

Funding

Funding Opportunities:

-for bricks and mortar, try: Kresge Foundation

-Community Development Block Grant (CDBG) give money for building/renovation. Can be accessed through county channels and are typically in geographical areas that are “underserved”. A caveat to remember is that you do not need to provide financial information as your clients are presumed victims of child abuse and are therefore exempt from your need to report this. Call your city planner to find out who handles the CDBG funds.

Use of CJA Funds:

-NCA has compiled a list by state of who administers CJA funds and how they are used. Please contact NCA for this information.

Fundraiser Ideas:

-Benefit concert-upbeat and inspiring, try to get local artists to keep costs low (Maureen Fitzgerald, Lacey, WA, maureenf@monarchchild.org)

-“Chair-ity auction” that features child-size chairs decorated by local artists, target audience to the “elite” in the community (Maureen Fitzgerald, Lacey, W, maureenf@monarchchild.org)

-Mad Hatter Tea Party, complete with “Alice in Wonderland” characters in costumes, stilt walkers, clowns. They serve “high tea” for the grown ups and chicken fingers, etc for the kids (Dorothy Garcia, Covington, LA, Dorothy@sttammanyac.com)

-NCA has published a “[Best Ideas in CAC Fundraising](#)” in September 2002 as a technical assistance manual-\$15 from NCA. In addition, Nancy Chandler, NCA authored the following

Other Funding Sources

Gifts in Kind:

-for toys, etc at minimal to no cost from large corporations, try the website below. Non-profits can access all kinds of things at a minimal cost, i.e. Mattel Children’s Foundation provides toys through this organization for the cost of shipping. www.giftsinkind.org

Exchange Clubs

-One of the national missions of the Exchange Club is to promote child abuse prevention. Many exchange clubs are willing to do fundraising for the CAC. Also, members are willing to serve on BODs.

-Exchange Club’s National Headquarters: 3050 Central Avenue, Toledo, OH 43606; P: 1-800-EXCHANGE (924-2643) or 419-535-3232. Web: www.nationalexchangeclub.com.

Retaining Fundraisers:

-Association of Fundraising Professionals would be a good source. www.afponline.org

Grantwriting

Tips For Grant Writers

Jean Ritterson

- Read the guidelines completely - twice; with a highlighter in hand. The guidelines tell you the important elements of the proposal and the order in which they must be organized.
- Write a proposal outline based on the guidelines. Double check the evaluation criteria to make sure your outline will address each -- note them within your outline.
- Never write the executive summary first. Write your objectives first. State clearly what you will do with funds.
For example, "The need for services exceeds our capacity by 20%. We seek funds increase capacity, to provide additional services and to increase the number of hours our clinic is open." You now have three objectives:
 - a. Increase capacity by 20%.
 - b. Provide additional services (specify).
 - c. Expand our office hours to meet the needs of (who)
- Next write a budget sufficient to accomplish your objectives. If it exceeds the proposal limits, reduce your objectives and budget. Your objectives and budget are the core of your proposal.
- Every proposal contains essential elements. Your proposal outline dictates structure, but writing to the outline weakens your argument. Instead, (after writing your budget and objectives) write a draft proposal in the following order:
Partnerships/organization's role -- If guidelines call for collaboration, now is the time to do it -- before you write the rest of the proposal. Describe your collaborations past and present.
Evaluation -- How will you measure success (not just results); patient records, fewer return visits, fewer cancellations? Seek coaching. The grant agency can help.
Problem/need -- For each objective, narrate the need (the problem in the nation, in Minnesota, and right here. How long, how bad, and what does the future look like). Describe each problem separately. Insert headings and write to each:
Problem 1: Lack of Capacity
Problem 2: Insufficient Services
Problem 3: Limited Office Hours.
(Don't confuse the problem and solution; address each separately.)
Solution/activities/approach -- Clearly describe the proposed solution for each problem, and the actions that will lead to the solution.
Solution 1: Capacity will be increased to meet demand.
Solution 2: Services will be added.
Solution 3: Hours will be extended.

