

public and private sources  
of funding for sexual assault  
treatment programs

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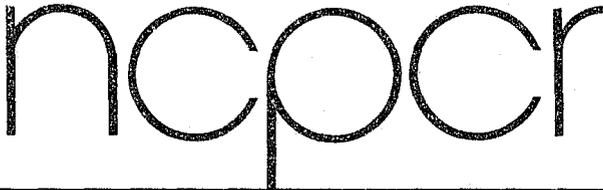
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# public and private sources of funding for sexual assault treatment programs

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The logo for the National Center for the Prevention and Control of Rape (NCPJR) is displayed in a stylized, lowercase, rounded font. The letters are interconnected, with the 'p' and 'j' having a vertical stem that extends downwards. The logo is centered between two horizontal lines.

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National Center for the  
Prevention and Control of Rape

August 1981

U. S. DEPARTMENT OF HEALTH AND HUMAN SERVICES  
Public Health Service  
Alcohol, Drug Abuse, and Mental Health Administration

National Institute of Mental Health  
5600 Fishers Lane  
Rockville, Maryland 20857

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## Introduction

The purpose of this publication is to assist rape crisis centers and other sexual assault treatment and service programs in obtaining financial support. The information is of use to both existing and new service programs in determining sources of funds. While it is not a comprehensive listing of funding resources, it is a guide to possible resources in the Federal Government and in the private sector. Additionally, readers may want to contact their own departments of social service for information on State and local government and private programs not discussed in this booklet.

This document is divided into three major sections. The first section provides brief descriptions of selected Federal agencies or programs administered directly from the Federal level, as well as those dispersed in block grants through individual State mechanisms. The programs listed were identified by rape crisis centers across the country who have been recipients of Federal grants, by administrators of Federal funding programs, and by available information on Federal grant programs.

The second section addresses private funding sources. There are almost 30,000 foundations in the United States, each with its own priorities and commitments. This section highlights only foundations that have an interest in projects for women and those programs that can assist individuals and organizations in researching foundations and preparing grant proposals.

The Appendixes contain citations of additional sources of information and excerpts from previously published documents that are reproduced here for the convenience of the user. Appendix A, "Bibliography of Funding Resources," contains citations and abstracts of more than 50 books and articles on proposalwriting and strategies and resources for fundraising. Many of the references are from an annotated bibliography developed by Gail S. Bradley, a consultant to the North Carolina Rape Crisis Association, Inc. The remaining listed resources are garnered from newsletters of various relevant organizations and reprints available through the Foundation Center and the Grantsmanship Center. Inclusion in this list does not constitute endorsement by the National Center for the Prevention and Control of Rape, nor does the NCPCR maintain a supply of these other publications for distribution. Most of the books and articles listed can be found in large public and university libraries; if a local library does not have a copy, reprints of articles are usually available from the journal, and books may be ordered through the publisher or a bookstore. Addresses of publishing companies and magazines can be found in *Books in*

*Print* or the *Ayer Directory of Publications*, both of which are available in public libraries.

Appendix B, "Annotated Grant Proposal Outline," and Appendix C, "Fundraising Approaches to Secure Continued RCC Success," were written by Carrie Knowles and Gail S. Bradley, respectively. These materials were developed for a July 1979 fundraising workshop in the Leadership Training Workshop Series sponsored by the North Carolina Rape Crisis Association, Inc., under a grant from the National Center for the Prevention and Control of Rape.

Since treatment and service programs in the area of sexual assault are continually exploring new methods of obtaining financial support, we look forward to hearing from other contributors as more effective or imaginative sources of funding come to light.

Mary Lystad, Ph.D.  
Chief  
National Center for the Prevention and  
Control of Rape, NIMH

## I. Public Sources of Funding

There are three basic mechanisms through which Federal funding can be obtained: 1) block grants, which are Federal funds administered by the regional, State, county, and municipal levels; 2) contracts; and 3) research, services, or training grants.

State and local governments receive block grants from Federal agencies and formulate comprehensive plans regarding the distribution of these funds. Public input into these plans is required by law. The most important factor in receiving these funds, therefore, is to understand where input and advocacy efforts are most effective in the determination of the State plan. Once the mechanism is understood, a funding request can be presented at the most advantageous stage of the annual State planning process.

There are also funds available to groups directly from Federal agencies at the national level. These funds are awarded in the form of contracts or research and training grants. Contracts are initiated by the funding agency and are advertised in the form of "Requests for Proposals" (RFPs). The individual or organization seeking funds bids on the project, i.e., outlines methods for solving the identified problem, describes available staff and other resources, and submits a budget indicating expenditures that will be incurred in carrying out the project. By Government regulation, all RFPs are summarized in the *Commerce Business Daily (CBD)*, a Federal newspaper published every Government business day in Washington, D.C. The summary of the RFP as published in the *CBD* includes a short description of the type of services to be rendered or the problem to be studied, the procedures to be implemented in the proposed study, the expectations the agency has regarding the proposal, the name and address of the contact person, and the deadline for submission of the proposal. The proposer must request a "bidding package" from the contact person in order to prepare the proposal in the required format. The *CBD* is available at most libraries, or by subscription from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. Monitoring the *CBD* for announcements of interest takes about 20 minutes a day, and responding to a RFP may take several weeks of writing and researching.

In contrast to contracts, grants are usually initiated by academic researchers or various types of nonprofit groups. The prospective grantee conceptualizes the problem and proposes a methodology to solve or study it. The only limitation on proposals is that the problem must fall within the priorities of the funding agency. These priorities are announced through "Requests for Grant Applications" (RFA's), which appear in the *Federal Register*, a daily publi-

cation providing updated information on Federal programs, including guidelines for programs, deadlines for grant programs, and sources of additional information. The *Federal Register* is available from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402, and in major libraries. Various Government components, such as the NCPCR, also prepare more detailed grant program announcements, which can be directly requested.

It is unrealistic to expect to completely finance a rape crisis center on Federal grants or contracts. The majority of these grants and contracts will require a research or demonstration/evaluation component and are not meant to provide funding of direct services. At best, Federal funds can support a specific component or project *within* a center for a limited period of time.

Because of the scarcity of Federal funds, the review process within the Government is lengthy and rigorous. Each program has specific requirements, guidelines, objectives, deadlines, and funding policies. It is advantageous to establish contact with the office that sponsors a specific grant prior to developing a proposal, to learn their priorities and the amount of funding they are authorized to distribute.

Several resources are available to help in seeking Federal funds. *The Catalogue of Federal Domestic Assistance*, which is published by the Office of Management and Budget, summarizes Federal programs, projects, services, and activities that provide assistance or benefits to the American public. This information is helpful in determining which programs are available and which agency to contact for additional information. The catalogue, which is updated annually, lists almost 1,000 programs administered by 52 different Federal departments, independent agencies, commissions, and councils. It contains three indexes which may be useful: (1) a functional index, which lists the Government programs by interest areas; (2) a subject index, listing the types of assistance by categories of services or selected beneficiaries, and (3) an agency program index, which records the services that each agency administers. The information about each program includes the name of the program, the types of assistance available, eligibility requirements, appropriations made, regulations, and the name of the agency contact. The *Catalogue* is available in many libraries and can be ordered on a subscription basis from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C., 20402.

A second suggested resource is *Funding Family Violence Programs: Sources and Potential Sources for Federal Monies*, written by the Center for Women Policy Studies. This publication presents information on sources of Federal money in the area of domestic violence. Rape-related service programs may qualify for some of the programs listed. The document can be ordered from the National Clearinghouse on Domestic Violence, P.O. Box 2309, Rockville, Md. 20852.

Another resource is the *Annual Register of Grant Support*. This publication describes all granting agencies which allocated funds during the previous year. For each entry, the *Register* includes a description of program priorities, eli-

gibility requirements, range of grants awarded the previous year, application requirements and deadlines, and the name and address of the principal contact person. The *Register*, which lists public and private sources, is available from Marquis Academic Media, 200 E. Ohio Street, Chicago, Ill. 60611.

The following pages contain descriptions of nine Federal programs that are potential sources of support for service programs. Appendix A contains citations and abstracts of additional sources of information on funding resources not mentioned here. These listings should not be viewed as comprehensive. Rather, they should be regarded as a starting point for further investigation of Federal funding possibilities.

## **ACTION**

806 Connecticut Avenue, NW.  
Washington, D.C. 20525

(202) 254-7526

VISTA: (202) 254-7376

Toll-free number for ACTION or VISTA: (800) 484-8580

ACTION is the Federal agency in charge of volunteer service programs such as the Peace Corps and Volunteers in Service to America (VISTA). Some communities have ACTION funds available for services. In addition, many State ACTION offices provide small grants of up to \$5,000 to local organizations for the purpose of mobilizing volunteers to work on human and social concerns. Contact your State or regional ACTION or VISTA office. These addresses are available from the national ACTION office, above.

There is also some ACTION money available for demonstration projects. ACTION looks for "innovative programs using volunteers for community services." Each year it targets major interest areas. The priority areas for FY 1981 are independent living, energy, and service learning with the focus on minority youth. Write to the Office of Policy and Planning at the address above for information, guidelines, and an application.

