

FUNDRAISING

Presenter: Dick Cook, Social Work Community Outreach Service
University of Maryland School of Social Work
April 11, 2001

AGENDA

12:15 WELCOME AND INTRODUCTIONS

12:25 FUNDRAISING QUICK QUIZ

12:30 FUNDRAISING RESOURCES

12:35 OVERVIEW OF FUNDRAISING TRENDS

1. How much money is raised?
2. Where does it come from?
3. Who gets it?
4. What does this mean for our fundraising efforts?

12:45 CRITICAL FUNDRAISING TASKS

1. Getting our organization ready
2. Getting your constituency ready
3. Getting the right leadership
4. Preparing the leadership
5. Setting fundraising goals
6. Deciding who you will ask
7. Developing your fundraising argument
8. Selecting fundraising methods. Putting them together into a strategy.

1:15 ASKING

1. Thanking. Recognizing. Increasing donor involvement
2. Celebrating
3. Evaluating

1:40 REVIEW FUNDRAISING QUICK QUIZ

1:45 GOOD ASKING

RESOURCE EMPOWERMENT FOR HUMAN SERVICE ORGANIZATIONS: DEVELOPING YOUR FUNDRAISING CAPACITY

OVERVIEW:

Fundraising strategies from annual gifts to “zoodoo,” this workshop is designed for human service professionals and administrators who have had some exposure to or involvement in fundraising and who want to expand their knowledge and skills. It will be particularly helpful for those from organizations which do not yet have fully developed fundraising programs. It will explore the broad range of fundraising resources from individuals, to corporations, foundations and government.

WORKSHOP OBJECTIVES:

Participants will

1. learn about the major sources of funding for human services, and learn how that picture is changing,
2. have an opportunity to identify and explore their own attitudes about fundraising and how those attitudes help or hinder their fundraising efforts,
3. explore several different approaches to assisting their organization to get ready for fundraising, including how to involve the board and how to involve the non fundraising staff,
4. gain knowledge of the different fundraising sources and the methods which are appropriate for each,
5. learn the critical tasks involved in the fundraising process,
6. gain skills in asking for money,
7. apply the ideas developed to their own organization.

METHODOLOGY

Lecture, exercises, overheads, discussions, case examples, video, practice asking.

CLASS11: ALTERNATIVE METHODS FOR RAISING MONEY

A. Fee for Service

Fastest growing source of income for NPO's over the past 15 years.

Produces unrestricted income, the most difficult to raise from philanthropic sources.

Requires your organization to decide

1. Which services people will pay for,
2. What price people will pay,
3. If you are going to use a sliding scale,
4. How you will market the service,
5. If and how you will modify the services based on feedback from the customers.

B. Subsidiary Businesses

Newest, hottest source of revenue for NPO's

Name the businesses that are owned by NPO's that you are aware of.

Girl Scout Cookies

Hollywood Diner

Dome Corporation

Museum book and souvenir shops

Agape House Catering

Gets the NPO out of dependency on the philanthropic revenue pie. Allows the NPO to enter the much larger revenue arena of the capital market.

Brainstorm the possible businesses that nonprofits might enter.

Food, clothing, gathering places, printing, consulting, real estate, bookstores, recycling, information services

Discuss the problems with for profits and nonprofits crossing the line into each others territory.

C. Federated Fundraising and Workplace Fundraising

History

1. Origins of Community Chest, later the United Way.

From collections from the wealthy to give to the poor, to collections from working people to give to the poor.

War Chest for WWI

Evolution to Community Chest, beginning in Denver

2. Influence of Organized Labor

Payroll deduction for union dues.

Application of same principle for charity/Community Chest.

3. Combined Federal Campaign

1960's allowed international service organizations, national health agencies and United Ways.

4. National Black United Fund

1968 Watts- Walter Bremond, an African American poverty program official, asked LA United Way what their response would be. Their response was "Its your problem Walter." Knowing that many of the United Way dollars were from the African American community, he started The Brotherhood Crusade as an alternative to the United Way of Los Angelos. The concept was that for dollars raised from the African American Community, decisions would be made by that community about where they would go. That was the first Black United Fund. Within 2 years there were Black United Funds in four states. Today there are more than a dozen.

5. Other Alternative Funds

Women's Funds

Environmental Funds

Multipurpose social change funds- Community Share.

By 1983 more than 50.

Advantages of payroll deduction fundraising

1. Raises 2-3 time as much as other forms of face to face asking
2. Employer subsidizes the cost.
3. Provides opportunity for longterm, sustainable, predictable income.
4. Raises organization's profile to a new set of prospective donors.
5. Organizes you for fundraising.

Disadvantages

1. Difficult to get into a workplace. Time consuming to start.
2. Requires cooperation or affiliation in fundraising with other potential competitors.
3. Starts slow with seemingly few results for time invested.
4. May involve your organization in a controversy with United Way, the establishment's sacred cow.

Arena's for conducting payroll deduction fundraising

1. Private Workplace- United Way affiliation vs Donor Option
2. Combined Federal Campaign
3. State Combined Charity Campaign
4. City employees campaign

RAISE AS MUCH AS YOU CAN

SETUP

I'd like to try something, an exercise, which might help us talk about what's involved here.

I need eight volunteers for the exercise, two each for
Action Alliance of the Aged
Baltimore Business Boosters
Child Care Center
Defenders of the Developmentally Disabled

Get seated around a table with two of you on each side. Each pair represents a single organization. Each organization number a piece of paper 1-10.

INSTRUCTIONS

The name of the exercise is "RAISE AS MUCH AS YOU CAN." You are to keep that goal in mind throughout all ten rounds.

There are only three rules to remember.

1. Each organization must agree on a single choice for each round [either an X or a Y].
2. Each organization is not to confer with any other organization unless it is given specific instructions to do so. This includes verbal and nonverbal communications.
3. Each organization must insure that outsiders do not know your decision until you are instructed to publicize it.

There are ten rounds in this exercise. Each round will last one minute. Remember that you organization must decide nothing more than to play an X or a Y. If the first and the second round seem a little confusing, that's OK. You will get the hang of it quickly. Are you ready?

1. You have one minute to mark your choice for round one. [At end of round facilitator ask organizations to share their marks. Facilitator announces scores from Cost Benefit Schedule and keeps a master score sheet.
- 2-4. Same.
5. Round five is a bonus round. That means it is different in two ways. First, all organizations will have three minutes for open discussion. You can talk about the weather, sports or what you are doing in this exercise. Second, the results of this round will be multiplied by three.
- 6-7. Same as 1-4.
8. Round eight is a bonus round. You will have a three minute discussion period. The results of this round will be multiplied by five.
9. Same as 1-4.
10. Round ten is a bonus round. You will have a three minute discussion period. Results are multiplied by ten.

Tally results for each organization and for the community as a whole. Point out the community score.

DISCUSSION QUESTIONS

1. Who is the you in Raise As Much As You Can? You as an organization or you as a community or federation?
2. What in this game represents cooperation and what represents competition?
3. How much was it possible to raise?
4. What were the obstacles in your path to raising that amount? What kept you from seeing yourselves as a single group?
 - Confusion in the beginning
 - Lack of a common goal
 - Lack of communication
 - Incentives for competition
 - Lack of trust
 - History of unfair or deceitful behavior
 - Lack of internal accountability for decisions made
 - Rules imposed from the outside
5. What did players do in order to reach agreement and insure that it would be kept by all?
6. What else could have been done to overcome the games obstacles?
7. How close was this to the reality of coalition work and federated fundraising?
8. Discuss win-lose, lose-lose and win-win strategies. Discuss power change and attitude change strategies.

COST BENEFIT SHEDULE

4 X's	Each X loses \$1000.
3 X's	Each X raises \$1000.
1 Y	Y loses \$3000.
2 X's	Each X raises \$2000.
2 Y's	Each Y loses \$2000.
1 X	X raises \$3000.
3 Y's	Each Y loses \$1000.
4 Y's	Each Y raises \$1000.

Required Readings

Davis and Etchart, Profits for Nonprofits, entire.
Klein, Fundraising for Social Change, Section 4.
Klein, Fundraising for the Long Haul, Chapter 12.
Williams Chapters 2, 6.

Additional Readings

Cook, Steketee and Wenocur, Donor Option, entire.
Davis and Etchart, The NGO Venture Forum, entire
Grobman, Grant and Roller, Fundraising on the Internet, entire.
Matthew Howe, Philanthropic Exclusion in the Workplace, entire.
Ostrander, Money for Change, entire.
Rosso, Achieving Excellence...., Chapters 14, 15.
Seltzer, Sect 2 pgs. 87-88, Chapters 6-7, Section 3 pgs 397-398, Chapter 19.
Shore, Revolution of the Heart, entire.

A Donor Bill of Rights

PHILANTHROPY is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To assure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the not-for-profit organizations and causes they are asked to support, we declare that all donors have these rights:

I.

To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.

II.

To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.

III.

To have access to the organization's most recent financial statements.

IV.

To be assured their gifts will be used for the purposes for which they were given.

V.

To receive appropriate acknowledgment and recognition.

VI.

To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by law.

VII.

To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.

VIII.

To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.

IX.

To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.

X.

To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

DEVELOPED BY

AMERICAN ASSOCIATION OF FUND RAISING COUNSEL (AAFRC)
ASSOCIATION FOR HEALTHCARE PHILANTHROPY (AHP)
COUNCIL FOR ADVANCEMENT AND SUPPORT OF EDUCATION (CASE)
NATIONAL SOCIETY OF FUND RAISING EXECUTIVES (NSFRE)

ENDORSED BY (IN ORDER)

INDEPENDENT SECTOR
NATIONAL CATHOLIC DEVELOPMENT CONFERENCE (NCDC)
NATIONAL COMMITTEE ON PLANNED GIVING (NCPG)
NATIONAL COUNCIL FOR RESOURCE DEVELOPMENT (NCRD)
UNITED WAY OF AMERICA

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11/93

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PROJECTED GIFT TABLE TO RAISE \$1,000,000

#OF ASKS	# OF GIFTS	GIFT LEVEL	GIFT TOTAL AT LEVEL	CUMULATIVE TOTAL
3	1	\$150,000	\$150,000	\$150,000
6	2	75,000	150,000	300,000
8	4	50,000	200,000	500,000
16	8	25,000	200,000	700,000
30	15	10,000	150,000	850,000
40	20	5,000	100,000	950,000
100	50	1,000	50,000	\$1,000,000
203	100		\$1,000,000	

Assumptions

1. There are major gifts available to the Foundation.
2. The top gift will equal 15% of the goal.
3. The top seven donors will generate at least 50% of the goal.
4. The top donors will generate 70% of the goal.
5. Each donor in the top seven will generate two additional donors at the next lower level.
6. The bottom half of the donors will generate 5% of the goal.

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15 STEPS IN THE GRANTSEEKING PROCESS

1. Know your own mission and case.
2. Know what you want to do.
3. Find a funder who might be interested.
4. Raise the funders level of interest.
5. Find out the funders rules for accepting proposals and giving grants.
6. Organize the proposal writing team.
7. Prepare the draft.
8. Get funder reactions to your draft. Get supporters reactions.
9. Develop the whole grant proposal.
10. Get your own organization's approval.
11. Get written endorsements from other organizations.
12. Get the funder to invite you to submit a proposal and submit it before the deadline.
13. Make sure the funder has received the proposal and that it includes everything the funder requires.
14. Continue to maintain the funder's interest in your proposal.
15. After the funding decision
 - if you have not been funded, find out why not.
 - If you have been funded, find out what the funder expects from you: reports, publicity.