Results and how they will be measured -- you have outlined an evaluation plan. Discuss here the anticipated results, why they are anticipated -- tell the story.

Accomplishments -- talk about related accomplishments that illustrate ability to do what you've proposed.

Background -- Talk about the evolution of the problem; what has caused increased demand. Has the problem increased or the reporting? You can talk about the 60's, 70's and 80's -- or about the changes in federal law, or state law. This is your chance to help your reader become informed enough to realize that your problem is real and your solution, a good one.

Organizational Capacity

Budget narrative

Executive Summary -- cut and paste: problem, solution, agent of solution (you), resources/partners, and results. Edit it to be clear and crisp.

- Put your draft text into your proposal outline, write a final draft.
- A good proposal provides a clear picture and earns all the possible ranking points (If they want diversity, poverty, collaboration -- speak to it strongly). You will not get points because it is true. You will get points because it is true and you say it is true. Tune up your proposal to ring all the bells.
- Have someone read your final draft; make changes based on comments. Read carefully for errors (e.g. there/their, lost/host). Always run spell and grammar check.
- Finally, never miss the deadline.

Tips For Grant Writers

Jean Ritterson

Always Rewarding, Never Easy

Thoughts About Grant Writing for the Beginner

By Jeanne D. Ritterson

While it may not always be true, with grants it is typically true that "nothing is ever easy". That said, the reward of grant money can be well worth the effort and all nonprofits need grant support. Though our organization's leadership might think differently, experts know that on average grant funds pay for a small fraction (10%) of a nonprofit's costs. Other funding (90%) must include income and contributions.

When we think of grants we are typically thinking of two kinds, it is important to differentiate. Solicited grants are more prescriptive. Unsolicited grants are more responsive to our need. Solicited grants are most often government-funded grants. Family, corporate and private foundations offer unsolicited grants. Guidelines for unsolicited grants are less restrictive but our goals must match the interests of the foundation. We may be asked to wear both the hats of a government and a foundation grants writer. But, if you can choose, look for unsolicited, less restrictive grants.

I call solicited grants "tail-wagging-the-dog" grants. It pays to think ahead before grabbing the tail because these solicited grants could require matching funds. Meeting the matching fund requirement could mean seeking additional grant funding (*now we are*

back where you started, but with one more project on our plate). Because there are so many strings attached, government grant funding is not really philanthropic support. Still, they are part of the funding mix.

In "Tips for Grant Writers", I outlined an approach to grant writing. But, grant writing begins long before we put pen to paper. In the ideal world the organization has a clear mission statement and a funding strategy. For example: "Children's Hope Society" will give hope to children who have witnessed violence or have themselves been the victims of abuse. Hopefully, the organization has summarized what that means, maybe:

- We will assess children who are suspected victims to determine whether and to what extent abuse has occurred.
- We will provide immediate medical and psychological treatment, as necessary.
- We will work with parents and children to help them express feelings about the abuse, using picture journals.
- We will connect parents with the parents of other victims and promote a proactive vision for the future.

Such a summary becomes a set of goals and the basis for a fundraiser's campaign. Wait a minute, you say, "I am not a fundraiser, I am just a grant writer." True, but grant writing is a part of the whole campaign and leadership will need to agree on the budget, and what part of the budget will be supported by income, grants and contributions.

In the ideal world, leadership will create a budget backed by a development plan outlining how revenues are raised and applied, such as:

- Fees, insurance and government grants (60%), donations (20%) and foundation grants (20%) will pay for the total **treatment** budget of \$500,000.
- Donations (30%), and foundation and corporate grants (70%) will pay for the total **assessment** budget of \$500,000.
- Individual gifts (50%) and family foundation grants (50%) will pay for **art therapy** (\$25,000) and **peer-to-peer support** (\$25,000).

