The mission of the Gill Foundation is to secure equal opportunity for all people, regardless of sexual orientation or gender identity.

The mission is accomplished by:

➤ Providing grants to nonprofit organizations

➤ Strengthening the leadership and managerial skill of nonprofit leaders

➤ Increasing financial resources to nonprofit organizations

➤ Strengthening democratic institutions

➤ Building awareness of the contributions people of diverse sexual orientations and gender identities make to American society
Module: Ask People for Money Face-to-Face

Course length: 3 hours

Course description: This experiential workshop is designed to teach participants techniques for making a successful “ask” from a donor/prospect. Participants identify their fears related to asking for money face-to-face and ways to overcome those fears.

Learning outcomes: At the conclusion of this training session, participants will be able to:

1.1 Identify three reasons why asking donors for money face-to-face is critical to a successful fundraising strategy.

2.1 Clarify their most basic fears related to asking people for money.
2.2 Verbalize the source of their fears and what they were taught about money.
2.3 Develop counterpoints to their fears in order to overcome them.

3.1 Identify the source(s) of most donated money.
3.2 Name five reasons people give and five reasons people don’t give.

4.1 Identify the three basic pools of prospects.
4.2 Create a donor/prospect list.
4.3 Clarify what category a donor/prospect falls into.
4.4 Specify eight characteristics of a prospect that fundraisers need to know when engaging in prospect research.

5.1 Recognize the logistics of the “asking” process.
5.2 Role-play setting up a meeting with a potential donor by phone.
5.3 Role-play a successful face-to-face “ask”.
5.4 Identify the six points for double-teaming.

6.1 Understand the five steps for handling objections/rejections.
**Words To Watch For:**

**Donor:** Anyone who gives any amount of money to an organization.

**Double-Teaming:** A strategy that utilizes a peer-level volunteer and staff person to make a personal solicitation from a potential prospect. Use the volunteer to initiate the conversation and introduce the subject of the visit. The staff person should then set the tone by telling the prospect how the fundraising campaign has serious implications for the long-term viability of the organization. Have the volunteer describe the project and ask for the gift. The staff should gently reinforce the volunteer’s ask by restating the long-term implications and fielding tough questions. Finally, the volunteer should be prepared to close by asking whether or not the prospect will agree to the major gift.¹

**Prospect:** Someone who can be asked to give money to your organization. The three pools of prospects from which to draw upon are people who:

- Have given before and are prospects for a repeat or upgrade;
- Have not given before, but are close to someone in the organization;
- Are interested in the cause but don’t know anyone in the organization.

**“Tin-Cup Asking”:** When you approach a donor from a perspective that you are begging or that you are asking the donor to do something they really don’t want to do, this invalidates the whole personal solicitation process. It is best to ask from a perspective of inviting them to be donors or investors in your organization. This is the way “for-profit” organizations seek investors. The goal is to empower both the person asking and the person being asked.

¹Donovan, James A., “Take the Fear Out of Asking for Major Gifts”
What Are My Expectations For Today?

1. I came here today because:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

2. In six months, I hope to have accomplished:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

3. My biggest fear about this workshop is that:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

4. My goal is to learn:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
Why Ask People For Money Face-To-Face?

Why is it so important that I ask for money face-to-face when I seek gifts?

Face-to-face “asks”:
Are the most productive means of raising money. This is the basic building block upon which to create a relationship between a donor/investor and the organization.

Will consistently result in higher dollar amounts per contact.

Are the most cost efficient means of raising money.

Are also important because:
Do You Have Fears About Asking?

If the idea of asking for money fills you with anxiety, you are among the majority of people. In order to take the fear out of asking, you must first acknowledge and understand the fears you have when it comes to asking for money. Knowing in advance what fears hinder you may allow you to deal with them more effectively.

Imagine asking someone for a large amount of money (anything over $100). Write down as many of your fears as possible and answer these questions in regard to each fear.

1) What do you think will happen to you?
2) What will the person you are asking think of you?
3) What do you think of yourself?

One of my fears is:

1) I think:
2) The person will think:
3) I think that I am:

I fear that:

1) I think:
2) The person will think:
3) I think that I am:

I am frightened that:

1) I think:
2) The person will think:
3) I think that I am:

I dread that:

1) I think:
2) The person will think:
3) I think that I am:

Another one of my fears is:

1) I think:
2) The person will think:
3) I think that I am:
Place Each Of Your Fears Into One Of These Three Categories

Definitely will happen

______________________________
______________________________
______________________________
______________________________
______________________________
______________________________

Might happen, but I can deal with it

______________________________
______________________________
______________________________
______________________________
______________________________
______________________________

Extremely unlikely to happen

______________________________
______________________________
______________________________
______________________________
______________________________
______________________________

