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FUNDRAISING AND VICTIM SERVICES

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INTRODUCTION

As this being written, in the spring of 1981, the decade-long experiment in Federal support of criminal justice innovation is drawing to a close. Under current plans, the Law Enforcement Assistance Administration will award no more grants as of October of this year. Among the most important criminal justice innovations that will cease getting LEAA's seed money are programs of victim and witness assistance.

In one respect, the millions of dollars of LEAA subsidies in the victim/witness field have been a very successful investment. With LEAA's assistance, added to other kinds of Federal, state, and local aid -- and incalculable quantities of self-help -- thousands of general and specialized victim services programs have been established, and hundreds of witness assistance programs have been set up in prosecutor offices. Practically none of these programs existed a decade ago. Most, it now seems safe to say, will be here a decade from now.

On the other hand, the victims movement has a long way to go before victims and witnesses of crime are routinely treated with decency and respect in every community across the country, and the movement's progress towards that goal will be hampered by the loss of LEAA's support. Equally discouraging is the fact that a great many victim and witness assistance projects will have to struggle merely to survive without LEAA funding -- a struggle that will be all the more difficult because of cutbacks in spending which are being made at every level of government these days.

The National Organization for Victim Assistance is already joined in the effort to preserve the gains of the last ten years. NOVA hopes that this fundraising manual will help at least some programs of victim and witness assistance survive and thrive in the lean years ahead.

The manual was developed out of the experience of the author and dozens of others who have administered victim or witness asssitance programs. These experiences were tested against the literature in the field of fundraising for human services programs in general, and then reduced down to what aims to be a brief, clear set of prescriptions. The manual would have been much longer if its recommendations, which call for significant changes in the way many projects are run, were presented as tactiul, round-about suggestions. That approach was considered, but not for long.

In general, the manual emphasizes methods of raising private contributions for private victim assistance programs. The assumption here is that writing grant proposals to government agenices or foundations is a skill most project administrators have acquired. Thus, that form of fundraising is not stressed here.

Similarly, it was assumed that programs housed in public agencies understand the process of becoming "institutionalized", that is, kept operating through regular appropriations from municipal, county or state government.

Even though some project administrators might welcome advice on how to get their programs institutionalized, it was felt that a fundraising manual was not an appropriate vehicle to take up this complicated, political topic.

This does not mean, however, that the manual has nothing to offer to, say, a prosecutor's victim/witness unit which will have only bare-bones, local funding when its final LEAA grant runs out. That hypothetical project can solicit all kinds of indirect services from the private sector, and it can follow the example of several public agencies by establishing a private, non-profit auxillary -- like a "Friends of the Victim/Witness Assistance Program" -- that solicits and manages volunteers and financial resources. In this respect, the manual may be of help to any kind of program, public or private, in the victim/witness field.

NOVA hopes that readers will send in their comments and recommendations so that future editions of this manual will profit from their contributions. That request speaks to NOVA's essential mission as a national voluntary association: to learn from the victimized and their helpers, and to see to it that their lessons are acted on. That is an ongoing responsibility which NOVA can meet only as long as its members and friends help out. We hope that this manual will be part of that reciprocal relationship.

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CHAPTER ONE: GENERAL PRINCIPLES IN FUNDRAISING

There are several general principles which can be applied to any fundraising strategy. Though simple and straightforward, they should not be ignored. They are summarized here and are discussed at more length in the chapters which follow.

1. Think before you act.

Make fundraising an integral part of your program's administration. Plan the fundraising component well. Know your program -- its successes and problems. Know your budget and your funding needs. Schedule your efforts well in advance in order to give yourself enough time to cope with unexpected delays. Plan for things to go wrong. They always do.

2. You cannot succeed unless you try.

Even if you are not a professional fundraiser, be confident that you can successfully run a fundraising event, a direct mail campaign, a phonathon, or a corporate solicitation. But that confidence must be well-grounded: you have to believe in your program and its service. If you don't believe that it deserves support, no one else will either. If you do, you can generate support from others.

3. You should be good and tell people that you are good.

Most victim services programs deliver needed assistance in a professional manner. But the impact that these program have upon their communities is often the best-kept secret in

town. People give money to groups that they have heard of. Many victim and witness asssistance directors do not realize that successful fundraising is founded on successful program management and publicity.

4. In order to receive money you must ask for it.

Most people don't have to look for a place to give money -- good causes abound. Willing donors exist, but they need to be asked. When you ask for money ask for a specific amount. The donor can then adjust his or her contribution to the suggested range. Do not be unrealistic in your request, do your homework well, and then ask tactfully and with conviction.

5. Fundraising never ends.

No one source of funds is adequate for an ongoing program. Many victim and witness programs are currently undergoing cutbacks or terminations because they have relied too long on federal subsidies. Individuals, corporations, and government can all be fickle. The development of a fundraising strategy involves planning for several kinds of annual fundraising activities. With a fundraising strategy, if one source of funds fails one year, adequate sustaining funds can be found elsewhere.

6. ABOVE ALL, REMEMBER CONTRIBUTORS AND GRANTORS ARE PEOPLE.

Let your contributors know that victim services are people services. Acknowledge your contributors with praise and thanks. Always be courteous. Every good fundraiser knows that contributors can give to a program solely because of its goals -- but that, more often than not, they contribute because they like the people associated with it, they know of someone who has been helped by it, they want to be a part of its success, and its staff has treated them with respect.

CHAPTER TWO: THINK BEFORE YOU ACT

Knowing your program -- its successes and problems.

Most victim service program directors have a general understanding of their purposes and objectives. The programs have been developed in response to the needs of victims and witnesses of crime. They may provide assistance in any of the following areas: direct crisis intervention and counseling to victims, financial compensation, medical aid, social support services, education and information on criminal justice processes, or witness management.

However, many programs need to take time to develop a more precise definition of what their programs do and the needs which they address. A brief review and evaluation of the program can be extremely helpful in developing funding proposals or in designing solicitation packages.

A clear statement of the need for the program can be developed by first enumerating the number of victims of crime in your jurisdiction in the last year and the number of prosecuted cases and witnesses. This nummerical summary should then be supplemented with an analysis of the types of services which are needed by victims and witnesses.

The objectives of the program should be described in terms of the specific needs which the services attempt to meet. Many programs operate with loose program objectives and lack definition in how those objectives will be met. This is particularly true of many grassroots organizations.

Individual staff members may be setting their own goals and priorities which may or may not be the same as the overall program goals. A review of the actual objectives and your priorities will help you to function better within the organization as well as provide a statement which can be used in many proposals or program descriptions.

A review of the program should be made on the basis of the number of victims or witnesses served and the types of services provided. The program then should be evaluated in terms of (1) whether or not the program objectives were met; (2) the cost of providing service; and (3) efficiency of the organization in meeting the objectives. This is not a manual on evaluation. However, some type of evaluation for victim service programs is essential for both effective service as well as on-going fundraising efforts. Every program should attempt to construct an evaluation system which is an on-going part of their program plan.

Knowing your budget and your funding needs.

Many victim services programs do not have a sound idea of their true budget needs since they have operated with in-kind donations and subsidies over the years. The fact that your program is housed in the district attorney's office and the program does not pay rent does not mean that rent should not be a part of your analysis of cost or a part of your budget considerations. The rent is an in-kind subsidy and should be reflected in your annual financial review. At some time in the future you may have to pay rent and you should have an

idea of its cost.

Drafting a budget

For each of the program objectives which you developed in your program review you should list the services which meet that objective. For each service you should estimate the items indicated in Figure 1.

After you outline each of the budget items for each service, then you should fill in the matrix in Figure 2 with the corresponding costs.

The assignment of costs should be done by determining salaries for projected staff, pricing rental space, pricing equipment costs, pricing telephone service, pricing supplies, determining postage costs, pricing travel expenses, and setting an administrative overhead cost.

Calculating your funding needs.

After you have estimated the total costs in each of the line items, you should then fill in the budget analysis suggested in Figure 3 which indicates your funding and resource needs for the year. Any item for which you do not already have a source of in-kind assistance, volunteers, or funding, should be calculated as one part of your funding needs. You may be able to solicit in-kind assistance to satisfy some of those items, but until you have such assistance you should be calculating the monetary needs to fill the budget item.

--NOTE: IF VOLUNTEERS ARE CONTEMPLATED IN A PROGRAM, THEY SHOULD BE REFLECTED IN PROGRAM OBJECTIVES SINCE THEIR

Figure 1: Budget Items

Description of Service #1:

1.) Amount of personnel time necessary.

Project Director:	Number of Hours:	Type of Involvement:
Service Providers:	Number of Hours:	Type of Involvement:
Clerical:	Number of Hours	Type of Involvement:
Other:	Number of Hours:	Type of Involvement:

3.) Amount and type of office space needed to support personnel:

4.) Amount and type of office equipment needed to support personnel:

6.) Amount of telephone equipment and lines neccessary:

7.) Amount and type of office supplies:

8.) Amount and type of printing needs:

9.) Amount of postage:

10.) Travel by personnel:

11.) Amount of personnel development and training:

12.) Projected direct assistance associated with service such as lodging for a victim of intimidation:

13.) Projected administrative services such as accounting or legal services:

14.) Projected media needs:

Figure 2: Assignment of Costs Matrix

Budget Item	Service 1	Service 2	Service 3	TOTAL	COST
Staff Time					
Proj. Dir.					
Assistants					
Clerical					
Office					
Equipment					
Telephone					
Supplies					
Printing					
Postage					
Travel					
Develop.					
Direct Ser.					
Adminis.					
Media					

Figure 3: Net Funding Matrix

Budget Item	TOTAL COST	Resources	NET FUNDS NEEDED
Staff Time			
Proj. Dir.			
Assistants			
Clerical			
Other			
Office			
Equipment			
Telephone			
Supplies			
Printing			
Postage			
Travel			
Develop.			
Direct Ser.			
Adminis.			
Media			
TOTAL NET FUNDING NEEDED			

CONTRIBUTION WILL BE OFFSET IN PART BY ADMINISTRATIVE COSTS INVOLVED IN VOLUNTEER MANAGEMENT.

Once you have established your annual budget and projected funding needs, you should make sure that you have a financial system which provides you with a capability of monitoring that budget for future projections. Your bookkeeping system should be concise and set up according to established accounting procedures. If you do not already have a regular accountant and if you do not provide for a paid audit in your budget, you should establish the funds to hire such services. It is essential for fundraising efforts that your books are up to date and that you have an annual audit.

Schedule your efforts well in advance.

Time management and effective scheduling are arts which have not been perfected by most managers in the non-profit world. The service orientation of many directors makes them even more prey to classic business executive syndromes such as "attempting too much at once", "unrealistic time estimates", "procrastination", and "doing it myself".

For most victim service providers, the idea of fundraising is essential but it is also an intrusion on their primary goal of providing assistance to victims of crime. As a result, fundraising efforts may be relegated to the "bottom of the heap" in scheduling and priority tasks. It should be emphasized that any program that does not recognize that resource development is necessary to survival and therefore intrinsic to service may well become a fading memory in this current era of austerity.

Scheduling your fundraising efforts is as essential as scheduling the rest of your management tasks. And it should be done with plenty of latitude for delays and mistakes because they always happen.

