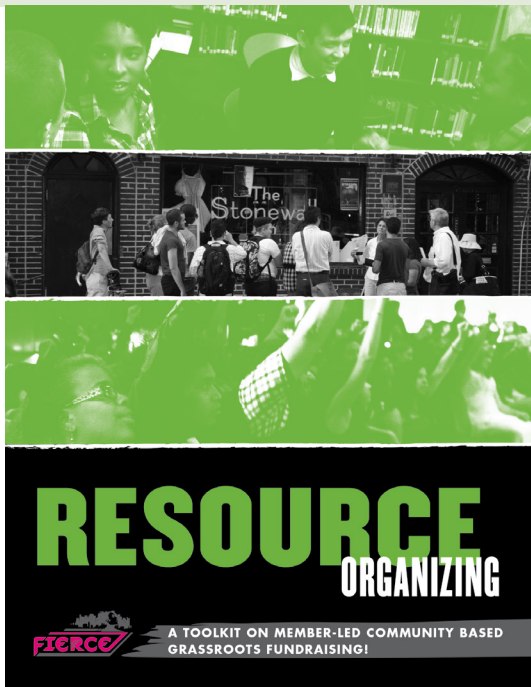


Developing Member Leaders

The FIERCE Model

“Grassroots fundraising helps members take initiative and be active in the work that we do. Through the process of fundraising, members grow and push themselves to be leaders. Often times, members are scared to do fundraising at first because we feel like we’re not qualified, but since doing major donor fundraising I’ve learned that anybody can be a good fundraiser. I’ve also learned that there are people outside the room who care about what we do and who we are. Donors are not robots or ATMs—they are just as invested in our work as members of FIERCE, it’s really inspiring and empowering.”

—L. Francois, FIERCE member and Major Donor Intern 2009



To purchase a copy of FIERCE’s Resource Organizing Toolkit please visit fierceny.org or email Development Director Naa Hammond at naa@fierceny.org. Toolkits are available to organizations at a sliding scale rate.

THE MOST SUCCESSFUL PART OF OUR FUNDRAISING model has been the leadership development component. We attribute this to already having an established leadership development program in place, the Education for Liberation Project (ELP). ELP is a comprehensive training program that takes members through a process of deepening political education and organizing skills-

building, and then providing hands on opportunities to practice those skills and analysis through leadership roles in the organization. Our Leadership Development Model (see page 6), breaks down each level of the ELP program and the skills, training, and practice that members engage with at each level.

In ELP1, members are introduced to FIERCE’s political framework, anti-oppression analysis, and organizing model. During ELP1, members are exposed to workshops on racism, classism, capitalism, LGBTQ radical history, and youth organizing, among many others. By creating a shared understanding of intersecting systems of oppression and the resistance efforts of oppressed communities throughout history, we set the stage for FIERCE members to become organizers and radical grassroots fundraisers.

Once they graduate from ELP1 members can move on to ELP2, which focuses on building their skills in community organizing. Grassroots fundraising analysis and skills are incorporated into ELP2’s curricula and presented as part of a larger set of community organizing skills. In ELP2, members learn fundraising alongside base-building, campaign development, and media skills.

After ELP2, graduates move on to more advanced leadership roles in ELP3 and Fellowship positions. At this level, FIERCE provides paid fundraising internships and fellowships where members learn to coordinate nearly all aspects of our grassroots fundraising strategies, with the support of staff.

Our Leadership Development model ensures that by the time members take on significant leadership roles in fundraising, they have a solid grasp of FIERCE’s anti-oppression values, and hands on experience in our campaigns, base-building, media, and youth development programs.

To help you understand how we train and support members in fundraising see our Grassroots Fundraising Leadership Development Chart on page 7.

fierce's leadership development model

Education for Liberation Project (ELP): A leadership development program that builds conscious organizers through a paid internship of political education and organizing skills.

elp 1

- Objectives:**
- Introduce members to youth organizing and anti-oppression framework
 - Build a foundation of political education
 - Expose members to FIERCE's politics.

- Structure:**
- Run 2 cycles a year.
 - Each cycle is 3 days a week for 4 weeks (total of 12 days)
 - Each week is themed, with a different political education topic

- Content:**
- Orientation to FIERCE & relationship/trust building between members
 - Intro to Organizing (movement history and youth organizing 101)
 - Anti-oppression 101 (intersections of racism, homophobia, ageism, and gender oppression) and allyship.
 - Global justice & US Imperialism
 - Prisons and the education system
 - Safe space and gentrification (in relationship to FIERCE's campaign work)

- Retention Strategies:**
- Connect by building strong relationships between the ELP1 cohort and to FIERCE.
 - Empower & Agitate through relevant and interactive political education sessions.
 - Increase Engagement with FIERCE through one on ones and leadership opportunities.

elp 2

- Objectives:**
- Introduce members to organizing skills
 - Support members in the application of organizing skills
 - Engage members in more advanced political analysis education

- Structure:**
- Run 2 cycles a year
 - Each cycle is 3 days a week for 8 weeks
 - Each week is a mixture of political education workshops, skill trainings, and application days

- Content:**
- Relationship/trust building
 - Campaign development & power analysis of current campaign work
 - Base building, effective outreach and recruitment
 - Grassroots/Major Donor fundraising
 - Workshop & meeting facilitation
 - Two advanced political education sessions

- Secondary Skills:**
- Public speaking
 - Event planning
 - Direct action strategies
 - Media communication