Source: Klein, Kim. “Ask And You Shall Receive”
Write Down Your Fear And Counterpoint To That Fear

<table>
<thead>
<tr>
<th>Fear</th>
<th>Counterpoint</th>
</tr>
</thead>
<tbody>
<tr>
<td>The person will say no.</td>
<td></td>
</tr>
<tr>
<td>The person will ask me questions I can’t answer.</td>
<td></td>
</tr>
<tr>
<td>The person will yell or hit me.</td>
<td></td>
</tr>
<tr>
<td>The person will give me the money but won’t really want to, or will resent me.</td>
<td></td>
</tr>
<tr>
<td>I know the person doesn’t have the money.</td>
<td></td>
</tr>
<tr>
<td>It is imposing on our friendship for me to ask and we won’t be friends anymore.</td>
<td></td>
</tr>
<tr>
<td>The person will think that the only reason I was nice was to get money.</td>
<td></td>
</tr>
<tr>
<td>The person will say yes, then ask me for money for their cause.</td>
<td></td>
</tr>
</tbody>
</table>

Other fears

<table>
<thead>
<tr>
<th>Other fears</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
It is important that fundraisers understand their feelings about money so any obstacles can be identified and put aside when asking for money.

**What is my relationship to money?**

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

**What was I taught about money?**

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________
Other Ideas To Help Overcome Fear

➤ Evaluate and adjust your perspective

➤ Seek donors/investors — sell opportunity vs. need

➤ A “Tin Cup” approach invalidates the whole process — Empower yourself and the donor/investor

➤ My belief in the organization MUST be greater than my fear of “asking”

➤ Learn the art of “asking”

It is your job to ask, it is the donor’s job to decide.
If Money Doesn’t Grow On Trees, Where Does It Come From?

Sources of contributions

<table>
<thead>
<tr>
<th>Sources By Dollars (in billions) 1999</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundations</td>
</tr>
<tr>
<td>Corporations</td>
</tr>
<tr>
<td>Bequests</td>
</tr>
<tr>
<td>Individuals</td>
</tr>
</tbody>
</table>

Source: American Association of Fund-Raising Counsel, Giving USA Report, 2000

Most of the money given away comes from:

In light of this information, successful fundraisers should understand the need to ask for money from individuals face-to-face, rather than relying on foundations and corporations.

Who gets the money?

<table>
<thead>
<tr>
<th>1999 Recipients By Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.3% Religion</td>
</tr>
<tr>
<td>14.4% Education</td>
</tr>
<tr>
<td>9.4% Health</td>
</tr>
<tr>
<td>9.1% Human Services</td>
</tr>
<tr>
<td>7.9% Gifts to foundations</td>
</tr>
<tr>
<td>5.8% Arts, culture &amp; humanities</td>
</tr>
<tr>
<td>5.8% Public/society benefit</td>
</tr>
<tr>
<td>3.1% Environment/wildlife</td>
</tr>
<tr>
<td>1.4% International affairs</td>
</tr>
</tbody>
</table>

Source: American Association of Fund-Raising Counsel, Giving USA Report, 2000

Why does religion get so much?

They —
- Ask
- Ask regularly
- Ask by name

And they ask their most loyal, most faithful, most generous contributors most often, most regularly and for the most money.
When thinking about why a person would give money to an organization, think about why you give to any organization. Your reasons for giving and not giving will be much like everyone else’s and will help you understand what motivates people to give.

Imagine that an acquaintance has come to you, talked passionately about a cause in which he or she is involved, and asked for a gift. Imagine the gift is an affordable amount, but not an amount you could afford to give to everybody who asked. For most people, this is somewhere between $25 and $50.

<table>
<thead>
<tr>
<th>Why would you say yes?</th>
<th>Why would you say no?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Why People Give

These are the reasons people donate. In your fundraising efforts, be sure to anticipate which of these reasons would best motivate each of your prospects.

➤ Religious beliefs

➤ Self-preservation

➤ Belief in the organization

➤ Public recognition or other emotional reward

➤ They respect the asker

➤ Tax benefit
Why People Don’t Give

➤ No one asked them!

➤ Failure to research potential donor

➤ The wrong person asked

➤ The case was not strong enough

➤ A specific amount or range was not suggested
Who And Where Are Your Prospects?

Know your prospects before you ask them for a major gift.
There are three types of prospects for face-to-face “asks”:

1. Gave before and are prospects for a repeat or upgrade:
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________

2. Have not given but are close to someone in the organization:
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________

3. Interested in the cause but don’t know anyone in the organization:
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
Potential Donor Contact Sheet

Most often, prospects are usually right under your nose. They are your regular contributors, already supporting your organization. On the other hand, if you are just starting out, your best prospects may be contributors to nonprofit organizations similar to yours.

