

Grant Proposal Writing 2.0: Proposals, Process, and Do's and Don'ts

"What Grantmakers Want"

Soror Angela R. Logan



ALPHA KAPPA ALPHA SORORITY, INC.®

Soror Dorothy Buchanan Wilson
Supreme Basileus

2017 Leadership Seminar

Acknowledgements

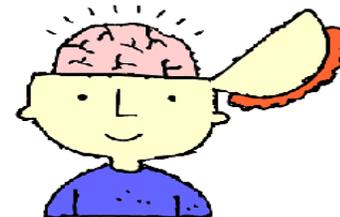
Special Thanks to:

- The International Leadership Training Committee, especially Soror Kiahna Davis and Soror Debra Davis, for selecting me to present;
- The Alumnae Sorors of Alpha Lambda Chapter (University of Toledo) for their love and support;
- The Sorors of Kappa Delta Omega Chapter (Martinsville, VA) for their love and guidance;
- My family, by birth and by choice, especially my SororSistaFriends across the nation, for loving me unconditionally and keeping me grounded.

Topics to be Addressed

- Common Terminology
- Grantmaking Basics
- Tips to Writing a Great Proposal
- Questions Funders Ask When Reviewing Proposals
- Proposal Evaluation Criteria

Getting Inside the Head of a Grantmaker



Common Terminology



“Singing From the Same Hymnal”

- Foundation
 - Private/Independent
 - Community
 - Family
 - Corporate
- Types of Support
- Types of Grantmaking
- Proposal vs. Grant

Foundation, Defined

- “A **non-governmental entity** that is established as a nonprofit corporation or a charitable trust, with a principal **purpose of making grants** to unrelated **organizations, institutions, or individuals** for **scientific, educational, cultural, religious, or other charitable purposes**. This broad definition encompasses two foundation types: private foundations and grantmaking public charities.” –The Foundation Center’s Grantspace

A Foundation’s Motivations for Giving

- Community support
- Sociopolitical concerns/philanthropic interests
- Provide seed money for new projects
- Tax advantages
- Innovation of a nonprofit
- Professionalism of nonprofit
- Geographic location
- Reputation of nonprofit
- Expertise of nonprofit
- Demonstrated ability to garner matching funds

Types of Foundations

- Private/Independent



- Family



- Community



- Corporate



Types of Support

- Annual Campaign
- Capital-Construction
- Capital-Equipment
- Capital-Improvements
- Debt Reduction
- Emergency Funds
- Endowment Funds
- Exhibitions/Sponsorships
- General/Operating Support
- Land Acquisition
- Program Support
- Publication
- Research
- Seed Money
- Training and Development

Types of Grantmaking

- Responsive
 - Proposal developed by grant-seeker; foundation reacts
- Initiative
 - Funder stipulates project's design and grant-seeker proposes how it will execute; foundation is proactive
- Donor-Advised
 - Person/group contributes to a community foundation and directs grantmaking
- Discretionary
 - Grantmaking done by one person; doesn't require board vote
- Matching
 - Grants that correspond to other's gifts in a pre-determined ratio
- Renewable
 - Grants made on a recurring basis
- Program-Related Investments
 - Recoverable grants; loans to support revenue-generation; social purpose projects

Proposal vs. Grant

- Proposal
 - “A formal request for funding based upon criteria set by the funding organization”
 - **YOU SUBMIT A PROPOSAL**
- Grant
 - “A commitment by a foundation to make one or more payments to an organization to carry out agreed-upon purposes”
 - Repayment is not required as long as terms are met
 - **YOU GET A GRANT**

Grantmaking Basics



Grantmaking Basics

- Step 1: Foundation Planning
- Step 2: Application
- Step 3: Proposal Analysis
- Step 4: Funding Decisions
- Step 5: Notification
- Step 6: Award/Letter of Agreement
- Step 7: Monitoring
- Step 8: Close-Out

Grantmaking Basics Step 1: What Plans Does the Foundation Make?

- Foundations must decide in advance:
 - **Who is eligible** to receive grant funding?
 - **What type of requests** will be considered?
 - What are the funding **priorities**?
 - Will specific **forms** be required in applying?
 - Will the entire grant process be done **electronically**?
 - When and how will applicants be **notified** of decisions?
 - Will a **legal contract** with grantees be required?
 - What type of **monitoring and reporting** should be undertaken?
 - How will foundations **get the word out** about their work?
 - Will they take **risks**? How will they handle fall out?

Grantmaking Basics Step 2: Application

Commonly Requested Items

- | | |
|---|---|
| ● CEO/Board Chair Approval | ● 501(C) Letter or evidence of a Fiscal Agent |
| ● Project narrative | ● Form 990 |
| ● Statement of need | ● Audited financials |
| ● Solution statement | ● Sustainability plan |
| ● Organization's qualifications | ● Project timeline |
| ● Project and organizational budgets | ● List of board members |
| ● Memorandum of Understanding from collaborating partners | ● Evidence of compliance |
| | ● Objectives and measurable outcomes |

Grantmaking Basics Step 3: Proposal Analysis

Ten Criteria to Consider

1. Mission
2. Goals, Objectives, Strategies
3. Merit/Potential for Success
4. Need
5. Evaluation
6. Cost Effectiveness
7. Board
8. Financial Management
9. Long-Term Sustainability
10. Qualifications

Grantmaking Basics Step 3: Proposal Analysis Ten Criteria to Consider

1. Mission
 - To what extent does the proposal reflect the Foundation's mission?
 - Direct match
 - Indirectly addresses the mission
 - Is the applicant the appropriate organization to perform the proposed project? Does it fit with its mission and expertise?

Grantmaking Basics Step 3: Proposal Analysis Ten Criteria to Consider

2. Goals, Objectives, Strategies
 - Specific
 - Measureable
 - Attainable
 - Realistic
 - Time-Bound
 - Reflect organization's mission
 - What role did the target population play in the design of the program?