The VISTA program provides full-time volunteers to nonprofit community organizations. The volunteers receive a monthly living allowance from ACTION. Many rape crisis centers have VISTA volunteers among their staff, some of whom are incorporated into paid staff positions when their VISTA assignments are completed.

## **Community Services Administration**

1200 19th Street, NW.  
Washington, D.C. 20506

(202) 254-5840

The Community Services Administration (CSA) provides funds to approximately 1,000 Community Action Agencies (CAAs) across the country. These funds are used to combat poverty in designated communities. The decision of how and where to spend the money is left completely to the communities. Some CAAs fund shelters for domestic violence and sexual assault victims. However, the money must be used only in support of services for low-income individuals; matching funds from other sources may cover non-poverty-related services. An income-level assessment is required prior to receipt of any CAA funds. To determine if your area CAA funds any type of rape-related service, write the Office of Regional Operations, Office of Community Action, Community Services Administration, at the address above.

CSA also provides funds for demonstration projects in the range of \$100,000 per project. As with other federally funded demonstration projects, service delivery alone will not suffice to qualify for funds. There must be evidence of an innovative program design and a systematic evaluation process which ensures that the information gained can be useful to other programs. The CSA demonstration funds have been used extensively in the area of rape-related and domestic violence-related services (i.e., training programs, developing state-wide networks), so there are fewer funds now available in this area. For further information on funding for demonstration projects which will serve low-income communities, contact the Director, Office of Program Development, at the address above.

## **National Center for the Prevention and Control of Rape**

National Institute of Mental Health  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Room 15-99  
Rockville, MD 20857

(301) 443-1910

The National Center for the Prevention and Control of Rape (authorized presently under P.L. 96-398, Title VI, Section 601) is the focal point in the National Institute of Mental Health for research, training, and service-related activities in the following areas: social conditions which encourage sexual assault, assistance to victims of sexual assault, rehabilitation of offenders, and activities dealing with the primary prevention of sexual assault and rape.

The Center's program is carried out largely through research, research demonstration, and training grants, and projects are encouraged in the social science, behavioral, legal, and biomedical areas. The Center does not have funds

for service projects or for projects which essentially are intended to benefit only a particular agency or jurisdiction at this time; service projects intended to develop or evaluate generalizable service delivery models are fundable. The Center encourages a broad range of applications on the prevention and control of rape, including the following priority areas in research, research demonstration, and training. These priorities are based on the Center's legislative mandate. Some applications may address only one priority area, but others may address several in a related set of problem orientations. Such research and training activities should include, whenever appropriate, comparative focus on different racial/ethnic and socioeconomic groups.

*Basic and Applied Research Studies* are encouraged in areas of (1) incidence of rape and sexual assault; (2) social attitudes and values toward sex roles as they relate to rape and sexual assault; (3) social environments and conditions as causes of rape and sexual assault; (4) effectiveness of laws dealing with rape and sexual assault; (5) the impact of rape on the victim and her/his family; (6) rape and sexual assaults in correctional and other custodial institutions; (7) the treatment of the victim of rape and sexual assault in law enforcement agencies, medical institutions, and the courts; and (8) prevention programs in school and in the community.

*Research-demonstration Projects* are accepted on (1) planning, development, implementation, and evaluation of alternative methods for prevention, treatment, and control of rape; treatment and counseling of the victims of rape and their families; and rehabilitation of offenders; (2) application of such alternative methods in direct service work; (3) promotion of community awareness of specific locations and specific social and other conditions under which sexual attacks are most likely to occur. In addition, research demonstration projects in consultation and education to assist community mental health centers are welcomed. Areas of interest include (1) research on strategies that can be employed by the community mental health centers to identify mental health needs, community resources, and services; (2) research and demonstrations on techniques and styles of consultation to expand the provision of on-line direct services offered by community mental health centers themselves, and to test and evaluate procedures to increase staff capability for developing programs related to rape; (3) studies on the effectiveness of different consultative and education approaches of community mental health centers for the purpose of increasing community awareness regarding the problem of sexual assault and the services provided by mental health, legal, and social agencies to victims, their families, and offenders.

*Research Training* is supported, to a limited extent, to train persons in those concepts and methods especially useful in the theoretical study of sexual assault. Two types of awards are available: institutional grants and individual fellowships. Awards can be made for either predoctoral or postdoctoral training, but primary emphasis is placed on supporting research training of persons at the postdoctoral level. Priority is given to training projects or individual applications that (1) involve needed interdisciplinary approaches to research on sexual assault and related social conditions; (2) train students in applications

of advanced research and analytical techniques to sexual assault problems; and (3) increase the number of minority and female researchers in the sexual assault field.

*Service Manpower Development Training* is supported to assist mental health personnel and other service providers to relate more effectively to community needs in the sexual assault area. Priority emphasis is placed on training persons for services to underserved populations including male and female child victims of sexual assault, male and female adult victims of sexual assault, adult offenders, and persons served by public mental health facilities such as community mental health centers, security hospitals, and mental health components of correctional institutions. Projects may include short-term training for non-mental health personnel as well as the development and testing of innovative training approaches or needed applications of existing training technologies to specific problem areas.

Contact the National Center for the Prevention and Control of Rape, at the above address, for current research and training grant guidelines and for technical assistance in proposal writing.

### **National Center for Child Abuse and Neglect**

U.S. Department of Health and Human Services

P.O. Box 1182

Washington, D.C. 20013

(202) 755-0590

The National Center for Child Abuse and Neglect (NCCAN) was established to assist and enhance national, State, community, and individual efforts to prevent, identify, and treat child abuse and neglect. Funding is currently available from NCCAN for programs related to child sexual abuse. These funds will be used for services improvement and for research, training, and demonstration projects.

Announcements describing targeted areas in which projects will be funded are issued each spring in the *Federal Register*. Current areas include service demonstration studies on sexual abuse prevention through elementary education programs, service improvement projects for centers with existing child abuse services, training grants for professionals, and research and research-demonstration grants in numerous areas relating to child sexual assault. Write to the address above to request specific guidelines for the grants, and ask to be placed on their grants mailing list.

NCCAN also makes use of a collaborative research method, in which researchers are matched with innovative service programs in order to provide measurable and comparable results of service delivery approaches.

Additional NCCAN funds are also available to qualified State departments of social services or human resources. The amount allocated is based on the number of 18-year-olds in the State population. Some States use the money

solely within the State child abuse office, but others fund community projects. Contact your State social services department for more details.

### **Office of Domestic Violence**

U.S. Department of Health and Human Services

P.O. Box 1182

Washington, D.C. 20201

(202) 472-4205

The Office of Domestic Violence (ODV) was established in the Administration for Children, Youth and Families (ACYF), Office of Human Development Services, by Secretarial directive in May 1979. The ODV serves as the central information source on domestic violence programs both inside and outside the Federal Government. Although at present it cannot fund direct service programs, the office does support public information activities, technical assistance and training, and research and demonstration projects authorized under Sections 426 and 1110 of the Social Security Act. As the staff office of the Interdepartmental Committee on Domestic Violence established by the President, the ODV coordinates committee activities and reviews Federal programs providing assistance to victims of domestic violence. The office also works with other Federal agencies to strengthen their services to victims of domestic violence and to focus governmental and national attention on the problem of spouse abuse, its effect on all family members, and the need for increased services for its victims. To date, the ODV has undertaken the following activities:

**National Clearinghouse on Domestic Violence**—This organization collects and distributes information on the incidence and the causes of domestic violence, service programs, funding sources, and related activities. It serves as a resource to Federal, State, and local officials, community organizations, and the general public. It also shares information with other Federal clearinghouses. For additional information, contact the National Clearinghouse on Domestic Violence, P.O. Box 2309, Rockville, Md., 20852.

**Resource Project at the Center for Women Policy Studies**—The Office on Domestic Violence and the Law Enforcement Assistance Administration jointly fund this project and its newsletter *Response*. *Response* is the principal source of information to service programs around the country. It highlights new developments and model programs both in the criminal justice and health and social service areas. The Center staff also provides individualized assistance to organizations developing programs.

**State and Local Networking Projects**—Building on the ACTION project that established a National Center and ten regional technical assistance centers, the ODV presently funds ten regional centers to provide on-site assistance to new and developing service projects. This is accomplished by the centers

establishing State and local networks of resource consultants who can provide information, training, and resources materials.

**Services to Children**—In a joint project with the National Center on Child Abuse and Neglect, the ODV is sponsoring three demonstration projects to provide services to children in shelters and other family-service organizations.

The ODV is also (1) developing training materials for health professionals to be distributed with the assistance of the public health service; (2) undertaking three demonstration projects to develop models for coordinating community services programs for victims of domestic violence; (3) developing materials for public education activities; (4) developing, with the Law Enforcement Assistance Administration, resource materials for programs working with abusers; and (5) supporting, with the National Institute of Mental Health, a national survey on the incidence of spouse abuse.

## **Title XX of the Social Security Act (P.L. 93-647)**

The Title XX program is a system of State-administered funding for social services. Estimated Title XX expenditures in FY 1979 totalled \$3.3 billion. Each State determines its priorities and the categories in which Title XX monies will be spent. Some general areas for which Title XX funds can be used include protective services for children and adults, legal aid, family planning services, and health-related services.