QUESTIONS YOU SHOULD EXPECT FUNDERS TO ASK YOU

1. Why does your organization exist? What major problem does it address?
2. What does your organization do? Services, activities, programs?
3. How do you do what you do?
4. How many people do you serve?
5. What are your results? How effective are you?
6. What makes your organization unique?
7. Who is in the leadership and what do they bring/contribute to your efforts?
8. What is your annual budget? What are your income sources? What will you do if your income increases? Decreases?
9. What is the number, what are the jobs and what are the qualifications of staff?
10. What do donors/funders get for their investment?

QUESTIONS YOU SHOULD ASK FUNDERS

1. WHAT IS THE NATURE OF YOUR FUNDING ORGANIZATION?

Why did it begin?

When? Under what circumstances?

What else does it do in addition to giving money?

2. FOR WHAT PURPOSES DO YOU GIVE MONEY?

What are you trying to achieve?

What kinds of efforts do you fund? Give examples?

What kinds of projects are outside the scope of your organization's funding? Give some examples of projects you have turned down.

3. HOW MUCH MONEY DO YOU GIVE?

What is the range of funds you give any one project? Average grant?

For how many years will you fund the same project? Organization?

How much money do you distribute in any calendar year?

How many requests do you get each year?

4. WHAT DO WE HAVE TO DO IN ORDER TO GET MONEY FROM YOUR ORGANIZATION?

What kinds of organizations do you fund?

What steps does an organization have to go through in order to get a grant?

Do you have specific forms for applicants to fill out?

What are your guidelines? Requirements?

When do proposals have to be submitted?

Should proposals be mailed? Hand delivered? Faxed? Will you acknowledge receipt of the proposal?

How long after the proposal is submitted will your staff review it? Board review? Final decision?

Will you do a site visit?

Who reviews the proposal for a final decision? Will the review the entire proposal or a summary? If they will see a summary, will they use the applicants own summary or will you prepare your own?

When and how will you notify groups of your decision?

FUNDRAISING TRENDS IN THE UNITED STATES, 2000

HOW MUCH MONEY IS DONATED?

In 1975, \$28.56 billion was donated to nonprofit organizations in the United States. By 1995, \$143.84 billion was donated. In 2000, over \$200 billion was donated.

WHERE DO ALL THE DONATIONS COME FROM?

SOURCES	Donated in 1975		Donated in 1995		Donated in 2000		Growth \$ in billions
	\$ in billions	%	\$ in billions	%	\$ in billions	%	
Foundations	\$1.65	5.8	\$10.44	7.3	\$24.5	12.0%	\$22.85
Corporations	\$1.15	4.0	\$7.4	5.1	\$10.86	5.3%	\$9.71
Bequests	\$2.23	7.8	\$9.77	6.8	\$16.02	7.8%	\$13.79
Individuals	<u>\$23.53</u>	<u>82.4</u>	<u>\$116.23</u>	<u>80.8</u>	<u>\$152.07</u>	<u>75.0%</u>	<u>\$128.54</u>
TOTALS	\$28.56	100	\$143.84	100	\$203.45	100.1	\$174.89

WHICH ORGANIZATIONS BENEFIT FROM THE DONATIONS?

	1995	2000
Religion	44.1%	36.5%
Education	12.5%	13.8%
Health	8.8%	9.3%
Human Services	8.1%	8.8%
Arts, Culture, Humanities	6.9%	5.7%
Gifts to Foundations	5.2%	
Advocacy and Public Policy	4.9%	5.7%
Environment and Wildlife	2.8%	3.0%
International Affairs	1.4%	1.3%
Undesignated	5.3%	15.8%

[Sources Giving USA 2000, AAFRC Trust for Philanthropy and Chronicle of Philanthropy 2001]

WHAT DO WE KNOW ABOUT INDIVIDUAL DONORS?

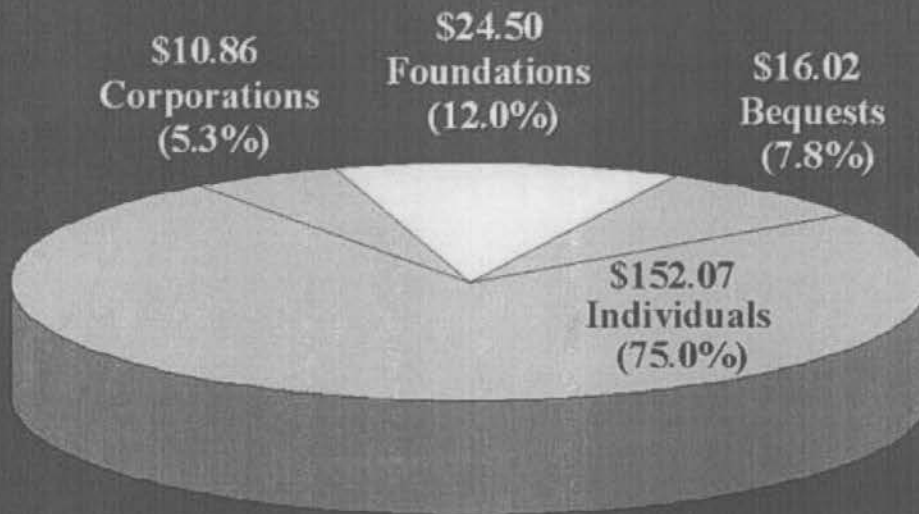
- Overall giving approaches 2% of personal income.
- 4 out of 10 who do give feel they should be giving more. Reasons they don't- Didn't get around to it. And no one asked.
- 6 out of 10 prefer to help people in their own communities over national or international causes.
- 8 out of 10 believe everybody should volunteer time, even though only half do.
- Giving as a % of income tends to go down as income rises, with the poor giving the highest % of their incomes.
- Married people tend to give more than single people.
- Giving as a % of income tends to go up with age.
- Members of organized religious groups tend to give more to non-religious charities than non-members of organized religious groups.
- Volunteers tend to give more than non-volunteers.
- The single most effective fundraising method is one person asking another face to face, especially if the two know each other.

[Sources: Giving and Volunteering in the United States, 1992; Giving and Volunteering in the United States, 1990, Independent Sector.]

CRITICAL FUNDRAISING TASKS

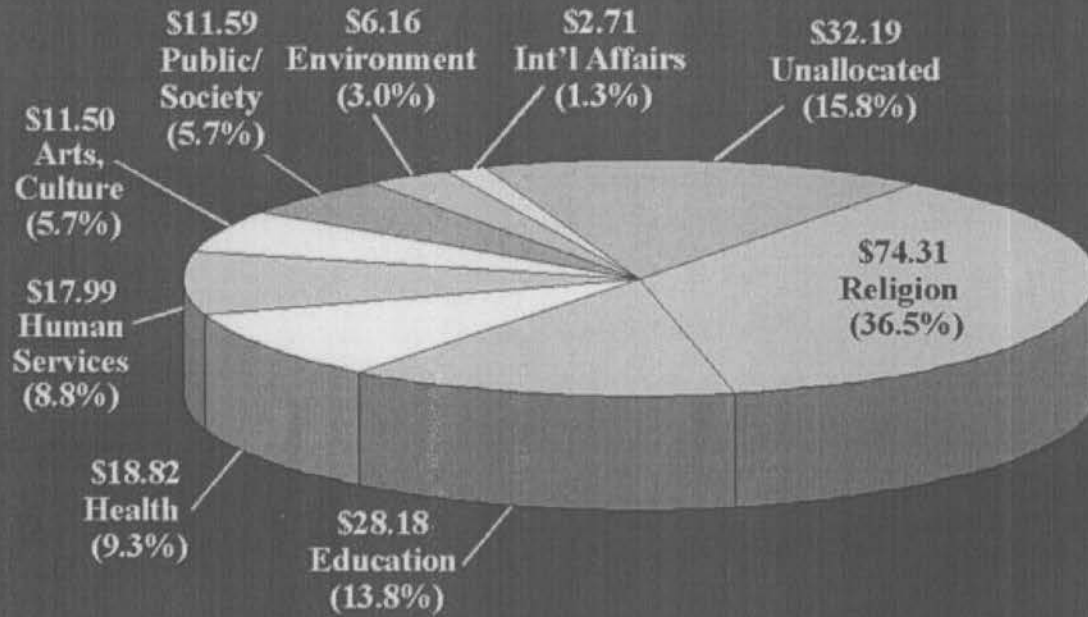
1. Get your organization ready for fundraising.
2. Make sure your constituency is ready.
3. Get the right fundraising leadership.
4. Prepare, train and support the leadership.
5. Set your fundraising goals.
6. Decide who you will ask.
7. Develop the case for giving or the fundraising argument.
8. Develop your strategic approach.
9. Ask.
10. Thank donors and volunteers. Recognize outstanding efforts and increase donor involvement.
11. Celebrate.
12. Evaluate.

2000 CONTRIBUTIONS: \$203.45 BILLION BY SOURCE OF CONTRIBUTIONS



Source: AAFRC Trust for Philanthropy/*Giving USA 2001*

2000 CONTRIBUTIONS: \$203.45 BILLION BY TYPE OF RECIPIENT ORGANIZATION



Source: AAFRC Trust for Philanthropy/*Giving USA 2001*

Community Organizer Training
Fundraising as Organizing
Tuesday, April 16, 2002

Workshop Facilitators: Richard Cook
Regina S. Alston

Overview of Workshop

10:00 Where does Money come from?

Organizing and Fundraising

10:30 Critical Fundraising Tasks

Break

10:45 Readiness of Organization and Constituency

11:15 Fundraising Exercise: Case Statement

Lunch

Strategy and Methods

Exercise: Individual Asking

Break

Seeking Grants

Exercise: Fundraising Plan

Evaluation

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CRITICAL FUNDRAISING TASKS

1. Get the organization ready.
2. Make sure the constituency is ready.
3. Get the right leadership.
4. Prepare, support and train the leaders.
5. Set your goals.
6. Decide who you will ask.
7. Develop the case for giving.
8. Develop your strategy.
9. Ask!
10. Thank donors and volunteers.
11. Celebrate.
12. Evaluate.

CRITICAL FUNDRAISING TASKS

1. Get the organization ready.
 - A. Ladder of Fundraising Attitudes
 - B. Fundraising Readiness Checklist
2. Make sure the constituency is ready.
 - A. Identify key segments of the prospect pool.
 - B. Functions and steps of prospect survey or feasibility study.
3. Get the right leadership.
 - A. Commitment
 - B. Respect, recognition by others
 - C. Modelling the behavior the leaders seek, including giving substantial gift themselves
 - D. Knowledge of the cause
 - E. Ability and willingness to ask others
 - F. Priority time devoted to fundraising campaign
4. Prepare, support and train the leaders.
 - A. Board contract
 - B. Orientation to fundraising and board responsibilities
 - C. Fundraising training
 - D. Staff support- development staff and program staff
5. Set your goals.
 - A. \$ goals
 - B. New donor goals
 - C. Donor upgrade goals
 - D. Fundraising leadership goals
 - E. Organizational development goals
6. Decide who you will ask.
 - A. Those you KNOW will give
 - B. Those who have a self interest in the organization and its goals
 - C. Those who might support you, but do not know very much about you
 - D. Everybody else
7. Develop the case for giving.
 - A. Why?
 - B. What?
 - C. How?
 - D. How much?
 - E. Who?
 - F. What opportunities?