Grantmaking Basics Step 3: Proposal Analysis Ten Criteria to Consider

3. Merit/Potential for Success
 - What is the likelihood that the proposed program will be successful at addressing the stated need?
 - Is the solution based upon research?
 - Best practice model? Replication?
 - If a new program, what evidence demonstrates potential for success?

Grantmaking Basics Step 3: Proposal Analysis Ten Criteria to Consider

4. Need
- Was quantitative data provided to describe the need?
 - Up-to-date statistics?
 - Data regarding target populations?
 - Do other resources exist to address the problem?

Grantmaking Basics Step 3: Proposal Analysis Ten Criteria to Consider

5. Evaluation
- Is evaluation based upon stated objectives?
 - Are measurable outputs and outcomes projected?
 - Over what period of time?
 - Is there a clear plan for collecting data?
 - How? Surveys, observations, community indicators
 - When?

Grantmaking Basics Step 3: Proposal Analysis Ten Criteria to Consider

6. Cost Effectiveness
- How many people will benefit?
 - To what extent will they benefit? IMPACT?
 - Greatest number of people with fewest dollars not always the most cost-effective
 - Health fair lollipops vs. 24-hour nursing care

Grantmaking Basics Step 3: Proposal Analysis Ten Criteria to Consider

7. Board
- How many board members?
 - Diversity? (considering clients served)
 - Gender, age, race, profession, education, religion, skills, geography, ethnicity, economic class, sexual orientation, physical ability
 - Strong leadership?
 - Active and engaged? How often do they meet? Quorum?
 - Terms?

“STP with PMS”



**Grantmaking Basics Step 3: Proposal
Analysis
Ten Criteria to Consider**

8. Financial Management
- Is the proposed budget reasonable? Balanced?
 - Expenses justified?
 - Projected income realistic? Diverse?
 - Cash flow?
 - Reserves? Operating at a loss?
 - Audit? Internal controls?
 - Submit 990s on time? Accurate?
 - Accounting system?
 - Will requested amount tip the organization?

**Grantmaking Basics Step 3: Proposal
Analysis
Ten Criteria to Consider**

9. Qualifications
- Of the people who will implement the program
 - Knowledge
 - Skills
 - Sensitivity
 - Of the organization overall
 - Capacity of staff to implement and manage program over time?
 - Stability, history, past success

**Grantmaking Basics Step 3: Proposal
Analysis
Ten Criteria to Consider**

10. Long-Term Sustainability
- Of proposed project?
 - Of applicant organization?
 - Public charity status in jeopardy?
 - Capacity to raise other funds?

**Grantmaking Basics Step 3: Proposal
Analysis
Ten Criteria to Consider**

- Political considerations
- Unintended consequences
- Precedent
 - Possibilities of replication (and additional requests to fund same project)
 - Making exceptions to guidelines
- Special circumstances

Grantmaking Basics Step 3: Proposal Analysis Ten Criteria to Consider

- Should look for:
 - Enthusiasm
 - Commitment
 - Collaboration
- Should not expect:
 - Perfection
 - Sophistication in grassroots
 - New

Grantmaking Basics Step 4: Funding Decisions

- Processes Vary
 - Staff
 - Committees
 - Board



Grantmaking Basics Step 4: Funding Decisions

Some factors grantmakers must consider:

- Money available to fund it
 - Is the 5% a ceiling or a floor?
- Foundation's funding trends and equity
- PR/political correctness
- ROI
- Exit strategies
- Risk (Front page test)

PROPOSAL WRITING IS FUN!!

- You get to write about something you love!
- You get to tell a story-share the good news about what you're doing!!
- You just might get money in return!!!

5 Steps BEFORE You Apply



Step #1: RESEARCH Your Program and Your Service Area

- To get evidence that your proposed project/program will work
- To find out if anyone else is already doing what you're proposing
 - Don't duplicate
 - Do collaborate
 - Do educate: LEARN FROM OTHER'S MISTAKES
- To find out about funding prospects...FOR AS LONG AS YOU WILL NEED FUNDING!

Step #2: RESEARCH Your Prospects

- Prerequisites for funding (e.g., must be asked to apply)
- Funding priorities (e.g., homeless pets)
- Guidelines (e.g., only online proposals & once/year)
- In some instances, it is appropriate and even required to meet with the program officer
- KNOW BEFORE YOU APPLY! At least check them out on the web!
- Please don't waste your time (or theirs) by sending blanket proposals!

Step #3: CHECK ELIGIBILITY

- Tax-exempt status
- Public Charity status
- Geographical restrictions
- Numerous other restrictions (e.g. no unsolicited proposals)
- HOW DO YOU KNOW IF YOU'RE ELIGIBLE?
 - Read their guidelines (website, annual report, etc.)
 - www.guidestar.org (what else have they funded?)
 - Ask them (good excuse to get your foot in the door!)

Step #4: DEVELOP A RELATIONSHIP (OR AT LEAST MAKE CONTACT)

- Schedule an appointment with a program officer, if allowed
- Put them on your newsletter or annual report mailing list
- Call them to introduce yourself; ask for URL, copy of guidelines, annual report, name of contact, eligibility requirements, verify deadlines, etc.
- Attend their trainings/forums/workshops – usually FREE (or a reduced cost)
- Take advantage of the resources they provide to nonprofits (e.g., library)
- Go where they go and make contact (e.g., nonprofit conferences)
- If your PR is good, they will already know you (e.g., newspaper, membership associations, other funders, word of mouth)
- If your PR is bad, they will already know: FIX IT!

Step #5: ASK BEFORE YOU SUBMIT A PROPOSAL

- The foundation should be expecting your proposal when it is received (required by some foundations)
- Foundation personnel may give you important guidance about your submission (e.g., which cycle is the best cycle for your application)

10 TIPS FOR WRITING A GREAT PROPOSAL



Tip #1: TAKE THE TIME TO WRITE AN AWESOME ABSTRACT

- The abstract (or summary) may determine whether your proposal even gets read!
 - Be specific
 - Use numbers
 - Make it real



EXAMPLE:

You'd like to launch a new community garden project. Which is the better intro?