Information from the public at large is required each year in the formulation of the State plan. It is important to become involved in the early stages of your State's planning process to determine the annual planning cycle, to be informed, organized, and actively advocating prior to the public announcement of the plan. Title XX money is becoming harder to obtain for new projects because many programs which have been funded in the past get new funds each year. Therefore, early planning input is critical. Consideration should be given to coordinating with existing services. Start by contacting the department or agency in your State that administers public welfare and social services.

The following pamphlets may also prove useful:

- "Title XX: Social Services in Your State—A Child Advocate's Handbook for Action," available from the Children's Defense Fund, 1520 New Hampshire Avenue, NW., Washington, D.C. 20036.

- "Summaries and Characteristics of States' Title XX Social Security Plans, FY 79," available from the Subcommittee on Public Assistance, Ways and Means Committee, U.S. House of Representatives, Washington, D.C. 20515.

## U.S. Department of Housing and Urban Development

451 7th Street, SW.

Washington, D.C. 20410

(202) 755-5284

The Department of Housing and Urban Development (HUD) provides block grants to cities and counties for use in community development programs in designated areas. Over 1,300 cities are currently considered "entitlement cities," with designated community development areas within each. Rape services can qualify for this block grant funding if the service is delivered within a designated area. The funds can be dispensed for a wide range of public services to provide improved community facilities and services and to alleviate threats to public health or safety which require immediate resolution.

As with all Federal-to-State block grant programs, citizen participation is required, although the final determination of where the money will be spent rests with public officials. Contact your regional or State HUD office to determine when and where to present your funding request. A list of regional/local HUD addresses is available from the national office at the address above.

For information on block grants, write to the Office of Public Affairs at the Washington address and ask for the fact sheets on "Entitlement Grants—Community Development Block Grant Program" and "Small Cities Block Grant Program."

Also available from HUD is the manual *Fair Housing and Funding: A Local Strategy*, which identifies resources for community-based fair housing organizations. Some of the information is relevant for rape crisis centers. Several pertinent laws are described, and a "Ten-Step Process" for obtaining funding under these laws is outlined. Write for this manual to the Publications Services Center, Department of Housing and Urban Development, Room B258, Washington, D.C. 20410, (202) 755-7353.

## II. Private Sources of Funding

There are approximately 26,000 foundations in the United States. Most of these are small foundations, with assets of under \$1 million each. Independent foundations receive money from families or individuals and community foundations from bequests and gifts from donors. Company foundations are created by profitmaking businesses. Foundations vary widely in their areas of interest, grant requirements, regional preference, and amount of award. Competition is keen for the limited funds available. It is advantageous to become familiar with the priorities of the foundations to which you will apply and to become adept at developing and writing proposals. A personal visit with a representative of the foundation is useful to determine the level of interest in your project.

In recent years many foundations have exhibited support of social change and community organizations. Nevertheless, money for services remains scarce, especially funds for "women's projects." Women and Foundations/Corporate Philanthropy was created in 1977 "to promote grantmaking for women and girls, and to encourage the participation of women at all levels of organized philanthropy." To this end, WAF/CP works to establish regional networks of men and women in philanthropy, disseminates information to promote thoughtful decisionmaking with regard to the funding of projects, and conducts research on grantmaking patterns in the funding of programs for women and girls. The initial project of the research component was the 1978 *Survey of Six Foundations that Derive their Assets Primarily from the Sale of Cosmetics to Women*.<sup>1</sup> This survey found that less than 5 percent of the funds granted by these companies went to programs to benefit women and girls.

Their 1979 survey of community foundations revealed that the foundations surveyed, which included the five largest foundations in the country, spend an average of 5.2 percent of their discretionary funds on programs for women and girls, with the actual proportions spent ranging from 0 to 11.9 percent.<sup>2</sup> The percentage of the total spent by the different foundations was as follows:

1. The New York Community Trust (9.8 percent)
2. The Cleveland Foundation (3.4 percent)
3. The Chicago Community Trust (4.7 percent)
4. The Permanent Charity Fund of Boston (4.3 percent)

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<sup>1</sup> Women and Foundations/Corporate Philanthropy, *Survey of Six Foundations that Derive Their Assets Primarily From the Sale of Cosmetics to Women*. New York: Women and Foundations/Corporate Philanthropy, 1978.

<sup>2</sup> Dykstra, Gretchen. *Survey of Ten Community Foundations' Discretionary Funding: Part I, May 1979*. New York: Women and Foundations/Corporate Philanthropy, 1979.

5. The San Francisco Foundation (5.7 percent)
6. The Metropolitan Foundation of Atlanta (9.6 percent)
7. The Ann Arbor Area Foundation (0 percent)
8. The San Antonio Area Foundation (0 percent)
9. The North Dakota Community Foundation (11.6 percent)
10. The Oregon Community Foundation (2.6 percent)

A similar WAF/CP study<sup>3</sup> of eight major corporations found that, of the 6,799 grants reported in 1979, only 135 were aimed specifically at programs for women and girls. Total gifts by these eight corporations in 1979 amounted to \$40,451,298; total gifts for programs to benefit women and girls amounted to \$908,761, less than 2.25 percent of the total.

For additional information on these studies, or for general information on the organization, write to Women and Foundations/Corporate Philanthropy, 866 United Nations Plaza, Suite 435, New York, N.Y. 10017.

In 1979, the Ford Foundation released their study, *Financial Support of Women's Programs in the 1970's: A Review of Private and Government Funding in the United States and Abroad*.<sup>4</sup> The study stated that in 1971 private foundations channeled an estimated \$1.7 million to programs designed to help eliminate sex discrimination and to advance opportunities for women. In 1976, the spending had increased to about \$12 million. Federal grants for women's programs were at a much lower level in 1971 but showed a steeper climb to approximately \$16 million by 1976. In addition, Federal contract spending on women's projects reached an estimated \$8 million in 1976. Nevertheless, the \$12 million given for women's programs in 1976 was only six-tenths of 1 percent of total foundation grants of more than \$2 billion. The Ford Foundation study was based on data available from 1970 to the end of 1976. It covered 1,146 private and Federal grants worth \$70,703,000 and 122 Federal contracts worth \$25,015,000.

A major benefit of receiving a grant, aside from the money itself, is the freedom and independence permitted once the grant is awarded. After the initial effort of researching and writing the proposal is completed and the grant is awarded, there are often no reporting requirements except a final project report. One cannot, however, fund a rape crisis center indefinitely with foundation grant awards. Grants are usually for seed money to help a program get started, or for specific projects such as a newsletter, community effort, or production of a film. Foundations require evidence of a broad base of community support and potential sources of additional funding before awards are made. They have no desire to fund a program which will collapse when the single grant period is completed.

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<sup>3</sup> Towers, Cheryl R. *Funding of Programs for Women and Girls: By a Selected Sample of Major Corporations, May 1980*. New York: Women and Foundations/Corporate Philanthropy, 1980.

<sup>4</sup> The Ford Foundation. *Financial Support of Women's Programs in the 1970's: A Review of Private and Government Funding in the United States and Abroad*. New York: the Ford Foundation, 1979.

The importance of submitting an acceptable, persuasive proposal cannot be overemphasized. A source of information is a three-volume series entitled *Developing Successful Proposals in Women's Education Equity*. The three volumes are *The Guide*, which contains information on how to write proposals; *The Supplement*, which contains resource information on how to find grant money; and *The Swipe File*, which contains copies of three successful proposals. These publications can be purchased from the Far West Laboratory, 1855 Folsom Street, San Francisco, Calif. 94103. For additional information, refer to Appendix A, which contains additional citations for sources of information on researching and writing proposals, and Appendix B, "Annotated Grant Proposal Outline."

You can locate descriptions and addresses of several thousand foundations through *The Foundation Directory*, compiled by Marianna Lewis. This directory, organized by State, lists several thousand foundations which award \$5,000 or more. The *Foundation Directory*, available in most libraries, may be ordered from Columbia University Press, 136 S. Broadway, Irvington-on-Hudson, N.Y. 10533. This volume, however, represents only 10 percent of all existing foundations. Not to be overlooked are the many local and regional foundations. These foundations are generally more responsive to community action programs than the larger national foundations, although the awards are generally smaller amounts. As of May 1979 there were 220 community foundations in the United States with aggregate assets of more than \$1.2 billion.<sup>5</sup> The addresses of many of these foundations can be found in numerous State or area directories. A list of these directories, *A Bibliography of Area Foundation Directories*, is available from the Foundation Center, 888 Seventh Avenue, New York, N.Y. 10019.

Another organization committed to increasing support for women's projects and other projects advocating positive social change is the Network of Change-Oriented Foundations. This group is composed of individuals who are staff or board members of grantmaking foundations, as well as representatives of individual donors. They have compiled a publication, *Network of Change-Oriented Foundations*, which lists foundations interested in women's issues and social projects, explains their priorities, gives the number, amount, and categories of grants awarded, outlines grant requirements and meetings, and provides addresses. It also lists numerous regional foundations serving specific communities throughout the country. The publication can be obtained from the Playboy Foundation, 919 N. Michigan Avenue, Chicago, Ill. 69611. Listed below are the names and addresses of the foundations listed in the directory.