<table>
<thead>
<tr>
<th>Name</th>
<th>Do You Know This Person?</th>
<th>Do They Believe In Your Organization/Mission?</th>
<th>Are They Givers?</th>
<th>How Much would You Ask for?</th>
<th>Triple If Under $1,000 Double If Over $1,000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Y  N</td>
<td>Y  N</td>
<td>Y  N</td>
<td>$</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y  N</td>
<td>Y  N</td>
<td>Y  N</td>
<td>$</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y  N</td>
<td>Y  N</td>
<td>Y  N</td>
<td>$</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y  N</td>
<td>Y  N</td>
<td>Y  N</td>
<td>$</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y  N</td>
<td>Y  N</td>
<td>Y  N</td>
<td>$</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y  N</td>
<td>Y  N</td>
<td>Y  N</td>
<td>$</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y  N</td>
<td>Y  N</td>
<td>Y  N</td>
<td>$</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y  N</td>
<td>Y  N</td>
<td>Y  N</td>
<td>$</td>
<td></td>
</tr>
</tbody>
</table>
Potential Donor Worksheet

Giving profile
When preparing to ask for a major gift, it is important to research the prospect’s motivations for giving. Ask yourself these questions.

Prospect’s Name: ___________________________________________________________
Phone: (_____)_______-_________
Work Phone: (_____)_______-_________
Street Address: ___________________________________________________________
City: ________________________ State: ______ Zip: ______________

1. What are this donor’s motivations for giving?

2. What does this person want to support/invest in and what do you want this person to invest in?

3. How does this person want to support you?

4. Why does this person want to support you?

5. When can this donor make the gift?

6. What is this person’s giving history?

7. Who are this person’s friends? This may help to determine who the right person is to make the “ask.”

8. What are this donor’s sources of money?
The Three C’s Of Prospect Research

➤ What is this donor’s C _____________________ to make a gift?

➤ What is this person’s C _____________________ to the organization and the “asker?”

➤ What is this person’s C _____________________ level to the organization and to your programs/services?
Potential Donor Giving Profile

Prospect’s Name: ____________________________________________________________

Phone: (_____)_______-_________
Work Phone: (_____)_______-_________

Street Address: ____________________________________________________________
City: ____________________________ State: _____ Zip: _______________________

Motivation for Giving:

What They Want to Support/Invest In:

How They Want to Support Us:

Why They Want to Support Us:

When They Can Make the Gift:

Giving History:

Friends:

Source of Money:
The Logistics Of “Asking” — Personal Solicitation

The four steps in approaching the prospect are:

1. The Letter
   People have short attention spans. Make your sentences interesting, evocative and short.

2. The Phone Call

3. The “Ask”

4. The Follow-Up
Elements Of A Successful “Ask”

➤ Make sure the “asker” is also a donor.

➤ Give a reason.

➤ Give a specific timeframe.

➤ Be clear and convey exactly what you want.

➤ Be gracious in receiving a gift.

➤ Be willing to be turned down.

➤ If double-teaming, use a donor who has given at the level you are requesting and a key staff person from your organization.

Six-point checklist for double-teaming

<table>
<thead>
<tr>
<th>Who leads?</th>
<th>Professional staff</th>
<th>Peer-level volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who sets the tone?</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Who describes?</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Who asks?</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Who reinforces?</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Who closes?</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>

When double-teaming, try to use a peer-level major gift donor — that is, a donor who has given at the level you are requesting, in addition to a key staff person. Use the volunteer to lead off the conversation and introduce the subject of the visit. The staff person should then set the tone by telling the prospect how the fundraising campaign has serious implications for the long-term viability of the organization. Have the volunteer describe the project and ask for the gift. The staff person should gently reinforce the volunteer’s ask by restating the long-term implications and fielding tough questions. Finally, the volunteer should be prepared to close by asking whether or not the prospect will agree to the major gift.

Donovan, James A. “Take the Fear Out of Asking For Major Gifts”
Parts Of The “Ask”

➤ Custom-tailor your “ask” to your prospect.
➤ Spend 20% of the time talking and 80% listening.
➤ Practice on a friend or in front of a mirror.

Answer the following six questions for your prospects. The answers come from your case statement.

1. Who are you? Who are you to the organization?

2. Where has your organization been?

3. Where is your organization today?

4. Where does your organization want to go? What are its future goals?

5. What financial investment is needed to reach your destination? What is the funding goal?

6. What does the donor get for the gift?

Ask for the Money — Be Specific and AIM HIGH!