Timetables should be constructed which reflect both the tasks which must be accomplished as well as the persons responsible for completing them.

The timetables shown in Figure 4 are examples of the types that can be useful.

Before you attempt to plan a timetable for fundraising you may wish to assess or plan your total allocation of time. The following time inventory was designed to help you think through the ways you spend your time.

1. Decide on your total time frame and how much time you have to allocate to each category. Categories may include "direct service", "administration", "fundraising", "board responsibilities", "public relations", etc.
2. Set daily goals. Each day, set aside a half hour before leaving work and list the principle priorities to be accomplished tommorrow.
3. Keep a record of your time. Record what you do for every half hour period for two days to a full week. While this may seem tedious, you will find out that many hours are spent in rest, personal business, etc. This is

Figure 4: Timetables

Task Timetable

Week One
- a.) Development of Fundraising Plan
- b.) Preparation of Fundraising Plan for Board of Directors
- c.) Timetable for fundraising developed
- d.) Contact Board with Fundraising Plan
- e.) Set agenda for Board meeting

Week Two
- a.) Prepare notes and minutes on Board meeting
- b.) Meeting of Fundraising Committee
- c.) Correspondence to Board of Directors on results of Fundraising Committe.
- d.) Preparation of notes and minutes of Fundraising Committee
- e.) Etc.

Task and Staff Timetable

Task		Deadline	Assigned To:	Status
___	Task 1	______	______	______
___	Task 2	______	______	______
___	Task 3	______	______	______
___	Task 4	______	______	______
___	Task 5	______	______	______

not necessarily a bad allocation of time, but be honest or you will not be able to analyze carefully what time you really have to spare.

4. Estimate how effective you were during your recorded time periods. Record percentages of effectiveness.

5. Evaluate this time record and then set a timetable of goals and objectives for your program and your fundraising activities.

REMEMBER, IN CONSTRUCTING A TIMETABLE FOR EITHER MANAGEMENT OR FUNDRAISING ACTIVITIES TO ALLOW FOR DELAYS, OBSTRUCTIONS, AND OTHER BARRIERS TO ACCOMPLISHING THE GOALS YOU HAVE SET. YOU HAVE TO PLAN FOR EVERYTHING BEING LATE...

CHAPTER THREE: YOU CANNOT SUCCEED UNLESS YOU TRY

A common problem among victim service providers is that they feel that they are unable to raise funds. They don't like asking people for money and they don't believe they will succeed.

"I don't like asking for money, it's embarrassing..."

Many people feel there is a stigma to asking others to contribute money to specific projects. Often they feel constrained because they were raised to believe in being self-sufficient and asking for money may be too much like "begging". You must remember that you are not asking for contributions for yourself, you are asking for funds to help sustain an important service for the community. Obviously you believe in your program or you would not be devoting long hours to service. Your clients deserve assistance which means that your program deserves financial support. Don't let your preconceived notions about fundraising interfere with financial development.

"Fundraising is hard because most people will say no..."

Its hard to ask for something and then be rejected. Anyone who has tried to solicit assistance, votes, or money has had the depressing experience of a door slamming in their face. It is unpleasant and discouraging. But while lots of people may say no, many will be very supportive. Whether they give money or not, you have an opportunity to bring the problems of victims and witnesses to their attention. Be polite and thank everyone for their time. Even the people who say no the first time may eventually be convinced of your program's worthiness.

"I don't know how to raise money, I can't give speeches or talk to people..."

Not all fundraising involves direct verbal contact, but much of it does. Even if you write a proposal, you may have to defend it or explain it to the representative of the funding agency. Not everyone needs to know how to speak or to talk to others, but program directors must master some fundamentals. Some people find the following suggestions helpful:

1.) Write out the purposes and objectives of your program in clear and concise English. Memorize this short statement of purpose so that you can easily tell them to anyone who asks you.

2.) Write out a short description of your program services and memorize this.

3.) Think about two or three successful cases in which your program provided needed service to a victim and witness. Practice telling people about those cases so that you can always have examples of your services.

4.) If you are explaining a proposal to someone, make sure you know the funding figures and your budget well. Keep a copy of the proposal with you and file tab the various sections so that you can flip to them easily to find answers to questions.

5.) If preparing for a short speech, review other speeches you have heard relating to victim services and select a good outline. Fill it in with examples from your own program.

6.) If you hear someone give an effective speech, ask him/her for a copy and ask if s/he would mind if you used ideas from it in your own work.

7.) Quote liberally from experts in the field if you have trouble formulating your own ideas.

8.) Remember that your services and your experience will speak for themselves, if you can just relax long enough to share them with your audience.

"I don't know how to raise money, I can't write good proposals or letters, or design brochures and pamphlets."

Not all fundraising involves writing skills, but some writing is usually necessary. Even if you are planning a benefit event, a door-to-door canvass, or phonathon, you will need some brochures and will have to write letters of request, appreciation, and thanks. Not everyone needs to know how to write, but program directors must master some fundamentals. Some people find the following suggestions helpful:

1.) Find a good basic secretarial book and use it for reference in style and language for business letters.

2.) Make sure you check the spelling and meaning of any words that you have some questions about.

3.) Enlist the assistance of your local printer in designing and laying out brochures and printed materials.

4.) Practice writing short program descriptions. Let a friend read them and tell you whether or not they are clear and understandable.

5.) Ask a person who writes well to help you improve your sentence construction, paragraph development, and proposal organization.

6.) Remember that people write best about what they know best. You know your program well. With some attention to basic grammar and style, you will be able to write about it.

"I can't raise money, I don't know how...."

While some people may say that they don't know how to raise funds because they can't write, they can't talk, or they can't ask, most people say they can't raise money simply because they don't know how.

There is a growing tendency in this country to rely on "experts" when planning or doing anything. While experts may have their place in providing advice and assistance, remember that not all professionals are experts and not all service providers lack expertise.

Common sense, a little reading, and a lot of practice will go a long way in making your fundraising efforts a success. Each year your fundraising will improve. You will learn from your mistakes.

Learn from other people's fundraising successes and failures. Think about times when you have contributed to

fundraising events, sent in money for Easter Seals, or gave money for a special cause. Figure out why you gave and list all of the other reasons you can think of for why you would have given. Then, think about the times when you did not respond to a solicitation and figure out those reasons. List all of the reasons in each category and use them as a basis for developing your own materials and strategies.

Keep a file of all of the direct mail requests you receive and copy down the style and content from letters which are good. Letters you don't like, keep on file so you don't make similar mistakes.

Keep a file on good advertising. Fundraising for your program is selling your program. Good advertising works for commercial corporations and it can work for you,

Look at reference books so that you can find out what others have learned from experience. But you can't learn fundraising without trying to do it, and you won't succeed in raising money unless you try.

CHAPTER FOUR:

YOU SHOULD BE GOOD AND TELL PEOPLE THAT YOU ARE GOOD

Victim and witness assistance programs provide needed services in their communities. But often they forget to tell anyone about it. Developing public awareness through publicity and education is a key factor in any successful fundraising.

Your image.

Before you begin to design your fundraising plan, you should make sure that you have given adequate attention to the impression your program makes on others -- its image. There are two aspects of that image which are essential to fundraising: your "business" image and your public image.

The professional look.

Your business image is created by how effectively your program operates and meets its goals and objectives. The review of your program and your ongoing evaluation will help you in developing a good business image. The following is a list of the main features of a good business image:

1.) A logical staffing plan and supporting documentation, including job descriptions and work management programs.

2.) A good budget and financial statement.

3.) A good bookkeeping system and a regular audit.

4.) An annual plan and a long-term (3-5 years) plan for the organization.

5.) Professional office behavior.

6.) Conformance with local, state and national laws and standards.

Conformance with local, state and national laws and standards involves filing appropriate articles of incorporation, obtaining tax-exempt and tax-deductible status, obtaining bulk mail permits from the post office, registering with appropriate state or local offices in order to meet charitable solicitation regulations, etc.

You should be aware of three independent groups and their effect on your fundraising efforts as well. First, your local Better Business Bureau should be informed about yout organization and you should provide them with any necessary information which they need to develop a good report on your program. If you are doing local fundraising they will probably receive inquiries on your efforts.

Second, the Council of Better Business Bureaus, Inc. in Washington, D.C., has a Philanthropic Advisory Service which publishes a list of organizations which meet their ethical standards in fundraising. Organizations which intend to do national fundraising should register with them. It is helpful to obtain a copy of their "Standards for Charitable Solicitation" to guide your efforts. It costs $1.00 and can be requested from:

Philanthropic Advisory Service
Council of Better Business Bureaus, Inc.
1150 17th St., N.W.
Washington, D.C. 20036

Finally, the National Information Bureau has also developed standards for fundraising and publishes bulletins which list organizations which do and do not conform to their standards. Again, these bulletins cover organizations which are involved in national solicitation campaigns, but the standards may be of use to you on a local and state level as well.

Marketing your program.

In the last twenty years the American business world has grown to acknowledge the necessity for strong marketing philosophy in corporate planning. The impact of mass media, the high degree of individual mobility, and the growth of affluence has contributed to the focus on sophisticated marketing techniques in most major companies. The average individual is innundated every day with countless blatant and subtle marketing appeals ranging from used-car sales to solicitations to save the whales. If you are going to be able to raise funds effectively you will have to learn and practice some fundamentals of marketing.

Your public identity.

You need to associate your program with a name or logo which is immediately attractive and memorable to the average individual. Most victim and witness services have already established a name. However, many may wish to reconsider their logo. Ideally the name and logo should be simple and accurately reflect the purpose of your organization. You might want to solicit some assistance from a graphics artist

or public relations firm if your imagination fails you.

General rules for a name or logo:

Short, simple, and easy to spell or read.

Easy to remember.

Easily associated with your purpose.

Adaptable to any advertising medium.

It takes money to make money.

You need seed money to support the development of a good public image. Poorly designed invitations, programs, cheap-looking solicitation letters, or hastily and sloppily prepared proposals do not elicit sympathy. People want to be a part of success, not failure. Your program's image should convey accomplishment, dedication, and stability.

Promoting your program.

Your initial efforts at public awareness should involve the development of at least three kinds of materials on your program.

The first is your program brochure. This brochure may be the most important part of any fundraising effort. You want to provide as succinctly as possible the answers to the following questions: Why does your program exist? What is your program? Who are your clients? What are your program's services? How effective are your services?

The brochure should include pictures, statistics, or testimonials. The text and the visual effect should create an emotional message. It should be easily read. White space and medium to large print are encouraged.

You should print as many brochures as you can afford and distribute them widely. Since you may wish to distribute them by mail, it is advisable to make them fit into a regular business envelope.

The second informational material should be a regular newsletter. This does not have to be expensive. You may wish to limit production to a quarterly distribution. It can be a one or two page flyer or a standard four page edition. It is important as a way to update your public on your program activities without modifying your brochure.

Make sure that both the newsletter and the brochure have a response device through which people can contribute to your program. Also make sure that you send copies of the newsletter to any potential funding source for your program.

Finally, you should produce short public service announcements for radio and printed media, and provide your media contacts with regular press releases on news items in your agency or relating to your clients.