### Network of Change-Oriented Foundations

ABELARD FOUNDATION  
818 Cherry St.  
Santa Rosa, Calif. 95404

AKBAR FUND  
514 Camino Cabra  
Santa Fe, N. Mex. 87501

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<sup>5</sup> Dykstra, *op. cit.*, p. 1

THE ARCA FOUNDATION  
100 East 85th St.  
New York, N.Y. 10028

ASTOR FOUNDATION  
405 Park Ave.  
New York, N.Y. 10022

MARY REYNOLDS BABCOCK  
FOUNDATION  
102 Reynolds Village  
Winston-Salem, N.C. 27106

BEARD'S FUND, INC.  
9 West 57th St.  
New York, N.Y. 10019

CARNEGIE CORPORATION OF  
NEW YORK  
437 Madison Ave.  
New York, N.Y. 10022

ROBERT STERLING CLARK  
FOUNDATION  
100 Wall St.  
New York, N.Y. 10005

CLEVELAND FOUNDATION  
700 National City Bank Building  
Cleveland, Ohio 44114

CUMMINS ENGINE FOUNDATION  
5000 Fifth St.  
Columbus, Ind. 47201

DYER/IVES FOUNDATION  
200 G Water Building  
Grand Rapids, Mich. 49503

LUCIUS AND EVA EASTMAN  
FUND, INC.  
113 East 64th St.  
New York, N.Y. 10021

MAURICE FALK MEDICAL FUND  
3317 Grant Building  
Pittsburgh, Pa. 15219

THE FUND FOR NEW JERSEY  
57 Washington St.  
East Orange, N.J. 07017

THE WALLACE ALEXANDER  
GERBODE FOUNDATION  
149 Ninth St.  
San Francisco, Calif. 94103

HAYMARKET PEOPLES FUND  
2 Holyoke St.  
Cambridge, Mass. 02138

EDWARD K. HAZEN FOUNDATION  
400 Prospect St.  
New Haven, Conn. 06115

INSTITUTE FOR WORLD ORDER,  
INC.  
Grants Committee  
1140 Avenue of the Americas  
New York, N.Y. 10036

INTERRELIGIOUS FOUNDATION  
FOR COMMUNITY  
ORGANIZATION, INC.  
475 Riverside Drive, Suite 528  
New York, N.Y. 10027

IRWIN-SWEENEY-MILLER  
FOUNDATION  
415 Third St.  
Columbus, Ind. 47201

JOINT FOUNDATION SUPPORT  
1 East 53rd St.  
New York, N.Y. 10022

THE J.M. KAPLAN FUND, INC.  
2 East 34th St.  
New York, N.Y. 10016

LEADERSHIP DEVELOPMENT  
PROGRAM  
Mezzanine, 52 Fairlie St., NW.  
Atlanta, Ga. 30303

THE MAX & ANNA LEVINSON  
FOUNDATION  
95 State Street, Room 405  
Springfield, Mass. 01103

LIBERTY HILL FOUNDATION  
P.O. Box 1074  
Venice, Calif. 90291

LILLY ENDOWMENT, INC.  
2801 North Meridian St.  
Indianapolis, Ind. 46208

STEWART R. MOTT  
800 Park Ave.  
New York, N.Y. 10021

MS. FOUNDATION FOR WOMEN,  
INC.  
370 Lexington Ave., Room 412  
New York, N.Y. 10017

THE NEEDMOR FUND  
Commodore Perry, Suite 406  
Toledo, Ohio 43603

NEW HAVEN FOUNDATION  
One State St.  
New Haven, Conn. 06510

NEW WORLD COALITION  
419 Boylston St.  
Boston, Mass. 01505

NEW YORK COMMUNITY TRUST  
415 Madison Ave.  
New York, N.Y. 10017

NEW YORK FOUNDATION  
4 West 58th St.  
New York, N.Y. 10019

NORMAN FOUNDATION  
730 Fifth Ave., Room 2001  
New York, N.Y. 10019

JAMES C. PENNEY FOUNDATION,  
INC.  
1301 Avenue of the Americas  
New York, N.Y. 10019

THE PEOPLE'S FUND  
1425 Walnut St.  
Philadelphia, Pa. 19102

PHILADELPHIA CLEARINGHOUSE  
FOR COMMUNITY FUNDING  
RESOURCES  
1520 Race St., Room 1-C  
Philadelphia, Pa. 19102

PITTSBURGH BRIDGE AND IRON  
WORKS CHARITABLE TRUST  
1601 Union Bank Building  
Pittsburgh, Pa. 15222

THE PLAYBOY FOUNDATION  
919 North Michigan Ave.  
Chicago, Ill. 60611

ROSENBERG FOUNDATION  
210 Post St.  
San Francisco, Calif. 94108

HELENA RUBINSTEIN  
FOUNDATION  
261 Madison Ave.  
New York, N.Y. 10016

SACHEM FUND  
405 Orange St.  
New Haven, Conn. 06510

SAN FRANCISCO FOUNDATION  
425 California St., Suite 1602  
San Francisco, Calif. 94104

SAVE THE CHILDREN  
COMMUNITY DEVELOPMENT  
FOUNDATION  
345 East 46th St.  
New York, N.Y. 10017

SEED FUND  
1045½ York St.  
San Francisco, Calif. 94110

SHALAN FOUNDATION  
2749 Hyde St.  
San Francisco, Calif. 94109

G. H. SHAW FOUNDATION  
P.O. Box 352  
Sturbridge, Mass. 01566

SHERWOOD FOREST FUND  
5 Boylston St., Room 304  
Cambridge, Mass. 02138

SOCIAL AND EDUCATIONAL  
RESEARCH FOUNDATION  
3416 Sansom St.  
Philadelphia, Pa. 19104

THE STERN FUND  
211 East 40th St.  
New York, N.Y. 10016

THIRD WORLD FUND  
944 Market St., Room 705  
San Francisco, Calif. 94102

TRINITY GRANTS PROGRAM  
Parish of Trinity Church  
74 Trinity Place  
New York, N.Y. 10006

TWENTY-FIRST CENTURY  
FOUNDATION  
112 West 120th St.  
New York, N.Y. 10027

VAN AMERINGEN FOUNDATION,  
INC.  
509 Madison Ave.  
New York, N.Y. 10022

VANGUARD PUBLIC FOUNDATION  
4111 24th St.  
San Francisco, Calif. 94114

JOHN HAY WHITNEY  
FOUNDATION  
111 West 50th St.  
New York, N.Y. 10020

WIEBOLT FOUNDATION  
11 South LaSalle St.  
Chicago, Ill. 60603

THE YOUTH FOUNDATION  
1000 Wisconsin Ave., NW.  
Washington, D.C. 20007

The following pages contain descriptions of several programs that provide information or technical assistance to individuals or organizations who wish to obtain funding through private sources. In most cases, the services are provided free-of-charge or for a minimal fee.

### **The Foundation Center**

888 Seventh Ave.  
New York, N.Y. 10106  
(212) 975-1120

1001 Connecticut Ave., NW.  
Washington, D.C. 10036  
(202) 331-1400

The nationwide resources of the Foundation Center are useful for anyone looking for private sources of funding. It is a nonprofit organization, established and supported by foundations, which provides information and assistance to the grantseeking public. The Center has two national libraries (New York and Washington) and two field offices (312 Sutter Street, San Francisco, Calif. 94108, (415) 397-0902; and 739 National City Bank Building, 629 Euclid Avenue, Cleveland, Ohio, 44114, (216) 861-1933). It also supplies its publications and resources to over 90 libraries in all 50 States, Mexico, and Canada.

Resources available at the Center include reference materials on fundraising, philanthropy, and proposal writing and directories of funding sources; a comprehensive collection of published foundation annual reports, which usually include the most complete and useful descriptions of foundations programs; newsletters, news releases, newspaper clippings, sample application forms, and guidelines; and information returns, which are filed annually with the

Internal Revenue Service by all U.S. foundations. These returns contain fiscal data, addresses, telephone numbers, officers, and grants lists. They are often the only available source of information on the many small foundations. Computer searches are available which list the grants from over 400 major foundations in 68 subject areas. A printout costs \$12 per subject; microfiche is \$4 per subject. The subject areas include child welfare, community funds, social agencies, women, and crime and delinquency. Most printouts contain more than 200 actual grant descriptions. The Council on Foundations also publishes a magazine, *Foundation News*, which includes the Foundation Grants Index prepared by the Foundation Center. It costs \$20 per year for six issues. Call toll-free (800) 424-9836 for further information on Foundation Center information and materials.

### **Grantsmanship Center**

1031 S. Grand Ave. (Main Office)  
Los Angeles, Calif. 90015

(213) 749-4721

719 H St., SE. (Regional Office)  
Third Floor  
Washington, D.C. 20003

The Grantsmanship Center offers 5-day training seminars throughout the country on proposal writing, planning, and evaluation. The seminars include guidance in researching foundations and Government sources and selecting which ones are appropriate. The cost is \$375.

