primary role of getting other members to give. It will offer this regularly, as part of a range of internships available to members.

Setting Goals: Our aim is 100 people as automatic, monthly donors.

Solidifying a Sustainable Fundraising Model: CJC is defining a model that, like CJC’s political campaign work, is staffed and well rooted in the communities it serves and mobilizes. This includes designated staff as well staff collaboration to manage integrated program and fundraising activities.

Lessons

Staff Communication and Coordination about Fundraising is Crucial: Non-development staff members ultimately facilitate the conversation with members around fundraising and educate them about the connections between fundraising and organizing. This requires communication between staff members, rethinking the division of labor among staff teams and a shift in how some staff members relate to the membership. Also, fundraising staff need access to building rapport with members before facilitating high-yield fundraising activities with them.

Having an Overall Plan is Important: Having a breakdown of how to meet a grassroots fundraising goal is necessary for approaching it systematically and evaluating progress. A thorough and consistent communications component helps galvanize people.

Setting Expectations Makes All the Difference: Success requires a general understanding that while you may not get large amounts of money from individuals in the short term, over time it will be a good investment and will have a return beyond money.

Not all Members Have Internet Access: CJC set higher goals for member fundraising than it reached. It concluded that the demands of the merger interfered with this, but also, some CJC members are not confident Internet users or don’t have regular computer access. This made a planned online model for member fundraising difficult to implement.

Not Every Donor Has to be Close to the Organization: For example, CJC successfully used the Oakland Marathon as a fundraising opportunity, garnering support from people who just wanted to support a friend running in the marathon.

FAP Outcomes Causa Justa::Just Cause



	2010 goal	2010 actual outcome	2011 projected outcome
I. NEW DONATIONS			
New Donors (Individuals, Major Donors)	500 donors (estimate) \$65,000 from major donors	697 donors (estimate) \$48,000 major donors	500 donors (estimate) \$25,000 major donors
Event Revenue	\$38,000 total amount (includes Anniversary Event)	\$49,910 total amount (includes Anniv. Event)	\$20,000 total amount (no Anniv. Event)
(Special Anniversary Event Revenue)	400 attendees \$17,500	423 attendees \$34,038 net \$18,500 gross	0 of attendees \$0 total amount
Total New Donations	\$100,000 total (Unity Campaign was launched with a dollar goal, not a number of donations)	1048 contributions \$108,086 total	700 contributions \$65,000 total amount (**See note below)
II. INCREASED OUTREACH			
New Members	360 new members 29% Increase	390 new members 31% Increase	350 new members 21% Increase
New Donor Prospects (membership lists, social media contacts)	250 new prospects	450 new prospects	300 new prospects
III. INCREASED DEVELOPMENT CAPACITY			
New Staff Development Capacity	1 new development staff	1 new development staff	0 new development staff
New Dedicated Development Staff	1 new program staff with dedicated time to do grassroots fundraising.	2 program staff with dedicated time to do grassroots fundraising.	3 staff with newly dedicated time to do grassroots fundraising.
Total: Development/ Program/ Other Staff involved in development	21 staff total involved in development	21 staff total involved in development	4 staff total with dedicated time to development, along with maintained involvement of all staff

**CJJC's successful Unity Campaign jump-started the newly merged organization's grassroots fundraising efforts at a high level for 2010. Projections for 2011 reflect its focus on securing repeating donations at a more steady, sustainable level. Also, in the 1st quarter of 2011, a changeover in development staff impacted capacity and projections.

OUTCOME SURVEY METHODOLOGY: This overview describes the impact of FAP on CJJC, a FACT grantee. The author used written organizational materials and interviewed the FAP manager. The author conducted the survey in June and July 2011 and concluded in August.