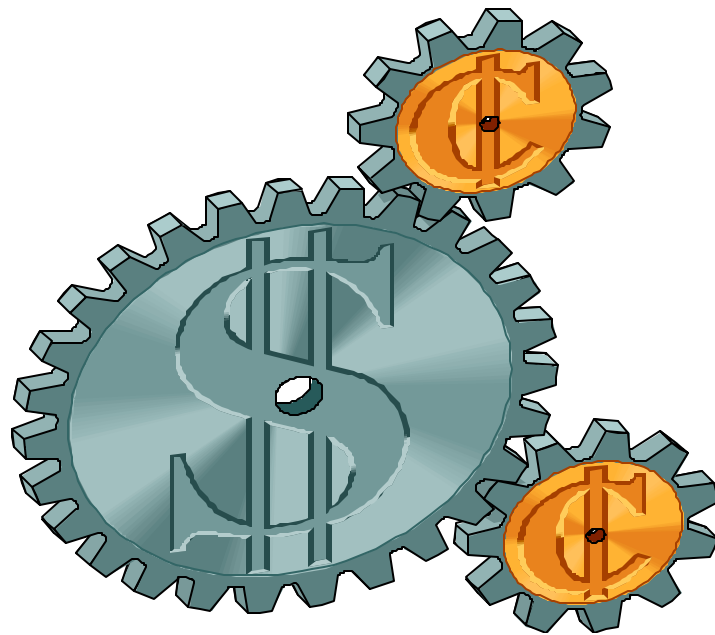


Finding the Funds You Need: A Guide For Grantseekers



PENNSSTATE



College of
Agricultural Sciences

Cooperative Extension

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While the information in this document is derived from a number of sources, particular acknowledgment is owed to "The Fundseeking Process: A Guide for Grantseekers" (University of Maryland Cooperative Extension Service, 1987) and the "Guide to Proposal Writing" (The Foundation Center, 1993). Additional references are provided where appropriate.

INTRODUCTION

There are two types of fundraising and grantwriting in which non-profit organizations are most commonly involved. The first is responding to a request for proposals (RFP). These are usually offered for project specific, predetermined funding purposes established by the funding agency. In almost all cases, the application guidelines, timeline, requirements, and award criteria are established by the funding organization or agency and must be strictly adhered to. Although this is beginning to change, it is this type of grant seeking that public organizations, and state and local governments are most frequently involved.

The second type of grant seeking involves a proactive strategy of seeking out operational and project funds from one or more of the many philanthropic foundations and organizations in existence to assist non-profit groups in meeting their common goals.

While much of the information in this booklet will be useful to both types of funding seeking efforts, most of the discussion is geared toward assisting those organizations who are considering a proactive and strategic approach to acquiring the funds they need - primarily from the vast resources of the private philanthropic community. As federal, state and other public resources continue to decline, it seems clear that this will become an increasingly important consideration for many non-profit organizations in Pennsylvania.

This brief guide provides you with an introduction to the grant process, a look at the philanthropic community, (both nation-wide and in Pennsylvania), an outline of an effective research strategy, and a guide to effective proposal writing. References, a glossary of terms, further reading suggestions, Internet resources, and a list of Foundation Center publications and services are also provided.

UNDERSTANDING THE GRANTSEEKING PROCESS

What is commonly misunderstood is that the writing of the actual grant proposal is only a small component of the grantseeking process. To be successful grantwriting is a process that entails careful planning, research, and outreach, as well as cultivating relationships.

The "Guide to Proposal Writing" (Foundation Center 1993) notes that this process is grounded in the conviction that a partnership should develop between the non-profit and the donor. When you spend a great deal of your time seeking money, it is hard to remember that it can also be difficult to give money away. In fact, the dollars contributed by a foundation or corporation have no value until they are attached to solid programs in the non-profit sector.

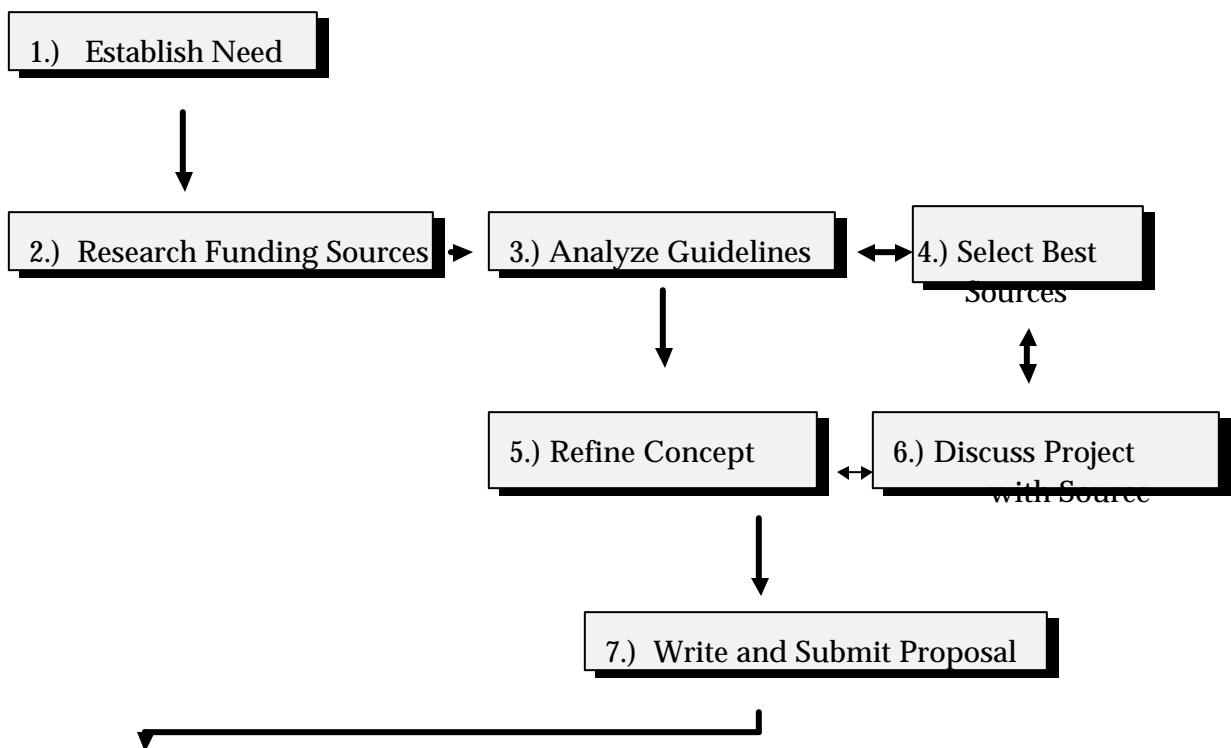
This truly *is* an ideal partnership. The non-profits have the ideas and the capacity to solve problems, but no dollars with which to implement them. The foundations and corporations have the financial resources but lack the other resources needed to create programs. Bring the two together effectively, and the result is a dynamic collaboration.