- Policymakers and citizens around the globe are debating the best response to the challenge of combating greenhouse gas emissions and protecting the environment.
- A child living in the Monroe Circle housing community must travel 2 miles outside the boundary of her neighborhood before she will see a park or green space.

Tip #2: DEMONSTRATE ABILITY

- HOW DO YOU DEMONSTRATE YOUR ABILITY...
 - To fulfill your stated objectives?
 - To manage funds well?
 - To sustain the project long-term?
 - To build partnerships in the community?

Tip #3: SHOW EVIDENCE OF A STRONG BOARD

- Demonstrate before the proposal is submitted, if possible
- Number of board members (usually between 6 and 16)
- Diversity (race, gender, age, profession, etc.)
- Leadership campaign
- Board is interested and involved

Tip #4: REFLECT MISSION OF YOUR ORGANIZATION AND OF THE FUNDER

- Tell how your proposed program will help the funding entity fulfill its mission (e.g., how will your program improve the health of people in Elkhart?)
- Don't force a fit just to get a grant (i.e., chasing the dollar)

Tip #5: WRITE OBJECTIVES CAREFULLY

- Be specific
- Be measurable
- Be realistic

Goals: broad-based statements of anticipated results
Objectives: measurable components of the program
OUTPUTS
OUTCOMES

Examples of Objectives: What's Right and What's Wrong with These?

- To eliminate substance abuse among Kosciusko residents
- To increase self-esteem among youth ages 13-17
- To decrease the high school dropout rate among African Americans at John Adams High School from 16.3% to 12% by 2020

Tip #6: DEMONSTRATE NEED

- Use quantitative data (will serve as baseline data-you will measure progress by comparing changes before and after your program is implemented)
- Use data relevant to the population you wish to serve (e.g., worldwide stats are rarely useful for local programs)
- Show that there is a problem your organization can realistically address

Two Aspects of Need

1. A measurable problem exists (e.g., number of victims of hate crimes)
2. There is a lack of resources in your area to address this problem
If resources do exist:
 - Show a gap
 - Explain how you are collaborating
 - Show what will you do differently or better

Sources of Quantitative Data

- Centers for Disease Control-BRFSS
- DHHS-Quick Health Data Online
- Dept. of Education
- Dept. of Labor/Bureau of Labor Statistics
- Dept. of Social Services
- Chambers of Commerce
- Census Bureau
- Annie E. Casey Foundation
- Employment Security Commission
- United Way
- Dept. of Justice



DEALING WITH “COMPETITORS” UPFRONT

- Give evidence of collaboration (e.g. MOU)
- Acknowledge what they do and explain how you’re different

Tip #7: DEVELOP A THOROUGH EVALUATION PLAN

- Describe valid and appropriate methods
 - What data will be collected?
 - How will data be collected?
 - When will data be collected?
 - How often and from whom?
 - E.G.: “We will administer a behavioral risk assessment survey to all students in the program at the end of each academic year!”
 - Plan should be based on your objectives
 - Your organization should be able to use this plan to track progress every year (compare to data shown in your needs assessment)

Tip #8: DEVELOP A SOUND SUSTAINABILITY PLAN

- Diverse funding base
- With multi-year grant, funding in decreasing increments indicates efforts to sustain the program
- “Apply for grants” is **NOT** a sustainability plan
- Board should have a development plan that encompasses proposed program (includes timeline, tasks, and responsible parties)

Tip #9: DEVELOP A REASONABLE AND COMPLETE BUDGET

- Show all projected income (NOTE: FUNDERS LIKE TO **HELP** FUND PROJECTS-not be the only prospect)
- Provide reasonable expense items and justify them (in a separate budget narrative, if allowed)
 - Travel expenses
- Don't pad your budget...but don't ask for too little
- Remember changes year-to-year (e.g., health insurance will increase) and seasonal (e.g., gas prices, home heating oil)

Tip #10: FOLLOW DIRECTIONS!

- Submit proposal by the deadline; try for 3 days before
- Read all instructions carefully before beginning and reread them after you finish to make sure you didn't forget anything
- When a foundation gives specific directions, FOLLOW THEM (e.g., page limits, font size, margins, attachments, binding, delivery method, etc.)

Grantmaking Basics Step 5: Notification

- IF THE ANSWER IS **NO**:
 - Foundations have policies about what they convey and when
 - They may not have resources for staff to answer questions from all organizations or provide details in notification letters
 - BUT IT DOESN'T HURT TO ASK FOR FEEDBACK!

Grantmaking Basics Step 5: Notification

- IF THE ANSWER IS **YES**:
 - Thank them!
 - Via email or phone call immediately
 - In an "old-fashioned," hand-written thank you note
 - Add them to your mailing list for everything EXCEPT fundraising appeals

Grantmaking Basics Step 6: Award/Letter of Agreement

- There are **two fundamental tasks** associated with every grant award:
 - Tracking project activities
 - Demonstrating compliance with funder's conditions
- Understand the compliance obligations of your grant award
- Understand the proper use of grant funds
- Provide updates and acknowledgements to the funder
- Be sure to have in place evaluation/performance measures

Grantmaking Basics Step 7: Monitoring

- Give them credit
 - Ask if they want it first!
 - Find out how they want it (review your LOA)
- Make sure the entire staff knows who they are
 - Incorporate foundation awareness in staff training
- Be responsive
 - Attend meetings
 - Respond to surveys
 - Always reply promptly in communications
- Let them hear from you and/or see you periodically
 - Send quarterly reports via email
 - 1-2 pages
 - Qualitative data
- Submit all interim reports in a timely manner

Grantmaking Basics Step 7: Monitoring

5 Tips for Effective Site Visits

1. When they call to schedule:
 - Ask them what you might expect during the visit (# of people)
 - Ask them what documents they will need
 - Be on time and don't cancel unless absolutely necessary
2. Schedule so they can see their \$\$ being used (program in action or building being used)
3. Allow them to meet other folks in addition to the ED
 - Someone on the front lines
 - At least one board member needs to be present-2 would be ideal!
4. Review the proposal: note stated goals, timeline, and budget and prepare to take stock of progress in all 3
5. Give them a tour