Public service announcements for radio stations can be done relatively inexpensively. You need to write five or six sentences which tell what your program does and suggests that the audience can receive more information at your program headquarters. You should develop personal relationships with station announcers so that you can influence them to air your announcement. Television announcements are extremely effective if they are done well. However, they are expensive

and most programs cannot afford them.

Public service announcements for printed media can also be done locally. It should include a picture, your logo, a reference to the importance of your services, and where the reader can get further information. Again, an emotional message is helpful in eliciting public attention.

Media attention can be generated in two additional ways. First, a news release can focus attention on particular successes of your program or interesting cases. Second, an occasional letter to the editor in the local paper can be very effective in alerting the public to key victim issues. Even if your letter is not printed, you will be establishing contact with the local editor. And, the next time he sees the name of your program, he may give it coverage.

CHAPTER FIVE:

IN ORDER TO RECEIVE MONEY YOU MUST ASK FOR IT

Now that you have polished your business and your public image, how do you go about getting money? Obviously there are a number of fundraising methods. Five specific ways are explained in the next chapter.

However, the key in every technique is that you have to ask for the money. It sounds simple, but to many people this is the most difficult aspect of fundraising. Most people will not give unless they have been asked -- personally.

Ideally there are seven main ingredients in a successful fundraising request whether it is done in a face-to-face solicitation, through a fundraising event, a direct mail campaign, or in a proposal:

1.) The donor should be addressed as an individual -- not as a faceless stranger.

2.) The donor should be told why the program is needed.

3.) The donor should be told the scope of the program and its services.

4.) The donor should be told what his dollars will do to help provide services.

5.) The donor should be told who will receive the benefit of his dollars.

6.) The donor should be asked for a specific amount of money for a specific cause but should be given several funding options so he can choose an alternative.

7.) The donor should be thanked for his thoughtfulness and his money.

CHAPTER SIX: FUNDRAISING NEVER ENDS

This section focuses on five different methods of fundraising. A comprehensive fundraising strategy involves an annual plan that selects target groups to solicit funds from and also develops solicitation strategies in keeping with the funding needs. The annual fundraising plan should be a part of the annual, comprehensive planning document for the program in general.

Before the specific fundraising methods are addressed, program managers should remember that prospective donors often look at your own contributions in assessing the worthiness of your endeavors. Whether or not such questions are justified, questions concerning the level of financial and volunteer contributions that your own personnel provide will be raised. If your members, volunteers, board members or staff are not convinced enough of the organization's worthiness to support it financially, however modest the level, it will be difficult to convince the rest of the world that they should support it. Document contributions from your program's "family" (in-kind and direct financial aid) and be prepared to use it in outside solicitations.

All fundraising methods use the same simple steps. First, you have to identify the prospective donors. This process varies depending upon which method of fundraising you are using. With individual solicitations either directly or indirectly you must compile some basic lists from which you

can make your fundraising approach. For proposals to foundations, corporations, or government you must decide on which agencies or departments are most apt to be receptive to the kinds of service you are providing.

Second, you have to decide how much money to ask for. Every fundraising plan should have an annual goal. That goal should be based on your net funding needs. You should then decide how you are going to try to raise those funds. If your net funding needs are $100,000, examine your budget and the services you provide. Decide what portion can be raised through proposals to government agencies and foundations and what portion needs unrestricted community donations.

The portion of funding that can be raised through proposals should be divided into specific projects. Then the funding levels will be determined for each project by an itemized budget for specific services or by simply designing services within the financial guidelines of the funding source.

The portion of funding that requires a community fundraising campaign should be approached differently. The goal of this part of your fundraising effort should be expressed in concrete dollar figures -- perhaps $50,000 or one-half of your total funding needs. You then need to construct a funding pyramid which visually depicts the total funding goal of this part of your development plan. The construction of this pyramid is based on the following guidelines. One contribution should account for 10% of your total goal and 10 contributions should account for 50% of the total. Further, at least 5% to 10% of your funds should come from small gifts. Large donors tend to avoid social programs that do not have strong grass-roots financial support.

Having designed your funding pyramid, you can figure how much money to request from various individuals in your solicitations. You may request more money in personal face-to-face solicitations than in direct mail. Individual solicitations can be tailored to the individual while direct mail and fund-raising events use general request categories.

Third, you need to make yourself accessible and attractive to the potential donor. In the proposal process this may consist of developing an attractive presentation of your program as well as practicing a personal presentation for a meeting with your funding agency's representatives. In individual solicitations this can vary from developing good written materials to spending hours at luncheons or personal interviews with wealthy prospects.

Fourth, you need to make the request. That process is defined more fully in the previous chapter.

<u>Individual contributions</u>

Many program directors overlook direct solicitations of individuals in their fundraising efforts. Although they may speak to service clubs or other organizations about contributions, they neglect the direct request for individual donations.

Close to 90% of all non-governmental support of non-profit agencies comes from individual contributions in this country. Yet victim service agencies have almost never used this source of funds effectively. Most service providers will say that it is not reasonable for their agency to try to develop individual contributions because they do not know any wealthy people. While it is true that knowing someone who is wealthy can be helpful in individual solicitations, a large portion of individual philanthropy can be traced to gifts between $100 and $1,000 from middle-income families.

<u>Identifying individual donors.</u>

You can identify potential donors in your community in a number of ways. You should always start to compile your list of names by asking your program's board of directors, volunteers, staff, and others to list the wealthiest individuals in your community. They can probably identify these people rather rapidly and provide a great deal of background information on them. Then ask the same people to list everyone they know who contributed to "good causes" in the last two years. This list should include people who have contributed to churches, hospitals, libraries, civic funds, United Funds, etc. These two lists may provide you with an good initial solicitation list.

If your first compilation is somewhat sparse, you may wish to enlarge it by doing some background research. Several sources of information exist. You can check the newspaper over the last year and read the society column for fundraising events and who chaired or participated at such events. You may be able to get lists from local country clubs, churches, professional groups, or alumni clubs. You can also get public information easily on some more prominent citizens by using regional editions or Who's Who (published by Marquis Who's Who, Inc., 200 East Ohio Street, Chicago, Illinois 60611) or your state's version of the foundation directory.

Keep a file card on all potential donors. That card should have the donor's name, address, telephone number, key friends or contacts (if you can identify them), employment, income, and hobbies or interests. A sample prospect card is illustrated in Figure 5.

This card file will become invaluable as you fundraise over the years. It should be updated with other personal information whenever possible. For large donors, birthdays and other special events should be remembered with a special card.

Assessing levels of contribution.

Having identified key individuals for solicitation, you need to assess their potential for contributing and decide on a request level for each person. You have already constructed your funding pyramid. You now need to determine not only the general level of income of the individual to be approached, but the level of disposable income. Fundraising professionals suggest that 5% of an individual's disposable

Figure 5: Prospect Card

Name ______________________________

Address ______________________________

Home Telephone ____________ Business Telephone ______

Family Status: ________ Spouse's Name: ____________

Children's Names and Ages: ____________________

Special Friends or Relatives: ____________________

Employment: ______________________________

Business

Address ______________________________

Title or

Position: ______________________________

Education: High School ______________ Year Grad. ______

College: ______________ Year Grad. ______

Graduate School: ______________ Year Grad. ______

Special Interests:

Hobbies ______________________________

Memberships ______________________________

Organizations ______________________________

Community

Recognitions: ______________________________

____

Individual Income: ____________ Family Income: ____________

income is a good figure to aim at in funding requests. Thus, if the pyramid in Figure 6 is realistic and you have an individual prospect who earns $50,000, his net disposable income may be $35,000. His level of contribution could be $1,750.

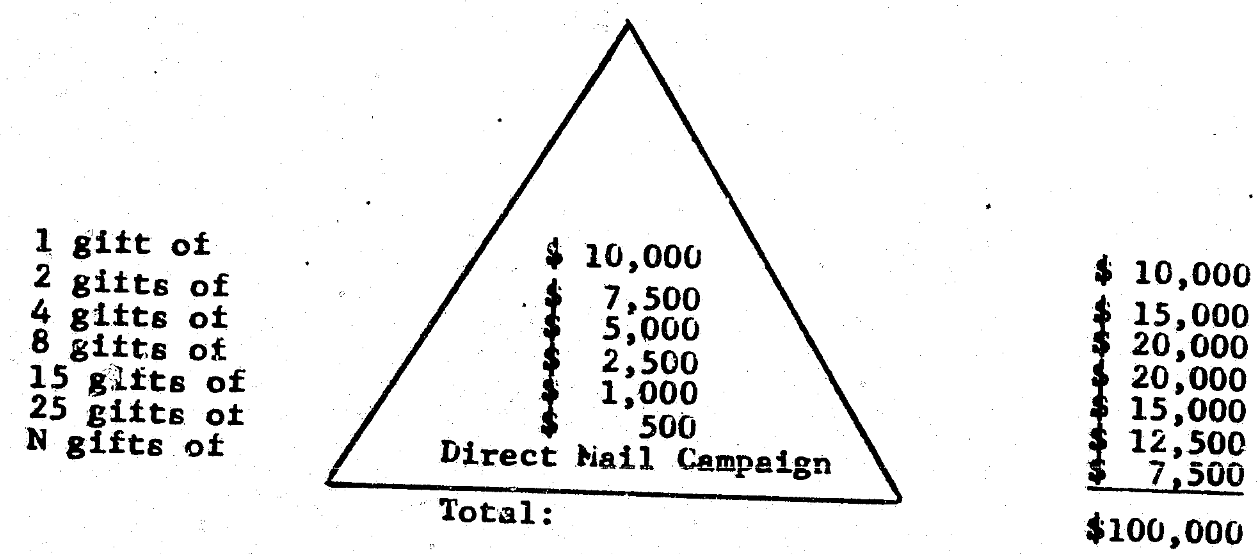
Place all of your individual prospects on the funding pyramid and make sure that you have at least 10 prospects for every gift on the pyramid. Color code or otherwise file all prospect cards based on their potential level of contribution. If your lists are incomplete after you have done the initial phase of income assessment, attempt to complete them with further research.

You are now ready to begin your solicitations. A final note before you start: begin with the wealthiest prospects first. Your largest donors will want to be involved in setting the standards for others in your campaign. And, smaller donors will have more incentive for giving at later stages because there is a realistic chance of reaching the funding goal you have set for the program.

<u>Developing a relationship with your prospective donors.</u>

Personal solicitations require a great deal of time and effort. However, the long-term fund raising benefits can be well worth the energy. Individual fundraising begins and ends with individual contact. You or some member of your fundraising campaign needs to get to know the prospective donors and to develop a friendly relationship. The amount of

<u>Figure 6: Funding Pyramid</u>



From: Tenbrunsel, Thomas W., Louis G. Tornatzky, Marian W. deZeeuw, Fund-Raising and Grantsmanship: Getting Money from the Community for the Community. East Lansing: Michigan State University, 1980.

time spent on this relates to the expected level of contribution.

In the development of your lists and your prospect file you will have gathered a great deal of information on the potential contributors. The next step in preparing for your solicitation is to analyze the possible motivations of the donor for contributing to your program.

Some people contribute to service programs because of their social conscience. Other people contribute primarily because they like the recognition that they may receive for "doing good". The first type of donor needs to be convinced that your program does indeed provide needed services to disadvantaged individuals. The second type of donor needs to know in what ways he will be recognized for his good work (i.e. the presentation of a plaque, a certificate, or public acknowledgement).