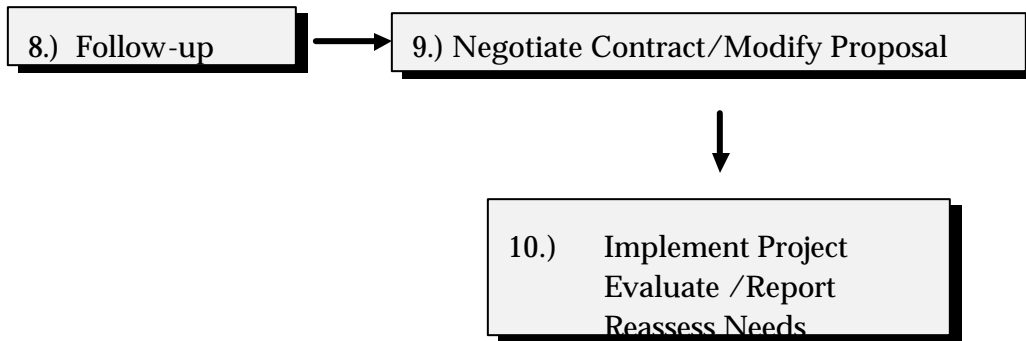
You need to follow a step-by-step process in the search for private dollars. It takes time and persistence to succeed. After you have written a proposal, it could take as long as a year to obtain the funds needed to carry it out. And even a perfectly written proposal submitted to the right prospect may be rejected.

Raising funds is an investment in the future. Your aim should be to build a network of foundation and corporate funders, many of which give small gifts on a fairly steady basis and a few of which give large, periodic grants. By doggedly pursuing the various steps of the process, each year you can retain most of your regular supporters and strike a balance with the comings and goings of larger donors (Foundation Center, 1995).

It is worth noting that approximately 95 percent of all grant proposals are rejected because they are sent to inappropriate sources. Unfortunately, once a need is established, eager grantseekers often write proposals before completing the necessary homework. It is frequently suggested that 75% of all grant-writing effort should take place before the grantseeker actually writes the proposal. The chart below identifies “proposal writing” as the seventh step in the grant process. Successfully completing steps 1-6 can dramatically improve the your chances of receiving funds.

The Grant Process





PREPARING YOUR ORGANIZATION FOR FUND SEEKING

Ensuring Readiness

Before seeking funds, organizations should possess certain capabilities. According to Michael Seltzer (1987) an organization needs to have a strong statement of purpose, meet the legal Internal Revenue Service (IRS) requirements of a 501(c)3 (non-profit) organization, and develop a strong board of directors. Having well- defined programs, an accomplished track record, and well-developed and realistic budgets are also essential.

The following checklist can be used to evaluate an organization’s readiness for fundraising activities. Before undertaking any serious fundraising, your organization should be able to meet these conditions:

Does your organization:

- _____ Have 501(c)3 IRS (non-profit) status?
- _____ Have a well-defined and written mission statement?
- _____ Use long-range planning methods?
- _____ Have a positive, visible image in the community?
- _____ Have organized recordkeeping?
- _____ Have sound fiscal management?
- _____ Have an active board representative of the community?
- _____ Have a finance committee on the board?
- _____ Have staff or board members with fundraising skills?
- _____ Have stable financing?

Choosing a Fund Raising Strategy

Ideally, an organization should never depend exclusively on one source of income. A long-term financial strategy should combine several different approaches to raising funds. These could include developing or increasing earned income revenues, using federal or state assistance, establishing a planned giving campaign, and/or effectively

competing for grant monies. Before choosing a suitable fundraising strategy, you need to think through the following questions:

- How much money do you need to raise? The answer to this question will determine the types of approaches or the sources to pursue.
- What are the human resources available? The grantseeker must know how much time the organization is willing to spend and the talents and abilities of staff and board members.
- Can your organization afford to spend money to make money? Often, fundraising requirements a certain amount of “up front” money. For example, a direct mail campaign would entail printing and mailing costs.
- What, if anything, has worked before? If your organization has had a successful fundraising event, consider using the same approach again. But even with an effective approach, you need to consider diversifying so you are not dependent on one source of income.
- What is the competition for money? It is important to identify any competition, or potential competition, for money. If another community organization is planning a supper dance, it would be smart not to schedule a similar event. Sometimes groups may be able to join competitors in co-sponsoring an event or submitting a joint proposal.

Selecting the most appropriate fundraising strategy is critical. The single best approach to raising funds is asking the prospect in a brief, honest, enthusiastic manner; this is discussed in greater detail in the following pages. Other methods of fundraising that should not be overlooked include:

• Art shows	• Door-to-door solicitations	• Open pledges
• Auctions	• Flea markets	• Phone squads
• Bake sales	• Grant applications	• Raffles
• Book sales	• Investments	• Sale of services
• Challenge gifts	• House parties	• Sports/special events
• Concerts	• In-kind gifts	• Telethons
• Convocations	• Matching funds	• Workshops
• Dinners	• Newspaper advertisements	• Wills and bequests

Several publications are available to help critique the pros and cons of each of these methods (see Recommended Reading, page 26). Before starting, it is important to know the best way to implement a particular strategy, the types of revenue one could expect to generate from the activity, what costs will be incurred by the organization, and the amount of time and work required to execute the task.