The subscription rate for the periodical *Grantsmanship Center News* is \$20 per year for six issues. Reprints from the magazine can be purchased from the Center.

### III. Appendixes

#### Appendix A. Bibliography of Funding Resources\*

Some of the books in this bibliography are available in public or university libraries. Other books could probably be ordered through libraries if there are a sufficient number of requests for them.

ACTION. *Funding Kit A Guide for Funding Resource Development*. Washington, D.C.: ACTION.

This publication can be ordered from ACTION, 806 Connecticut Avenue, NW., Washington, D.C. 20525.

Allen, Herb, ed. *The Bread Game: The Realities of Foundation Fundraising*. San Francisco: Glide Publications, 1974

This publication covers basic information on approaching foundations and includes examples of accounting procedures and other necessary paperwork, how to write proposals, prepare budgets, etc. It includes an example of a good bookkeeping system. May be ordered from Glide Publications, 330 Ellis St., San Francisco, Calif. 94102.

*Annual Register of Grant Support*. Chicago: Marquis Academic Media, 1980.

This is a large volume listing a number of funding sources that are not listed elsewhere (corporations, professional associations, etc.), as well as some standard private and Federal sources. The majority of the entries are geared toward grants to individuals fellowships, scholarships, etc. However, it also contains over 700 pages of varied information, including a description of the number of requests made to specific organizations and how the grants were awarded. May be ordered from Marquis Who's Who, 200 E. Ohio St. Chicago, Ill. 60611.

Biegel, Len, and Lubin, Aileen. *Mediability: A Guide for Nonprofits*. Washington, D.C.: Taft Corporation, 1975.

This guidebook is for the nonprofit manager with little or no professional media experience. It describes how to put together professional, yet inexpensive, public-service announcements and advertisements for newspapers, magazines, and billboards. Order from Taft Corporation, 1000 Vermont Ave., N.W., Washington, D.C., 20005.

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\*Portions by Gail S. Bradley under NIMH grant. See footnote on p. 25.

Blanshard, Paul Jr. *KRC Fundraiser's Manual: A Guide to Personalized Fundraising*. New Canaan: KRC Development Council.

This publication, in addition to covering techniques of fundraising, has material on the process of analyzing potential donors, the fundraising organization and its volunteers, and public-relations approaches. May be ordered from KRC Development Council, 212 Elm St., New Canaan, Conn. 06848.

Brodsky, Jean, ed. *The Proposal Writer's Swipe File II*. Washington, D.C.: Taft Corporation, 1977.

This publication contains 14 professionally written grant proposals, prototypes of approaches, styles, and structures. Available from Taft Corporation, 1000 Vermont Ave., NW., Washington, D.C., 20005.

Center for Community Change. *General Revenue Sharing: Influencing Local Budgets*. Washington, D.C.: Center for Community Change, 1978.

This publication is one of a series of Citizen's Action Guides booklets on legislative and policy measures that affect community organizations. The guide seeks to help citizen groups become involved in the budget process by which General Revenue Sharing funds are distributed and used. May be ordered from Publications, Center for Community Change, 1000 Wisconsin Ave., NW., Washington, D.C., 20007.

Davis, J. C., ed. *A Guide to Foundations of the Southeast*. Williamsburg: Cumberland College, 1975.

This four-volume guide includes basic information on many regional foundations. Order from Cumberland College, Williamsburg, Ky.

Des Marais, Philip. *How to Get Government Grants*. New York: Public Services Materials Center.

This publication covers the process of securing government grants from beginning to end, including the final accounting. Order from Public Service Materials Center, 355 Lexington Ave., New York, N.Y. 10017.

Dermer, Joseph, ed. *The New How To Raise Funds from Foundations*. New York: Public Service Materials Center, 1977.

This manual contains basic theory and practice information on foundation fundraising, including real case studies.

Dermer, Joseph. *How to Write Successful Foundation Presentations*. New York: Public Service Materials Center, 1977.

This pamphlet describes the basic steps to follow in order to successfully obtain foundation funds, from writing the appointment letter, through the presentation, the development of the proposal, and writing the letters of renewal. Once again, authentic examples are used.

Flanagan, Joan. *The Grass Roots Fundraising Book: How to Raise Money in Your Community*. Chicago: Swallow Press, 1977.

This book is a step-by-step guide to dozens of proven community-based fundraising efforts, including membership drives, concerns, ad books, marathons, direct mail, and local business solicitations. May be ordered from National Youth Work Alliance, 1436 Connecticut Ave., NW., Washington, D.C., 20036.

Fojtik, Kathleen. *The Bucks Start Here: How to Fund Social Service Projects*. Ann Arbor: Domestic Violence Project, Inc., 1978.

This booklet provides detailed, concise, and current information on initiating a community-based social service agency. Fojtik advises the reader about devising articles of incorporation, writing proposals, and applying for Federal and local government grants and foundation funds. The publication gives tips on a variety of approaches to applying for funds and contains examples of documents involved in the process and a bibliography. May be ordered from Domestic Violence Project, Inc., 202 East Huron St., Suite 101, Ann Arbor, Mich. 48104.

*Fundraising Management*. 224 Seventh St., Garden City, N.Y. 11530.

This bimonthly journal provides ideas and examples of various fundraising techniques. Order from the above address.

*Fundraising for Philanthropy*. Washington, D.C.: Taft Corporation, 1977.

This publication can be ordered from Taft Corporation, 1000 Vermont Ave., NW., Washington, D.C., 20005.

*A Fundraising Primer*. Tulsa: Together, Inc., 1975.

This guide for the novice fundraiser includes techniques for writing proposals to foundations, corporations, and individuals, and information on planning and writing a proposal. It also includes a bibliography on funding sources and direct-mail solicitation. Order from Human Resources Consultants, P.O. 52528, Tulsa, Okla. 74152.

*General Revenue Sharing, Affirmative Action and You*. Boston: Low-Income Planning Aid, Inc., 1977.

This publication can be ordered from 2 Park Square, Suite 612, Boston, Mass. 12216.

Gordon, Robbie. *We Interrupt This Program: A Citizen's Guide to Using the Media for Social Change*. Amherst: Citizen Involvement Training Project, 1978.

This manual explains strategies for all types of effective media usage. It is a collection of techniques, exercises, sample flyers and ads, graphics, press

releases, and PSAs. Available from the University of Massachusetts, Citizen Involvement Training Project, Amherst, Mass. 01003.

Hall, Mary. *Developing Skills in Proposal Writing*. Portland: Continuing Education Publications, 1979.

This is a guide to proposal writing, especially for organizations with limited program-development capabilities. It includes examples of proposals and description of the components of a proposal, including budgets. It also contains a Federal grant application form and other useful information. Order from Continuing Education Publications, 1633 S.W. Park, P.O. Box 1394, Portland, Ore. 97207.

Hartman, Linda and Mundel, Jerry. *Checklist for Proposal Review*. Los Angeles: Tandem Training Associates, Inc.

This booklet is designed to assist those writing or reviewing proposals. It discusses 17 points to be addressed in most proposals and stresses the concerns of funding sources. Order from Tandem Training Associates, 2578 Verbena Drive, Los Angeles, Calif. 90068.

Hillman, Howard and Abarbanel, Karin. *The Art of Winning Foundation Grants*. New York: The Vanguard Press, 1975.

This publication discusses 10 steps to success with foundation grants, analyzes various categories of foundations, and gives sources of information. Order from Vanguard Press, Inc., 424 Madison Ave., New York, N.Y. 10017.

Human Resources Network. *How to Get Money for Youth, the Elderly, the Handicapped, Women and Civil Liberties*. Radnor: Chilton Book Co., 1975.

This publication can be ordered from the Chilton Book Company, 201 King of Prussia Road, Radnor, Pa. 19089.

Jacquette, Barbara P. and Jacquette, F. Lee. "What Makes a Good Proposal." New York: Foundation Center.

This pamphlet can be ordered from the Foundation Center, 888 Seventh Ave., New York, N.Y. 10019.

Kiritz, Norton J. "Program Planning and Proposal Writing." Los Angeles: The Grantsmanship Center.

This article is available in two versions: introductory (8 pages) and expanded (48 pages). Both are reprints from *Grantsmanship Center News*, 1031 S. Grand Ave., Los Angeles, Calif. 90015.

Knittle, Fred D. *How to Obtain Foundation Grants*. Los Angeles: R. L. Houts Associates, Inc., 1972.

This is a 350-page book on grantsmanship written by an experienced grantee. The information contained includes an analysis of the Tax Reform Act, descriptions of various categories of foundations, research tools, and case studies involving communications between grantees and foundations. May be ordered from R. L. Houts Associates, Inc., 3960 Wilshire Blvd., Los Angeles, Calif. 90010.

Koch, Frank. *Corporate Giving: Policy and Practice*. New York: American Management Association, Inc., 1978.

This publication can be ordered from American Management Association, Inc., 135 W. 50th St., New York, N.Y. 10020.

Leibert, Edwin and Sheldon, Bernice E. *Handbook of Special Events for Nonprofit Organizations: Tested Ideas for Fundraising and Public Relations*. Washington, D.C.: Taft Corporation, 1977.