- Responsibilities of ELP2:**
- Organize Let's Politik! (political education discussion for FIERCE members)
 - Organize FIERCE Friday events
 - Do street outreach and phone banking
 - Participate in major donor visits
 - Support campaign work

elp 3

- Objectives:**
- Support members in applying organizing skills in a program area of FIERCE
 - Engage members in more advanced political analysis education

- Structure:**
- Cycles run year-round
 - Run 4 cycles of 3 months each
 - 2 interns are responsible for 1 program area
 - Program staff directly supervise interns

- Content:**
- Each intern is responsible for one of the three following program areas
- Campaign Steering Committee
 - Grassroots Fundraising
 - Outreach & Base-building

- In addition to their responsibilities in their program area, members also participate in:
- weekly staff meetings and check ins
 - monthly political education study group
 - monthly relationship building activities
 - Coordinating committee report backs at the member meetings

- Retention Strategies:**
- Support the leadership development of members through regular one on ones
 - Encourage members to re-apply to ELP 3 to take leadership in another program area
 - Establish supportive working partnership with program staff and member

Grassroots Fundraising Leadership Development Chart

INTERMEDIATE GRASSROOTS FUNDRAISING TRAINING

This level of development focuses on providing in depth grassroots fundraising training for ELP2 interns with an emphasis on Major Donor fundraising skills & practice. Only ELP1 graduates that are accepted into ELP2 are eligible for this level.

What kinds of training & support are offered? An entire week of ELP2 is spent training interns on grassroots fundraising and major donor fundraising. These trainings prepare them for an actual Major Donor visit that they facilitate at the end of the week. Within this week of training, interns receive a daylong Introduction to Grassroots Fundraising training and a half-day training on How to Run a Major Donor Meeting. Interns are then split into groups of 5, and given time (1 ½ days) and instruction to help them practice and prepare for their major donor meetings.

What fundraising leadership opportunities do members have at this level? ELP2 interns plan and execute a Major Donor visit on their own. Each year, ELP2 interns raise over 3,000 for FIERCE through these meetings.

What are members' Roles & Responsibilities at this level? ELP2 interns plan the meeting agenda, prepare all the materials and Major Donor packet, and facilitate all aspects of the meeting including the Ask. All interns in the meeting play a role and talk about an aspect of FIERCE's work and/or their experience as a member. Interns execute the meeting with very little staff involvement.

- It's important to note that at this level, staff coordinate the logistics of the Major Donor meetings, including reaching out and communicating with the donors beforehand. Staff usually sit in the meeting to provide moral support for the members, but do not participate except during introductions and closing. Staff are responsible for taking notes of any follow up steps that come up in the meetings as they take up follow up work from that point on.

ADVANCED GRASSROOTS FUNDRAISING TRAINING & EXPERIENCE

This level of development focuses on providing advanced training for interns in ELP3 and Fellowship positions. Interns at this level are given high levels of responsibilities and function as part time program staff. Only ELP2 graduates are eligible to apply for ELP2 & Fellowship positions.

What kinds of training & support are offered? Interns and Fellows are given advanced training on Major Donor Fundraising and event fundraising throughout their internships. They are also given support through staff supervision, assigned readings, and one-on-one coaching. Training topics include: steps to organizing a Major Donor Campaign, Phone banking, in-kind donation procurement, ad and sponsorship solicitation, outreach, acknowledgements, online fundraising, etc.

What fundraising leadership opportunities do members have at this level? Major Donor Campaign Coordination, Bowl-a-thon Coordination & Special Events Coordination.

Roles & Responsibilities: Major Donor interns are responsible for learning and executing all aspects of the Major Donor Campaign. They are supported by Staff in performing their duties, but are responsible for high levels of leadership in the campaign including creating the campaign launch invitation card, tracking all renewal donors and prospective donors, creating call sheets and making all outreach calls/emails. They schedule major donor meetings, they create the meeting agendas, they recruit, train, and prep volunteer members participating in the meetings, they update all donor records, and write all thank you cards to donors.

FIERCE Bowl-a-thon & Special Events Fellows have high levels of responsibility and leadership. They are responsible for co-coordinating and executing all aspects of the event fundraising. In the case of the bowl-a-thon, FIERCE Fellows are responsible for all aspects of coordinating volunteers, planning the event logistics and program, developing the event theme and title, developing outreach and recruitment materials, soliciting ads and sponsors, creating the program book, procuring prizes and donations, and supporting team captain recruitment and outreach.

INTRODUCTION TO GRASSROOTS FUNDRAISING

This level of development focuses on exposing new members, members who have not gone through ELP, and ELP1 interns to FIERCE's fundraising model and introducing them to basic grassroots fundraising skills & analysis.

What kinds of training & support are offered? Members gain exposure to FIERCE's fundraising model through new member orientations and general member meetings. We also offer an annual Intro to Fundraising training that is open to all members, board, and staff.

What fundraising leadership opportunities do members have at this level? All members, even members who have not gone through ELP2, are encouraged to volunteer for the Bowl-a-thon and Major Donor Campaign. If a member becomes a fundraising volunteer, they will build their skills through mini-trainings and preparation meetings run by members in the advanced stages of development. In addition, they will gain skills through getting hands on practice.

What are members' roles & responsibilities at this level? Members at this level do not have high levels of responsibility, but they are encouraged to take part in and support FIERCE's fundraising work. If they volunteer they may have opportunities to participate in Major Donor meetings, help with Bowl-a-thon organizing, and join or start a team for the bowl-a-thon and raise money for FIERCE.