



*Service Design Overview*

#closethegap

*By Cara A. Brown*

# Executive Summary

- EOYDC's CEO is deeply engaged with the organization. Everything from public spokesperson, counselor to students, fundraiser and acting grants director. In tandem with the VP and Director of Finance, they are on constant deadline for grant applications and reports. After recently cutting the ribbon on a new multi-million dollar building, the center was on a tight budget. The original ask was for me to revamp the donations brochure so that they can be placed at the reception desk during the holiday season. This led me to ask more questions. I discovered that EOYDC didn't have a list of individual donors or a plan for a holiday giving campaign. There was one external fundraiser planned, East Bay Gives, which is similar to an online telethon where people donate online within a 48 hour window and select a benefactor from a list of nonprofits in Oakland.
- I proposed the idea of creating a branded holiday giving campaign. The initial goal was to create something simple that can be executed annually by youth staff.
- Questions I sought to answer: Why hasn't EOYDC had a holiday giving campaign before? What are some non-profit giving campaign best practices? Who are EOYDC's champions? What amount would make this campaign worth while? What tools will make this campaign easy to execute in the future? What elements can be prepared beforehand and automated?
- The CEO has close connections to countless EOYDC supporters but staff, board of directors and the advisory committee were the biggest source of connection to individual funders. Empowering them to fundraise would allow us to cast a wider net, thus increase impact. Also, most staff and all of advisory committee were EOYDC alumni so there was a strong sense of personal mission.
- The resulting service that was crafted included the following: crafting the campaign (create timeline, theme, visuals, plan social media outreach, set up the p2p platform, set up the backend system, strategy), create the competition (craft update emails, keep track of the stats and gather and distribute all of the rewards), train the fundraisers, full time staff on the systems, document the process.
- The fundraisers were recipients of the service. The funders also received benefits of the service.
- This service overview highlights Fundraisers, whose meaning is "Community".
- The campaign duration was November 10 to December 25. Based on the high response rate the end date was extended to January 18.
- The goal of generating \$15,000 was accomplished. Although the goal was \$15,000, Regina suggested that we post \$50,000 on the main fundraising page.
- After reviewing the process, one point of learning for the CEO and full time staff was that fundraising is not suitable for youth staff to lead. A more effective strategy is for a full time adult staff member to lead the project with support by two youth staff members.

# TIMELINE

## ASK

Update a donation flyer

## IDEA!

Create a holiday giving campaign

## WHAT'S POSSIBLE?

Survey landscape, talk to stakeholders and uncover insights. Determined that an annual holiday giving campaign using P2P fundraising platform would help solve a big pain point.

## CRAFT

Creating the campaign, activating stakeholders, implementing systems and routines

## DELIVERY

Campaign duration and extension

## CELEBRATE

Success! Exceeded expectations, amazing results, happy stakeholders

## NEXT

Plan for the future; Create a salient Blueprint for the next holiday; use insights to craft a summer campaign