Whether or not an individual is interested in altruistic goals or public recognition, most individuals give to social causes that are related to three major concerns: religion, health, and education. Therefore you should attempt to relate your victim service program to one or more of these broad categories. The most successful linkage is found between victim services and health. By emphasizing the need to provide crisis intervention or counseling in order to assist some victims in maintaining or regaining a sense of emotional and mental well-being and the need for medical services for victims of physical injury, you can show a

strong connection between victim assistance and health related goals.

A second strength is the relationship between victim and witness management and public education in the field of criminal justice. By showing the need for such education and the fact that your program helps in providing public and individual education in criminal justice processes, you can indicate the contribution your agency in this field.

In order to obtain personal involvement of the donor in your program, you should arrange for both an initial interview or contact with the individual and the possibility of a visit by him to your organization. The on-site visit is particularly important for larger donors. Not only do they appreciate seeing the businesslike nature of your social service program, but you can often solicit advice or participation from them on the spot. Once they have become involved in this manner, it is much more difficult to refuse to provide some financial aid.

<u>Making the request for money.</u>

The problems of making the actual request for money have been reviewed earlier in this manual. However, it is worthwhile to expand on one aspect of the final solicitation. In individual fundraising always remember to provide the potential donor with both alternative methods of contribution and alternative amounts.

First, ask for the specific level of contribution in cash that you have determined he can afford based on your funding pyramid.

Second, present him with alternative gift options: a cash pledge, to be given over a certain period of time; in-kind gifts of goods and materials; bequests; trust funds; or restricted gifts for specific projects. The last alternative is often the least attractive to your program because it may require time and effort of your staff on a project which does not fall within your regular work plan. However, if you decide you have the resources to support such a project and it is not inconsistent with your program goals, it may enhance your current level of services.

Third, if the donor is reluctant to give the amount you have requested, be prepared to give alternative lower amounts and to suggest either the different levels of service which such amounts can support or to provide an alternative recognition scheme in keeping with the lower donation.

If you have been successful in your solicitation, you still have some additional responsibilities. Make sure you provide the donor with a receipt for his contribtuion. Make sure you provide appropriate public acknowledgement for the contribution unless the donor has specifically requested anonymity. Make sure you send a personal letter of appreciation.

Direct mail fundraising.

The idea of direct mail is becoming increasingly popular with social service agencies. And victim service programs are no exception. The benefits include developing visibility

of the program, distributing basic information on victim issues, identifying volunteers, and the fact that direct mail fundraising solicits unrestricted funds.

However, there are major disadvantages and programs should be aware of them before they become involved in direct mail so that they can avoid the pitfalls. First, direct mail campaigns are rarely successful if they are designed as a "once only" fundraising effort. They should be part of a long-term fundraising strategy through which mailing lists can be refined and perfected over several years.

Second, if the materials used in the direct mail campaign are not designed with a close attention to maintaining a professional and successful image, the campaign may do more harm to the program than good.

Third, as a result of the need to create an appropriate image and the cost of developing good lists, the initial capital costs can be too expensive for smaller programs.

Fourth, direct mail is a complex method of fundraising which requires a large number of initial personhours to organize the effort. Without adequate staff or volunteers, it can be a severe drain on other program activities.

With these potential problems in mind, we can turn to the steps involved in the design of direct mail fundraising.

Developing the mailing list.

Mailing lists can be developed in two ways. First, general lists can be compiled based on the purchase or rental of standard demographic or special interest lists. A source for such lists is a direct mail catalog entitled Direct Mail List Rates and Data which is published by the Standard Rate and Data Service. This catalog is available at most major libraries. It includes types of lists, how much they cost, and how they can be obtained.

The direct mail catalog will refer you to businesses which sell or rent the mailing lists. Nationally known businesses include: Dun and Bradstreet, R.L. Polk, and Dunhill International. These businesses not only rent existing lists but also will provide a compiling service for a fee. If you tell them the type of individual you would like to mail to, they will compile a special list based on interest group, financial abilities, and other demographic considerations.

You can also develop your own list. For most state and local programs, this is the best method for a direct mail campaign. Most victim service providers know people in their own community and throughout the state that can provide them with names of 10 to 50 possible prospects for direct mail solicitation. If you give such people specific guidelines for suggesting names, you can often develop a good initial list of donors. The following guidelines are helpful:

1.) Does the prospect have an interest in social services?

2.) Does the prospect have an interest in criminal justice problems? (This is helpful whether or not that interest focuses on the victim, the offender, or simple administration)

3.) Does the prospect have an interest in women's issues? (The prevalence of special victim programs in sexual assault, child abuse, and domestic violence makes these prospects potentially more receptive to your request.)

4.) Does the prospect have any special concern about crime...due to a friend or family member becoming a victim, fear of crime in his/her area, etc?

5.) Is the prospect well educated? (Surveys indicate that better educated persons often contribute more to worthy social causes.)

6.) Has the prospect contributed financially to any other social programs?

7.) Has the prospect contributed time or materials to any other social programs?

Although the initial list will be a good starting place, it is well to remember that any list needs constant updating, expansion, and purging in order to be used effectively for direct mail.

Developing your direct mail package.

A direct mail package should has five components. First, it must be packaged in an envelope which will entice the receiver into opening the letter and reading the contents. Second, it should have a cover letter which makes personal the solicitation. Third, it should have the program brochure which covers the need for the program and its scope. Fourth, it should have a "response device" which is sent in with the donor's contribtution. Fifth, there should be a return postage-paid envelope.

The outside envelope involves some critical design features. Corporate America has learned that packages not only "hold things" but attract and sell things. In direct mail, the outer envelope is the package.

In deciding on your outer envelope, think for a moment about what kinds of direct mail solicitations you open. Normally, one does not even open anything that looks like junk mail. People usually think that white business envelopes, computer labels, a metered postal stamp, and a return post office box indicate a direct mail solicitation. Loud colors and written messages on the cover of the envelope also suggest junk mail.

Envelopes that seem to attract favorable attention are of two types: the ones which resemble a personal letter, and the ones which resemble an important business communication. The use of a letter which resembles a personal letter is usually the most effective kind of approach to entice a person to open the mail. A particularly good example of this type of letter was one recently sent by a tailoring firm. The envelope resembled an Aerogramme from Hong Kong. It was hand-addressed and looked like a personal letter from a far distant country. Unfortunately, the advertisement inside was so crude that it caused the envelope and the message to be

thrown away anyway.

Handwritten envelopes with regular postage stamps are more often opened than envelopes that resemble business requests. However, the time and energy which is involved in doing handwritten solicitations are substantial.

The option of producing business envelopes which attract enough attention to guide the reader inside involves some time and attention as well. The most common method is to make the business envelope resemble a bill. A clear glass window, no return address and a metered stamp may worry many recipients into checking the contents. On the other hand, in this age of recession there is growing evidence that bills become discarded as much as other kinds of mail, thereby postponing bill-paying.

The other option is using an attractive business-like envelope, with an attractive return address that readily identifies the organization, a typed address, and a metered stamp. This may arouse enough curiosity to cause recipients to open the envelope. Particularly in the victim services field, the recipient may be receptive to information and education on anything that relates to fighting crime or protecting the rights of victims, so that identifying the soliciting organization on the envelope may be helpful.

In lieu of any special identification or the appearance of a bill, the best method is probably a plain white envelope, no return address, and a metered stamp. This not only saves time and effort, the reader may open it simply to satisfy his/her curiosity about from where it came.

The cover letter is also an important document in the direct mail package. Contrary to popular opinion, the cover letter should not be short but rather be fairly lengthy in order to indicate your own knowledge and interest in the field. Professional fundraisers often advise that the cover letter should be between 3-5 pages long.

The cover letter should include the following ingredients of the fundraising request:

1.) A personal approach to the prospective donor.

2.) The need for the program in terms of:

a.) who will receive the benefits of the service.

b.) how much money is needed to provide how much service.

3.) The total dollar need for the program and the percentage of funding left to be raised.

4.) The reasons why this particular donor is being asked to give.

5.) Appreciation for the donor's time, consideration, and generosity.

The personal solicitation is important and letters which are addressed by name to the prospective donor are usually better received than "Dear Friend" letters. The salutation should also be by name. Of course, it is not always possible to address letters personally because of the time and effort involved. When you have to use a general salutation it is

probably better to address people in "classes" than in the "Dear Friend" category as well. "Dear Senior Supporter of Victim Services" is more likely to be received well than a general "Dear Friend" to an older person. The more personal you can make the greeting, the better,

The letter itself should refer to the person's interest in the field and should state the reasons for the program. Even if these reasons are stated in the brochure they should be restated in the letter. People will read the brochure to see if the organization seems businesslike, but they will look at the letter for the emotional reasons for contribution. It will be helpful to give an example of an anonymous victim who has received help from your program in the letter. This will provide the reader with an example of the concrete way your program is helping individuals.

The description of your current funding goals and the level of funding already in hand can be very persuasive. You should remember that individuals like to give to a successful project. If you can show in your letter that you are already half way to your overall budget goal (including, of course, volunteer hours and other in-kind contributions) the individual donor will feel that he will be contributing a significant sum by giving you a donation. If, on the other hand, you tell him that you are only beginning your campaign he may be reluctant to contribute anything until he has seen whether or not you have a chance at success.

The letter should always end with a note of appreciation for the donor's time and consideration of your request as well as thanks for the potential donation. Courtesy goes a long way even in direct mail solicitations. An added sentence -- perhaps a "P.S." -- on where the donor may contact you or someone else for more information on your program can be useful because then the donor can check up on you and be assured of your reliability.

The third part of the package is your program's brochure. The design features of that brochure were considered in the previous chapter on image. It need only be added that the brochure is an essential feature of the package because it indicates that the program is actually in progress and an institutional feature of the community. Someone has invested money in a well-polished public relations piece, and that usually does not occur unless they intend to accomplish the goals that they have set.

The fourth feature in direct mail is the response device. This is normally simply a card which indicates the amount of money which is being contributed and the services which this contribution will provide. In direct mail membership solicitations it takes the form of a membership application blank. In direct mail donations it takes the form of:

"To install a radio in one counselor's car so that he can respond immediately to victims of crime:

I contribute........................$125.00

"To provide Mrs. X and her children two days of temporary shelter from a violent home:

I contribute........................$ 50.00

"To provide transportation to five elderly witnesses so that they can appear in court:

I contribute........................$ 25.00

"To have one telephone line open to offer one month's assistance to witnesses and victims:

I contribute........................$ 20.00

"To provide an emergency meal to one victim:

I contribute........................$ 5.00

"To help keep the program serving the Middletown community:

I contribute........................$_____

The idea of the response device is to emphasize what kinds of services are being provided by the program and the amount of money it takes for those services. If a potential donor knows that it takes $125 to install a radio in the counselor's car, he may be less reluctant to donate that money -- or something close to it -- than if he were asked for $125.00 without any itemization of what that contribution would provide.