Grantmaking Basics Step 8: Close Out

- Your Final Progress Report should include:
 - A statement of progress towards the achievement of originally stated goals and objectives
 - A list of significant results
 - Final itemization on all program-related expenditures
- This report should be submitted in a timely manner
- Funders often use your final report to create a close-out report for their records, which may include recommendations for future funding

Supplemental Materials in Your Packets



Supplemental Materials in Your Packets

- What Makes a Grant Proposal Successful?
- Sample Proposal Criteria
- Insider's Guide to Grantmaking
- 53 Ways for Board Members to Raise \$1000

Resources

- Niggel, S. (2010). Grant proposals: Planning for positive results [PowerPoint slides]. Presentation presented by Duke University Nonprofit Management Intensive Track Program, Martinsville, VA.
- Peebles, R. (2012). Grant writing [PowerPoint slides]. Presentation presented by Duke University Nonprofit Management Intensive Track Program, Martinsville, VA.
- The Grantmaking School (2008). Advanced proposal analysis: A critical examination of complex issues. Presentation presented by The Grantmaking School, Hartford, CT.

Questions?

Comments?



Final Thoughts?



Angela R. Logan, Ph.D.
Interim St. Andre Bessette Director of Nonprofit Professional
Development
The University of Notre Dame
574-631-7793 (W)
276-224-3843 (C)
angela.r.logan@gmail.com
alogan2@nd.edu
Facebook: [facebook.com/angela.r.logan](https://www.facebook.com/angela.r.logan)
Twitter: @AngelaRLogan

Sample Proposal Evaluation Criteria

Applicant: _____

Project Title: _____

1. Grantmaker's Mission (20 points)

Proposal reflects the Foundation's mission of _____. Proposals that reflect a strict interpretation of (eg.) "health and wellness," such as providing direct medical services to patients, will receive the highest score.

- Direct healthcare services to clients = **20 points** (eg. funds pay for prescription drugs for indigents)
- Indirect healthcare services to clients = **15 points** (eg. capital projects that house healthcare programs)
- Direct services that indirectly affect healthcare outcomes = **10 points** (eg. academic programs for youth)
- Indirect services that indirectly affect healthcare services = **5 points** (eg. capital projects that house academic programs for youth)

2. Goals and Objectives (15 points)

Should be specific, measurable and realistic.

3. Merit/Potential for Success (15 points)

Proposed methodologies reflect research or other evidence that demonstrates the likelihood that this project/program will succeed.

4. Need (10 points)

Quantitative data supports the need for the proposed project/program in the giving area.

5. Evaluation (10 points)

Proposal includes a valid plan for evaluating the program.

6. Cost Effectiveness (10 points)

The extent to which numbers of people are affected. Agencies that propose serving the greatest number of people with the fewest dollars will receive the highest rating for this category. (It should be noted that this factor should never be taken into consideration by itself. Many programs that require large sums of funding have a much more profound effect on peoples' lives than programs that can operate with much less funding.)

7. Board (5 points)

Evidence of a healthy governing board (diverse representation and strong leadership).

8. Financial Management (5 points)

Agency must have evidence of sound financial management.

9. Long-Term Sustainability (5 points)

Agencies should have a realistic plan for sustaining the program/project after grantmaker's funds have been expended.

10. Qualifications (5 points)

Agency/staff exhibits evidence of past experience or success with similar undertakings.

Total Score:

The Insider's Guide to Grantmaking: How Foundations Find, Fund, and Manage Effective Programs

Excerpt: *Twelve Characteristics of a Good Proposal*

Proposals come in all shapes, lengths, and sizes; as program officer, you can review them according to any number of criteria. Nonetheless, it is possible to identify some generic characteristics that are hallmarks of a good proposal that contains a good idea. Although it is unlikely that any proposal will include all twelve of these characteristics, better ones should contain more than half of them. These characteristics are listed here in no particular order of priority.

1. *The applicant's idea is innovative.* Because most foundations aspire to be explicitly in the business of funding innovations, this characteristic should be front and center. Depending on how the foundation defines *innovative*, the idea can range from something that has never been attempted anywhere before, to something that has been tried in only a few other places, to something that has been thoroughly piloted and now needs to be brought to wider scale. But whereas what an innovation *is* admits of many different interpretations, most foundations are agreed on what it is *not*: support for an organization's ongoing programs, or the, "franchising" of a tried-and-true system. As mentioned earlier, if the proposal describes an idea that is just more of the same, then it cannot make the cut as innovative. A good proposal describes an idea that will solve problems in new ways and create new hope.

2. *The applicant has expertise, but also an understanding of its weaknesses.* There are two types of applicants a foundation should not fund: know-nothings and know-it-alls. A foundation must rely on the expertise of its grantees—they must have the experience and the smarts to operate a successful project. At the same time, issues that applicants tackle are likely to be so complex that no one organization will have on staff all of the needed expertise. A good proposal describes an idea about which the applicant's staff are experienced and capable, but it also demonstrates that the staff recognize their own shortcomings and know how to get consulting help.

3. *The applicants done the needed homework.* There are always two kinds of homework that an applicant must do before writing a proposal: homework about the project and homework about the foundation to which the proposal will be submitted. The homework about the project is quite important: Has anyone else tried something similar? If so, what were the results? Are there any potential partners for this work? Are they interested in becoming partners? What other funders might support the project? All this information is necessary in order to place the request into a context. The homework regarding the foundation is less important, but still not trivial. Is the foundation interested in this topic? Has it funded similar projects in the past? Might the proposed project be improved by lessons from those past efforts? It is discouraging to receive proposals that make empty claims about their "uniqueness" yet were clearly written as generic requests sent on spec to many possible funders. A good proposal describes the context of the idea and directly relates that idea and its context to the foundation's programming interests.