This handbook can be ordered from Taft Corporation, 1000 Vermont Ave., NW., Washington, D.C. 20005.

Mayer, Robert A. "What Will a Foundation Look for When You Submit a Grant Proposal?" *Library Journal*, July 1972.

This publication can be ordered from the *Library Journal* at 1180 Avenue of the Americas, New York, N.Y. 10036, or check your local library.

Metter, Thomas F. *You Don't Know What You've Got Until You Lose It*. Washington, D.C.: The Community Management Center.

This publication can be ordered from The Support Group, The Community Management Center, 1424 16th St., NW., Suite 201, Washington, D.C. 20036.

Mirkin, Howard R. *The Complete Fundraising Guide*. New York: Public Service Materials Center, 1972.

This guide was written specifically for professional fundraisers. It covers the basic techniques of all types of fundraising and is a source for the fundamentals of fundraising and organizational principles. May be ordered from the Public Service Materials Center, 355 Lexington Ave., New York, N.Y. 10017.

Mitiguy, Nancy. *The Rich Get Richer and the Poor Write Proposals*. Amherst: Citizen Involvement Training Project, 1978.

This manual includes exercises on developing community support and asking for money, information on both grassroots fundraising and grantsmanship, information on how to research and interview possible funding sources, case studies, and sample materials of successful fundraising approaches. May be ordered from University of Massachusetts Citizen Involvement Training Project, Amherst, Mass. 01003.

National Rural Center. *Resource Guide for Rural Development*. Washington, D.C.: The National Rural Center.

This publication explains the functions of Federal agencies, State roles in rural development, and foundations, churches and other private resources as they relate to assisting developing rural programs. Available from the National Rural Center, 1828 L St., NW., Washington, D.C. 20036. Also available is *Private Funding for Rural Programs: Foundations and Other Private Sector Resources*, which includes information on how to identify suitable foundations.

“The Persuasive Proposal/The Unpersuasive Proposal.” *The Foundation News*, July/August 1977.

This is actually two separate articles combined as a reprint available from *Foundation News*, 1828 L St., NW., Washington, D.C. 20036.

Riegel, Bobette W., ed. *Bootstrap Fundraising for Human Service Programs: An Adult Education Course and Basic Primer*. Boulder: National Information Center in Volunteerism, 1977.

This 58-page manual may be ordered from Volunteer Readership, P.O. Box 1807, Boulder, Colo. 80306.

Shakely, Jack. *Exploring the Elusive World of Corporate Giving*. Los Angeles: The Grantsmanship Center, 1977.

This document contains a discussion of the history of corporate philanthropy, corporate giving structures, and the realities of obtaining corporate money. It also contains a bibliography. It may be ordered from The Grantsmanship Center, 1013 S. Grand Ave., Los Angeles, Calif. 90015.

*Stalking the Large Green Grant: A Fundraising Manual for Youth Serving Agencies*. Washington, D.C.: National Youth Work Alliance, 1976.

This publication focuses on Federal Government grants and contracts available for programs ranging from juvenile justice to employment. Also discusses foundations. Order from National Youth Work Alliance, 1346 Connecticut Avenue, NW., Washington, D.C. 20036.

Storey, Jill. “You Deserve a Grant Today.” *Ms.*, April 1980, pp. 91–94.

This article includes a resource list and “The ABCs of Proposal-Writing.” May be ordered from *Ms. Magazine*, 370 Lexington Ave., New York, N.Y. 10017, or check your local library.

*Taft Corporate Foundation Directory*. Washington, D.C.: Taft Corporation, 1979.

This directory can be ordered from Taft Corporation, 1000 Vermont Avenue, NW., Washington, D.C., 20005.

U.S. Department of Labor. *Looking for a Grant*. Washington, D.C.: U.S. Government Printing Office.

This kit provides several articles and pamphlets on funding resources. It is available from the Women's Bureau, 200 Constitution Ave., N.W., Washington, D.C. 20210.

*U.S. Government Manual*. Washington, D.C.: U.S. Government Printing Office.

This document contains information on every unit of the Federal Government, including how to get information (requirements, RFPs, etc.), how to get on mailing lists, and addresses of all the Federal agencies. Order from Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

White, Virginia P. *Grants: How to Find Out About Them and What to Do Next*. New York: Plenum Press, 1975.

This publication provides an explanation of the grant process, including the identification of sources for funding and assistance with the proposal-writing process. May be ordered from Plenum Publishing Corp., 227 W. 17th St., New York, N.Y. 10011.

Women's Action Alliance. *Getting Your Share: An Introduction to Fundraising*. New York: Women's Action Alliance, 1976.

This is a compact and concise guide to fundraising based on methods used by the Alliance, and is available from the Women's Action Alliance, 370 Lexington Ave., New York, N.Y. 10017.

## **Appendix B. Annotated Grant Proposal Outline by Carrie J. Knowles\***

Before you begin filling out forms and writing proposals, you need to select a funding source. Call them on the telephone, ask for information and guidance; get in touch with other agencies they have funded in the past. Understand their guidelines for funding, and be certain your organization fits those guidelines. Ask for a personal interview if possible.

Once you have located a possible funding source and you've set aside plenty of time for writing and rewriting, you are ready to begin.

**Statement of need:** The world needs us; we need your money! Your statement of need should show that there is a problem that is not being resolved by existing efforts. This statement of need gives you an opportunity to acquaint the reviewers with your knowledge of the specific area of your proposed project. This statement of need should be a clear, concise *problem statement*. Funding agencies believe—and rightfully so—that a problem well stated is half solved.

\*Developed under NIMH grant No. MH15664 to the North Carolina Rape Crisis Association. Copyright by the Association. Further reproduction is prohibited without their permission.

Be sure to discuss external and internal needs. Do not try to cover your shortcomings; admit them, and show the need to correct them.

**Document your ideas:** The points you make in your statement of need should be documented. Do not overwhelm your reviewers with superfluous charts and tables; instead, include those few relevant statistics that clearly support your statement of need. These should be presented in as clear and concise a manner as possible. For example, in the case of rape, you may use local statistics about rape, or national statistics about rape, or both. The most important thing to remember is that you should use *only* those statistics that most clearly define your statement of need. In addition, be sure to demonstrate that others besides yourself see a need for you to do the project. Include in your appendix to the proposal letters of support from people who will benefit from the project (e.g., Rape Crisis Centers, District Attorneys, Council on the Status of Women, etc.) and from other community agencies. Finally, be sure that the need you describe fits within the mandate of your organization. In the case of a State rape coalition, does the project you propose meet a goal as defined in the Articles of Agreement? Is it within the scope of the funding agency?

**Literature review** (or State of the Art): No project is independent of prior projects and programs in the same area. It is necessary that you demonstrate a familiarity with what has been done, and what is now being done, in your area *AND* how your proposed project will add to this body of work. You need to:

1. Clearly demonstrate that you have a comprehensive grasp of the subject area and that you are aware of developments within this area.
2. State how previous work has contributed to your proposed project.
3. Describe how your proposed project will improve upon or go beyond past work.
4. Demonstrate your ability to *do research* and to *think*.

Do your homework: Search for previous work in journals, abstracts, and other publications; use the *networks* of professionals and professors to help you locate recent literature and programs. **DO NOT MAKE GENERAL STATEMENTS UNLESS YOU CAN BACK THEM UP.** Unless you have done a very thorough review of the literature, do not say your project or approach is *unique*.

**Project's Goals and Objectives:** What we're here for (*key section* of the grant proposal). This can be elaborated on in the narrative, but it must begin with a clear, one-paragraph "statement of purpose." The goals and objectives not only provide the structure for what you want to accomplish in your project, they also convey to the reviewer *what* you are going to do and *how* you are going to do it. The goals and objectives must be related directly to the *need* described in the *statement of need* of your proposal.

**Goal:** Broad, *general* statement that describes what you want to accomplish (e.g., "help victims").

**Objective:** *Specific* statement that describes how you will accomplish your goals; time-, quantity-oriented (e.g., counsel 50 victims in the first year of the grant).

*Goals* describe the purpose of the project and the desired outcome; *objectives* explain how the desired outcome will be accomplished.

Goals can be stated briefly or at great length. A project may have more than one goal. Objectives should be clear and concise so that anyone reading them will know what you are going to do. Objectives should be realistic in relation to the time proposed by your project (you cannot build Rome in a day, or re-educate the world about rape in a year).

Objectives should be achievable, and their outcomes should be measurable. Objectives are the basis for evaluating the success of your project.

**Procedures: Plan of action:** A brief narrative that clearly describes the activities you are going to carry out in order to meet your objectives. (Use objectives as headings; use narrative to describe tasks within objective; then put it into calendar/time-line format.)