8. Develop your strategy.

- A. Begin with organizational and fundraising goals and the targeted prospects.
- B. Set subgoals for each prospect group.
- C. Select an appropriate mix of methods.
- D. Develop a timeline.
- E. Assign responsibilities for each major activity.

9. Ask!

A. Select and train the askers.

Who are the best actors in order of priority?

- i. Friend of the prospect
- ii. Peer
- iii. Known and respected volunteer in the organization- board chair, board member, project chair, volunteer
- iv. Known and respected staff- executive director, development director, project director, staff
- v. Consultant

B. Deepen understanding of asking and its obstacles.

C. Steps

D. Conditions which optimize donor willingness to give

10. Thank donors and volunteers.

- A. Thanks
- B. Recognition of outstanding efforts
- C. Increase donor involvement.

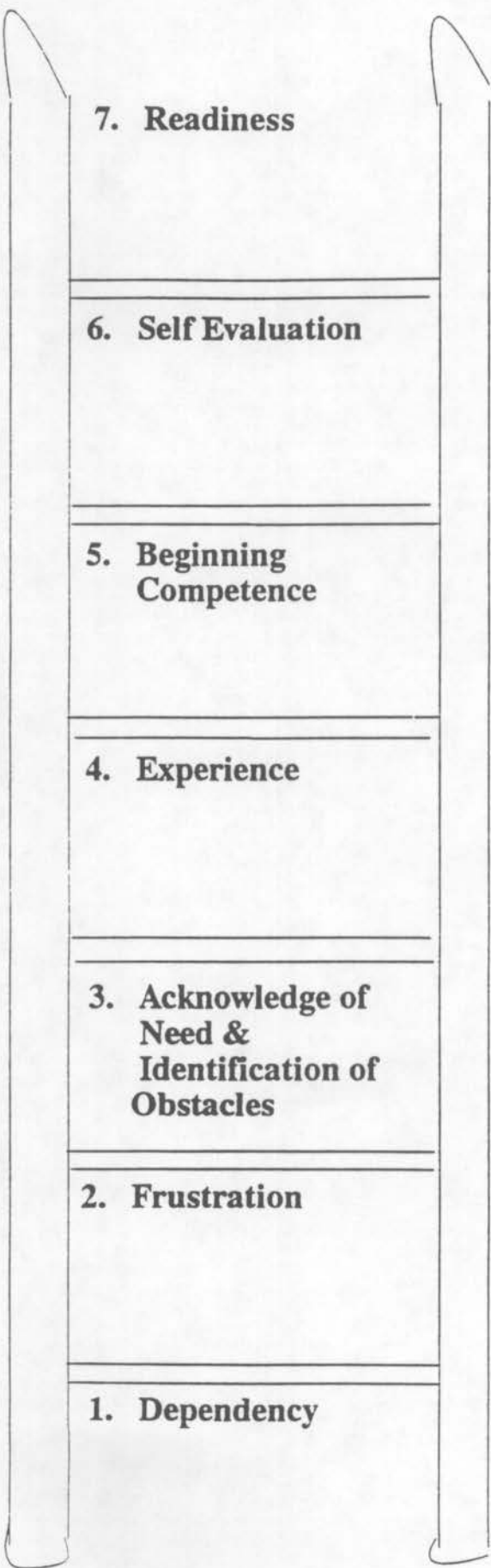
11. Celebrate.

Have enough fun that people will want to come back for the next one.

12. Evaluate.

- A. Ask everybody involved for reactions, feedback, ideas.
- B. Write up steps you went through, who helped, and recommendations for improvement.

SEVEN STEPS ON THE LADDER TO FUNDRAISING READINESS



We know what we do well. We know who supports us. We think a _____ (e.g. phonathon) makes sense for us. Be we need help in setting it up.

We're pretty good at events. But we're not so good at getting attendees to join and give more. How do we broaden our skills?

We tried a fundraiser. It was an awful lot of work. We only raised a little money. What went wrong?

We tried a fundraiser. It didn't raise any money. We won't do that again.

We all agreed we need to raise money. But our board, or staff or volunteers are afraid of fundraising.

We have a worthy project. Why doesn't somebody give us money?

We want to do it. Do it for us.

FUNDRAISING READINESS CHECKLIST

Answer the following questions on your organization to the best of your ability. Write YES, NO, or NOT SURE in the space in front of each number. Add comments wherever you can.

- _____ 1. Do we have a strong, effective, and committed Board?
 - a. Board members each make major time commitments to our organization.
 - b. Board members each make a financial contribution to our organization.
 - c. Each Board member ably articulates the mission and program of the organization to others in the community.
 - d. Each Board member is active in recruiting new supporters for the organization.
 - e. The board effectively establishes the organization's long term direction.
 - f. Each Board member asks others for financial contributions to support the achievement of organizational goals.
 - g. Each Board member understands the budget and its relationship to the program.

Comments _____

- _____ 2. Do we have a broad base of supporters?
 - a. A number which is large enough to move our program and fundraising forward.
 - b. A number which is large enough to be significant to the community leadership.
 - c. A number which is diverse and deep enough to enable us to be effective.
 - d. People who are active and supportive enough to clearly identify themselves as our supporters.

Comments _____

- _____ 3. Do we have a strong, effective and committed staff?
- a. An effective Chief Executive Officer who embodies and represents the organization both on and off the job.
 - b. A staff which is trained and experienced.
 - c. Clear staff goals, objectives, timetables, ways to evaluate and improve their own progress.
 - d. A staff which supports, trains and challenges the Board, committees and volunteers.
 - e. A staff which looks for new ways to inject fun into the process of doing the organization's work.

Comments _____

- _____ 4. Do we have an active and effective system for involving volunteers?
- a. An active system for recruiting and placing volunteers into organizationally useful jobs.
 - b. The system produces action and results.
 - c. A system for training and supporting them and for developing their leadership potential.

Comments _____

- _____ 5. Do we have a clear, easily understood, relevant and effective program?
- a. A program which is developed out of a serious analysis of how to move the mission forward.
 - b. A program which is clear and easy to communicate.
 - c. A program which produces regular and visible results that demonstrate the organization's effectiveness.

Comments _____

- _____ 6. Do we have effective communications?
- a. Regular communication of activities, results, needs and opportunities to our supporters.
 - b. Effective communication of relevant information between and among the board, staff, committees, volunteers, and members.
 - c. Effective and regular use of the media to communicate with the broader public.

Comments _____

- _____ 7. Do we have a realistic budget?
- a. Realizable in terms of income and enough expenses to carry out the proposed program.
 - b. Realistic in that we have enough opportunities, experience and leadership to raise it.

Comments _____

- _____ 8. Do we have a workable fundraising plan?
- a. The plan is prepared after an analysis of our organization's strengths, weaknesses and opportunities?
 - c. The fundraising plan includes
 - 1. a listing of fundraising activities,
 - 2. an overall financial goal broken down into subgoals for each activity,
 - 3. identified leadership and staff support for each activity,
 - 4. identification of needed resources including financial costs, needed volunteers and other necessary resources,
 - 5. a realistic timetable for conducting the activities,
 - 6. time set aside for celebration of accomplishments, for thanking and recognizing the people who helped and for evaluating the results of the efforts.

Comments _____

- _____ 9. Do we have a system for identifying prospective donors, asking them for contributions and increasing their involvement?
- a. An active volunteer fundraising committee.
 - b. A way to acquire names and addresses and add them to our prospect list.
 - c. A way that prospects are regularly asked to contribute.
 - d. A way that donors are asked to increase their donation.
 - e. A way that donors are grouped so that they can be asked in ways and for amounts which are appropriate for them.

Comments _____

- _____ 10. Do we have a sense of forward movement?
- a. A spirit of excitement and enthusiasm among Board, staff and volunteers.
 - b. A generalized belief throughout the organization that we are moving forward towards our goals.

Comments _____

_____ TOTAL NUMBER OF YES

SCORING

- 9-10 Excellent preparedness to begin fundraising
- 7-8 Good preparedness to begin fundraising
- 6 Fair preparedness to begin fundraising
- 5 Needs work in order to prepare for fundraising
- 0-4 Serious obstacles to effective fundraising

WHAT GOES INTO THE FUNDRAISING PLAN?

1. The Leadership
 - Board
 - Fundraising Committee
 - Others
 - How to engage the leadership?
 - planning session, retreat, fundraising training, outside consultant, fixed fundraiser
 - How will they be organized? Leadership structure- campaign pyramid, task teams
2. Goal
 - Overall goal. Subgoals for each method- \$ and #'s of donors
 - Amount to be asked for with each method
3. Methods
 - What do you want to achieve?
 - How much do you need to raise?
 - Who do you intend to ask?
 - What is likely to work with your cause and constituency?
 - Do you have the resources to do it?
4. Targets of solicitation for each method
 - Which constituency? Rationale
5. Costs broken down by method
 - Out of pocket and in-kind
6. Volunteers needed for each method
 - #'s of volunteers
 - Major tasks/activities they will perform
7. Training of volunteers
 - kinds of training needed
 - materials
 - outside expertise
8. Recognition/celebration
9. Evaluation
 - Write down everything you did, every step, every person involved
 - Seek advice from everybody involved
10. Timeline including key activities for each method, dates for cash to come in

THE PEOPLE'S LAWS OF FUNDRAISING

1. People give money to **people**.
2. People give money because **they want to**.
3. People don't give money unless or until **they are asked to give**.
4. People don't give large donations unless **they are asked for large donations**.
5. People give money to **opportunities**, not needs.
6. People give money to **success**, not distress.
7. People give money to **make a change for the good**.

Analysis of Phonathon Pledge Results

Gift Table

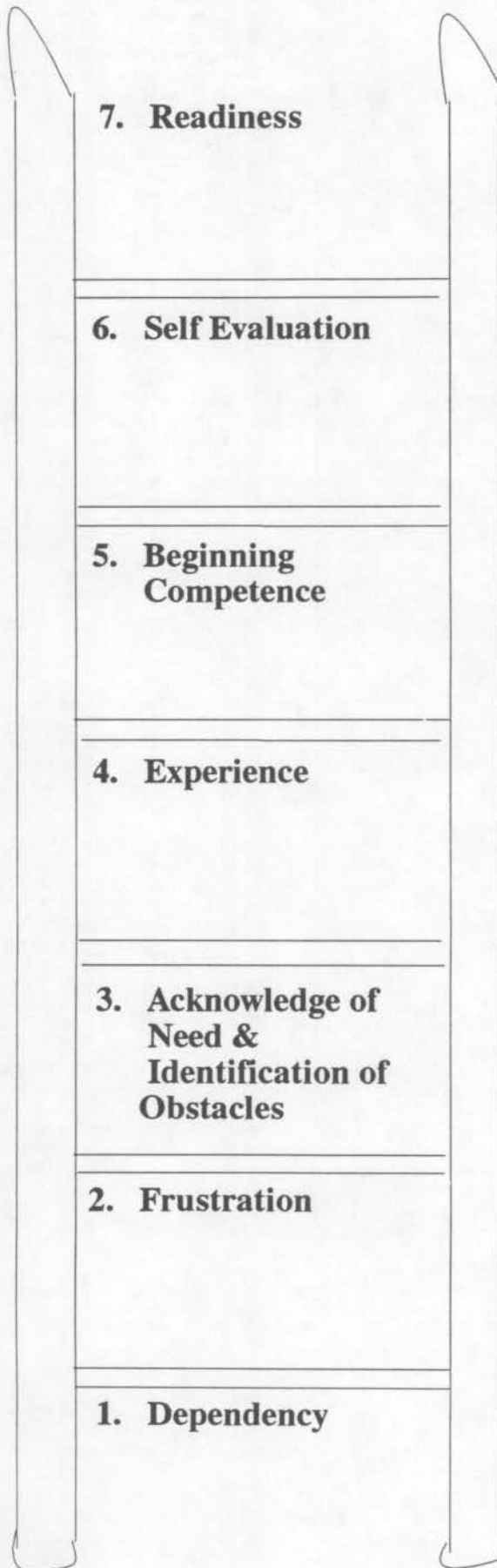
# of Pledges	Amount of Pledge	Total at that Amount	% of Total
37	\$60	\$2,220	53.1%
1	\$50	\$50	1.2%
19	\$30	\$570	13.6%
11	\$25	\$275	6.6%
9	\$20	\$180	4.3%
14	\$15	\$210	5%
39	\$10	\$390	9.3%
52	\$5	\$260	6.2%
10	\$2	\$20	.5%
5	\$1	\$5	.1%
—	—	—	—
197		\$4,180	99.9%