The fifth aspect of direct mail is the return postage-paid envelope. While costly, the device produces worthwhile benefits. Think about how many direct mail solicitations you might have returned if a postage-paid envelope had been provided. Even more seriously, think about the bills which may not be paid as a result of the fact that you need a stamp. Everyone seems to have a pile of mail to be sent when and if they go to the post office -- make sure your direct mail response is not sitting in that pile.

Some political campaigns and other fundraising efforts have begun to use the technique of sending a postage-paid return envelope for their solicitation, but stating in the letter or on the envelope itself that if the donor will provide the stamp, it will increase the worth of their contribution. This technique has yet to be tested as to its effect, but programs may want to include it in their solicitation. Note that a postal permit allows you to print the familiar "Postage will be paid by..." box on your return envelope, and the post office will bill you only for mail sent by way of the permit. This is obviously cheaper than having a stamp on the return envelopes, a minority of which will ever be sent back.

If a program can develop the resources to do a direct mail solicitation, the director should be cautioned about three things:

1.) The first solicitation should not be expected to yield a great quantity of funding for any program. The process of direct mail solicitation involves testing the list and purging it for correct names and addresses over time. It also involves testing the materials. A one-to-three percent positive return should be considered good.

Given those realistic expectations, a direct mail solicitation should be based on thousands of names, not hundreds, if you hope to eventually receive a significant return on the investment.

2.) The solicitation may not bring in that significant monetary return, but it has a double purpose: it can attract volunteers and promote your program in the public eye. Anyone who is familiar with the fundraising campaigns of, for example, Sierra Club or Friends of the Earth may sense that the first two or three mailings are really for public relations purposes and that the financial solicitations are more serious as the mailings continue. However, during the first two mailings the groups are becoming a familiar and reputable name in many American households, or such is their intent. This means that a badly done direct mail solicitation can have the opposite effect, making your program look ineffectual or desperate rather than sucessful.

3.) Direct mail is mostly a "try and try again process". While experience offers some guidance, the direct mail process is a recent fundraising development and its "principles of success" have yet to be tested or proved. Professionals have designed systems based on their own common sense. Where they have worked, copy them, but don't assume they have the corner on knowledge in the field. Perhaps the best source of good direct mail systems are found in advertising and politics. Learn from those and you will have an edge in the battle of direct mail. And "battle", unfortunately, it is: one measure of an individual's willingness and capacity to help out worthy causes these days seems to be the number of mailed solicitations he receives every week.

Government proposals.

Most of the initial funding received by victim and witness services has been through government grants. In some states, this has been by way of state agencies which have channelled Title XX funds from the Social Security Act, or Law Enforcement Assistance Adminstration block grants to victim assistance programs. In other states, programs have sought discretionary grants from other federal, state, or local government agencies. Either way, the victim assistance programs have relied to a large degree upon grants -- and many, fortunately, have made the transition from grant support to becoming a "line item" in the regular budget of a municipality, county, or state government.

The fact that the federal government is undertaking tremendous budget cuts and that many state and local jurisdictions are following suit makes it increasingly difficult to obtain seed money from that source. Even before such changes were imposed on government spending, many

programs lived insecure lives because of the bureaucratic forces that impose themselves on grant-making programs.

This section will not answer the question of how to obtain government grants. The answer to that question is illusive at best. However, it will provide some pointers on how to seek government grants.

The first hint is to avoid being narrow-minded in your approach to government agencies. Just because you have been funded in the past by the Law Enforcement Assistance Administration does not mean you have to rely upon that agency in the future. You may be successful with the Department of Housing and Urban Development, the Department of Health and Human Services, the National Institute of Mental Health, the Administration on Aging, etc. You must be creative in your program initiatives and resourceful in your research on current federal programs.

Identifying the particular funding source which you may want to solicit within the government may be the most important step in your grant-seeking process. Perhaps the best source for information about current federal programs is the Catalogue of Federal Domestic Assistance which is published by the U.S. Government Printing Office. This not only contains a description of the agency and the funding program but also often includes the name of the appropriate person to contact for more information.

The information in the Catalogue has been computerized so that you can receive a monthly update on all sources of funding in the area of need which you identify. If you wish direct access to the computerized information you can contact your local information agency connected with the U.S. Office of Management and Budget and they should be able to either give you access to a terminal for a search of programs or provide you with the information.

Another source of information is periodicals or newsletters which are devoted to the government grant process. You may wish to review the Federal Register for grant guidelines and announcements or the Commerce Business Daily, published by the U.S. Commerce Department. Other private sources range from newsletters which specialize in education, human services or criminal justice, to announcements in professional publications addressing public administration or special fields of welfare services.

Once you have identified the agencies to which you hope to submit a proposal, make an informal inquiry to the agency either by telephone or letter. Outline what you would like to propose with a general budget figure. If there is a formal bidding process involved you will be informed of the guidelines for that process. If your proposal is entirely discretionary you will be able to find out if the program monitor is interested in your idea.

Many people who apply for government grants do not recognize the importance of personal contacts. Government solicitations are similar to individual solicitations in that you are asking for money from an individual -- that

least explore those decisions and the techniques needed to achieve "institutionalized" funding is to talk with administrators who have been there before. But one caution: even if you succeed in becoming a unit of government -- or an annual recipient of government appropriations -- keep your options open by raisng some funds from private sources, perhaps through an auxillary organization.

Foundation and corporate proposals.

Some professional fundraisers would take exception to lumping foundation and corporate proposals under one subject heading. The purpose of that combination is simple: small businesses should be approached in a similar manner as individual solicitations which were described earlier, whereas large corporations respond in much the same way as do most foundations, and review processes are similar. Further, many large corporations have an in-house foundation to which they contribute funds, so that while you may be submitting a proposal to the corporation it will be forwarded to their philanthropic adjunct. Your proposal then should meet the needs of both reviewers.

There are major differences between corporations and foundations in terms of their receptivity to grant proposals. Corporations do not benefit from "giving money away". While there is a tax deduction for charitable contributions, that deduction still costs the corporation income. In the case of foundations, they must give away all of their annual income from any investments, or 5% of their individual may be the head of an important agency, or a minor officer in a small division of the same agency -- but your request goes to an individual. He can help or hinder you in important ways.

The key to seeking government grant money is to translate it into an organized proposal for a specific project. That project should be described in terms of the agency's funding priorities, the amount of the budget request, the competence of the proposed personnel, and the ability of your program to provide the services you are proposing.

In completing a government proposal be sure that you have included all of the necessary forms. Forms may seem tedious but if they are not correct, you may find yourself rejected for some technical insufficiency. In preparing the forms, assume that they will be read by a civil servant conscientiously trying to get a thorough, clear understanding of what your words and numbers mean.

The following suggestions may be helpful when they are not superseded by the agency's own guidelines and forms:

First, provide an abstract of the proposal which is not more than one page long.

Second, keep your narrative for your project to approximately ten pages or less.

Third, provide a clear statement and chart of the project goals and objectives, and show how they conform to agency priorities.

Fourth, set forth your proposed tasks and activities in a month-by-month time-and-task chart which indicates you know what you are doing and can accomplish it in the time allowed.

Fifth, provide an explanation of your budget in terms of those tasks and activities so that the agency knows what they are paying for at any time during the grant period.

Sixth, submit a clean, neat proposal document with the number of copies called for but without elaborate covers or other materials. With the government, a cost-conscious, austere style of presentation is normally the rule, and most grant-makers are repelled by slick or elaborate proposals.

Essentially the same rules for individual solicitations apply to government proposals: identify your agency, decide upon your program and budget, make yourself accessible and attractive to the agency, and submit your request in clear and concise form.

A final word: many victim and witness assistance programs have left the troublesome world of grant funding to join the not-always-trouble-free world of public services funded through regular government appropriations. The decisions over whether to seek this goal and under what conditions are delicate and complicated, and are usually raised under the banner of "public policy advocacy", not fundraising, in the victim/witness field. One way to at assets, whichever is greater, in order to continue to qualify under Internal Revenue Service regulations as a foundation. They must file an annual form listing all gifts received, assets, administrative costs, and grants made. They must pay an excise tax on all gifts received, and they cannot hold more than a 20% investment in any one company. The clear intent of these rules is to make foundations act as charitable organizations rather than holding companies or tax shelters for corporations.

The useful aspect of these rules is that foundations have to be receptive to grant applications while corporations do not.

In any fundraising effort, the first step is to identify your prospects. In seeking funding from a major corporation or foundation, the rule is the same. Do not overlook major corporations or foundations in your own city. Many have a policy of investing their charitable donations in their own area to reap some public relations benefits with their employees and customers. Many foundations are chartered to spend their charitable dollars close to home.

The best sources of information on corporations and their income levels are: Dun & Bradstreet, $1 Million Directory and Middle Market Directory; Standard & Poor's Standard Stock Reports or Corporation Record; and Moody's Industrial Directory or Handbook of Common Stock.

The Foundation Center at 888 Seventh Ave., New York, New York, 10019, is probably the best source of information about

foundations. It publishes The Foundation Directory and the Foundation Grants Index. These directories list the major foundations and their locations as well as who the major donors and officers are. They also provide a guide to key contact people in the foundation. There are Foundaton Center offices in other cities, and methods to use their research materials elsewhere.

A similar source of information is the Council on Foundations which is located in Washington, D.C.. It publishes a periodical which updates the Foundations Grants Index and is called Foundation News. The Index and the News are indexed by state, key words and phrases, and by subject of grant categories.

Having identified the various possible foundations and corporations for funding, it may be helpful to develop an index which you can update annually in your organization to keep track of their giving policies with regard to victim services. This file can be organized similarly to your prospect card file developed for your individual solicitation campaign. (See Figure 7).

After developing the prospect lists of corporations and foundations, you should narrow the list to the number of organizations which you want to address in this particular year. A part of that effort should be addressed to how much you would like to ask for from the organizations you solicit. The determination of the proposed funding request should be based on the funds the organization has available

Figure 7: Corporation/Foundation Card

Name____

Address______________________________________

Telephone ____________

Contact Person_____________________________________

Business Address____________________________________

Title or Position:__________________________________

Contact Person's Education and Special Interests:

Trustees, Officers, and Staff:

Foundation/Corporation Income:

Previous Giving Policies and Programs:

Policies and Donation to This Agency:

Record of Proposals or Requests Submitted:

as well as the services which you are promising to render.

The approach to the corporation or foundation should be similar to the approach to a government agency. The first contact should be through a letter of inquiry concerning its interest in your program. This contact should be followed with a telephone call, and if they show an interest, a visit to the main office of the organization.

The actual proposal should be relatively short and to the point. It should state the need for the program you propose and reflect the fact that such need is within the funding aims of the organization. It should describe the services to be provided, the staff and management plan, the budget, and be accompanied by support letters and a summary of the program's other sources of support so that the organization understands it is not the sole funding source. Very few foundations or corporations will want to become the sole source of funding for a human service project.

Finally, you should be succinct in your direct request for funds. That request should go in a cover letter (as well as be included in the budgeted proposal) so that the reviewer can immediately see the amount of dollars being sought. However, your letter should indicate some alternative options for contributions just as with an individual donor. You may be requesting $30,000.00 for a shelter home for victims of domestic violence, but you should have an option for the donor of providing $10,000.00 for alternative emergency care at a motel, if a residence cannot be provided.