4. *The applicants doing the project with, not to, those it is trying to help.* If grantmakers have proved anything conclusively, it is that projects designed by "experts" work if-and only if—those experts have devised the projects with the advice and consent of the people whom the project is meant to help. Another way to state this is to ask whether the idea described in the project is

being driven by demand welling up from the community or by plans being pushed down by elites. Over the years, the academy and the professions have grown ever more esoteric; they have become ever more remote from the people in general, and from the people whom foundations are most interested in helping, in particular. Many scholars and professionals have come to regard people largely as data to be studied or as problems to be solved, rather than as stakeholders to be consulted and as experts on their own lives, needs, and aspirations. Projects that work are partnerships among all of those who have a stake in the project's success. That partnership should have begun *before* the proposal was conceived, and all the stakeholders should have a significant role in writing the proposal, responding to the program officer's questions about it, and managing the project once it is funded. A good proposal describes an idea that has been formed in full partnership between the applicant and the people the applicant is trying to help.

5. *The applicant is other-centered, not self-centered.* Many proposals purport to benefit an external population but, curiously, request only those things that would directly benefit the organization doing the asking. For example, the title of the proposal may be something like "A Project to Facilitate the Positive Development of Migrant Youth," but the text of the proposal hardly mentions migrant youth. Instead, it eloquently discusses the applying organization's need for an upgraded computer system, new office furniture, a reliable van, and repairs to its headquarters building. Presumably the new equipment, furniture, vehicles, and capital investment would allow the staff to serve migrant youth more effectively, but because the proposal does not mention such service, perhaps not. An old but effective maxim states that applicants tend to write in the proposal about those things that matter most to them. In this example, what matters most is probably the computers, not the kids. A good proposal will describe an idea that clearly focuses on the audience that the organization purports to help and mentions organizational concerns only in the context of serving that audience.

6. *The applicant will invest its own money in the project.* This characteristic seems counterintuitive on first glance; after all, if the grantseeking organization had enough money to do the project, it would not need to ask a foundation for grants. On closer examination, however, the logic is compelling. Money is obviously one of the most precious resources for any applicant organization. An applicant's willingness to invest a significant amount of that precious resource in the requested project bespeaks real commitment to the success of the project. Conversely, an applicant's unwillingness to invest suggests that the organization has no real attachment to the project and may be merely chasing grant dollars. How much the applicant should invest depends very much on the size of the organization. A large and well-endowed institution, such as a university or a hospital, might be expected to commit to the project cash and in-kind resources of at least 50 percent of the amount requested from the foundation. A small and unendowed community-based organization, in contrast, might be doing well to commit 10 percent of the amount requested. A good proposal will describe an idea that includes a significant commitment of the grantseeking organization's own financial wherewithal to the idea's success.

7. *The applicant is determined to do the project, no matter what.* Perhaps the most chilling words you can hear from a grantseeker are "If your foundation won't fund this, the project will die." This sentiment may be meant to flatter you with a sense of indispensability, but if it is literally true, then declining the request will be a salutary form of euthanasia. Why is it, you might ask, when there are more than fifty-eight thousand other foundations in the United States, plus thousands of corporate giving programs, that a no answer from this particular foundation will prove fatal? Leaders of successful projects invariably have a never-say-die attitude that will not allow them to consider a rebuff, or even multiple rebuffs, as a death sentence. The founder of a

prominent curriculum-support organization endured 156 consecutive refusals by foundations to fund the proposal to establish his organization before he finally succeeded in getting a grant to do so. One foundation program officer notes, perhaps only half-facetiously, "I like to support people who would keep seeking funds if I turned them down; who, if all else failed, would shake down kids for their lunch money." A good proposal describes an idea that the applicant is *completely* committed to seeing through to success.

8. *The applicant has devised a comprehensive approach.* The twentieth century has been characterized by two important social trends moving in precisely opposite directions. The problems of people have been growing ever more complex and interconnected, while the scope of the academic disciplines and the professions has grown ever more narrowly differentiated. People have problems, goes the saying, but institutions have departments. The melancholy result is a number of proposals from very specialized perspectives that purport to solve multifaceted problems.

For example, young people leave school at an early age because of a complex web of issues, which for any individual may include such problems as poor nutrition, inadequate early education, nonexistent after-school options, unsafe neighborhoods, poorly funded schools, economic necessity, insufficient remedial opportunities, and teen parenthood. Obviously, these problems cross disciplinary and professional lines and connect with each other in overlapping and interlocking ways. Yet proposals will arrive that claim to "solve" the problem solely by offering improved remedial opportunities. No matter how well remediated, young people who are hungry or pregnant or who fear for their lives in the schoolyard are still not going to finish school. The problem lies in the way in which specialized training eradicates any sense of the bigger picture. As the old Hungarian proverb has it, "When your only tool is a hammer, all problems will look like nails." A good proposal describes an idea that advances solutions that are at least as comprehensive as the problems they are trying to solve, or at minimum conveys an understanding of its part in a complex and comprehensive social context.

9. *The applicant will work collaboratively with others who can help.* Precisely because social problems are so complex and cross so many disciplinary lines, it is unlikely that anyone organization, operating in magnificent isolation, can solve such problems by itself. It will need to turn to consultants, of course, but it will also need to partner with other organizations that can bring needed skills to the table. Ideally, the partners can be true collaborators: sharing the funds, the leadership, and the credit for success. A good proposal will describe an idea that mobilizes many different players to meet the complex challenges posed by modern problems.

10. *The applicant is willing to have an evaluator assess the project.* Both the grantmaker and the grantseeker need to learn from the successes and the failures of a project in order to improve their performance in the future. And both need to be able to demonstrate that their work produces tangible results in the real world. Neither is in a position to do this work itself, due to its obvious self interest. Both need the services of an observer to study the project's process and assess its outcomes at the end. Many grantseekers are reluctant to request evaluation, for fear that grantmakers will be unwilling to pay for it or that a critical report will doom their chances for future funding. You must reassure the grantseeker that the foundation is indeed willing to pay all reasonable costs for an evaluation and that the foundation will not automatically cease funding on receipt of a critical evaluation report. A good proposal will describe an idea that is openly evaluated by a knowledgeable observer.