ANALYSIS

1. The fact that over half of your income came from your top asking level suggests that there are people who will give more than \$60 to your organization. You may wish to consider some category for gifts of \$100 or more.
2. Over 2/3 of your income came from gifts of \$30 or more. This suggests that special attention to this category would likely net increased results. A Sustainer category, for example, would accomplish this. Sustainers could be those people who mostly make monthly or quarterly pledges.
3. 92% of your donors gave \$5 or more. More than half of your donors fell in the \$5-15 category, generating more than 20% of your revenue. 8% of your donors pledged less than \$5, generating less than 1% of your revenue. This is a strong message from your donors that a) you should have no categories of less than \$5, and that b) your basic membership should be somewhere between \$5 and \$15. They don't want to be asked for less!!!

Source: Dick Cook, 1/30/90

SEVEN STEPS ON THE LADDER TO FUNDRAISING READINESS



We know what we do well. We know who supports us. We think a _____ (e.g. phonathon) makes sense for us. Be we need help in setting it up.

We're pretty good at events. But we're not so good at getting attendees to join and give more. How do we broaden our skills?

We tried a fundraiser. It was an awful lot of work. We only raised a little money. What went wrong?

We tried a fundraiser. It didn't raise any money. We won't do that again.

We all agreed we need to raise money. But our board, or staff or volunteers are afraid of fundraising.

We have a worthy project. Why doesn't somebody give us money?

We want to do it. Do it for us.

HOW TO ASK FOR MONEY

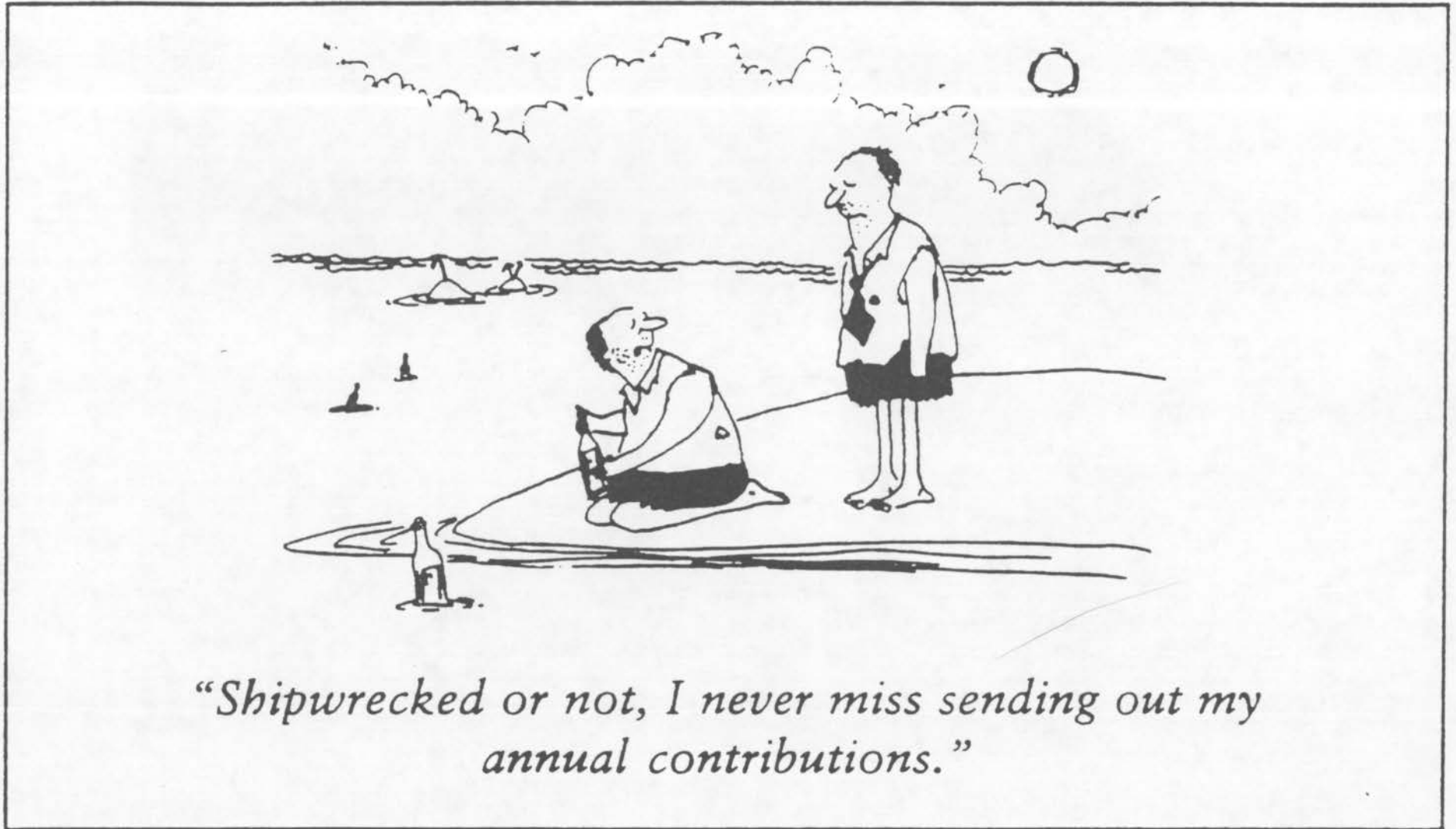
WITHOUT FAINTING!



ASKING APPROPRIATE PEOPLE



LEARN HOW TO ASK THE RIGHT QUESTIONS TO GET THE BEST ANSWERS



“Shipwrecked or not, I never miss sending out my annual contributions.”

THE CHRONICLE OF PHILANTHROPY

JOSEPH A. BROWN

Source: © Joseph A. Brown

Methods of Fundraising and Basic Groups of Donors

Donor Method	Foundations	Civic Association Church, Other Non-Profits	Entrepreneurs, Manufacturers, Trading Organizations	Government, State	Individual Members, Fans, Public
Proposal Writing	✓	☐	★	✓	●
Advertisement	☐	☐	★	☐	✓
Events	☐	★	★	☐	✓
Mailing	●	★	☐	●	★
Phonathon	●	★	★	●	✓
Membership	●	★	★	●	✓
Face-to-Face	★	★	✓	★	✓
Endowment	★	★	★	●	✓
Bequest	●	●	✓	★	☐
Employee Contribution	●	●	✓	★	☐
Loans (money or time)	☐	★	✓	★	☐
In Kind Support	☐	★	✓	★	☐
Ad Book	●	★	✓	●	☐
Cause Related Marketing	●	★	✓	●	☐
Contracting	●	★	✓	✓	●

- ✓ Most Effective
- ★ Somewhat Effective
- ☐ Less Effective
- Not Effective

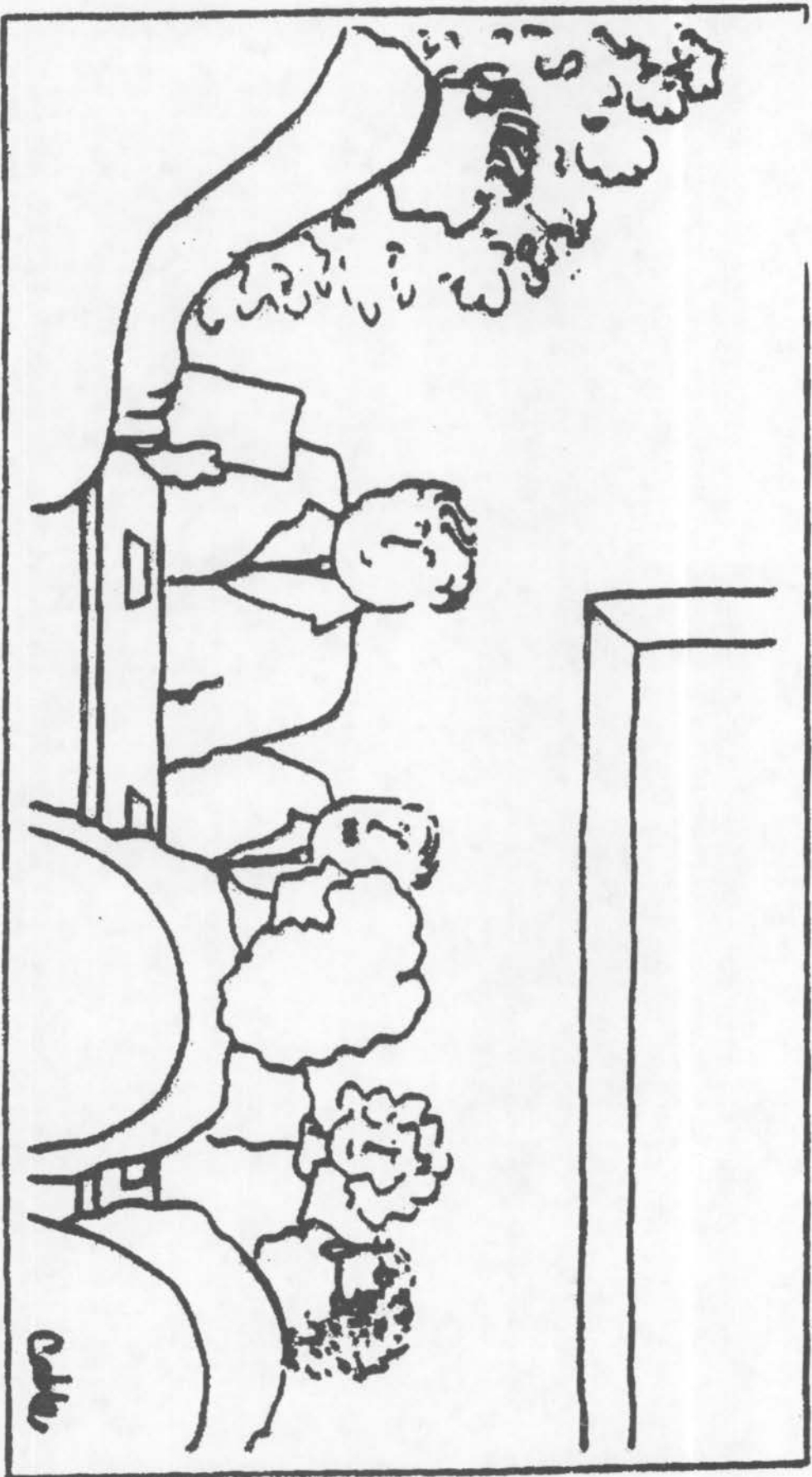
Source: Jana Ledvinová

Methods of Fundraising and Basic Groups of Donors

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Proposal Writing	✓	☐	★	✓	●
Advertisement	☐	☐	★	☐	✓
Events	☐	★	★	☐	✓
Mailing	●	★	☐	●	★
Phonathon	●	★	★	●	✓
Membership	●	★	★	●	✓
Face-to-Face	★	★	✓	★	✓
Endowment	★	★	★	●	✓
Bequest	●	●	✓	★	☐
Employee Contribution	●	●	✓	★	☐
Loans (money or time)	☐	★	✓	★	☐
In Kind Support	☐	★	✓	★	☐
Ad Book	●	★	✓	●	☐
Cause Related Marketing	●	★	✓	●	☐
Contracting	●	★	✓	✓	●

- ✓ Most Effective
- ★ Somewhat Effective
- ☐ Less Effective
- Not Effective

Source: Jana Ledvinová



"Agreed. Board members donating \$1 million
or more are excused from taking minutes

REASONS FOR GIVING AS IDENTIFIED BY MAJOR DONORS

Please rank the following reasons for giving according to your perception on why major donors support an organization. Use a scale from 1 to 20 with 1 being the most important reason.