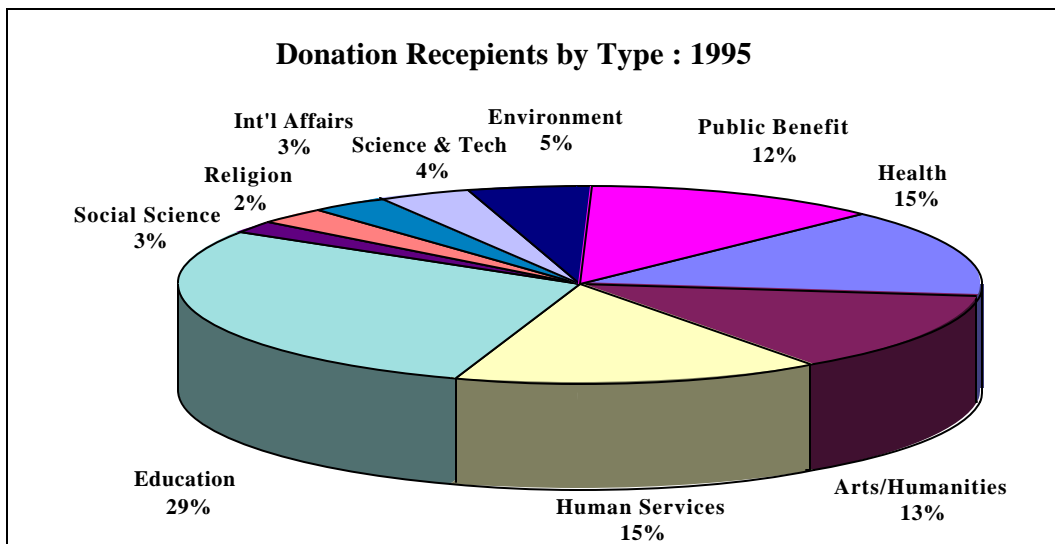
Assuming your organization has a clear idea about what it wants to accomplish (see “Applying a Research Method”, page 10), and that the grant seeking approach is the best alternative for your organization, the next step is to begin to understand the priorities and sources of potential support.

UNDERSTANDING FOUNDATIONS

The United States now has over 38,000 active grant-making foundations with aggregated assets exceeding \$189 billion. Over 95% of this philanthropic wealth is concentrated in approximately 6,600 foundations. The nation's grantmaking foundations donated \$11.3 billion in grants in 1994, up 1.6% from 1993. Thus in real terms funding fell behind inflation for the first time since 1983. Foundation funding remained ahead of individual and direct corporate giving which has remained flat for more than five years (Foundation Giving, 1996).

By knowing the major patterns of giving in large foundations, you will be better able to predict the probability of receiving funds for your project. The "Foundation Grants Index" (The Foundation Center, 1996) outlines large foundations' trends in giving. Welfare, education and health related issues received over two-thirds of all private foundation funds in 1995.

In terms of grant recipients, educational institutions received the largest share (29%) of support from large foundations, while health related programs, which fell from 18% to 15%, received the second largest share in 1995. Arts, culture, and humanities benefited from the year's largest grants, receiving 13% of all private foundation giving. Human services accounted for 12% of total grant dollars in 1995. The chart below presents these figures for 1995.



Source: Foundation Giving, 1995, 5th Edition

Although the vast majority of foundations are private philanthropic organizations, corporate and community foundations should not be overlooked as potential sources of funds. The table below presents an overview of foundations across the country.

Foundation Type and Grants Awarded: 1993
(dollar figures in millions)

	Total Number	Total Grants	Total Assets
All Foundations	38,807	\$11,291	\$195,792
Independent	34,319	\$8,840	\$167,230
Corporate	1,951	\$1,626	\$7,256
Community	403	\$653	\$10,071

Source: Foundation Giving, 1996, 6th Edition

FOUNDATIONS IN PENNSYLVANIA

Pennsylvania lies in the heart of the “foundation belt”, those six states between New York and Washington D.C. where approximately 40% of the nation’s philanthropic wealth is located. In 1993 Pennsylvania foundations held \$11.8 billion in assets. Of all Pennsylvania foundations, the largest 100 account for 90% of the state’s foundation wealth. In fact, the top dozen foundation account for nearly 70% of all these assets. At the other end of the spectrum, smaller foundations, those with assets under \$7.5 million, account for nine out of ten foundations, yet only 10% of the wealth. Not surprisingly, most of Pennsylvania’s foundations are concentrated in the urbanized and industrialized Southwestern and Southeastern regions. Together these regions account for 92.8% of the state’s foundations assets even though only 57% of the state’s population live in those 20 counties (Directory of Pennsylvania Foundations, Fourth Edition, 1990).

A serious grant seeker in Pennsylvania should become acquainted with “The Directory of Pennsylvania Foundations, 4th Edition” available at any of the five libraries listed on page 8 or from the publisher (see bibliographies).

CORPORATE GIVING

Corporate giving is also an important source of funds. While tax advantages provide an inducement to giving, many companies believe it is in their best interest to support the communities where their employees live and where their plants or businesses are located. Corporate responsibility and public image are two reasons companies cite for giving to non-profit organizations.

Approximately 22 percent of corporations have set up company-sponsored foundations, which are legally independent entities whose purpose is to make and administer grants. Most of the other corporations have direct giving or contribution programs which are administered within the corporation itself. It appears that company-sponsored foundations are less subject to the upheavals of the profit cycle because in times of higher profits, companies may use their foundations to set aside funds that can be used to support their giving during years of lower profits (Corporate Foundation Profiles, 1985).

In addition to grants, companies often will give non-cash contributions to support local programs. These gifts may include services like accounting, advertising, printing, legal advice, loans, co-op purchasing, contract review or graphics. Sometimes non-profit organizations will look for corporate help with volunteers, transportation, space, computer use, special equipment or office supplies. It is important not to overlook these types of contributions when approaching corporations.

Because corporations are interested in their public image, they often limit their giving to areas in which their headquarters or main branches are located. For this reason, non-profit organizations should focus their attention on local corporations.

INVESTIGATING PUBLIC SOURCES OF ASSISTANCE

Despite the decrease in federal funding of non-profit organizations since the early 1980s, federal assistance is still the largest source of support for local governments and many community-based programs. This assistance comes in the form of formula and project grants, direct payments, loans, training, technical information and specialized services. As noted earlier, acquiring funds from public sources generally involves responding to a Request for Proposals (RFP). While the process for responding to a RFP frequently involves agency, program, and project specific criteria, it is worth noting that many of the guidelines provided on the following pages can be useful for generating ideas, formulating your plans, and writing your proposal.

It is important to know that the majority of federal money goes to transfer or subsidy payments. Because comparatively little is currently spent to support small innovative projects, this is the area where private giving often is a good source of funds.

Now that you have a snapshot of where the money is, it is time to begin a concerted effort to seek out the most appropriate sources.

KNOWING THE RESEARCH TOOLS AND METHODS

Locating Basic References

Foundations

By methodically researching foundations or other organizations that may be able to fund your project, you can find the sources most closely related to your proposed project's goals and objectives. The proposal then becomes a marketing tool to promote those ideas. While this method can seem tedious, it can also greatly increase the probability of funding. It is estimated that organizations who submit proposals specifically tailored to the funder's mission improve their chances of funding from 1 to 25 to 1 in 10 or even higher (Booth, 1987).