In making requests to such private sources, the program director should be fully aware that in the current state of government budget cuts, foundations and corporations are being besieged by program requests. Even before this increase in requested aid, only a small percentage of all foundation proposals received funding. Foundations and corporations have never been the source of continuing large contributions to individual programs. Even programs which have received large contributions have always been given notice by the grantors that the funding is temporary and the programs are expected to find other sources at a future date.

Just as many projects have sought to go from government grant support to institutionalized government funding, so have a number gone from private grants to the status of a United Way agency. In exploring that option, you should be aware that it is not merely desirable to have additional funding to what United Way will offer, it is usually a condition of United Way assistance.

Fundraising events.

The first way many community programs go about raising money is through an annual fundraiser. While this source of funding can be significant -- the Citizens Committe for Victim Rights in Las Vegas has raised over $20,000 each year for the last three years through an annual banquet -- it should be viewed realistically.

First, most communities do not have the resources that exist in Las Vegas for staging a major entertainment event.

Second, even in Las Vegas, the event will not provide enough funding to support even one victim service program in that community throughout an entire year.

Third, the volunteer and staff involvement in a fundraising event can be a major drain on program resources.

Fourth, a fundraising event needs seed money to promote it in the inital phases, and as a result needs a defined and precise budget.

Fifth, if the event is a failure, the director, the staff, and volunteers should fully understand that this type of fundraising is the most precarious of all fundraising efforts, but that, despite problems in meeting funding goals, an event may successfully mobilize volunteers and be a major factor in developing public awareness.

As in every phase of fundraising which has been reviewed, the first task is to identify the population which is most likely to come to the event. Banquets at $100-a-plate will attract a different audience than a "bikeathon". The director should think carefully about his community and then design the event based on the community's interests.

Ticket sales to the event are based on the population's interest so that lists of prospective community groups, church groups, schools, and other participatory bodies are essential for identifying the prospective purchaser of tickets. In determining the best audience for an event, a program director may wish to contact local civic clubs or the

Chamber of Commerce to find out what competing events are scheduled during the year and to find out who has directed these events in the past so that that person can become a counselor to the new event.

The fundraising goal for the event should be based upon the costs of the event itself, plus the funding requirements of the service which this event is designed to subsidize. It is wise in planning a fundraising event to develop a specific budget by activities and tasks for that event. Follow the guidelines for budgeting outlined in the second chapter and tailor your budget items to the fundraising event. (Note: in constructing your overall budget for your program, you should include fundraising as a "service" category for budgeting purposes, that is, a category of expenses your agency expects to encumber. Thus, you should already have a general budget planned for your multi-purpose fundraising costs, and you can refine sub-categories of costs for each of the fundraising efforts you plan.)

A successful fundraising event is based on successful promotional efforts. This kind of fundraising is most intrinsically connected to good public relations and good publicity. As a result, careful planning should be used in scheduling the tasks up to the final day. A chairperson of the event should have a good understanding of when the media should be notified, when tickets should go on sale, what kind of additional publicity will help in sales, etc.

An advantage of including this kind of event in your

fundraising strategy is that through it, you can both recruit new volunteers and use the occaision to reward volunteer efforts throughout the year. At a banquet, for instance, you might give a Volunteer of the Year award or present a special plaque for outstanding contributions to your program by a local business.

Your presentation and image are dependent upon the ease with which the fundraising event takes place. No one wants to go to a banquet or participate in an activity which seems to be disorganized and is not "fun". Figures 8-12 and their accompanying explanations are suggested as a guide for planning a task time-line and program activity chart in developing your fundraisng event.

Committees for fundraising events should be established for several reasons. The first is related to your publicity efforts. If you name a number of prominent individuals to your executive committee or your program committee, you will have the assistance of their names in attracting attention to your event. The second reason is that you need volunteers to help meet responsibilities for: publicity, decorations, photographs, etc. The third reason is that most individuals who agree to accept an assignment will purchase a ticket and can be of help in selling tickets to others. Remember that a local fundraising event is dependent upon <u>everyone</u> becoming involved in the ticket sales. If you can't get a friend to buy a $15-$25 ticket then you may not have an event (or a victim service program) that is seen as worthwhile.

Figure 8: Outline of Materials For Planning A Fund-Raising Event

I. Preliminary Considerations
   A. Type of Event
   B. Self-Assessment/Resources (Model Worksheet Attached)
      1. Cost Projections and Potential Return
      2. People
      3. Money
      4. Time
II. Initial Plan
   A. Budgeting an Event (See Forms in previous section)
   B. Preliminary Time Table (Model Attached)
   C. Job Descriptions for Each Planning Phase
   D. To-Do List (Model Attached)
III. Organizing People
   A. Setting Up Committees (Model Descriptions Attached)
      1. Executive Committee
      2. Program Committee (General Program Format Attached)
      3. Arrangements Committee
      4. Publicity/Promotion
      5. Budget
      6. Invitations/Tickets
      7. Awards
      8. Registration/Reception
   B. Staffing Committees
   C. Setting Up Records (Models for Site Selection, Program File and Community Participants)
   D. Selection of Positions For Community Leaders (Invitation Letters for Community Leaders and Speakers Attached)
   E. Defining Roles and Responsibilities
IV. Detail Planning
   A. Committee Timetables
   B. Committee Record Structures
   C. Prompt Sheets
   D. Detailed Task/Time Allocations
V. The Final Week
   A. Last Minute Emergencies and Solutions
   B. Personnel Allocation
   C. Events Day Time Sheet
VI. The Event
   A. Last Minute Emergencies and Solutions
   B. Events Day Checkkists
VII. Follow Through/Winding Down
   A. Follow Through Checklists
   B. Thank Yous
   C. Records and Final Files
   D. Evaluation

Figure 9: Self-Assessment of Resources

A. **Available People**

	Number	Hours	Capabilities
1.) Staff	______	______	________
2.) Volunteers	______	______	________
3.) Friends	______	______	________
4.) Community Leaders	______	______	________

B. **Available Funds**

	Amount	When Available	Source
1.) Initial Capital	______	__________	______
	______	__________	______
	______	__________	______
	______	__________	______
2.) Additional Funds	______	__________	______
	______	__________	______
	______	__________	______
	______	__________	______

C. **Available Time**

	Amount/Days		Amount/Personhours
1.) Total Event Plan	______		________
	Programs	**Holidays**	**Community**
2.) Time Conflicts	______	______	______

Figure 10: Time-Table/12 Weeks

Week One
a.) Selection of chairperson
b.) Develop timeline
c.) Selection of committees
d.) Written committee responsibilities
e.) Selection of committee chairpersons
f.) Selection of committee members
g.) Set 1st committee meeting dates
h.) Set agenda for committee meetings

Week Two
a.) Develop record structure
b.) Meeting of committees
c.) Site and date selection and confirmation
d.) Select honorary chairs, etc., and confirm
e.) Begin speaker selection
f.) Committee timetables

Week Three
a.) Refine general record structure
b.) Set up committee records
c.) Finalize speaker and confirm
d.) Determine other program participants
e.) Begin awards selection
f.) Finalize invitation list and prospects for mailing

Week Four
a.) Program finalized
b.) Get bios and photos of program participants
c.) Preparation of tickets & invitations to print
d.) 1st announcement of dinner to press
e.) Awards selection (cont.)
f.) Preparation of printed programs/posters/flyers

Week Five
a.) Receipt of tickets
b.) Ticket sales announcement and first mailing
c.) Select awardees
d.) Send copy for programs/posters/flyers

Week Six
a.) Receipt of invitation acceptances
b.) Mail special invitations
c.) Get bios of awardees and order awards (plaques, ets.)
d.) Determine needs of program participants

Week Seven
a.) Receipt of printed programs/posters/flyers
b.) Plan pre-dinner reception for speaker
c.) Plan press conference with key speaker

Week Eight
a.) Distribute posters and flyers
b.) Media coverage
c.) Confirm reception arrangements

d.) Mail: invite press to press conference
e.) Plan seating arrangements for head table, press table, and special invitees

Week Nine
a.) Arrangements for transportation and hotel accommodations for speaker
b.) Line-up photographer
c.) Choice and assignment of event personnel: ticket sellers, door people, hostesses, general press, special invitees
d.) Decide on decor
e.) Arrange for signs, badges, and placecards?
f.) Security
g.) Make sure all equipment requests confirmed with hotel

Week Ten
a.) Arrange for decor
b.) Order flowers/arrangements, corsages, boutonnieres
c.) Call all program participants
d.) Prepare event prompt list

Week Eleven
a.) Review ticket sales and r.s.v.p.'s - make alterations in dinner confirmations if necessary
b.) Final ticket push, (media and volunteers)

Week Twelve
a.) Reconfirm all hotel arrangements
b.) Reconfirm all program arrangements
c.) Distribute final-day lists
d.) Reconfirm all personnel assignments
e.) Arrange pick-up of awards
f.) Confirm flower delivery time
g.) Confirm decoration arrangements
h.) List all possible substitutions
i.) Confirm and instruct photographer

Events Day
a.) Complete ticket sale set-up (at the door)
b.) Set up signs
c.) Set up reception area - badges, programs
d.) Set up decorations
e.) Check all audio/visual equipment
f.) Review hotel table set-ups and place cards
g.) Meet arriving speaker and other program members
h.) Check to make sure flowers arrived
i.) Check to make sure awards are at head table
j.) Meet press

Follow-Up
a.) Clean-up and removal of special materials
b.) Return any loaned materials

c.) Follow-up news
d.) Thank you to speakers, volunteers, special guests, hotel, florist, photographer and press
e.) Double check receipts and meals served
f.) Pay bills
g.) Evaluate dinner
h.) Announce funds raised - general public thank you
i.) Final records review and store for future events

Figure 11: Things To Do For Dinner

Pre-Dinner Arrangements	Deadline	Person Assigned	Status
___ site surveys			
___ site selection			
___ written confirmation			
___ written agreement on facilities			
___ written agreement on menu			
___ written agreement on reception			
Program Participants			
___ written invitation			
___ follow-up contact			
___ written acceptance			
___ written fee contract			
___ other written confirmations			
___ equipment needs			
___ additional program information sent			
Committee Arrangements			
___ committee selection			
___ written requests for members			
___ written acceptance			
___ job descriptions and responsibilities			
___ committee agendas			
___ committee records			
Community Support			
___ written invitations			
___ written acceptance			
___ confirm responsibilities			
___ send additional program information			
Promotion and Publicity			
___ biographical data on participants			
___ participant photos			

	Deadline	Person Assigned	Status
___ biographical data on award recipients	___	___	___
___ recipient photos	___	___	___
___ copies of speeches	___	___	___
___ dinner announcement	___	___	___
___ ticket sales announcement	___	___	___
___ preparation of flyers, posters	___	___	___
___ distribution of flyers, posters	___	___	___
___ follow-up contact with media	___	___	___
___ weekly media release	___	___	___
___ obtain photographer	___	___	___
___ written instructions for all staff	___	___	___
___ written agreement on costs	___	___	___

Decorations and Room Set-Up

___ design of decor.	___	___	___
___ decor. arrangements	___	___	___
___ order flowers with written confirmation	___	___	___
___ head table set-up	___	___	___
___ confirm table set-up with hotel	___	___	___
___ location of equipment	___	___	___
___ reception arrangement	___	___	___