- 9 Leverage/Influence of solicitor.
- 7 Respect for Institution In a wider circle: region, state, union.
- 4 Respect for institution locality.
- 1 Belief in the mission.
- 2 Community responsibility and pride.
- 13 Recognition of gift.
- 16 Match gift made by others.
- 20 Guilt feelings.
- 18 Tax considerations.
- 3 Fiscal stability of organization; regard for staff leadership.
- 5 Regard for volunteer leadership.
- 14 Uniqueness of project/Institution.
- 6 Serves on board or official body.
- 8 Adult history of involvement.
- 10 Great interest in specific project.
- 11 Past involvement with personal benefit.
- 12 Religious/spiritual affiliate of institution.
- 15 Challenge or encourage others; actually involved in campaign.
- 17 Memorial opportunity.
- 19 Appeal/drama of campaign material requesting the gift.

(Source: Mega Gifts - Who Gives and Gets Them by Jerold Panas.

QUALITY OF LIFE GIVING CIRCLE

NOMINATION FORM

GIVING CIRCLE NOMINATOR: Dick Cook
 SUGGESTED GRANT AMOUNT: \$4320
 ORGANIZATION NAME: Baltimore American Indian Center
~~EXECUTIVE DIRECTOR:~~ Stanton Lewis, Board Chair
 MAILING ADDRESS: P.O. Box 6095, Baltimore, MD 21231
 TELEPHONE/FAX: phone (410) 675-3535 Fax (410) 675-6909
 E-MAIL: _____
 GRANT CHECK PAYABLE TO: Baltimore American Indian Center
in notation write Cultural Program

As you speak with organizations remember that the giving circle would like to:

- support *creative and innovative* projects or program
- support *smaller projects and programs that don't usually receive a lot of notice or funding*, could be project or program of a large organization as long as program/project itself was creative and innovative and in need of funding, i.e. Tree Action Team at Parks and People, which is small struggling program of larger organization.
- support programs/projects that are *multidimensional*. For example a poetry slam where youth can be creative and speak their mind but will also improve reading, writing and public speaking skills.
- support projects and programs that are *outside the mainstream, not on everyone's radar screen*
- support programs that *foster good citizenship and "civic" learning and responsibility*.

PLEASE PROVIDE:

1. Brief description of the organization (what is its purpose, who do they seek to serve): Is The primary community service, cultural center for Native Americans in Baltimore. Serves primarily Native Americans. Also serves the non Native American community by educating us about Native Americans.
2. Brief description of the project/program for which you would like funds and the need this project/program fulfills (can you describe it to someone else? What need does it fulfill?): The Cultural Program addresses the need that ^{urban} Native Americans ^{have} to find their own identity. Many ^{Native American} children drop out of school by 8th grade because they have no positive source of identity. Alcohol and drugs are where young people, who are lost, turn to.
3. What is the program/project timeframe?
Ongoing program. Currently 1x/week.
4. What are the program/project goals?: To help Native American young people find their identity and a source of pride through learning about their own history, culture.

QUALITY OF LIFE GIVING CIRCLE

NOMINATION FORM

5. Who will the program/project serve? Young people from ages 6-20.
Parents also participate

6. How many people (children/youth/adults) will participate? About 50 are currently
participating.

7. What is unique about this program/project? It is the only place in Central Maryland,
where Native American young people can learn their own history,
music, dance, culture and other art forms.

8. Budget

- 8a. What is the total program/project cost? \$4320 for 1 unit/week. \$8640 for 2 units/wk. ^{is the in good} ^{so they could produce} ^{made in people}
- 8b. What percentage of the organization's total operating budget is this grant? They have no operating funds. The Board
- 8c. If applicable, what is the program/project cost per individual? \$86/per individual ^{members pay for the program out of their pockets}
- 8d. Please provide a breakdown for the use of the funds: \$3120 Cultural Teacher/Mentor. \$350 sewing ^{machine so}
children can sew own costumes, \$100 CD player. \$750 material, supplies, meccosins.

9. Is the organization a 501 (c) (3): yes no. If the organization is not a 501 (c) (3), they must have a fiscal agent. Please provide a copy of the 501 (c) (3) determination letter from the IRS for the organization or the fiscal agent

ADDITIONAL INFORMATION: Organization is operating on an all volunteer
basis. The children who participate in ^{the program} tend to
stay in school longer than those who do not.

A Native American Senior Citizens program also operates on
an all volunteer basis.

CAUSE RELATED MARKETING

DEFINITION

A form of marketing in which a business uses a charitable cause in order to sell its products or services.

KEY ELEMENTS

1. A cause with motivational and uplifting attributes, one that is exciting and imaginative.
2. A time limited period.
3. A business and a nonprofit which are willing to form a temporary strategic alliance.
4. The business promotes its product or service and the associated cause and the fact that a portion of each sale goes to the nonprofit supporting that cause.
5. The nonprofit promotes the business and this particular opportunity to its supporters.

ADVANTAGES

Cause related marketing

1. Creates the opportunity to develop new business supporters from the Chief Executive Officer to the employee. This could lead to other opportunities for fundraising in the future.
2. Takes advantage of the business marketing capability and increases awareness among the business customers of the nonprofit and its cause.
3. Generates a new source of income.
4. Provides the nonprofit with some means of measuring the amount of public support for its cause.
5. Increases the sense of excitement and forward movement among the nonprofit's supporters.

DISADVANTAGES

Cause related marketing

1. Is time limited.
2. Risks damage to the public relations of the nonprofit if the business has a poor public image.
3. Risks creating confusion among the public about the distinction between profit and nonprofit organizations.

FUNDRAISING WITH EVENTS

Pros

1. They can be lots of fun.
2. They publicize the organization.
3. They attract new members and activists.
4. They give lots of people something to do.
5. They are an excellent leadership training ground.
6. They can raise lots of public awareness about your cause.

Cons

1. They require lots of time in planning and preparation.
2. They require lots of personpower.
3. They usually produce a low net income in the beginning.

10 WAYS TO INCREASE THE FINANCIAL SUCCESS OF YOUR EVENT

1. Make the event **repeatable** so that costly mistakes the first year will turn into income on following years.
2. **Get everything donated!!** Remember that this is a sweat equity version of selling tickets to a professional event.
Materials, food, advertising, sound equipment, space, and person power all need to be donated to make it pay.
3. Start small enough that you can handle it (sell tickets, organize it, do the necessary publicity), but make it attractive enough that people will want to come.
4. Start planning twice as far ahead of time as you'll need.
5. When the event will involve significant advance costs, establish a "break glass" procedure. (In case ___ tickets are not sold by __ date we will cancel the event. Make that date and number of tickets contingent on (a) covering your minimum operating costs, and (b) before your major cost outlay.
6. Use an **Ad Book** or souvenir program as an additional way to raise funds for the event.
7. Make sure that **your organization runs the concession which is most likely to generate high income.**
8. Make sure that a **detail person is in a key leadership role** for planning and conducting the event.
9. Plan to **secure and protect any cash** which changes hands.
10. **Media! Media!! Media!!!**

WHY SHOULD ANYONE GIVE MONEY TO YOUR ORGANIZATION?

1. Why?

- Why is there a need?
- What is the crisis? What's wrong?
- What will happen if nothing is done?
- What underlying causes sustain the crisis?

2. What?

- What is missing from the scene which would address the crisis?
- What program, activities, solutions do you offer?
- What evidence do you have that it will solve the crisis?

3. How?

- How do you intend for this solution to come about?
- What needs to be done to make it happen?

4. How Much?

How much will it cost you to bring this solution about? This year?
Five years?

5. Who?

Who must take the lead in this effort?
What makes this organization uniquely suited to lead this effort?

6. What opportunities do you offer the contributor?

DEFINITION OF NONPROFIT*

A NONPROFIT ORGANIZATION IS

1. A LEGALLY INCORPORATED ENTITY

It is chartered under state law. This allows the organization to enter into contracts. This also provides some protection for the officers from personal liability for the organization's financial commitments.

The organization usually secures formal recognition from the IRS. There are a number of categories of IRS recognition. One of the most discussed is the 501 (C) (3). This designation allows contributors to the organization to deduct the contribution from their own income tax.

2. PRIVATE

The organization is legally and institutionally distinct from government. It is neither part of nor governed by boards dominated by government officials. This does not prohibit receipt of significant government support nor does it prohibit government participation on the nonprofit board.

3. NON-PROFIT DISTRIBUTING

The organization is not dedicated to generating profits for its owners or founders. The organization may generate a profit, but the profit must be applied to the mission of the organization rather than to the personal accounts of its board members.

4. SELF- GOVERNING

The organization is not controlled by outside entities and has its own internal procedures for governance.

5. VOLUNTARY

Participation in the organization is not compulsory. The organization involves some meaningful degree of volunteer participation in its management and frequently in its operations.

6. OF PUBLIC BENEFIT

The organization serves some public purpose and contributes to the public good.

*This definition is adapted from America's Nonprofit Sector, by Lester Salamon, Washington D. C., Foundation Center, 1999.

1500-3000 (if you only expect a 1-2% response.) You would have to have a greater response if you wanted the mailing to pay for itself and also generate \$500.

8) Give the organization something they need that is worth \$500, such as a new typewriter, filing cabinets, couch, adding machine, component for a computer, etc.

9) Pledge \$20 a month, and get one other person to do likewise. Then sell \$20 worth of raffle tickets.

10) Teach a seminar on a topic you know:

- Fundraising; Knitting; Organic Gardening; Organizing; Proposal Writing; Writing Environmental Impact Reports; Gourmet Cooking; Dog Grooming; Starting Your Own Business.

Charge \$25-35 per person, with a goal of 25-30 people. Either you absorb the cost of promotion, or have enough participants to pay yourself back.

11) Give some or a lot of things to your organization's garage sale, making sure it is worth \$500, and then help to sell it all.

12) With 4 or 5 friends, have a spaghetti dinner at a church or union hall, or other big room with a large kitchen. Charge \$5 per person, and feed more than 100 people. You can charge extra for wine or garlic bread, or for dessert.

13) Have a fancy dinner at your home, or a regular dinner at someone's fancy home. Serve unusual food or gourmet food, or have special entertainment. Charge \$25 or more per person, and have 20 or more guests.