11. *The applicant will continue the project after foundation funding ceases.* One ancient piece of grantmaking wisdom holds that foundations should not fund any project or organization forever. After all, if a foundation's budget is encumbered by multiple ongoing commitments to past grantees, it will lack the flexibility to respond to new opportunities. As a practical matter, though, there are exceptions to every rule. On rare occasions, a foundation may wish to take on a "signature" project that it expects to support indefinitely. For instance, the Irving S. Gilmore Foundation of Kalamazoo, Michigan, provides ongoing support for the Irving S. Gilmore International Keyboard Festival. There is also wisdom in arbitrarily setting deadlines for ceasing to fund a project. A few may need only a year or two of support to take root; many may require a decade or even more to demonstrate their value to others. It makes sense, therefore, to emphasize continuation from the beginning of a project. Other funders should be on board, or at least interested. (Another piece of received wisdom in the foundation field is to avoid funding anything 100 percent: "to assist, but rarely or never to do all" was one of Andrew Carnegie's rules [Hendrick, 1932].) The proposal should contain a plan for gradually weaning the applying organization from foundation support, and a blueprint for securing funding from other sources. A good proposal will describe an idea that has multiple funders and a realistic plan to secure ongoing support for the project from a variety of sources.

12. *The applicant's project has the potential for broader impact.* A demonstration project, if done right, will have a positive impact on the small part of the world that it touches directly. There is nothing wrong with that, but it is highly desirable to expand the project's influence more broadly. Although successful pilot projects cannot be replicated like so many photocopies, it is possible, with careful execution, for a foundation to bring a project to scale by adapting it to other situations in other places. For instance, the Local Initiatives Support Corporation, originally funded as a pilot program by the Ford Foundation, has now spread its residential and commercial development activities around the nation and has broadly diversified its funding base. It is also possible for the applicant- or the foundation- to use lessons learned in projects to affect the way that laws and regulations bearing on the subject are written or rewritten. The Robert Wood Johnson Foundation and the Kaiser Family Foundation, to take only two examples, have had great success in mobilizing lessons learned from their projects to encourage desirable reforms in national and state health policy. A good proposal describes an idea that, when implemented, could have broader than local impact, whether by bringing projects to scale or by working to effect changes in the policy arena.

© Reprinted with permission. Orosz, Joel J., "Twelve Characteristics of a Good Proposal." *The Insiders Guide to Grantmaking*. pp. 76-82.



Fifty-Three Ways for Board Members to Raise \$1000

by Kim Klein

All good fundraising plans have one thing in common: they show a diverse number of sources for their income. The board of directors plays a crucial role in selecting, implementing, and evaluating fundraising strategies. In addition to other ways that board members may participate in fundraising, they individually commit to raising and giving a certain amount of money, or commit to working by themselves on specific strategies with no financial goal attached.

It is a good idea for board members doing fundraising on their own to write up their plans. This “contract” allows staff to know when they might be called on to help, ensures that events don’t happen on the same day or the same donors aren’t solicited by several board members, and also helps to remind board members of their commitments.

In order for this method to work, the organization or the board fundraising committee should think of many specific ways board members could actually raise money by themselves. The fifty-three ways suggested below are not an exhaustive list, nor will they all work for every group. Few board members could use all fifty-three ways, but

almost any board member should be able to use two or three of them.

All of these methods have been used by different volunteers in a wide variety of organizations. Some methods are much more popular than others. Some depend on access to certain resources.

Presenting board members with fifty-three ways that would work for your organization helps counter the excuse, “I would help but I just don’t know what to do.” Having each board member write out a plan, with goals and a timeline, also gives them a sense that if they do their best with this plan, they will have helped significantly. Many board members feel that fundraising is never ending, and that no amount of effort is enough. “Whatever I do, I could have done more and probably should have,” they say. This feeling of inadequacy leads to high turnover, burnout, and resentment in boards. Specific fundraising contracts can help avoid that result.

Following the description of the fifty-three ways board members can raise funds, there is a suggested format for a contract and examples of some completed contracts.

1. Give it yourself. This is the easiest way for those who are able, although if you are able to give this much money you should be helping to raise much more than \$1000.

2. List all your friends who are interested in your organization or similar organizations. Decide how much you want to ask each one for. If you are not sure of an amount, use a range. Write to them on your own stationery, include a brochure from the organization and a return envelope. Phone those people who don't respond in two weeks. Some people will need 10 friends to give \$100, and some people need 50 friends to give \$20. Most people will need a combination of gifts of \$100, \$50 and \$25.

3. Give part of the \$1000. Then ask your friends to join you in giving \$50, \$100, or whatever amount you gave. This is most effective because you are not asking them to do anything you haven't done.

4. Set up a challenge campaign. Challenge gifts can be quite small. Tell people you'll give \$5 for every \$25 they give, or will match every \$50 gift up to ten gifts. For added suspense, make this challenge during a fundraising event. You or the host can announce, "We now have the Dave Buckstretch Challenge. For the next five minutes, Dave will give \$5 for every new member that joins Worthy Cause."

5. If your organization has several grassroots fundraising strategies in place, use them all:

Sell 100 raffle tickets (@\$2)	\$200
Give \$200	\$200
Sell 10 tickets to the annual event (@ \$25)	\$250
Buy two gift memberships (@ \$25).....	\$ 50
Get 12 friends to join (@ \$25)	\$300

6. Help with your organization's phone-a-thon. Bring the names of people you think would like to join and call until you have raised \$1000. Or trade names with someone in the organization and call their friends until you have reached \$1000. This is particularly effective for people who are shy about asking their own friends for money but are not afraid to ask people they don't know.