A serious grantseeker looking for foundation support should become familiar with The Foundation Center--a national service organization founded and supported by foundations to provide a single authoritative source of information on foundation giving. The center's references help grantseekers as they begin to select from some 38,000 active U.S. foundations those few which may be most interested in their project. The center disseminates information on foundations through two national libraries in

New York and Washington, D.C., three regional libraries in Cleveland, Atlanta and San Francisco, and over 170 cooperating library collections across the United States (see addresses page 32). The audiences that call on the Center's resources include grantseekers, grantmakers, researchers, policymakers, the media, and the general public.

Each Center-operated library offers free weekly orientations on the funding research process. These orientations are designed to give representatives of non-profit organizations an overview of the foundation and corporate giving universe, and to introduce them to the effective use of the Center's publications, resources, and services. Center staff can also tailor orientations to the specific needs and interests of various groups. To learn more about the Center's orientations or to schedule a library tour, call the Center-operated library nearest you.

A listing of some of the reference materials, services, and publications of the Foundation Center can be found on page 29 of this booklet.

The Foundation Center's Cooperating Libraries in Pennsylvania are located in:

<p>Northampton Community College Learning Resource Center Fourth Floor of the College Center 3835 Green Pond Road Bethlehem, PA 18017 (215) 861-5360</p>	<p>Erie Foundation Collection Erie County Public Library Reference Room 160 East Front Street Erie, PA, 16507 (814) 451-6927</p>
<p>Lancaster Foundation Collection Lancaster Public Library Adult Services Department 123 N. Duke Street Lancaster, PA 17602 (717) 394-2651</p>	<p>Harrisburg Grants Information Center Dauphin County Library System Center Library 101 Walnut Street Harrisburg, PA 17101 (717) 234-4961</p>
<p>Philadelphia Regional Foundation Center The Free Library of Philadelphia Center Branch and Logan Square Social Science and History Department Logan Square 1901 Vine Street Philadelphia, PA 19103 (215) 686-5423</p>	<p>Pittsburgh Regional Foundation Collection Carnegie Library of Pittsburgh 4400 Forbes Ave. Pittsburgh, PA 15213 (412) 622-1917</p>
<p>Pocono Northeast Development Fund James Pettinger Memorial Library 1151 Oak Street Pittston, PA 18640</p>	<p>Reading Public Library 100 South Fifth Street Reading, PA 19602 (610) 655-6355</p>

Finding Public Resources

If you are seeking funds from other than a foundation or corporation, you should carefully investigate as many resources as possible. While some of these are provided in this section, you should not overlook many of the resources now available on the Internet (see Internet Resources, page 28).

Several resources are helpful when seeking public assistance. While this list is not exhaustive, the most common sources include:

- **Catalog of Federal Domestic Assistance.** This publication is the government's most complete listing of Federal programs and activities. Extensive descriptions of each program include eligibility requirements and applications procedures. This publication is available through Penn State Cooperative Extension from the National Rural Information Center.
- **Federal and Pennsylvania Registers.** These publications are the official news publications for the Federal government and the Commonwealth of Pennsylvania. They include announcements on grant programs, regulations and deadlines.
- **Commerce Business Daily.** Published on weekdays by the U.S. Government Printing Office, this newspaper announces government contracts for which bids are being accepted.
- **Federal Funding Sources For Rural Areas.** Published by the Rural Information Center, (a joint project of Cooperative Extension and the National Agricultural Library) this compilation is an extensive resource of federal funds available for a wide range of community projects.
- **Rural Access Guide.** Published by the Center for Rural Pennsylvania, the Rural Access Guide features many of the state-administered programs and services available in Pennsylvania.

Other sources worth investigating include contacting the federal, state and/or local government agencies most closely associated with the project you are seeking to fund, your Local Development District, or the Pennsylvania Department of Community and Economic Development.

Doing Preliminary Research

Before researching sources of funds, it is necessary to carefully define your proposed project. Without this preliminary work, a trip to the library, or contacting a public agency is likely to be in vain. For example, some foundations will not fund educational projects or do not support advocacy programs. Others may not award grants for capital support or operating costs or may limit their grants to \$10,000. By thinking through these issues before you begin your research, you can avoid needless work and

the frustration of applying to inappropriate sources. Complete the Preliminary Research Worksheet provided below before going on a field trip to the Foundation Center or contacting an agency about funding your project.

Preliminary Research Worksheet

1) Brief Statement of Need

What is the problem?

Why is it important?

Where will the project take place?

2) General Objectives

What do you intend to do about the problem?

3) Basic Methods

How will you do it?

4) Major Budget Items

What will you spend the money on?

5) Total Amount Requested

Applying a Research Method

Once the project has been clearly defined, you are ready to begin your actual research. While this discussion focuses on seeking funds from foundations, many of the same principles apply to those seeking funds from other sources. Three research approaches may be used: 1) geographic; 2) type of support; and 3) subject related. Consult “Foundation Fundamentals: A Guide for Grantseekers” (Third Edition, The Foundation Center, 1986) for a detailed discussion of all three methods. The subject approach usually is best suited to the practitioner’s needs. The following outline presents the steps in this approach:

Step 1. Brainstorm on Related Topics

Using the completed worksheet, you can begin to generate a list of related subjects. Since these subjects will form the basis of the research, it is important to have a complete listing. For example, a nutrition education program may involve volunteers and the elderly. A list of related topics should include health, nutrition, volunteers, elderly, education, and perhaps, curriculum development. If you limited the list to nutrition only, you would likely miss many potential sources of funds.

Step 2. Set up a Recordkeeping System

From the start, it is useful to keep records on all sources who may be apt to fund your organization now or in the future. Compile the following information for each foundation or corporation:

• Foundation/agency name	• Subject interests
• Complete mailing address	• Geographic focus
• IRS or employment identification number	• Funding limitations
• Contact person	• Publications available
• Telephone number	• Application procedure
• Listing of similar grants awarded	• Date of search

Many organizations also record the names of officers or trustees. This information is useful to circulate among staff, board members, and supporters to see if they know anyone on the list. Having someone personally put in a good word for your project or organization can be very helpful when seeking funds. In other cases, however, this can also work against you. In many organizations, a board member too closely associated with, or having a perceived vested interest in the awarding of a grant is frequently prohibited from voting on that particular grant.

Choose a recordkeeping system that is easy for all staff to use and is readily available. Some fundraisers set up an index card system; others prefer to use folders or a binder with dividers or set up a computer data file.

Step 3. Identify Appropriate References

The Foundation Directory and the Source Book Profiles are the best places to look for information on large foundations. If a foundation has less than \$1 million in assets, or awards less than \$100,000 annually, it will not be listed in the directory. Many states like Pennsylvania have also compiled their own directories, which are the best references for small foundations. If no directory is available, the next source is the foundation's IRS 990 form. The IRS 990 form, which is available on microfiche at The Foundation Center, gives the name and address of the foundation, a listing of contributions received, and a list of grants awarded (see page 29 for more information).