14) Get three friends to help you have a progressive dinner. Start at one person's home for cocktails and hors d'oeuvres, progress to the next person's house for soup or salad, the next person for the main course, and the last person for dessert. Either charge by the course, or for the whole package. To make it extra special (and much more expensive), get a limousine for the evening, and chaperone from house to house.

15) Host a wine and cheese party. Do not charge admission, and invite as

many people as you can. During the party, give a short talk about your organization, and ask everyone to consider a gift of \$25, \$50, \$100 or more (depending on the crowd). Either pass out envelopes and ask people to give now, or after the party contact everyone individually who came to ask for a major gift. Indicate that you have given, and if appropriate, how much you have given.

16) Get your gambling friends together. Charge \$3 to get in, and have a poker evening, asking that every "pot" be split with the organization. Individuals win, and so does the organization. You can charge extra for refreshments, or include one or two glasses of something with the price of admission. Also watch the laws in your community on this one. (In some communities it is illegal to gamble, even in your own home.)

17) Do one fundraising event every other month that nets at least \$75. This might look like:

Poker Party:	\$100
Fancy dinner (8 people x \$25)	\$200
Sell 50 raffle tickets	\$50
Booksale	\$50
Recycle newspapers	\$100

18) Solicit small businesses, churches, or service clubs for \$500. If you are active in a church, or own your own business and are involved in business organizations or service clubs, this can be very effective. You can often raise \$200-\$500 with a simple proposal and oral presentation.

19) Take a part-time job in addition to your present work, and give everything you earn up to \$500.

20) Ask 5-10 people to save all their change for 3-5 months. You save yours. Count it at the end or the prescribed time, and use one of the other methods to raise the rest. (You may not need to.)

21) Ask 2-5 friends to help with a bake-sale, booksale, or garage sale. You and your friends bake the goodies, or get the books, or the other stuff required for the sale. In addition, you and your friends advertise the sale, staff it, and help clean up afterwards. This is an excellent way to get people involved in fundraising with out ever actually asking them for money.

22) For the fairly rich: Give your organization \$5,000 as an interest-free loan for a year. They invest it, earn 8-10% (compounded daily), and at the end of the year, they give you your \$5,000 back.

23) Sell your organization's materials, buttons, T-shirts, bumper stickers, or whatever else they have for sale. Also, help distribute these to bookstores or novelty shops.

24) The Farming Out Method: Entice 5 friends to sell 100 raffle tickets each, or to raise \$100 however they like. Share this list of suggestions with them. Give them a nice dinner at the successful end of their efforts (or a bottle of good liquor, or a weekend away).

25) Get a famous or popular person to do a special event. Watch the costs on this, or you may lose money.

26) Invite people to your birthday party, and ask that in lieu of gifts, they give money to your organization.

27) Conduct a volunteer canvas. For one evening, you and a bunch of friends take literature to all the neighborhoods around you and ask for money at the door. Be sure to comply with city and county ordinances.

28) Lead or get someone to lead a nature walk, an architectural tour, a historical tour, a sailing trip, a rafting trip, or a horseback ride. Charge \$10-15 per person, or charge \$25 and bring lunch. Advertise this in the paper and draw in people outside your organization.

29) Start a pyramid dinner, or a chain dinner. Invite 12 people, and charge \$12 each. Get two people of the twelve you invited to invite 12 people each at \$12, and two people from each of those two dinners to have 12 people at \$12, and so on. Here's the income:

Your dinner:	\$12x12	\$144
From your dinner	\$12x12=12	\$288
From those dinners	\$12x12=12=12=12	\$576

Twelve is used in this example because it worked very well for the Nuclear Freeze Campaign in California, which was Proposition 12. In many communities, most of the income for the campaign was generated by 12x12 dinners.

-KK

Samples Of Fundraising Commitment By Board Member Or Other Volunteers

Example 1

I, First name Last name, will help Effective Organization raise \$_____

My Gift: \$_____. Indicate how payment of this gift is to be made. (i.e. by pledging monthly or quarterly, or one lump sum, etc.)

I will also:

1) _____

GOAL: \$_____

Staff help needed: _____

Date of event: _____

Date to begin planning event _____

2) _____

GOAL: \$_____

Staff help needed: _____

Date of event: _____

Date to begin planning event _____

I am interested in more training in fundraising: YES _____ NO. _____

_____ You may contact me for other fundraising efforts.

The following are three examples of how people filled out similar agreements. Their names and organizations have been changed.

I, Jane Mahoney, will help the Women's Rights Organization to raise \$1000 in 1984.

My gift: \$250, paid in one lump sum in January.

I will also:

1) Organize and teach a seminar on organic gardening. I plan to have 20 people come at \$25 each. I will pay for advertising it.

I will need some help finding a free room to have it, but no other staff help is needed.

Date of seminar: March 15, 1984

Date to begin planning: Feb. 1, 1984

Goal: \$500

2) I will contribute my couch to the garage sale. It is worth \$100, but we can settle for \$50. I will buy a classified ad in the city newspaper telling people where to come to look at it. I will also help at the sale.

Goal: \$50

Date: Whenever the garage sale is.

I will only need the staff to tell me a month ahead of the sale when it is, so I can get it in the paper.

3) I will work on the phone-a-thon. I will bring the names of 25 people and call them myself that evening, and will call anyone else I have time for.

Goal: 15 people actually joining @ \$15 \$300

Date: June 15

No staff help needed for my participation in the phone-a-thon.

Note: I plan to go \$100 over my goal, but in case something goes wrong, I will definitely make my goal.

Signed: _____

Example 2

I, Mathew Cornwall, will help Community Organizing Project to raise \$250.

My gift: \$5/month +\$60.

I will also:

1) Ask four friends to pledge \$5/month. I hope at least 2 will say yes, so that makes \$120. No help needed.

2) I will sell \$70 worth of raffle tickets. (If any of my friends win the cash prize, I will ask them to donate half of it.) No help needed.

I will ask my friends by May, and sell the raffle tickets before the drawing. You can also ask me to help with other events if you need me.

Example 3

I, Carol Browning, will help the Advocacy and Action Task Force, raise \$500 (or more, depending on how valuable the things I get are).

My gift: \$50 paid in one lump, as soon as I can.

I will also:

1) Solicit a new typewriter for our office. I will work on this until March.

2) If that fails, I will solicit a computer. (I know some people in the office supply business, and the computer business, so I think I might succeed.) I will work on that until May. No staff help needed, I don't think, but if there is, I'll give plenty of notice.

3) If the above two fail, I will have a barbecue at my house on the Fourth of July. At least thirty people will come and pay \$10.

Goal: \$250 (I will take \$50 out for my expenses.) Staff help needed to send out invitations and prepare food.

4) I will get two other Board members to help me do a big bake sale at Suburban Shopping Center. We will get donated all the baked goods, and be there all day Sunday, June 14.

Goal: \$200 (maybe more.)

Maybe I'll do the last two anyway even if the first one or two are successful. Don't plan on it though, and don't ask me to do anything else unless you are truly desperate.

GLOSSARY OF TERMS

ANNUAL GIFT - a yearly contribution of money by a donor to a nonprofit organization.

APPEAL - short for "appeal letter," a written request for donations.

BEQUEST - a contribution to a nonprofit organization which a donor leaves in his or her will.

BUDGET - an estimate of income and expenses for a nonprofit organization.

CASE FOR SUPPORT - an argument or rationale about why a prospect should make a contribution to a nonprofit organization.

CORPORATE GIVING - corporations may choose to give money by means of a company foundation or a separate corporate-giving program, and give goods and services as well.

CULTIVATION - a process of educating and involving a prospect in a nonprofit organization.

DIRECT MAIL - a method of soliciting contributions by appealing to a prospect through a letter.

DONOR - someone who makes a contribution to a nonprofit organization.

DONOR BASE - the complete list of all donors. The most useful donor base is segmented so names can be retrieved by the donor's address, area of interest (such as village development), size of gift, political party, giving history, and involvement in the organization.

ENDOWMENT - an amount of money set aside to provide income for an organization or one of its programs. The principle amount of the endowment is untouched, and the interest from it may be used as income.

FUNDRAISER - someone who assists nonprofit organizations to obtain money.

FUNDRAISING - the activities involved in obtaining money for a nonprofit organization.

FUNDRAISING PLAN - an organized set of guidelines for how a particular nonprofit organization will raise the money it needs: includes the specific amount of money the organization aims to raise, the specific methods which will be employed to raise the money, when each method will be employed, and who is responsible for each aspect of the plan.

GIFT - a voluntary contribution made to a nonprofit organization; usually refers to contributions from individuals.

GRANT - a contribution to a nonprofit organization which comes in response to a formal written proposal; usually refers to contributions from government, foundations, or corporations, which are to be used during a specified period of time.

GRASS ROOTS FUNDRAISING - asking for money in your own community and from the people you serve. Dependable, renewable, internally-controlled money.

HOUSE PARTY - a method of fundraising in which an individual hosts a small event for a nonprofit organization in their own home, and during the event an appeal for contributions is made.

IN-KIND SUPPORT - a contribution of something other than money, such as equipment, supplies, space or staff time.

LIST - a record of the names, addresses and phone numbers of donors and prospects.

MAJOR DONOR - someone who makes a major gift to a nonprofit organization.

MAJOR GIFT - a contribution of a large amount of money from an individual to a nonprofit organization. The size of the contribution varies from one nonprofit organization to the next. The amount which qualifies a gift as "major" is decided by the governing board. But it frequently ranges from one to several days pay.

PHONATHON - an organized solicitation of prospects in which volunteers make phone calls to ask for money.

PLEDGE - a promise to make a contribution at a specified time in the future.

PROPOSAL - a formal written request for money for a specified period of time, usually made to government, foundations or corporations.

PROSPECT - a person that an organization has identified as a potential donor.

RECOGNITION - the way that an organization acknowledges and commends an individual for their contribution or effort.

SOLICITATION - the act of requesting a gift to a nonprofit organization.

THANK YOU - an expression of gratefulness for a gift or effort on behalf of a nonprofit organization.

WORKPLACE SOLICITATION - a request for a gift to a nonprofit organization which is made at a prospect's place of employment.

FINDING AND WINNING GRANTS

Dick Cook
Gren Whitman

GENERAL ADVICE FOR SEEKING GRANTS

Most funders are probably unaware of your organization.

Unless your organization has an already established relationship with the funder or an established reputation in the community, most funders are likely to be unaware that you exist, let alone know what you do.

Funders are where you find them.

While the quickest way to get funding is to seek it from funders who already have an expressed interest in your cause, funders with no expressed interest in your cause might make a grant to *your* organization if *you* cultivate their interest and develop a relationship.

On the other hand, funders with an expressed interest in your cause may not be good prospects for your organization *at the present time* because of previous commitments, funding priorities, or lack of a relationship with you.

Seeking funds is a highly personal process.

For you to be successful at getting grants, you will have to spend lots of time and energy *outside and away from your familiar network of friends and associates*. You must develop new networks of relationships among funders. You need to become known among these new contacts both as an individual and as an organization doing important and useful work.

Seeking funds requires you to be organized.

As an individual representing an organization seeking funds, you must be disciplined in meeting with and getting to know funders, in making the cultivation of funding relationships *a priority expenditure of your time*, and in planning the way you present yourself and your organization.

Your organization must be incorporated. It must have 501(c)(3) status with the Internal Revenue Service. It must have an active, involved, and effective Board of Directors. It must have program plans, a budget, and a clear process for making organizational decisions.