Now, we have our assignment. What about operations and indirect costs? These should be included as part of each budget (treatment, assessment, art therapy and peer-to-peer support) to avoid a quest for the hard-to-come-by grant for operating costs.

In the real world, unless we have sophisticated boards with great leadership, educated about fundraising, we won't have a development plan that outlines the amount and purpose of the grant funding we are to raise. There will probably be a budget outlining expenses and revenues (including fees expected and the gross amount of unfunded need). If we have a savvy executive director, together we can create a development plan. If our executive directors are new to fundraising they will probably expect us to just raise funds, grants. There will be no plan for a campaign, for major donors and no vision for the end-of-the-year annual report. They might want us to find operating funds.

Welcome to grants writing. What can we do? Our best option is to create our own fundraising strategy, similar to the one outlined above. Always remember that we are not lone rangers. Many of our prospects will understand the real world of grant writing and fundraising. While nobody should solicit their sympathy, if we put our case forward honestly, with the evidence we do have, we will be successful!

We start by creating an argument in favor of our mission; something like, "Funds will be used to reduce the long-term impacts of the violence and abuse our child clients have experienced. Without funding only minimal assessment and treatment is possible. Untreated, the impacts of abuse are lifelong."

Next we begin by writing a comprehensive grant application (see Tips for Grant Writers). By comprehensive I mean a grant application that outlines the entire funding need. Each time we submit this application, we will ask for a percentage of our total funding need. My inclination is to first seek general funding from many small family foundations that might be willing to provide small amounts (\$1,000 - 2,000) of unrestricted or operational funding.

We then identify priorities, e.g. without (1) assessment and (2) treatment our organization cannot meet its mission. We create grant applications for each of these priorities, doing our best to outline a budget. How? We, guess the dollars to be collected in fees; guess how much will be generated by our family foundation campaign; we develop a budget for the rest. We might get some help from our financial director.

Now we look for good prospects. How? Great question! Grant seeking is actually the most important job of a grant writer. We have two real challenges: (1) to create a list of possible grant sources and (2) to sketch out a plan for cultivating and maintaining relationships with our best prospects.

Creating a list of possible grant sources is a big job, especially when just getting started. It will take about 200 hours for each priority. If we are seeking funds to support a mission related to child abuse we set aside 200 hours. If we also want to seek funding for art therapy, expect another 200 hours. Don't tackle all priorities at once. My approach is to start small and build. I begin with the first target, say child abuse, quickly find a list of small family foundations and draft a dozen query letters, which are used for introduction and to request an invitation to submit an application. Then, I continue my research, looking for private and corporate foundations in the \$10,000 to 25,000 range. Whenever I find a hot prospect, I prepare a query letter and rough draft grant application, using the Minnesota Common Grant Application format (www.mcf.org/mcf/grant/applicat.htm). In our research we will learn how foundations want to be approached (query letter, e-mail, full application) and their deadlines.

For prospect research, my best advice is to stay away from those subscriptions that promise to present great opportunities. Instead, get help from the library. In Minnesota, there are five locations that each maintain a grant seeking library: Duluth Public Library (218/723-3802); Minneapolis Public Library, Sociology Dept. (612/630-6300); Rochester

Public Library (507/285-8002); St. Paul Public Library (651/266-7000); and Southwest State University Library in Marshall (507/537-6176). Also try checking the Minnesota Council of Foundations (www.mcf.org/mcf/grant/index.html). There, start with Grant Seeking Basics. This page offers useful resources for the beginner.

Making a plan for cultivating and maintaining relationships with our best prospects may not be solely our responsibility. Our executive directors and board members will want to step into the arena sometime. We want their collaboration because if they don't become involved, our prospects will feel under-appreciated. Before sending out any applications we find out what part of prospect cultivation is ours. Once some standard grant applications have been drafted and a few prospects identified, say after about 20 hours of research, it is time to set up a meeting with our direct supervisors to discuss prospect cultivation.