7. Acquire mailing lists for your organization. If you belong to another group, perhaps you can set up an exchange, or perhaps you have access to a list of members of some other group. You can ask all your friends to give you the names of 10 to 15 people they think would like to join. You would need to recruit about 25 members at an average gift of \$40. Depending on how "hot" your list is, you might need as few as 200 names (to do a bulk mailing) or as many as 1500-3000 (if you expect a 1-2% response). You would have to have a greater response if you wanted the mailing to pay for its costs and also generate \$1000.

8. Give the organization something they need that is worth \$1000, such as a new computer, filing cabinets, couch, software program, etc.

9. Pledge \$28 a month, and get two others to do likewise.

10. Teach a seminar on a topic you know: fundraising, knitting, organic gardening, organizing, proposal writing, environmental impact reports, gourmet cooking, dog grooming, starting your own business. Charge \$50-75 per person, with a goal of 15 to 20 people. Either absorb the cost of promotion, or have enough participants to cover it.

11. Give some or a lot of things to your organization's garage sale, making sure they are worth \$1000, and then help to sell them all.

12. With four or five friends, have a spaghetti dinner at a temple, church or union hall or other big room with a large kitchen. Charge \$10 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 or gourmet food, or have special entertainment. Charge \$40 or more per person, and have 25 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's for the main course, and the last person's 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 that carries guests from house to house, or have live music at each site.

15. Host a house 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 then, or after the party contact everyone individually who came and 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 a \$5 entrance fee 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. (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. This might look like:
 Poker Party..... \$200
 Fancy dinner (8 people \times \$50)..... \$400
 Sell 50 raffle tickets @\$2..... \$100
 Book sale \$200
 Recycle newspapers \$100

18. Solicit small businesses, churches, synagogues or service clubs for \$1000. If you are active in a church or you own your own business and are involved in business organizations or service clubs, this can be very effective. You can often raise \$200-\$1000 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 \$1000.

20. Ask five to ten people to save all their change for three to five months. You save yours. Count it at the end of the prescribed time and use one of the other methods to raise the rest. (You may not need to.)

21. Ask two to five friends to help you put on a bake sale, book sale, or garage sale. You and your friends bake the goodies or get the books or the other stuff required for the sale, staff it and clean up afterwards. This is an excellent way to get people involved in fundraising without ever actually asking them for money.

22. For the fairly rich: Give your organization \$13,000 as an interest-free loan for a year. They invest it, earn 8%, and at the end of the year, they give your \$10,000 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 five friends to sell 100 raffle tickets at \$2 each, or invite ten friends 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 wine, 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 group 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 historic tour, a sailing trip, a rafting trip, or a horseback ride. Charge \$15-\$25 per person, or charge \$35 and provide lunch. Advertise the event in the newspaper to draw in people from 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 $\$12 \times 12$ \$144
 From your dinner $\$12 \times (12 + 12)$ \$288
 From those dinners $\$12 \times (12 + 12 + 12 + 12)$ \$576
 From those dinners $\$12 \times (12 \times 8)$ etc.

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 12×12 dinners.

30. Collect cans for recycling. Ask all your friends to save their cans and bottles for you and turn them in to a buy-back recycling center.

31. Sell your frequent flyer miles to friends or donate them to the organization for a raffle. Watch the rules of the airline on this, but some airlines let you give away miles, and you may be able to sell your miles as long as you don't go through a mileage broker.

32. If you live in a nice house or own a getaway cottage in a beautiful place or an expensive city, rent it out for a week or a weekend two or three times during the year and give the proceeds to your organization. Or rent a room in your home for much less than the cost of a hotel room to people needing a place to stay while they are on business in your city. You may even make a new friend in the process.

33. Organize a service raffle. Get four people (one can be you) to donate a simple but valuable service that many people could use and sell raffle tickets for \$10-\$20 each. Keep the price a little high so you don't have to sell so many and so that the buyers have a higher chance of winning. Services can include childcare for a weekend or for any weekend night two weekends in a row; one day of housecleaning; yard work; house painting (interior or exterior), etc. Sell the tickets to neighbors, work mates and to other board members. Encourage people to buy several by offering discounts for multiple purchases, such as one for \$10, 2 for \$20, but 3 for \$25, 4 for \$35, 5 for \$40. If you are really bold or live in a more affluent area, or have few friends, sell the tickets for \$50 each. A full day of housecleaning for \$50 is a real bargain, and buyers have a high chance of winning with fewer tickets sold.

34. Offer to do something your friends and family have been nagging you to do anyway and attach a price to it. For example, quit smoking on the condition that your friends donate to your group, or get your friends to pay a certain amount for every day you don't smoke for up to 30 days. Agree to match their gifts at the end of thirty days if you didn't smoke and to give

them their money back if you did. (This method could be applied to other healthy behaviors, such as exercising or not eating sugar.)

35. Find out what items your group needs and try to get them donated. This is good for people who really hate to ask for money but who don't mind asking for things that cost money. Items that one can sometimes get donated include computers, office paper and other office supplies, office furniture (second-hand from banks and corporations as they redecorate), fax machines, adding machines, food, even cars.

36. If you or someone you know owns a small business that has regular customers who receive a catalog or announcements of sales, write them an appeal letter for the organization. Your letter can say something like, "You are one of my best customers. As such, I let you know about sales coming up and good things happening in my store. Today, I want to tell you about another good thing—what I do when I am not minding the store." Then go on to describe the group and ask for a donation.

37. Similar to #36, post this letter on your Web site. Link to the organization's Web site and ask people to donate.

38. If the organization doesn't have a Web site or doesn't keep their Web site up, ask all your techie friends to donate \$100 each and hire a Web Master.

39. Give it yourself. (This is so good I have to say it twice.)

40. Strategy with a long-deferred payoff (we hope): leave the group a bequest.

41. With similar hopes as above, get friends to include the group in their wills.

42. Ask friends who belong to service clubs, sororities, antique collecting groups, support groups, bridge clubs, etc. to discuss your organization in their group and pass the hat for donations. A once-a-year sweep of even small groups can yield \$100 from each.