Invitations/Tickets

___ invitation list	___	___	___
___ invitations printed	___	___	___
___ tickets in hand	___	___	___
___ mail invitations	___	___	___
___ ticket sale strategy	___	___	___
___ begin ticket sales	___	___	___
___ ticket sales/records	___	___	___

Registration/Reception

___ prepare name tags and place cards	___	___	___
___ prepare programs	___	___	___
___ prepare instructions for on-site personnel	___	___	___

	Deadline	Person Assigned	Status
___ training and orientation for hostesses	___	___	___
___ assign transportation for special guests	___	___	___

Day of Dinner

___ set up door sales	___	___	___
___ set up signs	___	___	___
___ final check on banquet set-up	___	___	___
___ set up program distribution	___	___	___
___ list last minute announcements	___	___	___
___ check award arrivals	___	___	___
___ confirm attendance, & arrival of all program participants	___	___	___

After Dinner

___ account for receipts	___	___	___
___ follow-up media releases	___	___	___
___ return all borrowed materials	___	___	___
___ thank you letters to program participants	___	___	___
___ thank you letters to community leaders	___	___	___
___ thank you letters to service personnel	___	___	___
___ thank you letters to committees	___	___	___
___ thank you to all staff and volunteers	___	___	___
___ pay bills	___	___	___
___ final account	___	___	___
___ committee evaluations	___	___	___
___ overall evaluations	___	___	___
___ final records review	___	___	___
___ final records filing	___	___	___

Figure 12: Program Format

6:00 - 7:30	Reception
7:30 - 8:30	Dinner
8:30 - 8:40	Call to Order Invocation
8:40 - 8:50	Welcome by Chair/MC
8:50 - 9:00	Welcome by Mayor
9:00 - 10:00	Guest Speaker
10:00 - 10:30	Presentation of Awards
10:30 - 10:45	Intro of Additional Entertainment
10:45 - 12:00	Additional Entertainment

Executive Committee - Supervises and coordinates general planning and administration. Reviews activities of other committees and facilitates information flow between them. Serves as formal liaison to public and media.

Program Committee - Responsible for program arrangements. Selecting and obtaining speakers and other entertainment, including M.C., person for invocation, welcomers, etc. Also responsible for making arrangements for hosting program participants, including necessary transportation, accomodations, and companionship.

Arrangements Committee - Responsible for selecting site, choosing menu, arranging decorations and speaker's equipment, working with program committee on head table guests, and arranging for any predinner reception.

Publicity/Promotion Committee - Responsible for all contact with media including: press releases, advertisements, arrangements for press table and coverage at event, publicity through mailings, posters, etc.

Budget Committee - Responsible for setting up budget and allocating budget guidelines to each committee. Review and update monthly budget figures. Also oversee all banking necessities and review of accounting procedures.

Invitations/Ticket Committee - Responsible for compiling list of all invitees and arranging for ticket sales. Responsible for getting invitations and tickets and making sure invitations are mailed.

Awards Committee - Responsible for determining process of selection and selecting recipients. Responsible for arranging for actual awards and presentors.

Registration/Reception Committee - Responsible for arranging for any distribution of materials: badges, programs, etc., at event and making sure the reception has personnel for hosting, etc. Arrangements for design and printing of program.

Site selection is a key factor in a successful fundraising event. Many inexperienced fundraisers do not realize that negotiating for banquet space in a hotel (or carnival areas with local schools to take another example) involves both a contract and time spent in checking the facilities. Figure 13 is a guide for key items to review for banquet facilities. It can be adapted for other types of fundraising events.

Program directors should be aware that most convention and hotel space must be reserved by contract. Some simple facts to consider in reviewing such contracts are the following.

First, the contracts will involve several items:

1.) The function dates.
2.) The projected attendance
3.) The number of conference or banquet rooms needed.
4.) The number of sleeping rooms needed.
5.) Arrival time for the guests at a banquet.
6.) Arrival times for overnight guests.
7.) Special banquet or conference rates for rooms.
8.) Special banquet rates for meals or cocktail service.

Figure 13: Site Selection Survey

Site Name ________________________________

Address ________________________________

Name of Contact ________________ Phone ____________

Available Dates ________________________________

FACILITIES

Banquet Room Capacity ________

Available Parking? # cars ___ # blocks ___ cost $______

Menu Possibilities:

	Menu #1	#2	#3
Cost	______	______	______
Courses	______	______	______
	______	______	______
	______	______	______
	______	______	______
	______	______	______

Bar? ___ Separate room ___ Portable ___ Cost per drink ______

Equipment? Audio/visual___ Lectern ___ Microphone ___ Other___

RATING SCALES

	Good	Average	Poor
Appearance	______	______	______
Noise	______	______	______
Traffic	______	______	______
heat	______	______	______
Lighting	______	______	______

9.) What kind of special services the hotel will provide in addition to serving meals or holding the room space.
10.) The maximum and minimum guarantee on meals and rooms.

Key issues to review include the kinds of special services the hotel will support and the guarantees on meals and rooms. The program director should try to persuade the hotel to supply necessary audio-visual equipment at no cost for your banquet or event needs and to help with publicity.

The rates on meals and rooms should be negotiated on the basis of the "non-profit" status of your organization. The program director should be aware that most hotels offer low cost "government rates" for guest rooms and that these rates can be obtained for non-profit organizations as well.

The cost of a meal should be itemized so that the director is aware of any hidden costs such as gratuities and tax. If you are planning a banquet for over 50 people you should not have to pay an extra room rental fee for your banquet space. Many hotels will suggest initially that such fees are necessary, simply tell such hotels you will shop at other restaurants or hotels for a location which does not require additional fees.

If you are guaranteeing 50 meals at $10 a plate, you are bringing that hotel/restaurant $500.00 worth of business. That is an adequate and profitable rental fee for them so don't let them persuade you differently. (Note: if your fundraising event is successful the hotel/restaurant will

also receive publicity and that can be even more valuable to them than the actual profit in the banquet.)

Be firm in your negotiations and business like and you can normally strike a good bargain with the hotels or restaurants. In some cities if your fundraising event becomes an annual successful event, it will be possible to get donated hotel or restaurant space due to the prestige and publicity of your affair.

The program chairperson or the program director should keep files on all participants in the fundraising event, whether they are on the program or involved in committee activities. The forms in Figures 14 & 15 are suggested for such files.

It is always helpful to get an eminent local politician or public figure to endorse your event or appear at it. Many program directors are reluctant to ask for the help of such individuals because they fear that the individual will not have time or interest in their event. The same message should apply to this type of request as is applied to asking for money: If you do not ask, you will never get an endorsement. Do not be afraid of having someone say no to you. Many public figures are genuinely interested in social and human services. Often they are not given an opportunity to become involved simply because no one has bothered to ask them.

The best approach to such an individual is to write a letter explaining your program and your fundraising event. The rules are similar to the approach in any other

Figure 14: Program Participants

Name ______________________________

Address ______________________________

Telephone ____________ Contact ______________

Program Involvement ______________________

Date Invited ______________ Letter in File ______

Date of Follow-Up Contact: Letter ______ Phone ________

Accepted ____________ Declined ____________

Letter in File ______________________

Fee ____________ Other Costs ____________

Arrival Time ________ Needs Transportation: Yes ___ No ___

Departure Time __________ Needs Hotel: Yes ___ No ___

Subject of Talk ______________________

Bio in File _____ Speech in File _____ Photo in File _____

Assigned Host/Hostess ______________________

Additional Information:

Figure 15: Community Leaders

Name ______________________________

Address ______________________________

Telephone ______________ Contact ____________

Participation ______________________

Date Asked ______________ Letter in File ______

Date of Follow-Up Contact Letter ________ Phone ______

Accepted ____________ Declined ____________

Letter of Confirmation/Acceptance in File ____________

Any Back-Up Support Needed?

Additional Information:

fundraising effort. Make the letter personal. Include in it a description of your program, its service, and its scope. If someone has referred you to this particular individual, make sure that your reference person is named. And, always express appreciation for the consideration of your request.

Sample letters requesting a speaker and a participant on a committee follow.

Famous Person
City of Fame
State of Fame

Dear Famous Person:

I am writing to you on behalf of Meritorious Organization. Meritorious Organization is devoted to providing emergency assistance to victims of crime. It is a non-profit organization which is staffed primarily by volunteer workers and funded partially through donations from local organizations.

I am enclosing some information on the organization and our most recent brochure so that you will understand the nature and scope of our services. As you know crime is an increasing problem in our society and the victim is often forgotten in the aftermath of the tragedy.

Although our organization has helped over 750 victims in the last year through personal intervention and assistance, we are always faced with an ongoing problem of financial support. In order to meet part of our funding needs, we host an annual banquet which is designed to solicit donations and to raise the consciousness of the community with regard to victims.

This year we would like your assistance in making that banquet a success. We have been advised of your concern in this area and of your dedication to the cause of victims. We would like to respectfully invite you to be our featured speaker at this year's event. The banquet is scheduled for July 9, 1981 and will take place at the Downtown Hotel in Middle City. We would be pleased to assist you in travel and accomodation arrangements for the event if you accept our invitation.

Thank you for your consideration and your commitment to our program. If you have any questions or wish further information about the event, please call us collect at: 666-666-666. We would be delighted to discuss any arrangements with you further.

We are looking forward to hearing from you.

Sincerely,

Honorable Person
City of Honor
State of Honor

Dear Honorable Person:

I am writing to you on behalf of Meritorious Organization. Meritorious Organization is devoted to providing emergency assistance to victims of crime. It is a non-profit organization which is staffed primarily by volunteer workers and funded partially through donations from local organizations.

I am enclosing some information on the organization and our most recent brochure so that you will understand the nature and scope of our services. As you know crime is an increasing problem in our society and the victim is often forgotten in the aftermath of the tragedy. In the last year in our city, 1,000 people were robbed, 5,000 people were victims of burglary, 400 people were assaulted, 20 women were raped, and 25,000 incidents of vandalism and theft took place.

Although our organization has helped over 750 victims in the last year through personal intervention and assistance, the need is always greater than the level of our resources. Our volunteers and personnel work long hours but we are always faced with an ongoing problem of financial support.

In order help meet our funding needs, our volunteers and staff dedicate further time and energy each year to host an annual banquet which is designed to solicit donations and to raise the consciousness of the community with regard to victims. We would like your support and assistance in making that banquet a success.

Community leaders such as yourself have the ability to help attract the attention of the public and lend vital importance to any worthwhile event. We would like to ask you to serve on our Publicity Committee and lend us your advice in promoting this banquet. You would not be required to attend any meetings but serve as a resource for our staff as they plan the phases of our publicity campaign. We would also be pleased if you could attend the banquet as our guest. The banquet is scheduled for July 9, 1981 and will take place at the Downtown Hotel in Middle City.

Thank you for your consideration and your participation in this event. If you have any questions or wish further information about the event, please call us: 666-666-666. We would be delighted to discuss the arrangements with you further.

We are looking forward to hearing from you.

Sincerely,

CHAPTER SEVEN: CONTRIBUTORS ARE PEOPLE

The emphasis throughout this manual has been that your potential donors, whether they are purchasers of tickets to a fundraising event or a large philanthropic foundation, are people. They are motivated by the same kinds of concerns and emotions that you are. You must provide them with adequate reasons to donate to your program instead of other good causes and those reasons should be based on their human qualities.