If you have no local funding contacts, the community foundation in your area is a good place to start.

As a group, community foundations' missions are broadly stated to meet community needs. They tend to respond as new needs emerge. They also tend to be aware of community needs and resources.

If the community foundation in your area doesn't seem to fund your organization's cause of issue, it is likely to know other funders in your community and may be willing to give you valuable advice about where to start, if you ask.

SPECIFIC ADVICE FOR SEEKING GRANTS

Our summary advice is:

- o Have "rock-bottom basics" already in place.
- o Make as many funding contacts as possible.
- o Cultivate the right person in each funding organization.
- o Become more visible in the larger community.
- o Develop and submit proposals.

Have "Rock-Bottom Basics" in Place

The "rock-bottom basics" which must be in place before any self-help organization begins to seek grant funding are:

1. Incorporation.
2. By-laws.
3. Documentation of 501(c)(3) status.
4. Clear, compelling mission statement.
5. Active, involved Board of Directors.
6. An annual financial gift from 100% of Board members.
7. Clear description of current programs.
8. Basic fact sheet about organization and program.
9. Income and expense budgets approved by the Board.

Your organization should also be able to quickly produce other materials at the request of a potential funder, such as:

Your organization's brochure. Should include mission statement, brief history, basic program(s), organizational structure, major accomplishments, and so on.

Up-to-date financial information, including balance sheet, income/expense statement, most recent audit, most recent IRS Form 990, and total expenditures for past three years.

List of officers and Board members, their organizational affiliations or occupations, and their responsibilities within your organization.

Copy of a Board contract, if any, or a job description for Board members. (A Board contract is the document which a Board member signs and agrees to abide by upon becoming a member of the Board. It itemizes duties and responsibilities and usually specifies the amount of time and money the Board member will contribute annually.)

Resumes of key organizational members, i.e., executive director, deputy, program chiefs, etc.

Table of organization. (Chart of who reports to who).

Plan for future funding of the project. (What the funder will want to see is a plan for continuing "its" project once the grant ends.)

It is helpful to have on file recent news clippings about your organization, as well as relevant letters of thanks and recognition.

It is also useful to have letters of support for your proposal, but these cannot usually be prepared in advance.

Having these materials on hand will increase your speed in preparing a funding proposal.

In addition, your organization must be able to describe exactly who is being served and the size of your organization's identifiable constituency. Your organization should be able to demonstrate that it is involving more and more people in the community, with measurable results that can be evaluated.

Increase Your Personal Contacts

In playing the hide-and-seeK game of proposals-and-grants, you should plan to spend 80% of your grantseeking time making and cultivating personal relationships with funders and the other 20% actually writing proposals.

One of the biggest myths about preparing grant proposals is that the better a proposal is written -- the better it looks -- the more likely it is to be funded.

Wrong! The truth is, a lot of excellent, worthy, beautifully written, dazzlingly presented proposals never get funded, *but some poor ones do.*

Why is a poor proposal sometimes funded, and a much better proposal turned down?

Because the applicant has learned that *a positive and trusting personal relationship is key to getting funded.*

Whether or not a proposal is approved for funds likely depends on whether personal trust and confidence exists between the funder and the organization requesting support. If a funder believes you can do what you say, the written proposal may be less important. Conversely, if a funder doesn't believe you can do what you say, not even an eloquent proposal is likely to change their mind.

To make and cultivate personal contacts, your overall aim should be to reach out to as many local funders as you can in order to educate, advocate, and draw attention to your organization.

This means finding out exactly which person at each funding organization is responsible for dealing with the subject of your proposal.

For example, in a small funding organization, the "right person" could be the director, or even a trustee. In a larger funding organization, he/she is likely to be a "program officer."

Meet them! Tell them about your cause! Tell them about your organization! Give them information! Answer questions! Follow up and stay in touch! Invite them to your organization's events. Invite funders' staff to speak to members of your organization about an area of their expertise. Involve them! Make them *friends* of your organization! Make them *your* friends!

Be sure to treat every contact with a funding organization as a person. A program officer or trustee can be sensitive to being stereotyped as a "money object" or "banker."

Once your organization has found and cultivated a friendly funder, he/she should be asked to introduce you and your group to other funders.

Put funders on your mailing lists. Seek funders' materials and get your organization on their mailing lists. Attend funders' public meetings and gatherings.

Consider asking your supporters with contacts to become involved with your organization as door openers, advisors, Board members, and "friends of..." Ask these people to help expand your organization's network of personal contacts.

Be Visible

Be visible! Be present! Be a player!

The key advice here is, "go to everything." Make your organization more and more visible by going to "everything, everywhere" (meetings, conferences, gatherings), and by meeting with everyone possible.

Make sure that what your organization does in your community is visible and publicized. Groups which get dollars are those which are perceived as doing something useful in and for their community.

Prepare and Submit Proposals

An organization just getting started is in a good position to request start-up funds. Once an organization is operating, it needs operating and program funds. More funders are likely to provide program money instead of operating funds; *they want to pay for a program, not for your phones.*

More funders are interested in service activities than in advocacy and organizing. This depends on the interests of the specific funder.

An advocacy or organizing project is sometimes able to get money from a service-oriented funder when the project is conceived and presented as "public education." To be fundable, both advocacy and organizing need to be specific and measurable, i.e., how many people will be involved? How many will be better off if the issue is won?

Apply for a specific period. Include your overall budget and request. Explain what your organization can raise on its own and what it needs to complete the project.

Another strategy for getting a grant from a funder is to request a "challenge grant" (a grant given to challenge the organization to get other funders into the process) or a "matching grant" (a grant which says the funder will give you \$1 for every \$1 you raise elsewhere).

A challenge or a matching grant can have special attraction for a community foundation because the foundation is often interested in building organizational infrastructure in its community.

These types of grants provide opportunities to increase your membership, to broaden your constituency, to give more visibility to your organization (and to the funder). A grant from a community foundation can be an important first step to open doors to other funders, an early "seal of approval."

Do not send a "cold" proposal! No organization has a bigger strike against it than one which sends a cold proposal to a funder.

Other Fundraising Ideas

Corporations can be approached for donations of executive time -- a "loaned executive" -- for assisting with computer projects, strategic planning, etc. A volunteer executive who learns first-hand about your organization and your program can be an important entry point into his/her corporation's foundation of funding mechanism.

In addition to seeking direct grants, your organization should consider seeking technical assistance in how to ask for money from individuals (so-called grassroots fundraising). This can help you learn how to develop a system to raise money to the maximum extent possible from your organization's various constituents.

No funding possibilities should be overlooked, including civic and service organizations and chapters of national fraternities and sororities.

Your organization should consider raising funds through payroll deductions. You can do this (1) by becoming part of United Way, (2) by getting Donor Choice designations, or (3) by affiliating with an alternative fund or federation.

IN CONCLUSION

There is no magic incantation or hocus-pocus to finding and winning grants. Our summary observation is that funders award grants to people who they know, they trust, they respect, they believe in. They award grants to people, not to organizations or to projects.

HOW DO YOU WRITE A PROPOSAL?

Dick Cook

WHAT GOES INTO A PROPOSAL?

1. cover letter
2. proposal summary
3. introduction
4. problem statement
5. target population
6. goal
7. objectives
8. methods
9. evaluation
10. budget
11. future funding
12. supporting material

1. What is a Cover Letter and what goes into it?

- a. Introduces you and your project to the funder.
- b. Assures the funder that the project is endorsed by your Board of Directors.
- c. Should include
 - who you are
 - what you are sending
 - how much you are requesting
 - commitment to follow up on the proposal such as "We welcome the opportunity to meet with you and provide further information."
 - signature of the top officer in the organization
 - sometimes, in smaller proposals, cover letters can include the proposal summary and the introductory material.
- d. Should be addressed to a specific person.

2. Why do a Summary? When? How?

What is it?

The first thing a funder sees. Sometimes the only thing used by the reviewing committee to decide on your request.

Why?

Funders are unable to have all review committee members read every proposal. The summary is their device to cope with volume. If you don't prepare it, someone less familiar with you will.

When?

Whenever proposal or amount is large enough that it is not handled in the cover letter. Whenever it is requested.

What should it include?

Identification of applicant.

Brief description of credibility.

Description of the problem you are trying to solve and how you plan to solve it.

1 sentence on

- objectives and methods
- total cost, what has been obtained and amt. requested

3. What is the Introduction supposed to do?

The Introduction is the section in which you build your credibility as an organization which should be funded.

Often proposals are funded on the basis of reputation or connections of key people rather than on the value of the program content. Since not all of you can count on connections, you must prove ability by performing and telling the funder about your performance. Time to toot own horn!!

Introductions include

- a. When, how, why your organization was started.
- b. Statement of purpose, goals, philosophy.
- c. Significant events, accomplishments in history of organization.
- d. Prior and current activities.
- e. evidence of accomplishments [statistics, quotes from letters of support, from experts or from people who live there.]
- f. description of people you serve
- g. assistance asked from you and given [statistics on services provided.]
- h. Relationship between this project and your organization's long range goals.
- i. Credentials of board.
- j. Who else says you're great?
- k. Other credibility builders and credentials relating to your ability to perform this project.

The Introduction makes a case for your ability to accomplish your intended purpose, strives for balance between statistics, narrative and quotes and reinforces the connection between your interests and those of the funder.

4. What is the Problem Statement and what goes into it?

This is the most critical part of the proposal!! It represents the reason your project is important. All the rest of the proposal rests on the clarity of this statement. You need to be specific about the problem and analyze the cause so that you can go about solving it. It needs to be of reasonable dimensions so that it is solvable with work and reasonable additional resources.

The Problem Statement should

- a. Identify the problem or need - say what is wrong.
 - b. Document it. Prove that it is really serious.
 - c. Make a logical connection with your organization's purposes.
 - d. Be of reasonable dimensions.
 - e. Be stated in terms of the people ultimately to be served rather than in terms of the organization's needs.
 - f. Make a logical connection with the interests of the funding agency.
 - g. Include a serious analysis of what's causing the problem.
- What exactly is the problem?
What do you mean? [Make sure terminology is clear, specific.]
What evidence do you have?
How big, serious is it?
Why does it exist? What is causing it?
Why should this be important to this funder?

9. What do I need to include in the Evaluation section of the proposal?

This is the project component which measures the success of your project. It should answer three basic questions

- a. Is the project solving the problem originally identified?
- b. Is the project meeting its own goals and objectives?
- c. Are the objectives being met in a timely and satisfactory fashion?

Some methods you may wish to consider are:

- a. Compare program results with the proposed objectives.
- b. Conduct pre and post tests or survey the target population.
- c. Conduct interviews of clients, potential clients, associated agencies, board members, volunteers, experts, others who may have valuable insights into project effectiveness.
- d. Do a before and after analysis of statistical indicators.
[Examples- dropout rate, unemployment rate, crime rate]
- e. Do a detailed review of program records.
- f. Assign \$ costs and benefits to program consequences.
- g. Establish a formal project review by clients, board, community organization, outside evaluators.

Questions you may want to include in the evaluation.