## Objective

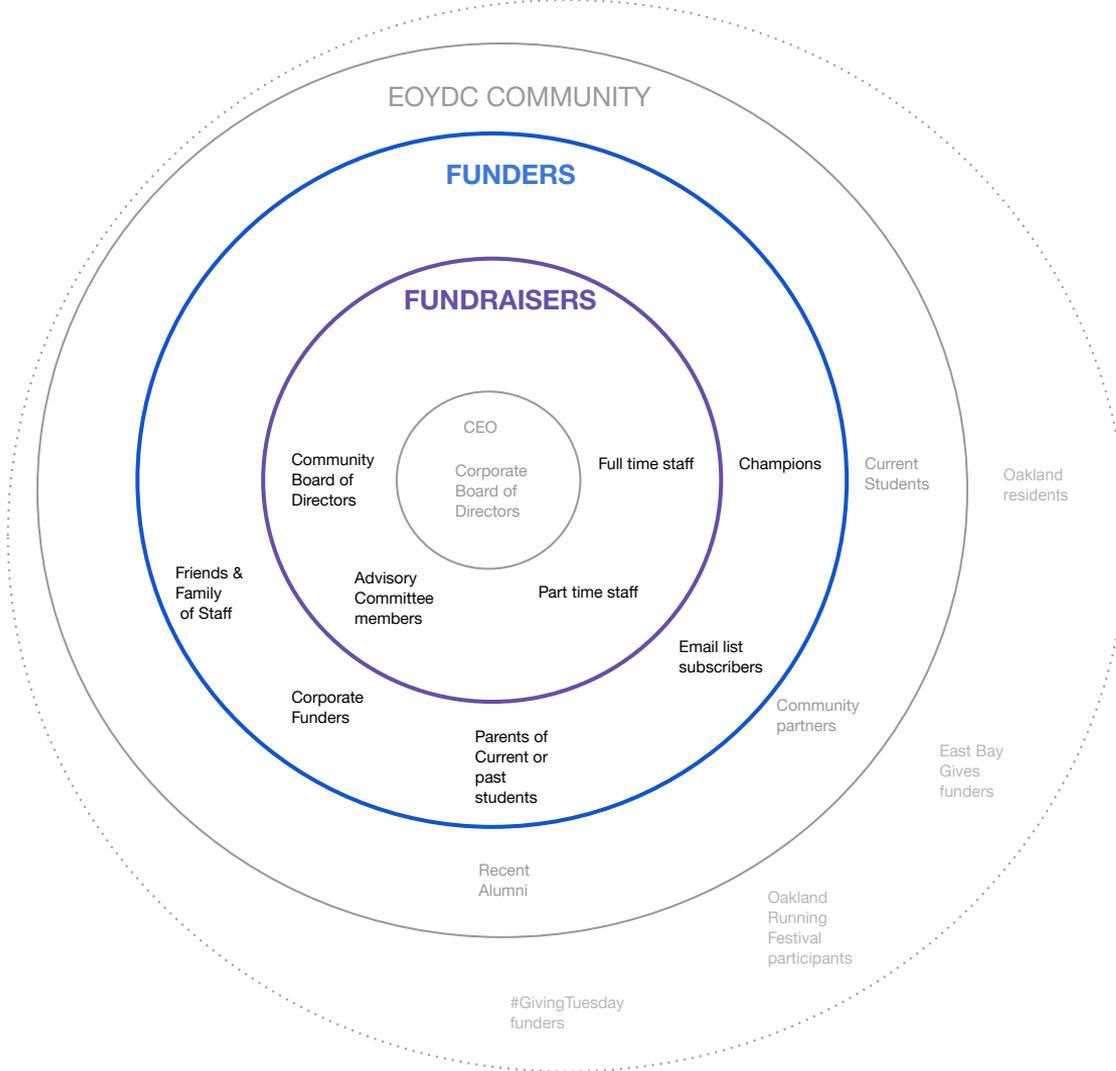
Create a blueprint for an annual holiday giving campaign that generates at least \$15,000 and can be repeated yearly and requiring less than 15 hours a week from full time staff to execute.



# Stakeholder Map

## EOYDC SUPPORTERS

Stakeholders are categorized by level of engagement. The focal areas are the engagement levels where stakeholders are most likely to be fundraisers and funders.



## *Persona*

# CEO



Regina

60

EOYDC evangelist and spokesperson

Deep personal connections with org

- Meaning : Achievement
- Tech newbie; uses an Android smartphone to search topics on the Internet, take photos, post photos to Facebook, send email and text messages.
- Comfortable with tried and true methods of operation, but open to learning newer, tech based approaches.
- Enthusiastic about creating youth led projects.
- Excels at fundraising via networking and maintaining connections with decision makers behind brands and EOYDC alumni.
- Aggressively seeks and prioritizes large one time grants and corporate gifts that may require quarterly reporting over managing fundraising campaigns without any red tape.
- Stretched thin from assuming several roles in the organization.

*Persona*

# FUNDER



- Meanings : Community & Duty
- Landon is the President of the Advisory Committee.
- An enthusiastic supporter and enjoys giving back as a show of gratitude and a sense of mission fulfillment; he attributes his personal success to the benefits afforded by EOYDC.
- \$200,000 HHI
- Wants to support EOYDC in continuing its legacy.
- Personally connected to the EOYDC mission and the CEO, who like a mother to him.
- Gave a generous donation and influenced his company to host an in office fundraiser for EOYDC as well.
- Enjoys coming back to the center to hang out with the staff and chat with Regina.
- Tech savvy; uses smart phone for majority of communications with friends, family; online purchases and basic financial transactions.