Another important resource is the Foundation Center's "Foundation Grant Index" if you are interested in grants of \$10,000 or more. Grants descriptions are divided into 28 broad subject areas such as health, higher education, and arts and culture. Within each of these broad fields, grants are listed geographically by state, and alphabetically by name.

In addition to the sources already discussed, one of the most effective ways you can identify the references you desire is to consult the Foundation Center's DIALOG Information Services. This data base allows you to retrieve on-line information on a wide variety of foundation giving, application deadlines, and the financial status of foundations. Access to DIALOG is available at all Center-cooperating libraries.

Step 4. Choose The Appropriate Foundations

By this time, many grantseekers have already identified a list of potential funding sources. The next task is to find out more about each foundation. In particular, applicants need to know:

1. Is the subject related to the funder's mission and goals?
2. Does the foundation fund or place a high priority on your geographic area?
3. Does the foundation fund the type of project proposed?
4. Are the budget items and total costs within the constraints of the foundation?

Once you have effectively completed the steps above and answered these questions, you are ready to begin to establishing a relationship with your prospective donors. As outlined on page 2, you are now ready to start writing your proposal.

WRITING EFFECTIVE PROPOSALS

The grantseeker can write the final proposal only after an appropriate source of funds has been identified. Some proposals are rejected not because of the proposed idea, but because of the way the idea is presented. The document "91 Tips and Secrets for Winning Grant \$\$\$", (The Government Information Services, 1987) identifies some key

points to follow in developing a proposal. While it is important to follow the guidelines established by an RFP, many of the points below are essential to any type of proposal, whether to a foundation or government agency.

- Choose a concise title.
 - Follow directions. Be sure you have used the prescribed format and included all information requested.
 - Pay attention to the deadline. Leave sufficient time to obtain the signatures required on the final submission.
 - Read the entire proposal to be sure the ideas flow from one section to the next section. This is especially important when several people authored the proposal.
 - Keep the language simple and direct; avoid jargon.
 - Include tables, charts and diagrams only if they are useful.
 - Isolate supporting data in an appendix.
 - Explain all abbreviations and terms that someone outside your agency may not understand.
 - Proofread the proposal and make a final copy that is neat and legible.
- The format of proposals varies considerably between funding sources but the major sections requested are often similar.

The process outlined here is not a formula to be rigidly adhered to. Rather, it is a suggested approach that can be adapted to fit the needs of any non-profit and the peculiarities of each situation. Fundraising is an art as well as a science. You must bring your own creativity to it and remain flexible.

The following suggestions for writing an effective proposal are derived primarily from “A Proposal Writing Short Course” published by the Foundation Center (1996).

Gathering Background Information

The first thing you will need to do in writing the master proposal is to gather documentation. You will require background documentation in three areas: concept, program, and finance.

If all of this information is not readily available to you, determine who will help you gather each type of information. If you are part of a small non-profit with no staff, a knowledgeable board member will be the logical choice. If you are in a larger agency, there should be program and financial support staff who can help you. Once you know with whom to talk, identify the questions to ask.

This data-gathering process makes the actual writing much easier. In addition, by focusing once again on your mission and available resources, you can help key people within your agency seriously consider the project's value to the organization.

Concept

It is important that you have a good sense of how the project fits into the philosophy and mission of your agency. The need that the proposal is addressing must also be documented. These concepts must be well articulated in the proposal. Funders want to know that a project reinforces the overall direction of an organization, and they may need to be convinced that the case for the project is compelling. You should collect background data on your organization and on the need to be addressed so that your arguments are well documented.

Program

Here is a check list of the program information you will need:

- the nature of the project and how it will be conducted;
- the timetable for the project;
- the anticipated outcomes and a plan to evaluate the results; and
- staffing needs, including deployment of existing staff and new hires.

Financials

You will not be able to pin down all the expenses associated with the project until the program details and timing have been worked out. Thus, the main financial data gathering takes place after the narrative part of the master proposal has been written. However, at this stage you do need to sketch out the broad outlines of the budget to be sure that the costs are in reasonable proportion to the outcomes you anticipate. If it appears that the costs will be prohibitive, even with a foundation grant, you should then scale back your plans or adjust them to remove the least cost-effective expenditures

Components of a Proposal

While there is no one perfect way to develop your proposal, The Foundations Center (1996) recommends the following outline as a good guide.

Components of a Proposal

1. Executive Summary/Abstract: (1 page)
 - umbrella statement of your case and summary of the entire proposal
2. Statement of Need: (2 pages)
 - why this project is necessary
3. Project Description: (3 pages)
 - nuts and bolts of how the project will be implemented
4. Budget: (1 page)
 - financial description of the project plus explanatory notes
5. Organization Information: (1 page)

- | |
|------------------------------------------------------------------------------------------------------|
| - history and governing structure of the non-profit; its primary activities, audiences, and services |
| 6. Conclusion: (2 paragraphs) |
| - summary of the proposal's main points |

The Executive Summary/Abstract

This first page of the proposal is the most important section of the entire document. Here you will provide the reader with a snapshot of what is to follow. Specifically, it summarizes all of the key information and is a sales document designed to convince the reader that this project should be considered for support. Be certain to include:

Problem: a brief statement of the problem or need your agency has recognized and is prepared to address (one or two paragraphs);

Solution: a short description of the project, including what will take place and how many people will benefit from the program, how and where it will operate, for how long, and who will staff it (one or two paragraphs);

Funding requirements: an explanation of the amount of grant money required for the project and what your plans are for funding it in the future (one paragraph); and

Organization and its expertise: a brief statement of the name, history, purpose, and activities of your agency, emphasizing its capacity to carry out this proposal (one paragraph).

The Statement of Need

If the funder reads beyond the executive summary, you have successfully piqued his or her interest. Your next task is to build on this initial interest in your project by enabling the funder to understand the problem that the project will remedy.

The statement of need will enable the reader to learn more about the issues. It presents the facts and evidence that support the need for the project and establishes that your non-profit understands the problems and therefore can reasonably address them. The information used to support the case can come from authorities in the field, as well as from your agency's own experience.

You want the need section to be succinct, yet persuasive. Like a good debater, you must assemble all the arguments. Then present them in a logical sequence that will readily convince the reader of their importance. As you marshal your arguments, consider the following six points.

First, decide which facts or statistics best support the project. Be sure the data you present are accurate. There are few things more embarrassing than to have the funder tell you that your information is out of date or incorrect. Information that is too generic or broad will not help you develop a winning argument for your project. Information that does not relate to your organization or the project you are presenting will cause the funder to question the entire proposal. There also should be a balance between the information presented and the scale of the program.