43. For the church-going: ask if your organization can be a "second collection." The church passes the plate for its own collection and then you or someone from your organization gives a brief talk (or sometimes the whole sermon) about your group and the plate is passed again; the proceeds go to your group.

44. A variation on the above is to organize a "second collection Sunday" and get as many churches as you can to take up a second collection for your organization on the same Sunday. Someone from your group will need to be at each service and give a brief talk. Second collection Sundays can be very lucrative: the Catholic Campaign for Human Development collects as much as \$20 million on one Sunday in all the participating Catholic churches in the United States.

45. If, as a child, you collected something avidly that you now store in a basement, consider selling it. Coins and stamps are particularly valuable and have usually increased in value over the years. But your collection of rocks, toy ships or rockets, arrowheads, or dolls can also be valuable. When you donate the income from the sale, you can deduct that amount from your taxes—an added bonus of this strategy, since you probably paid little or nothing for the items in the collection.

46. Have a sidewalk sale or garage sale for your whole neighborhood or building. Go around to your neighbors and tell them you will take their stuff outside and sit with it all day to sell it if they will donate half or all of the proceeds to your group. Since this is stuff people want to be rid of anyway, it is a good deal for them. In one apartment building with ten units participating in donating stuff, an organization netted \$3,000 in one day. Three people from the organization helped with the selling. With a few high-ticket items, such as a washer/dryer or some nice lamps, you can make good money.

47. If you have an artistic bent, offer to design greeting cards to specification for organizations or individuals for a fee. If you are good at calligraphy, sell your skills to schools for graduation announcements, friends for classy but low-cost wedding invitations, or just fun certificates such as "World's Greatest Dad" for Father's Day or "Outstanding Friend." Create unique Halloween costumes or masks. Donate the proceeds from your artistry.

48. Create a take-off on the "adopt-a-highway" technique by naming budget items of your group as available for adoption. You could develop a flyer that reads, "The following items have been found near death from negligence and abuse. Won't you help? \$25 per month will ensure that our computer is maintained. \$100 per month will release our photocopy machine from toiling with no toner and a dying motor. (We can lease a new one.)"

49. An idea for people who live in border towns: Get permission to place a large container in stores or even at the airports of towns near national borders. Have a sign that asks people (in several languages) to throw in any coins or paper money they have not exchanged. Many times people leaving Canada or Mexico don't have time to exchange all their money or cannot exchange their loose change. Multiply this times hundreds of shoppers or travelers and you can make a lot of money. UNICEF does this in many European airports.

50. Hold an "I'm Not Afraid" Auction. You can do this with just a few friends or hundreds of people if you have enough items to auction. You survey a few people (and use your own common sense) about what things need to be done in their home or office that they are afraid of or would really

rather not do. This is different from a service auction—there has to be an element of dread in the activity. For example, some people cannot wash their windows because their apartment is too high or the second story of their house is too high and they suffer from vertigo. If you are not afraid of heights, you can sell your window-washing service (bring a sturdy ladder). This goes for drain cleaning, minor roof repairs, antenna fixing, etc. Or, if you are unafraid of cockroaches or spiders, you can offer to clean out that dark corner or garage or basement for a small fee. Snakes can be found in gardens and woodsheds, but maybe that doesn't bother you. The problem doesn't need to be as serious as phobia. How about allergies to dust, pollen, weeds? If you don't have them, you can mow, sweep, clean for a fee. By marketing it as an "I'm Not Afraid" Auction, you also have the option for people to name something they need done to a group of volunteers, and then have a volunteer say, "I'm not afraid to do that." In that case, you will need a set fee for service.

51. Similar to the suggestion above is the "Details Auction." This is for all your friends whose desks are overflowing with papers or who can't get their receipts in order to give to the tax preparer or who complain they can never find anything. If you are a well-organized person, offer to clean up their

desk, get their Rolodex in order, file their papers, etc. If you like to shop, sell that to people who don't and do their holiday shopping for them, or buy birthday, baby shower or niece/nephew presents for them. Anything that people feel they cannot control is the organized person's fundraising dream come true.

52. Find out which of your friends (perhaps this is true for you also) work in corporations with matching gift programs. Then ask them to donate and get their gift matched for your organization, and ask them to ask their co-workers to donate and get their gifts matched.

53. Think of a store or service related to your organization or where a lot of your members shop. Ask the store to donate a percentage of profits for a certain day or week, or even forever. You can also explore this with mail-order firms. Then you advertise widely to friends, family and members that Joe's Florist will give 2% of each sale during Valentine's weekend to anyone identifying themselves with your group.

As you can see, almost all of these strategies involve asking for money and giving money yourself. These are the basic premises of fundraising—you must ask, you must give. Everything after that involves creativity, imagination and a sense of fun.

Samples of Fundraising Commitments by Board Members or Other Volunteers

Sample agreement form to be filled out by volunteers:

I, _____, 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. ___ YES ___ NO

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

Example 1

I, Matthew 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, which 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.

Signed: _____.

Example 2

I, Jane Mahoney, will help the Women's Rights Organization raise \$1000 in the next calendar year.

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.

Goal: \$500

Planning: I will need some help finding a free room for the seminar, but no other staff help is needed.

Date of seminar: March 15.

Date to begin planning: Jan. 15.

2. I will contribute my couch to the garage sale. It is worth \$100, but I will sell it 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.

Planning: I need the staff to tell me the date of the sale a month in advance so I can get the ad 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: 20 people actually joining @ \$15 = \$300

Date: June 15

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

Note: I plan to go \$100 over my \$1,000 goal, so that in case something goes wrong I will still make my goal.

Signed: _____.

Example 3

I, Carol Benson, will help the Advocacy and Action Task Force to raise at least \$500.

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

I will also:

1. Solicit a new computer for our office. I will work on this until March.
2. If that fails, I will solicit a fax machine. (I know some people in the office supply 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 all the baked goods donated 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.

Signed: _____.

Kim Klein is co-publisher of the Grassroots Fundraising Journal.