Landon  
29  
EOYDC alum and success story  
Currently employed at Chase

*Persona*

# FUNDRAISER



Selena  
32  
EOYDC alum and success story  
Full time Staff

- Meaning : Community
- Selena is Vice President
- Motivation for winning the competition is only for the satisfaction of attaining bragging rights amongst the EOYDC community.
- Motivation to both fund and fundraise is supporting a cause she believes in and leading by example for staff and youth.
- Has a network of friends and family that are connected to EOYDC, and also are eager to support her efforts at EOYDC.
- Assists with grant reporting, but experiences increased stress levels due to the added pressure and extra hours.
- Tech savvy; uses smart phone for majority of communications with friends, family; online purchases and basic financial transactions.

# DISCOVERY

## Problem Statement

EOYDC is an organization that relies heavily on grants for funding. The CEO and small staff were under constant pressure to keep up with submission timelines and reporting standards of each grant and funder. We needed a way to relieve this pressure on the already short staff. \$15,000 would make this campaign worthwhile.

## Insights

- EOYDC has never had a formal campaign engaging supporters for donations.
- Staff and the Advisory committee are our biggest source of connection to individual funders.
- EOYDC has an engaged network of supporters who want to contribute and support but haven't been engaged to support financially.
- A clear goal amount and tangible outcome increases the likelihood of fundraising campaign success.
- EOYDC has relied solely on paper donation materials. Lack of an updated online platform creates a barrier to easy giving.
- Peer-to-peer fundraising platforms increase campaign success.



# SERVICE

*#closethegap holiday giving campaign combines several fundraising strategies*

Vice President, Selena Wilson  
is this week's  
Surprise Prize  
winner!



## Staff Competition *Community*

Competition rewarding fundraisers generates more activity amongst EOYDC supporters than repeat direct messaging. Staff could win the chance to have a personal coffee maker in their office for a week in addition to swag and bragging rights.



## P2P Platform *Achievement*

Convenient giving and tracking operations are made easy with P2P fundraising platform (Network for Good) and tracking platform (Kiindful). An internet based giving platform made giving easier and more accessible to more people. Accounting was made faster and easier. A success bar displayed progress toward the \$50,000 goal.



## Multiple Giving Events *Community*

Aligned with other popular giving events - Black Friday, Giving Tuesday, Oakland Running Festival and East Bay Gives. This creates momentum and activates funders that are otherwise outside of EOYDC's community of supporters.

# SERVICE

*#closethegap holiday giving campaign delivered to 'Fundraisers', who include full time adult staff, part time youth staff, advisory committee and community board of directors*



**\$50K**

Clear Target

The campaign communicates the goal amount and what the money will fund-\$50,000 for the Mac Lab. This is a clear tangible outcome, allowing funders can justify their spend; and Fundraisers to share a consistent message.



Fundraiser Toolkit

Statistics around youth technology access in the Bay Area were designed as visuals to be shared on social media and via email to engage the wider EOYDC community in giving. Visuals, a youth directed video, sample email, talking points were all included in the toolkit for Fundraiser success.