After the “Ask” — STOP Talking

Respond to Objections

Whether the Answer Is Yes or No — Thank and/or Congratulate the Donor
The Follow-Up
Sample Of A Successful “Ask”

___________, you have been a sustaining contributor to the Children's Museum for the past five years. You know the value of private support. The museum has come a long way since Dr. Walters founded it right after World War II. He provided the land and that old warehouse. At the time we wondered who would ever drive that far out of town to visit a country museum. With the growth of the community, we are now centrally located. We have four main buildings — three exhibit buildings and the main office complex. As you know, General Electric, IBM and NationsBank have provided major sponsorship of these three exhibit halls over the past 40 years. The museum has had millions of visitors. It has also been recognized by the Smithsonian in Washington as one of the southeast's best children's museums.

Presently, we have reached a plateau. [We either maintain the status quo or push on and develop new high tech interactive learning exhibits that educators tell us are much more effective as teaching and learning tools than stand-alone exhibits.] The board of directors and museum staff have done extensive research and we believe we have a solid plan for the future. It's called Discovering the 21st Century, a futuristic exhibition that is on the cutting edge of computer, video and interactive technology. In fact, we even have plans to share these exhibits via satellite hookup with smaller museums around the country. This is an exciting and bold step for us. It will cost $5 million over a period of three years to build this new exhibit hall and another $2.5 million for a maintenance endowment, for a total of $7.5 million. When completed, it will be an economic contributor to our local economy.

Ms. ________________, given your generous support in the past, I was hoping you would join ________________ (friend of the askee) and me in helping the museum meet this $7.5 million goal. We would be grateful if you would consider a gift, payable over three years, in the range of $75,000. Our request is outlined in a personalized proposal we have prepared for you. Please consider this an official record of our request. Can you think of any reasons why you can’t commit to our request?

Now, be silent. It is the prospect's turn to talk, ask questions or raise objections. And it's your job to listen and respond.
Checklist For The Face-To-Face “Ask”

Did the “Ask”?

1. Give a reason for the “ask?”
   - Y □ 
   - N □

2. Give a specific timeframe?
   - Y □ 
   - N □

3. Provide clarity about what they wanted?
   - Y □ 
   - N □

4. If double-teaming, did the peer-level volunteer lead, describe and make the “ask?”
   - Y □ 
   - N □

5. Spend 20% of the time talking and 80% of the time listening?
   - Y □ 
   - N □

6. Identify:
   - Where the organization has been? □ Y □ N
   - Where the organization is today? □ Y □ N
   - Where the organization wants to go? □ Y □ N
   - What financial investment is needed to reach your destination? □ Y □ N

After practicing a personal solicitation, ask yourself these questions:

1. What was it like to be the “asker?”

2. Which parts do you think went well and which parts didn’t go well?

3. What could you change if you had more time to prepare?
Five Steps To Handling Objections

1. Acknowledge objections as they arise.
2. Don’t debate.
3. Correct or eliminate erroneous information.
4. Don’t get distracted - get back to the subject at hand.
5. Maintain a common-ground interest.
## Inventory Of Objections

Identify the most common objections you can think of for not giving to your organization and the best responses to overcome each of the objections.

<table>
<thead>
<tr>
<th>Common objections for not giving</th>
<th>Best response to overcome the objections</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Be ready to “educate” your prospect, even if your prospect has given to your organization in the past.

Source: Donovan, James A. “Take the Fear Out of Asking for Major Gifts”
What Did I Learn?

1. Identify one reason why asking donors face-to-face is critical to a successful fundraising strategy.

2. List one fear I have about asking for money face-to-face and one counterpoint that I can use to overcome that fear.

   Fear: ________________________________
   Counterpoint: __________________________

3. Where does most of the money given away come from?

4. What percentage of money given away comes from individuals?

   __________ %

5. Identify one reason why people give away money.

6. Identify one reason why a person wouldn’t give money to an organization.

7. Identify one of the three basic pools of prospects.

8. Identify one characteristic you need to know about potential prospects.

9. Identify one of the four logistics of the “asking” process.

10. Identify one component of a successful “ask.”

11. Define “double-teaming.”

12. When using the strategy of double-teaming, who should make the “ask?”

13. List one of five steps to handling objections to an “ask”.

14. Name one concept you have learned from this workshop.
What action steps will I take to develop a personal solicitation campaign for my organization?

<table>
<thead>
<tr>
<th>Action to take</th>
<th>Support materials or people needed</th>
<th>Start date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
References

American Association of Fundraising Counsel.  
Giving USA, 1999

Donovan, James, A.  Take the Fear Out of Asking For Major 
Park, Florida

Klein, Kim.  Ask and You Shall Receive: A Fundraising 
Training Program for Religious Organizations and 

Klein, Kim.  “Grassroots Fundraising Journal.”
Volume 2, Number 2.