Second, give the reader hope. The picture you paint should not be so grim that the solution appears hopeless. The funder will wonder if this investment in a grant would be worth it. Here's an example of a solid statement of need: "Breast cancer kills. But statistics prove that regular check-ups catch most breast cancer in the early stages, reducing the likelihood of death. Hence, a program to encourage preventive check-ups will reduce the risk of death due to breast cancer." Avoid overstatement and overly emotional appeals.

Third, decide if you want to put your project forward as a model. This could expand the base of potential funders, but serving as a model works only for certain types of projects. Don't try to make this argument if it doesn't really fit. Funders may well expect your agency to follow through with a replication plan if you present your project as a model.

If the decision about a model is affirmative, you should document how the problem you are addressing occurs in other communities. Be sure to explain how your solution could be a solution for others as well.

Fourth, determine whether it is reasonable to portray the need as acute. You are asking the funder to pay more attention to your proposal because either the problem you address is worse than others or the solution you propose makes more sense than others. Here is an example of a balanced but weighty statement: "Drug abuse is a national problem. Each day, children all over the country die from drug overdose. In the South Bronx the problem is worse. More children die here than any place else. It is an epidemic. Hence, our drug prevention program is needed more in the South Bronx than in any other part of the city."

Fifth, decide whether you can demonstrate that your program addresses the need differently or better than other projects that preceded it. It is often difficult to describe the need for your project without being critical of the competition. But you must be careful not to do so. Being critical of other non-profits will not be well received by the funder. It may cause the funder to look more carefully at your own project to see why you felt you had to build your case by demeaning others. The funder may have invested in these other projects or may begin to consider them, now that you have brought them to their attention.

If possible, you should make it clear that you are cognizant of, and on good terms with, others doing work in your field. Keep in mind that today's funders are very interested in collaboration. They may even ask why you are not collaborating with those you view as key competitors. So at the least you need to describe how your work complements, but does not duplicate, the work of others.

Sixth, avoid circular reasoning. In circular reasoning, you present the absence of your solution as the actual problem. Then your solution is offered as the way to solve the problem. For example, the circular reasoning for building a community swimming pool might go like this: "The problem is that we have no pool in our community. Building a pool will solve the problem." A more persuasive case would cite what a pool has meant to a neighboring community, permitting it to offer recreation, exercise, and physical therapy programs. The statement might refer to a survey that underscores the target audience's planned usage of the facility and conclude with the connection between the proposed usage and potential benefits to enhance life in the community.

The statement of need does not have to be long and involved. Short, concise information captures the reader's attention.

The Project Description

This section of your proposal should have four subsections: objectives, methods, staffing/administration, and evaluation. Together, objectives and methods dictate staffing and administrative requirements. They then become the focus of the evaluation to assess the results of the project. Taken together, the four subsectors present an interlocking picture of the total project.

Goal and Objectives

Objectives are the measurable outcomes of the program. They define your methods. Your goals should be broad statements of intent. Your objectives must be tangible, specific, concrete, measurable, and achievable in a specified time period. Grantseekers often confuse objectives with goals, which are conceptual and more abstract. For the purpose of illustration, here is the goal of a project with a subsidiary objective:

Goal: Our after-school program will help children read better.

Objective: Our after-school remedial education program will assist fifty children in improving their reading scores by one grade level as demonstrated on standardized reading tests administered after participating in the program for six months.

The goal in this case is abstract: improving reading, while the objective is much more specific. It is achievable in the short term (six months) and measurable (improving fifty children's reading scores by one grade level).

With competition for dollars so great, well-articulated objectives are increasingly critical to a proposal's success.

Using a different example, there are at least four types of objectives:

Behavioral ~ A human action is anticipated.

Example: Fifty of the seventy children participating will learn to swim.

Performance ~ A specific time frame within which a behavior will occur, at an expected proficiency level, is expected.

Example: Fifty of the seventy children will learn to swim within six months and will pass a basic swimming proficiency test administered by a Red Cross-certified lifeguard.

Process ~ The manner in which something occurs is an end in itself.

Example: We will document the teaching methods utilized, identifying those with the greatest success.

Product ~ A tangible item results.

Example: A manual will be created to be used in teaching swimming to this age and proficiency group in the future.

In any given proposal, you will find yourself setting forth one or more of these types of objectives, depending on the nature of your project. Be certain to present the objectives very clearly. Make sure that they do not become lost in verbiage and that they stand out on the page. You might, for example, use numbers, bullets, or indentations to denote the objectives in the text. Above all, be realistic in setting objectives. Don't promise what you can't deliver. Remember, the funder will want to be told in the final report that the project actually accomplished these objectives.

Methods

By means of the objectives, you have explained to the funder what will be achieved by the project. The methods section describes the specific activities that will take place to achieve the objectives. It might be helpful to divide our discussion of methods into the following: how, when, and why.

How: This is the detailed description of what will occur from the time the project begins until it is completed. Your methods should match the previously stated objectives.

When: The methods section should present the order and timing for the tasks. It might make sense to provide a timetable so that the reader does not have to map out the sequencing on his own. The timetable tells the reader "when" and provides another summary of the project that supports the rest of the methods section.

Why: You may need to defend your chosen methods, especially if they are new or unorthodox. Why will the planned work lead to the outcomes you anticipate? You can answer this question in a number of ways, including using expert testimony and examples of other projects that work.

The methods section enables the reader to visualize the implementation of the project. It should convince the reader that your agency knows what it is doing, thereby establishing its credibility.

Staffing/Administration

In describing the methods, you will have mentioned staffing for the project. You now need to devote a few sentences to discussing the number of staff, their qualifications, and specific assignments. Details about individual staff members involved in the project can be included either as part of this section or in the appendix, depending on the length and importance of this information.

"Staffing" may refer to volunteers or to consultants, as well as to paid staff. Most proposal writers do not develop staffing sections for projects that are primarily volunteer run. Describing tasks that volunteers will undertake, however, can be most helpful to the proposal reader. Such information underscores the value added by the volunteers as well as the cost-effectiveness of the project.

For a project with paid staff, be certain to describe which staff will work full time and which will work part time on the project. Identify staff already employed by your non-profit and those to be recruited specifically for the project. How will you free up the time of an already fully deployed individual?

Salary and project costs are affected by the qualifications of the staff. Delineate the practical experience you require for key staff, as well as level of expertise and educational background. If an individual has already been selected to direct the program, summarize his or her credentials and include a brief biographical sketch in the appendix. A strong project director can help influence a grant decision.