- a. To what degree has this project reached the target population? How accessible is it?
[objective, quantifiable data]
- b. Has the help offered by the project been sufficient to eliminate the problem for the people involved? [qualitative information from interviews, records, case studies]
- c. In what ways are the users of the service and the larger community involved in initiating, planning, implementing, improving or ending the service?
[structures and mechanisms for involvement and accountability]
- d. To what degree are the services equally available to all segments of the population suffering with the problem? [do an analysis of the distribution of services by age, race, sex, residence]
- e. How responsive is the program to changing needs, knowledge, technologies?
[identify frequency and mechanics of formal review]
- f. How effectively and efficiently is the program administered?
[promptness of decisions, consistency and adequacy of communications, % of costs spent on administration, % of time spent in internal meetings, trainings, number of complaints, staff turnover]
- g. How politically feasible is it to continue this project? [What is the source of funds? Who is the project trying to influence? How different are the values between the project and the funding source? Between the project and the target of influence? Between the project and the people served? How much risk does the project involve for the sponsoring organization? What does the project offer as political barter?]

5. What is the Target Population?

Of the people affected by the problem how many will you try to help this year?
Which ones? Why did you choose them?

6, 7, 8. What is the difference between Goals, Objectives and Methods?

GOAL - is the dream, the long range benefit you may be seeking.

OBJECTIVE - are specific, measurable, outcomes of your program.

METHOD - are the activities, procedures or steps to be taken to achieve desired results.

GOALS should

- a. say what you want to accomplish
- b. eliminate or reduce the problem
- c. flow logically from your analysis of the problem
- d. be realistic

OBJECTIVES should

- a. lead to the goal
- b. speak to the outcomes of activities
- c. provide criteria for success
- d. answer the questions

Who?

Is going to do exactly what?

When will it be done?

How much is going to get accomplished?

How will it be measured?

METHODS should

- a. flow naturally from the objectives.
- b. describe the activities in detail.
- c. give reasons for those activities instead of others -cost/benefit ratio, comparative results with other methods
- d. describe the sequence, interrelationships and timing of each activity
- e. describe the staffing- professional, volunteer, services from other agencies
- f. describe program participants, selection and how they will be involved
- g. describe administration of the project

10. How do I do the Budget section?

The Budget is an expression of your objectives and methods in monetary terms. The Budget should answer three basic questions.

- a. How much will it cost to implement each objective? This is the expense budget.
- b. How much do you have on hand or do you expect will be contributed to each objective? This is the income budget.
- c. What is the difference? This is the amount requested in your proposal.

Costs to Consider

a. Personnel Costs

Salaries [expressed as an annual salary amount]
Number of persons, titles, % of time on project, number of months person is employed during year.

Fringe Benefits [usually expressed as a % of salary]

Unemployment Compensation

FICA

Health Insurance, Other Insurance, Retirement

Consultants and Contract services [expressed as a \$ figure]

Audit, legal, program assistance, evaluation, training, board retreat

Subtotal of Personnel Costs

b. Non Personnel Costs

Space

rent/mortgage [remember occasional space for meetings or conferences]
utilities and maintenance

Equipment

Purchase or rental and service costs

Communications

Phone/fax, Postage, Express/messenger service

Consumable Supplies

Travel

Mileage

Air/train/car fares

Parking

Per Diem for food and lodging

Printing

booklets, brochures, flyers, posters, newsletters

artwork, design, layout

printing, photocopying

Conferences, Conventions, Trainings, Courses

Fees and educational materials

Publications

subscriptions, books

Dues

Subtotal of Non-personnel Costs

Indirect or Administrative Costs [need solid documentation or government approved rates. Usually done as a % of personnel or of total costs]

Project Management

Bookkeeping, accounting

Insurance

Space - share of common space

Other - sometimes includes use of equipment, furniture, supplies

Income to Consider

Amounts committed or expected from other sources

Amount of cash your organization is contributed

Amount of in-kind contributions from your organization -
space, equipment, phones, volunteer time, paid staff time

Amount you expect to raise as a part of, or as a result of project activities -
events, memberships, donations

Fees for service provided by the project

11. If I don't have money for the first year of this project, how am I going to honestly predict future funding?

In the current economy this section is vitally important!!!

Funders don't want to put money into something that is likely to fold at the end of their grant for lack of continuing funds. And most of their grants will end in 1-3 years.

A future fundraising strategy has to be built into every proposal and you have to begin demonstrating that you are raising funds right from the beginning. If you wait till the end of your funding cycle, its too late!

Some questions to keep in mind

a. Is financial support necessary to keep the project going or is it finished?

b. What other resources are likely to fund the program? Get commitments early!

c. What government agency or private institution is likely to want to take over the project and continue it?

d. Will the project be an economic development venture which generates its own income?

e. Can the program be supported by fees?

f. Will the project encourage and be supported by individual contributions?

12. A Word About Supporting Material

This is placed in Appendices and each should be separately identified.

Should include

a. Letters of support

b. Copies of written agreements with cooperating agencies or organizations, confirmation of financial commitments

c. Testimony about the need for this project and or about your organizations capability to perform it - letters, statements, news clippings

d. Resumes of key staff

e. Board list with their affiliations or brief bio's

f. 501(C)3 letter

g. Most recent annual report and audited financial statement.

FILL-IN-THE-BLANK INTRODUCTION

_____ is a 501(C)(3) organization,
[Name of the organization]

that was started _____ to _____
[When?] [Purpose, what you set out to

_____ accomplish]

for _____
[Who did you set out to serve?]

Policy for _____ is set by _____
[Name of organization] [Governing

_____ that consists of
structure, such as board of directors]

_____ [Describe people, with what affiliations, experience, stature.]

_____ has developed programs
[Name of organization]

in _____ consisting of
[Name the programs.]

_____ [List the program activities.]

During its _____ of operation, _____
[# of years] [Name of organization]

has _____
[List major accomplishments, statistics on # served, impact on

_____ the people you wanted to help.]

_____ on _____ said, "_____
[Name of person, position] [Date] [Quote in support of your

work or service to the community.]

An article in _____ on _____ stated, "
[name of publication] [Date]

[Quote in support of your work]

We have received _____ requesting _____
[# calls, letters] [What service?]

in the past _____ is
[Length of time] [Name of supporting organization]

interested in _____ because
[Problem addressed by the proposal]

[Give reasons for their interest.]

PROBLEM STATEMENT WORKSHEET

1. What is it that is so wrong in the world, society, your community that some intervention is called for? Be specific. Say it the way you want it said.

2. How do you know that this is a problem? Give some facts and examples. Show that others recognize it.

3. How serious is the problem? Describe the consequences. Document for whom it is a problem. Explain how widespread it is.

4. What is likely to happen if the problem is allowed to continue unchecked? Explain why it is important to stop it now?

5. What do you believe is the cause of the problem? Explain and justify.

BUDGET WORKSHEET

Description	Total Costs	In-kind or donated from other sources	Total requested
PERSONNEL			
Salaries			
# of persons, title, % of time on the project, # of months employed during year			
Fringe Benefits			
Unemployment Compensation			
FICA			
Health Insurance			
Other Insurance or Retirement			
Consultants and Contract Services			
Audit, Legal, Program Assistance, Training			
NON-PERSONNEL			
Space			
Purchase, Lease, Rental of Equipment			
Include costs of service			
Consumable Supplies			
Travel			
Out of town			
In town			
Communications			
Phone, Fax, Postage, Fed Ex			
Printing and Copying			
Dues and Subscriptions			
Insurance			
INDIRECT COSTS			
Project Management			
Bookkeeping			
Insurance			
Space			
Equipment/Service			
TOTAL			

HOW TO CUT THE PROPOSAL WRITING TIME IN HALF MATERIALS TO HAVE ON HAND

[Lessons from the experience of Dick Cook and Gren Whitman]

Have the following materials readily available to speed up the process of preparing and submitting a funding proposal:

1. Your organization's basic brochure or a well written fact sheet about your organization. Should include your mission statement, brief history, basic program/s, organizational structure, major accomplishments
2. Current fiscal year's income and expense budget approved by the Board of Directors
3. Up to date financial information, including balance sheet, income/expense statement, most recent financial audit, most recent IRS Form 990, and total expenditures for past three years
4. Copy of IRS certification of your 501(C)(3) status
5. Names of officers and board members, their organizational affiliations and occupations and their responsibilities within your organization
6. Copy of board member contract, if any
7. Resumes of key members of your organization: officers, executive director, deputy director, program directors. Format them to look the same.
8. Table of organization
9. Most recent annual report
10. Recent news clippings about your organization
11. Letters of thanks and recognition on letterhead stationary

Proposal Writing Checklist

PREPARATION

- 1. You have put together a working group to prepare the grant.
- 2. You have considered and can handle the limitations of grant funding.
- 3. You have a 501 (c)(3).
- 4. You have access to typing, a phone, and postage.

WRITING THE PROPOSAL

1. Cover Letter

- a. It identifies the organization submitting the grant proposal.
- b. It identifies what you are sending them and what you are requesting from them.
- c. It is signed by the top officer of your organization.

2. Proposal Summary

- a. It is less than one page.
- b. It describes the problem you propose to solve, how you propose to solve it, and how much it will cost.

3. Introduction

- a. It describes your organization's history, purpose, structure, scope of service.
- b. It describes your other programs, activities, and accomplishments.
- c. It states why your organization is interested in the subject area of the proposal.
- d. It identifies other funding sources, including non-grant sources.
- e. It mentions the support or acclaim you have received from others.
- f. Assuming you know nothing about the organization, does the Introduction convince you of the organization's credibility, legitimacy, and capability of handling the funds it has requested?

4. Problem Statement

- a. It states exactly and specifically what the problem is.
- b. It identifies the underlying causes of the problem.
- c. It documents the problem and gives evidence for your explanation of it.
- d. It states how serious and widespread the problem is. It states how many people are affected.
- e. It identifies the likely consequences if the problem is allowed to continue.
- f. The problem statement shows that your organization has a good understanding of and handle on the problem.

5. Target Population

- a. It states how many of the affected people will be helped by your organization this year.
- b. It identifies which ones.
- c. It argues convincingly why those were picked.

6. Goal

- a. It identifies what you want to accomplish.
- b. The goal flows logically from the causes of the problem.
- c. Accomplishing the goal will reduce or eliminate the problem.
- d. It is realistic to try to achieve the goal.

7. Objectives

- a. They are specific.
- b. They identify who is responsible for them.
- c. They are measurable.
- d. They state by what date they will be accomplished.
- e. They flow logically from the problem and goal.
- f. They lead to the reduction of the problem and achievement of the goal.
- g. It is realistic to do them in the time specified.

8. Methods

- a. They describe how you will accomplish each objective.
- b. They describe who you will hire, with what qualifications, and what they will do.
- c. They identify other methods considered and rejected.
- d. They identify others who will help.
- e. They identify the facilities, equipment, materials needed to operate the program.
- f. They explain how the program will be administered. They explain how it will be coordinated with other activities the organization is conducting.
- g. They explain how the people being served will be able to influence the program.

9. Evaluation

- a. The method you will use to evaluate the program is explained.
- b. It describes who will do it. When.
- c. It tells the reader what you will be looking for in the evaluation.
- d. It describes what will be done with the results.

10. Budget

- a. The budget is an accurate reflection of the projected costs and incomes involved in running your program.
- b. The budget compares favorably with those of similar programs.
- c. All the cost items are justified.
- d. It is easily readable.
- e. It adds up correctly.

11. Future Funding

- a. It describes how much financial support will be necessary to keep the program going.
- b. It identifies potential resources.
- c. It makes a case for the likelihood of those resources picking up the financial support of the program.

12. Supporting Material

- a. Letters of support are included from key individuals or organizations.
- b. Other supporting material is included.
- c. Resumes are included for individuals selected to conduct the project.
- d. A copy of your organization's most recent financial statement is included.
- e. A copy of the 501 (c)(3) letter is enclosed.