1. If you are going to work with participants or clients or a "target audience" in your project, describe them and explain how they are going to be selected. (Be sure to include appropriate demographic material to describe your participants, i.e., age, sex, etc.)
2. If you are going to use existing materials, programs, etc., describe them; describe who will use the materials and how they will use them; describe how long the materials will be used and how you will assess their effectiveness.
3. If you are going to develop materials, programs, etc., describe their proposed format and discuss why this particular format was selected. Provide a tentative outline of the materials you are developing; include a brief summary of what materials you will use in your proposed project.
4. If you are going to provide services, describe those services: who will provide them, *how the provider(s) will be trained*, where the services will be provided, who the recipients of the services will be, and how they will be selected. (If your project is designed to provide services, discuss how you expect to continue the project once the funding has run out.)
5. If you are going to provide training, describe the training program, how long it will last, who the trainers and trainees will be, and how they will be selected.
6. If you are going to conduct a research study, state your hypotheses and describe the sample, the research design, the treatment, the measures of outcome, and the data-analysis procedures.

**Problems:** Discuss anticipated problems and present alternative solutions to them. Be aware of and be willing to discuss problems both internal and external to your project. Do not try to hide the problems the project may have or may run into; it is better to admit shortcomings than to be discovered to be lacking! Turn your problems into possible assets. If your staff is weak, admit

it, and then ask for funding to develop staffing to better complete your project.

And, last but not least: discuss the products and/or outcomes anticipated by your project (for your audience, general public, your group, the sponsoring agency). Also, discuss how you will share or disseminate your information and procedures with others.

Funding organizations want to help your project to be successful, and they also want to know that your successes are going to be shared and have some impact on your community and other communities like it. If you have commitments on the part of a university, school system, or public agency to continue your project, or if you plan to be able to be self-sufficient, this is the time to say so. Let the funding agency know you've looked into the future and that your project is important enough for others to support it. Be sure you have letters of support to prove this.

**Evaluation:** Your evaluation processes and tools come from your criteria of success discussed in your goals and objectives. You must discuss what measures or statistics will be used to support the success and evaluation of your project. You must give logical reasons why you have chosen these particular evaluation tools.

Check with the funding agency, or with the application package, to find out what evaluation guidelines must be satisfied for their particular grant. Also, find out whether the funding agency requires or suggests an internal or external evaluation.

Approach your program logically and ask yourself what *you* will be doing that can easily be evaluated; then determine the best means to make an evaluation.

For example: If one of your goals is to increase the conviction rate of rape offenders, then your best evaluation tool would be statistics comparing rates of conviction before and after your project. If, however, goals were service-oriented (as opposed to change-oriented), then you might use extensive documentation of frequency and types of service given during your program.

In considering evaluation, remember *costs*; you may be able to come up with several means of evaluating your particular goals and objectives but you may be able to afford only *one* of them. Choose the one that will give you the best means of evaluation for your money.

Include a brief discussion on how the evaluation methods will be used, i.e., whether the evaluation results will be used to plan or to improve the program products, or ways of carrying out the program, or whether results will be used simply to justify past activities. Also, discuss how these results will be communicated to program staff, people who are served by the program, and the funding agency.

**Management Plan:** There are four areas of information that should be cited in your management plan:

1. Staffing (who will work on your project)
2. Organization (how the staff will work together; should include an organization chart)

3. Institution capability (what facilities your organization has that will help your project)

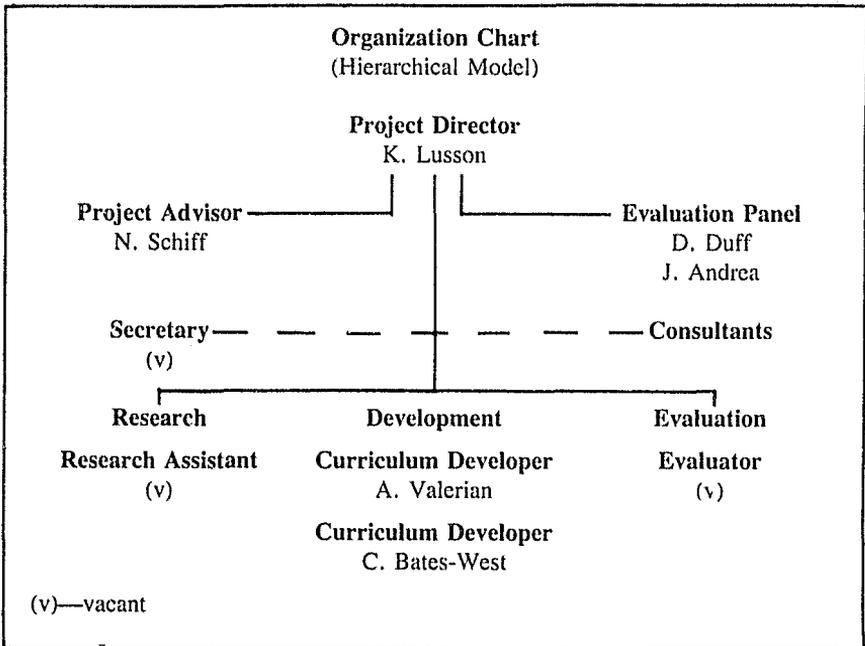
4. Management of funds (how funds will be controlled and disbursed); *Staffing* should include a list of staff positions of your project.

If you are planning to fund existing or previously selected personnel, you should include resumes of these individuals (these can be placed in an appendix) and a brief description of their qualifications and their job responsibilities. If you are asking for funding for positions not yet filled, you should give complete job descriptions with qualifications required for employment in these positions.

Your *organization* discussion should also include:

1. provisions for staff supervision and evaluation
2. provisions for staff communication, meetings, etc.
3. description of the people the project is designed to help
4. discussion of specific plans for cooperative efforts with other groups similar concerns (if this applies to your project)

5. an organization chart. You should include a chart giving the organization of your program along the lines of authority/communication and responsibility. For example:



Many funding agencies ask for some proof of your organization's and staff's ability to successfully carry out your proposed program. At this point, you need to give a brief narrative describing your past efforts, the talents of your staff, and their participation in any projects similar to the one you're proposing.

You also need to make a statement in the management section that explains who will handle the funds and how they will be accounted for. You need to discuss your decision to use an outside accountant or to keep your own records. Give arguments to support your funding management.

### **Budget:**

Rule 1: Never *underestimate* your costs.

Rule 2: Allow yourself enough budgeted money to do the job well in the time you've allowed.

Rule 3: When in doubt about costs, check them out with similar organizations and agencies.

Rule 4: When figuring costs, include provisions for inflation.

Rule 5: Be sure you can justify each of your expenses; make sure a reviewer can know at a glance *what* monies are *for* and *how* they were computed.

Rule 6: Know what type of funding agreement is being offered by the agency you are approaching for money: reimbursements, cost sharing, etc.

The *budget* should include:

*Personnel:* names (if already hired), positions, salaries, and fringe benefits.

*Consultants:* names (if already hired), fees, travel, etc.

*Equipment:* itemize equipment that will be needed to carry out project (typewriter, tape recorder, etc.).

*Supplies:* itemize and categorize into general supplies, postage, and telephone.

*Travel:* separate into categories (city, State; or, domestic, foreign, etc.)

*Publication Costs:* printing and binding.

*Trainee Expenses:* stipends, tuition and fees, travel.

*All other, miscellaneous:* itemize.

Note: Be sure that the 608T or any other necessary form is signed by an authorized official (most organizations have a special person authorized to sign legal documents). The Federal government will discard an unauthorized proposal.

**Organization's Purpose and History:** Present an organization profile which provides the history and development of your organization. Tell how you got started, why, how the community has backed you, projects you've initiated, how successful you've been, and how your organization relates to the community.

It is also important here to discuss your potential for growth and the contribution you are capable of making to your community through this proposed project. At this point, you also need to discuss your official status—whether you're incorporated, tax-exempt, who are members of your governing body, your articles of agreement or bylaws, and your governing process and style. (You may include bylaws in your appendix.)

Once you have given your past history, you need to discuss what the organization's purpose and ideals are for this project.

**Summary/Abstract:** The Abstract is generally the last thing written but the first thing read. It is a summary statement pulling the whole of your proposal together. Your abstract should include:

- (1) the project title
- (2) name of the project director
- (3) name of your organization
- (4) starting and ending dates of project
- (5) description of the need
- (6) a brief statement of objectives

(7) a one- or two-paragraph description of your plan of action and a brief statement of the potential the project has to achieve results.

The most important thing about the Abstract or Summary is that it should be complete, short and sweet!

And then. . . you should develop a *table of contents*,  
a complete *appendix*, and  
a *cover letter* (letter of transmittal).

### **Appendix C. Fundraising Approaches to Secure Continued Rape Crisis Center Success by Gail S. Bradley\***

If a Rape Crisis Center is to be a viable organization, providing a valued service to the community, what fundraising approaches are needed to ensure continued vitality and development? Does the informality of a young organization make a good basis for growth? Can reliance on in-kind contributions be maintained indefinitely? Can nonrenewable grants be depended upon to ensure ongoing services? Can autonomy be preserved with single-source funding? Can basic, long-term needs be met without developing reliable community support?

These are questions which every new service organization must wrestle with and solve. The only way to be free of the perpetual funding crisis is to develop permanent and reliable sources of money sufficient to guarantee bedrock operational expenses.