Describe for the reader your plans for administering the project. This is especially important in a large operation, if more than one agency is collaborating on the project, or if you are using a fiscal agent. It needs to be crystal clear who is responsible for financial management, project outcomes, and reporting.

Evaluation

An evaluation plan should not be left for consideration as your project is winding down; instead, it should be built into the project. Including an evaluation plan in your proposal indicates that you take your objectives seriously and want to know how well you have achieved them. Evaluation is also a sound management tool. Like strategic planning, it helps a non-profit refine and improve its program. An evaluation can often be the best means for others to learn from your experience in conducting the project.

There are two types of formal evaluation. One measures the product; the other analyzes the process. Either or both might be appropriate to your project. The approach you choose will depend on the nature of the project and its objectives. For either type, you will need to describe the manner in which evaluation information will be collected and how the data will be analyzed. You should present your plan for how the evaluation

and its results will be reported and the audience to which it will be directed. For example, it might be used internally or be shared with the funder, or it might deserve a wider audience. Your funder might even have an opinion about the scope of this dissemination.

The Budget

The budget for your proposal may be as simple as a one-page statement of projected expenses. Or your proposal may require a more complex presentation, perhaps including a page on projected support and revenue and notes explaining various items of expense or of revenue.

Expense Budget

As you prepare to assemble the budget, go back through the proposal narrative and make a list of all personnel and nonpersonnel items related to the operation of the project. Be sure that you list not only new costs that will be incurred if the project is funded but also any ongoing expenses for items that will be allocated to the project. Then get the relevant costs from the person in your agency who is responsible for keeping the books. You may need to estimate the proportions of your agency's ongoing expenses that should be charged to the project and any new costs, such as salaries for project personnel not yet hired. Put the costs you have identified next to each item on your list.

Your list of budget items and the calculations you have done to arrive at a dollar figure for each item should be summarized on worksheets. You should keep these to remind yourself how the numbers were developed. These worksheets can be useful as you continue to develop the proposal and discuss it with funders; they are also a valuable tool for monitoring the project once it is under way and for reporting after completion of the grant.

With your worksheets in hand, you are ready to prepare the expense budget. For most projects, costs should be grouped into subcategories, selected to reflect the critical areas of expense. All significant costs should be broken out within the subcategories, but small ones can be combined on one line. You might divide your expense budget into personnel and nonpersonnel costs; your personnel subcategories might include salaries, benefits, and consultants. Subcategories under nonpersonnel costs might include travel, equipment, and printing, for example, with a dollar figure attached to each line.

Budget Narrative

A narrative portion of the budget is used to explain any unusual line items in the budget and is not always needed. If costs are straightforward and the numbers tell the story clearly, explanations are redundant.

If you decide a budget narrative is needed, you can structure it in one of two ways. You can create "Notes to the Budget," with footnote-style numbers on the line items in the budget keyed to numbered explanations. If really extensive or more general explanation is required, you can structure the budget narrative as just straight text. Remember though, the basic narrative about the project and your organization belongs elsewhere in the proposal, not in the budget narrative.

Organizational Information

Normally a resume of your non-profit organization should come at the end of your proposal. Your natural inclination may be to put this information up front in the document. But it is usually better to sell the need for your project and then your agency's ability to carry it out.

It is not necessary to overwhelm the reader with facts about your organization. This information can be conveyed easily by attaching a brochure or other prepared statement. In two pages or less, tell the reader when your non-profit came into existence; state its mission, being certain to demonstrate how the subject of the proposal fits within or extends that mission; and describe the organization's structure, programs, and special expertise. Discuss the size of the board, how board members are recruited, and their level of participation. Give the reader a feel for the makeup of the board. (You should include the full board list in an appendix.) If your agency is composed of volunteers or has an active volunteer group, describe the function that volunteers fill. Provide details on the staff, including the numbers of full and part-time staff, and their levels of expertise.

Describe the kinds of activities in which your staff engage. Explain briefly the assistance you provide. Describe the audience you serve, any special or unusual needs they face, and why they rely on your agency. Cite the number of people who are reached through your programs.

Tying all of the information about your non-profit together, cite your agency's expertise, especially as it relates to the subject of your proposal.

Conclusion

Every proposal should have a concluding paragraph or two. This is a good place to call attention to the future, after the grant is completed. If appropriate, you should outline some of the follow-up activities that might be undertaken to begin to prepare your funders for your next request. Alternatively, you should state how the project might carry on without further grant support.

This section is also the place to make a final appeal for your project. Briefly reiterate what your non-profit wants to do and why it is important. Underscore why your agency needs funding to accomplish it. Don't be afraid at this stage to use a bit of emotion to solidify your case.

What Happens Next?

Submitting your proposal is not the end of your involvement in the grantmaking process. Grant review procedures vary widely, and the decision-making process can take anywhere from a few weeks to six months. During the review process, the funder may ask for additional information either directly from you or from outside consultants or professional references. Invariably, this is a difficult time for the grantseeker. You need to be patient but persistent. Some grantmakers outline their review procedures in annual reports or application guidelines. If you are unclear about the process, don't hesitate to ask.

If your hard work results in a grant, take a few moments to acknowledge the funder's support with a letter of thanks. You also need to find out whether the funder has specific forms, procedures, and deadlines for reporting the progress of your project. Clarifying your responsibilities as a grantee at the outset, particularly with respect to financial reporting, will prevent misunderstandings and more serious problems later.

Nor is rejection necessarily the end of the process. Do not take it personally. If you're unsure why your proposal was rejected, ask. Did the funder need additional information? Would they be interested in considering the proposal at a future date? Now might also be the time to begin cultivation of a prospective funder. Put them on your mailing list so that they can become further acquainted with your organization.

Above all, remember that seeking the funds you need is an on-going, learning, and trial and error process. By taking a strategic and proactive approach, and carefully doing the necessary background work, you can greatly increase your chances of funding. If your goals are truly worthy, and your effort professional enough, you are bound to succeed.

Glossary

Applied research. Research undertaken to solve human problems, rather than simply to add to the sum of human knowledge.

Basic research. Research oriented toward expanding knowledge, rather than directed at solving a specific problem.

Block grant. Federal grants made under very broad, general subject areas.

Boilerplate. Sections of any document, especially a proposal, that have been used and reused so often that they have become standard elements.

Categorical grant. A Federal grant made under narrow, specific program guidelines that carefully spell out such matters as eligibility requirements, program time frames and intended beneficiaries.

Contingency funding. Funding offered with a catch--one has to comply with certain requirements before qualifying for the money.

Contract. A binding agreement between two or more parties (or persons); a procurement agreement.