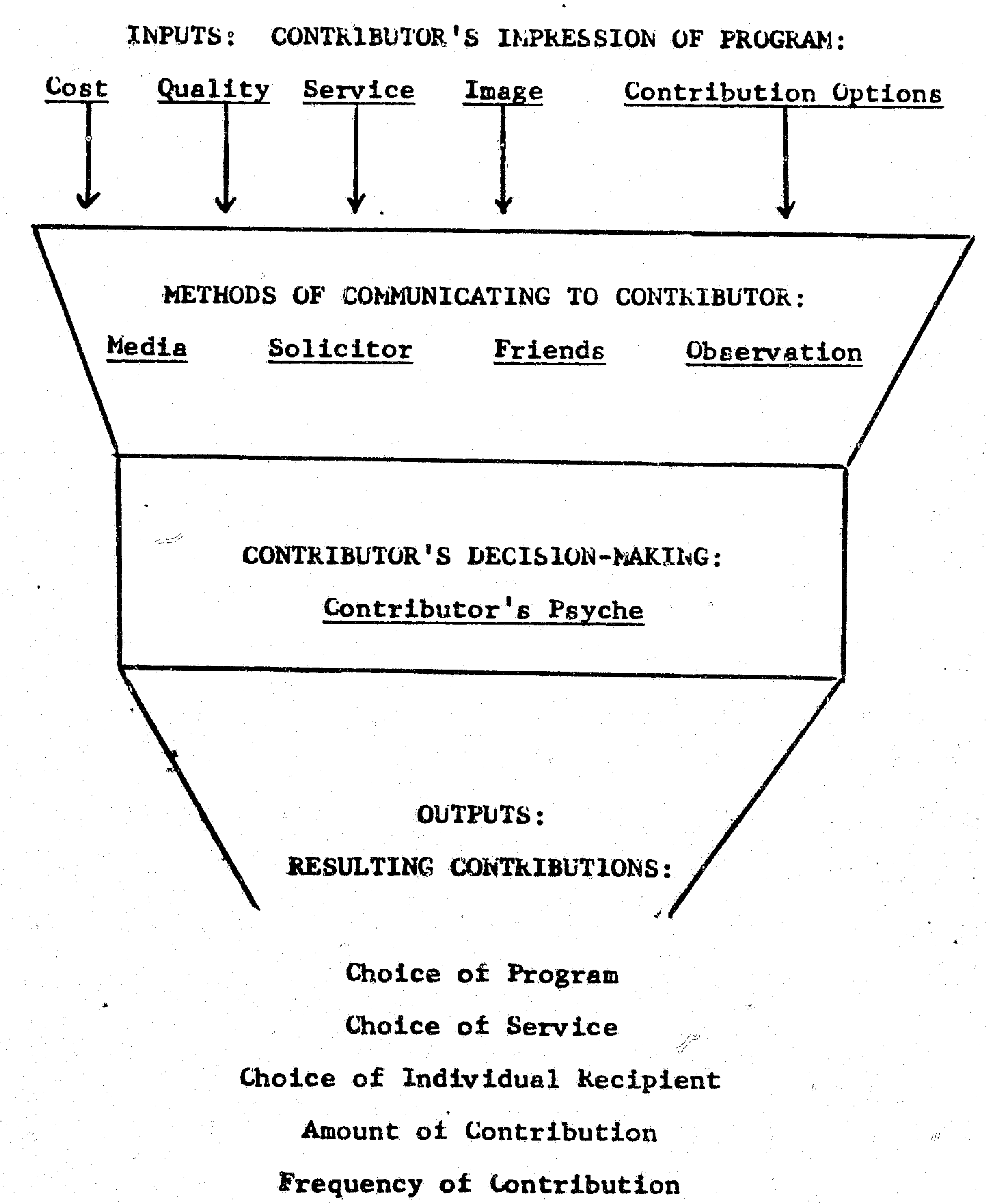
Marketing managers have over the last few years focused on the psychology of the consumer in designing their marketing strategies. It is time that fundraisers in the human services sphere focused on the psychology of the donor in designing their fundraising strategies. And, who should be more expert in developing such focus than the people in victim services? You have developed techniques for human understanding that have assisted you in providing crisis intervention to people in high-stress situations, counseling to individuals who have difficultly negotiating through the criminal justice process, and education to victims and witnesses. You have the skills to understand human behavior, it is time to apply them to the fundamental issue in your program: survival.

It may be difficult to determine why people contribute to certain causes or programs, but those fundraisers seriously interested in on-going contributions would do well to read current marketing literature on consumer behavior. A classic model of the buying process as a system of inputs and outputs can be modified to reflect the contribution process as is illustrated in Figure 16.

The illusive factor in this model is the donor's psyche. The most useful behavioral models for interpreting the transformation of buying influences into purchasing responses have included, the Marshallian model which stresses economic motivations; the Pavlovian model, which emphasizes learned and habitual response; the Freudian model, which deals with psychoanalytical motivations; the Veblenian model, which deals with social-psychological factors; and the Hobbesian model which focuses on organizational psychology and emphasizes why large organizations purchase or contribute the way they do. These models are not mutually exclusive but serve to remind us of key factors in human behavior. Translated to psychologies of contribution, the models can be applied as follows.

Briefly, the Marshallian model suggests that the economic pressures of any given year will directly influence the contributor. In times of recession, the potential donor will not only receive far more requests for contributions, but he will have less money to deal with. The good fundraiser will take this into account and focus upon explaining to the potential contributor the cost benefits of this particular service. It is also clear that in times of recession, more effort should go into promotion than at other times. A high

Figure 16: Model of Contributor Behavior



publicity campaign is particularly helpful since it necessary to "out-bid" other potentially good programs for the limited dollars. In human service programs, directors often make a mistake in times of economic crisis. They restrict their promotional funds in order to allocate more for continuing service. While, it may seem risky, experience suggests that more money should be allocated to promotion so that sustaining funds can be developed over a longer period of time.

The Pavlovian model is based on four central concepts: drive, cue, response and reinforcement. The basic human drives are considered the strong motivating factors for action. These drives can be described on an individual level as hunger, thirst, cold, pain and sex or, in the social context, cooperation, fear and acquisitiveness. A cue in an individual's environment can cause him to feel thirsty or hungry and want to satisfy that drive. His response in satisfying himself will become habitual if he receives positive reinforcement by experiencing a reduction in the initial drive.

In developing on-going fundraising it is essential to encourage a number of donors to contribute on a regular basis -- through a habitual response to your program solicitation. Most social service fundraising is based on cueing drives such as cooperation, fear, or compassion. A person is shown a scene which arouses his fear of crime and he wants to take action to protect himself against that threat. A person

reads material which arouses his concern over a child victim of sexual abuse and he wants to take action to assist that child. If you can show him that his contribution will help reduce his fear or help assist the child then he may contribute. Reinforcement for him should be given by telling him that his contribution did indeed provide assistance or help in services that may reduce crime in his neighborhood. In that way you can persuade him to continue to contribute on a regular level. Most institutionalized service organizations that receive regular contributions rely upon habitual donor responses a great deal.

The most important aspect of the Freudian model relates to the understanding that most people are motivated by symbols as well as economic and habitual drives. This manual has referred to the importance of packaging in the direct mail campaign. It cannot be overemphasized that words, colors, shapes, etc. all have symbolic connotations which affect whether or not someone may contribute to your program.

The color of red is often associated with radical causes stemming from its use as symbol of communism. Red may not be an appropriate color for a brochure if your community is conservative in its thinking. The testimonial to your program by a victim who is a businessman in your community may be a more persuasive testimonial than one from a young female college student, simply because the businessman will lend institutionalized credibility to the program and the student may be perceived as transient and perhaps less stable.

The Veblenian social-psychological model suggests that you look at your potential donors in terms of the social levels in which they operate. This may be particularly appropriate in determining what kind of approach to take depending upon the kind of fundraising you are undertaking. Government employees may operate within entirely different constraints than people working in the corporate sphere. People with families often react differently to certain information than those who do not have strong family ties.

The impact of the social-psychological factors on individuals is one reason for developing prospect cards for individuals and corporations. An individual with a wife and daughter may be more compassionate about a sexual assault victim if you can make him understand that such a victim is no different from his own family members.

Groups have a growing influence on individuals so that if you address a civic group and persuade them of the importance of your program you may be able to get pledges on the spot by maximizing peer influence. Politicians have been aware for a long time that getting pledges or checks written in a group setting will cause a number of individuals to contribute when they might not have if approached alone. They do not want to be considered uncharitable or unsympathetic.

Finally, the Hobbesian organizational model is particularly useful in determining why organizations contribute. This model helps to explain the additional

factors that are involved when someone has the job of contributing or granting funds on behalf of an organization as a whole. These individuals have at least two other influences to deal with: first, they are paid to make decisions about such contributions; and second, the must operate within an organizational hierarchy such that they are accountable to other people for their decisions. As a result the paid contributor normally is more conscious of factors such as cost, quality and stability of the program, service evaluation, and other performance indicators.

There are of course some paid contributors who succumb to influence on an individual level and are receptive to the program director who offers entertainment and other personal favors. However, most people who occupy this position are very careful about balancing ethical concerns and the needs of the organization in their decision. While the program director does well to know the personal factors which may motivate the paid contributor in terms of family, hobbies, and other interests, it is best not to try to exercise undue influence by "wineing and dineing" the prospective donor.

None of these models is complete in itself. Obviously there is far more to consider in analyzing your prospective donor than this simple summary of some of the key types of influences and responses. However, the important thing to remember is that the questions of: who is going to contribute; how will they make their contribution; why will they make their contribution; are at the center of any fundraising effort. The contributor is subject to many influences which take him down a complex path in his own psyche and result in a final contribution or refusal. A successful fundraiser is the one who can understand the individual's motivations and tailor his own funding campaign to answer those motivational needs.

CHAPTER EIGHT: CONCLUSION

Over the last year a number of victim service programs have died due to lack of funding and other resources. If the victim service program is to survive, there will be an increasing need to develop a funding strategy which includes both private and public funding sources. This manual has focused on private funding sources primarily because most victim service programs have received some government aid in the past and understand the process of preparing proposals.

The emphasis on private funding does not imply that one of the most important focuses of funding in the future should be ignored -- the development of institutionalized state and local revenues which are allocated to sustaining victim and witness programs within the criminal justice system. The development of such revenues is not impossible. In the past year three states passed legislation that provided for statewide funding for victim and witness programs. This year another ten states are considering such funding. Certainly it is a logical and systematic method of support. The state should assume some responsibility for ensuring proper treatment of victims and witnesses of crime, and that responsibility can be met by providing basic services to those victims.

This manual has sought to provide some understanding to victim service programs concerning the development of private funding sources so that those programs can use those sources

CONTINUED

1 OF 2

for assistance during the immediate future when advocacy efforts have yet to prevail in state legislatures and so that such programs can continue to rely upon the private sector for support in the years after basic state funding is a reality.

It is hoped that a companion manual will be developed in the near future on how to advocate successfully for legislation and public policy initiatives which will provide institutionalized support for victim services.

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