#### **Developing Community Support**

All communities are composed of interlocking networks of persons who interact at many levels and in many ways. These people are members of subcommunities with a wide variety of interests: churches, social clubs, special interest groups, service organizations, children's activities, businesses and businessmen's associations, political parties, and others. From these groups come the structure of the community organizational life, prevalent community priorities, and a corresponding leadership network.

This variety also produces competition for attention, volunteers, and funds. Rising to the top are persons of influence, a power elite, who frequently have a great deal to do with which of the community's many activities have priority and are funded. This power/funding group may be diffuse or tightly organized, cooperative with one another or competitive. Its members exert influence and

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\*See footnote on p. 25.

leadership which cuts across everything that takes place in the community. They constantly intermingle; they usually know each other socially, serve on each other's boards, and cooperate on civic affairs. They have political power. Access to one of these individuals may therefore mean access to a network of others.

A Rape Crisis Center has a double interest in approaching the community. The center members need help with fundraising and, at the same time, must educate with regard to the need for and the services of a rape crisis center. This is especially true if the RCC is new, small, or not well understood, or all three.

The need for funding and the education of the community can be accomplished by documentation of the Rape Crisis Center's records of service and supported by individual case studies. The service record can provide a firm foundation for financial appeals. It should include a realistic assessment of basic, long-term administrative, service and education needs, combined with a detailed budget for immediate requirements. Such a budget is, in fact, often required by funding agencies. It is needed as proof that the Rape Crisis Center should have, and indeed deserves, a share of the funding pie.

Once records and budgets are in order, the next step is to gain access to the power elite and to those community members who would be willing to help. These people are the decisionmakers on policy and funding. In addition, they are often also donors or are links to key donors.

A good way to begin gaining access to these valuable people is to undertake a brainstorming session with Rape Crisis Center members. It is often surprising how many people are known to individual members of the group, or at least how many members know persons who know someone else. At this point you're looking at a wide range of people and things that you need. Listed below are eleven key areas you need to cover.

1. *Fundraising experience:* Persons who have worked on raising funds for local volunteer organizations.

2. *Knowledgeable about grants:* Persons with knowledge or experience in writing grant proposals or who are familiar with the resources which are available.

3. *Business Contacts:* Persons who know the business community in terms of contribution patterns and their willingness to make in-kind gifts.

4. *Contacts among wealthy persons:* Persons who can advise on the interests of wealthy people, their contribution record, and the best means of reaching them.

5. *Public Relations:* Persons with public-relations skills or with status which would be of help in fundraising.

6. *Know the community:* Persons who have a wide knowledge of various sectors of the community and of community attitudes.

7. *Substantial gift:* Persons who, if convinced of the Rape Crisis Center "cause," might make a substantial gift themselves in addition to helping with fundraising.

8. *Might work:* Persons who might be willing to actually work on Rape Crisis Center fundraising.

9. *Conflict of interest*: Persons who might have a conflict of interest because they do fundraising for other volunteer efforts.

10. *Access to special group*: Persons who might have access to a special group who could be enlisted, such as a racial or religious group, or to sources of public and/or private grants.

11. *Contact with government*: Persons influential in political circles, members of public bodies, or administrators of governmental units.

List your contacts. Then, using a systematic approach, look at lists of various organizations—public officials, heads of businesses and corporations, women's groups, civic clubs, the Chamber of Commerce, local foundations, professional associations, church leaders, and others. The object is to build a list of potential members of the power/funding elite from which potential advisors can be chosen. This may seem like a big effort, but once a support group has been established continuing fundraising efforts become easier.

In building your list, make sure you remember that the philanthropic woman in your town may sit on a social service board or a mental health board and may also be a volunteer in a civic organization. The college president may be an ardent environmentalist. The police chief may be a high official in his church. The political leader may be a social worker, official in a corporation, housewife, lawyer, member of a minority, union official, own a small business, and so forth. These connections in the network may be as valuable as the actual policymaking power of an individual. In fact, some of the most important leaders may not actually occupy an important position in a formal way.

In the midst of crisis activity, it often seems difficult to take time out for these things: documentation, evaluation, administrative planning, community analysis. But having done so, fundraising life is a lot easier.

### Setting Fundraising Goals

A Rape Crisis Center has to raise sufficient money to support its operations and keep its options open. Serious consideration should be given to finding optimum fundraising methods which will not absorb so much time and energy that they subvert the main task of the group. Here are some criteria for evaluating fundraising methods:

1. Does the Rape Crisis Center have contacts in the community who can assist with gaining access to funding sources?

2. Do Rape Crisis Center members have, or can they develop, the skills needed: Preparation of a "case" and a budget? Solicitation skills? Cultivation of donors of prospective large gifts? Writing grant proposals? Managing a fundraising project or solicitation drive?

3. Are there volunteers, members or friends, available to help? To what extent?

4. What is the cost/profit ratio? Will the costs of this particular fundraising effort eat up the profits?

5. Is the funding source likely to be renewable?

On the basis of the answers to these questions, a Rape Crisis Center should be able to set fundraising goals in terms of immediate needs as well as long-

range requirements and to develop a package of fundraising methods designed to ensure continued viability of the organization.

While some fundraising methods require polished writing skills and some administrative capabilities, others require plentiful volunteer help. Each has its own particular advantage but may not be desirable from some other point of view. Here are some of the more common methods of raising money.

#### *Direct Solicitation of Individuals for Small Gifts*

This method usually takes the form of a campaign. It needs to be well organized, timed to avoid conflict with major fundraisers in the community, and with holidays, and accompanied by a good public-relations plan. It requires a fairly large number of volunteers to make the calls. They should receive some training and be backed up by a good administrative system of assigning calls (not too many for one person) and keeping records. This method provides a broad basis of support in the community if the list of prospects has been well thought out and drawn up.

#### *Seeking Gifts from Wealthy Individuals and Corporations*

A very good source of funds once the ground has been broken, this method requires a period of cultivation by means of continued contact and service in the form of occasional brochures, invitations to programs, and the like. This should be continued in future years once the first donation has been contributed. The individual gift is usually larger than that of the direct-solicitation campaign and requires fewer workers. Friendly contacts from community leadership groups are of great value here. They help you get through the protective barrier surrounding wealthy persons and corporation heads. The details of an approach like this need to be carefully thought out.

#### *Grants and Contributions from Public Agencies*

There are many categories of public agencies: grantmaking programs such as United Way, with its many regulations and close oversight; city and county governing bodies; and agencies such as mental health associations. Each type of agency will have its own specific regulations, its budgeting procedures and requirements for accountability. They usually look for carefully prepared presentations and budgets, especially if they are responsible for the expenditure of tax dollars. Recommendations from community leaders are very helpful with this source. They are also subject to strict financial limitations so that the competition for funds is strong. On the other hand, public bodies may welcome the volunteer component of service organizations, which reduces the costs of the program. This kind of fundraising may involve lots of paperwork, and the approach may take much time on the part of a few persons.

#### *Grants from Private Foundations*

There are not many private foundations, but they do exist. A search is necessary, and a analysis of the giving patterns of the foundation is also needed since they usually have a prescribed purpose beyond which they do not contribute. The Rape Crisis Center should also find out whether the directors of the foundation prefer to begin with an informal talk or with a brief well-written concept paper. The practice varies. In any case, proposal-writing skills will eventually be needed. The method does not require large numbers of volunteers;

on the other hand, such grants are frequently not renewable. This can result in a constant search for new grant sources and repeated proposal writing. It is a good source for one-shot projects, such as getting a new program component started or sponsoring a training course.

#### *Fundraising Projects*

Public events staged to make money are very common. They range from big theatrical productions to simple wine-and-cheese parties with a guest star to draw the crowd. If the community is besieged with benefits, tours, etc., it may become bored, and innovative ideas may be needed. Finding just the right idea may be difficult. On the other hand, many volunteers enjoy working together on such projects and prefer it to humdrum soliciting, proposal writing, or organizing a fund drive. This kind of fundraising is risky in that a failure may be very costly. Care must be taken, in any case, that the cost/profit ratio is good. Projects are hard work; they require much volunteer effort and a great deal of planning and preparation. They are attractive to the public in that they offer the contributor something of value in exchange for the gift.

#### *Finding a Sponsoring Organization*

Sometimes an "angel" appears (is more likely cultivated), a sympathetic group such as a church women's society which donates money or the proceeds from a fundraising project. Here the work burden is shifted to the sponsoring organization, which in turn regards the support it contributes as related to its own service goals. This infrequent but happy situation probably results from and certainly results in good relations.

#### *Providing Services for Pay*

Done on a small scale, this method of fundraising may be a good byproduct of the Rape Crisis Center's regular activities. Speaking engagements and training fees come to mind. It has the added attraction of being directly related to the group's activities and thus not requiring much extra effort. Done in a low-key way, it can be a regular source of moderate income. The chief question to be raised is whether, in the long run, charging for such services may interfere with the educational and training functions of the Rape Crisis Center.

A package of fundraising methods—balanced with regard to the use of volunteers, the existing skills of the group, and the probable financial gain—can be developed step by step with growth in membership and acceptance by the community. Meeting immediate needs within the context of basic, long-range needs provides a rational approach to eventual financial security.