In grant writing circles, there is picture of a frog strangling a crane as it tries to swallow him. It says, "Never, never give up." Somewhere there are statistics showing the percentage of all requests that get funded. But, knowing that number is something like knowing that it usually takes 20 job applications to get an interview. After you've written your 100th application with no luck, check the job market and unemployment rate before concluding you are a washout. The same goes with grants. The kind of funding we seek, how many other organizations are playing the same field and how well our organization is known, will make a big difference in our success rate.

When efforts seem fruitless, it is easy to be frustrated, especially when our organizations lack vision, strategy, and fundraising focus. Frustration doesn't change reality and doesn't further the grant writing process. Changing perspectives is more helpful. A new fast-pitch ball player, I have noticed that my daughter typically walks to first base and steals home - - then she feels discouraged because she didn't get a home run. In her first game of the season, she earned one of two points in a 2-0 game. I say, take the points and don't worry about the home run. Small grants count. Writing grants is about getting out there and playing ball, not about being a home-run hitter. Start small and build. Money attracts money. Funding from a few family foundations will increase credibility and confidence. Confidence is what it is about.

A good sense of humor, self-confidence and ease with uncertainty are essential grant writer qualities. Knowing what we can do under less than ideal circumstances is important. Knowing, without a good development strategy, we cannot promise to generate all the revenues our organization would like us to generate is also important. It is not only about our efforts. But, only by developing good rapport with our executive directors and boards can we expect to influence the future fundraising plan. In the mean time, we do our best and celebrate even the smallest success!

Salaries:

-GuideStar published a newsletter in October 2004 which lists nonprofit executive compensation This references various reports detailing a national and regional survey looking at >990 of 83,000 nonprofits. Go to: newsletter@guidestar.org.

-MRCAC website has compiled a range of salaries for different job descriptions in the CAC world at www.childrensmn.org/mrcac/job

Insurance

Liability Insurance

For forensic interviewers:

- National Association of Social Workers (NASW) for SW-covers forensic interviewing activities
- Rockport Insurance-covers forensic interviewers (not in CA)
- Twin City Fire Insurance Company in Hartford, CT-it is a United Way of America endorsed company and is specifically for non-profit agencies
- American Home Assurance Company (in CA it is the American Professional Agency, Inc)
- Professional Liability under carrier Scottsdale Insurance Company used by National CAC

For Medical professionals:

- Maginnis and Associates
- Marsh Affinity Group Services, 75 Remittance Drive, Dept 1788, Chicago, IL 60675-1788, www.proliability.com/protection

For Umbrella Policies:

- Huntington Block (1-800-432-7465) offers umbrella and directors and officer's liability policy, which was developed with the United Way of America to meet the needs of non-profits.
- United States Liability Insurance Group, 190 South Warner Road, Wayne, PA 19087-2191 offers Board Liability Insurance (1-800-523-5545).
- Colonial Insurance Company (Philadelphia Indemnity Insurance Company), Montgomery, AL holds a liability policy with Philadelphia Insurance Companies, Suite 100, One Bala Plaza, Bala Cynwyd, PA, 1-877-Get Phly. (Directors and Officers Liability, Commercial Property Coverage Part, Commercial General Liability Coverage Part, Professional Liability)
- Heritage Insurance Agency of Phoenix City, AL. Carrier is Mt. Vernon Fire Insurance Company (USLI) with an AM Best Rating of A++VIII with -0- self insured retention. Contact information in 2002 was Greg Parker, Fountain, Parker, Harbarger & Assoc Insurance, located in Huntsville, AL. 1-800-558-0060 or gparker@fphins.com

Sample Job Descriptions:

-MRCAC website has a compilation of job descriptions and salaries; go to: www.childrensmn.org/mrcac/job

-the Southern Regional CAC has some samples of job descriptions at www.nationalcac.org/professionals/srcac