**One Club  
Members**

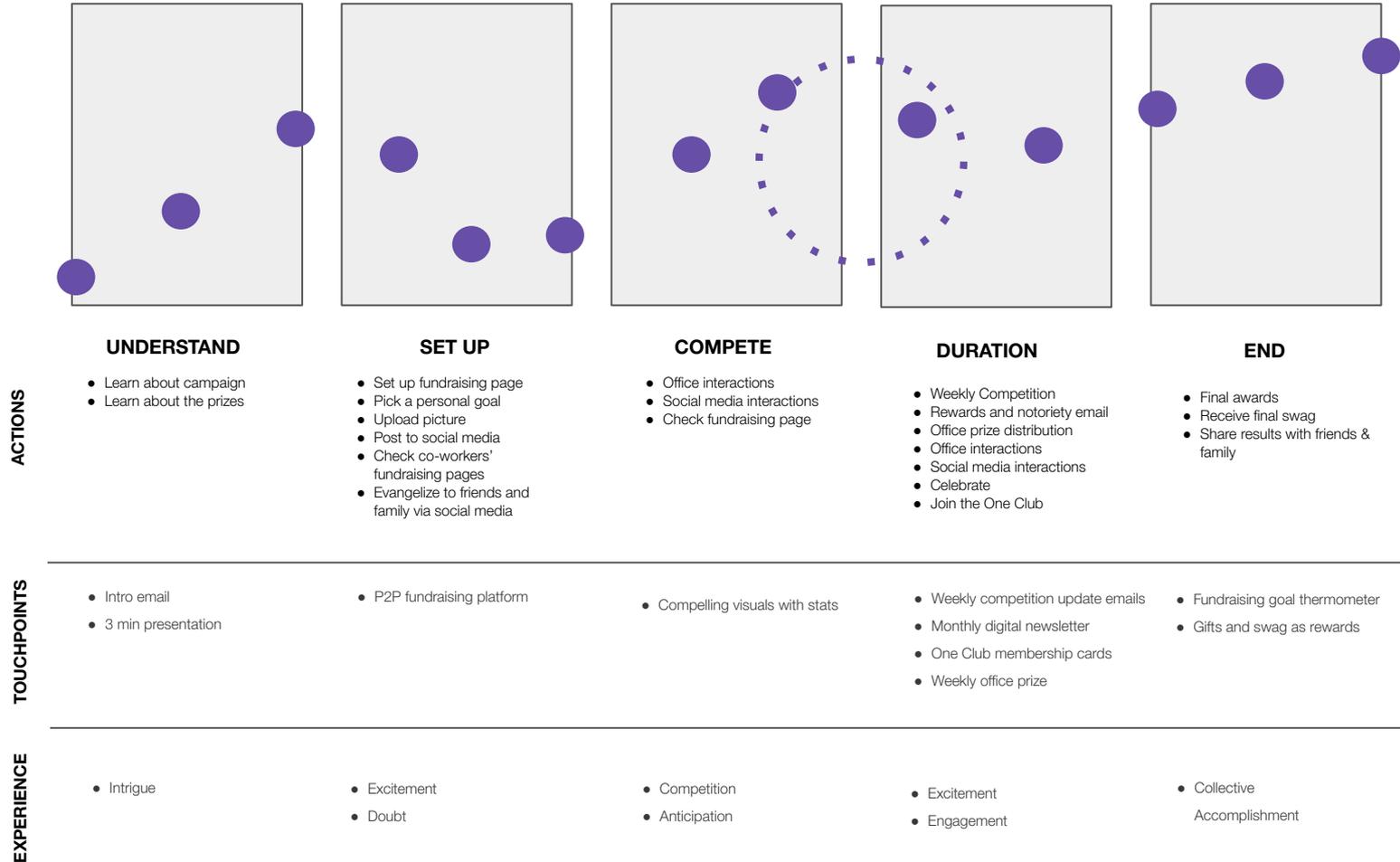
Fun Updates

Weekly updates were sent to all Fundraisers sharing the leaders of several competition categories. One donation was required to become a member of 'The One Club'. All members were given a paper membership card. Funny photos and memes made these updates humorous and encouraging.

# Service Map

## FUNDRAISERS

This service map shows the journey of Fundraisers, whose shared meaning is “Community”



# SUCCESS!



## Results

- Raised \$31,137 in two months in their 1st official holiday giving campaign.
- P2P platform, Network For Good case studied my strategy.
- Created an additional stream of income, that can be generated annually using a codified process, with minimal effort.

# SUCCESS!

*My fundraising strategy case studied by P2P platform Network For Good*

## The Nonprofit Marketing Blog

ng Blog  
sts sent



### Real-World Peer Fundraising Tips from the #CloseTheGap Campaign

Posted in [Best Practices](#) on May 5, 2016



By [Nancy Schwartz](#), Nonprofit Marketing Coach and Problem Solver

The [East Oakland Youth Development Center](#) (EOYDC) raised more than \$30,000 with its first-ever peer-to-peer (P2P) campaign by balancing its lack of social fundraising experience with smart planning and focused energy. EOYDC leveraged Network for Good's [donation pages](#) and [peer-to-peer fundraising platform](#) to power their #CloseTheGap campaign.

When Cara Brown, director of communications and assessments at EOYDC, told me about the center's campaign, I knew I wanted to share their experience with fellow fundraisers. Cara shared these priceless tips, tricks, and "we made this mistake, so you don't have to's."