Contract Opportunity Notice (CON). A CON is a public notice issued by a funder, usually a government agency, stating that it wishes to procure a service. The CON describes the needed service, and invites interested groups to submit statements describing their qualifications and past experience in the pertinent field.

Cost-benefit. At its simplest, it connotes a concern for getting the most and best service for the least cost.

Data-collection procedures. Systems established, usually at the start of a project, to keep track of project operations so that its effectiveness and efficiency can be analyzed later.

Direct costs. The specific, identifiable costs of operating a grant-supported project such as personnel, travel, equipment purchase and lease, consumable supplies and rent.

Discretionary funds. Grants that are allocated according to a funder's judgment rather than according to a pre-established guideline or set of criteria.

Endowment. Money that is made available to a foundation by a donor, and is then invested so as to provide funds out of which grants are made, taxes paid, operating expenses met, and so forth.

Foundation. A foundation is in essence: (1) an endowment, a donor's contribution, which is invested so as to realize an income from which grants are made; and (2) a board or committee that reviews proposals and decides where the money will be placed. There are two general categories of foundation: private foundations (general purpose, special purpose, family and operating) and public foundations (synonymous with community foundations).

Grantsmanship. The knack of knowing where the money is and how to get it.

Hard money. Dependable, long-term sources of funding.

Indirect costs. A budget category that covers general administrative costs such as building rent, maintenance, depreciation and general local travel. Indirect costs usually are calculated as a flat percentage of either the budget or the personnel category alone.

In-kind. Describes contributions other than money, usually services, facilities or equipment. See also Matching.

Letter of intent/inquiry. The first contact with a prospective funder.

Letter of support. Endorsements about a project's efforts from organizations and individuals who are considered credible in the eyes of the funder.

Matching. A requirement. Many Federal and a few foundation grant programs require that applicants obtain a portion--usually anywhere from 10 to 50 percent of their total request--from other sources, to show that there is wide local support for the intended project.

OMB circulars. Instructions, guidelines and directions, issued to all Federal grantmaking programs by the Office of Management and Budget, the supervisor of federal granting activities and source of the Catalogue of Federal Domestic Assistance.

Peer review. Critical reading of a proposal or contract by reputable practitioners and others conversant with the field it addresses, who are in a position to judge the competence of the applicant.

Preliminary proposal. A brief, early draft of the proposal, used to elicit feedback from the prospective funder so that the proposal may be more closely tailored to funder expenditures. Also known as a discussion paper, proposal or pre-application.

Request for Proposal (RFP). This is the public notice that is issued by a funder who wishes to procure a service from a contractor.

Soft match. Service, facilities, equipment--in short, anything but money. See Matching.

Support services. Those functions in an organization that exist to help other, primary functions.

Target population. The intended beneficiaries of a grant-supported service project. Also known as client population.

Tax exempt. A legal status, bestowed by the IRS, which states that organizations have adequately demonstrated their charitable, education, religious, scientific or literary nature. By far the largest part, but not all, of tax-exempt organizations are non-profit corporations. Others include trusts and benevolent associations.

These definitions were adopted from Smith and Spjei's **Getting Grants** (Harper and Row Publishers, 1980).

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Directory of Pennsylvania Foundations, (4th ed., The Foundation Center, 1990, 1993 Supplement)

Foundation Giving, The Foundation Center, 1995 Edition

Geever, Jane, M., and Patricia McNeill, *Guide to Proposal Writing*, The Foundation Center, 1993

Geever, Jane, M., and Patricia McNeill, *A Proposal Writing Short Course*, The Foundation Center, World Wide Web Homepage

Seltzer, Michael, *Securing Your Organization's Future-- A Complete Guide to Fundraising Strategies*, The Foundation Center, 1987

Recommended Reading

Fundraising

Beyond Profit: The Complete Guide to Managing the Nonprofit Organization. (Setterber, Fred & Kary Schulman New York, NY: Harper & Row, 1985.)

Five hundred (500) Ways For Small Charities to Raise Money (Phillip T. Drotining: Public Service Materials Center Inc; Hartsdale, NY; 1981)

Fund Raising and the Nonprofit Board Member. (Howe, Fisher, Washington, DC: National Center for Nonprofit Boards, 1988). (202-452-0262)

Fundraising for Social Change. (Klein, Kim. Inverness, CA: Chardon Press, 1988.) This is an excellent primer for those seeking to build their understanding of fundraising, as well as a resource for the more experienced fundraiser.

How to Hire the Right Fund Raising Consultant--Getting the Most From Your Campaign (Arthur D. Raybin; Taft Group; Washington, DC; 1986)

Managing For Profit In The Non-profit World (Paul B. Firstenberg; The Foundation Center, New York; 1986)

River Wealth. (Johnson, Kenny, and Lindy Walsh, Portland OR: River Network, 97207)

Securing Your Organization's Future--A Complete Guide to Fundraising Strategies (Michael Seltzer, The Foundation Center, 1987)

Successful Fundraising--A Handbook of Proven Strategies and Techniques (William K. Grasty and Kenneth G. Sheinkope; Charles Schribner's Sons, New York; 1982)

The Grass Roots Fundraising Book: How to Raise Money in Your Community. (Flanagan, Joan, Chicago: Contemporary Books, 1992). Ideal for new and small groups.

The Nonprofit Organization: An Operating Manual. (Wolf, Thomas. New York, NY: Prentice Hall Press, 1984.)

There's Plenty of Money For Non-Profit Groups Willing To Earn Their Shares--How To Do It Successfully (J. Harris Pritchard; Cornucopia Publications, Inc; Arizona; 1984)

Foundations

Corporate Foundation Profiles (The Foundation Center; 7th Edition; New York; 1992)

The Corporate Fund Raising Directory--1987-1988 Edition (Joanna Cali, ed; Public Service Materials Center; 1986)

Foundation Grants Index, The Foundation Center, 24th Edition, 1996

National Directory of Corporate Public Affairs

Non-Profit Management and Membership

Attracting, Organizing, & Keeping Members.,)American Society of Association Executives. Available from American Society of Association Executives, 1575 Eye Street, NW Washington, DC 20005.)

Direct Mail Testing for und Raisers. Kachorek, (Joseph P. What to test, how to test, how to interpret the results. Available from Precept Press, Inc., 160 East Illinois St., Chicago IL 60611.)

24 Ways to Improve Your Direct Marketing Results. (Kobs, Jim available from the Dartnell Corp., Chicago, IL 60640.)

Direct Marketing. (Nash, Edward, L.MacGraw-Hill Book Company._

The Direct Marketing Challenge. (Ryan, Christopher.How to use powerful direct marketing tools to build your organization., Available from DMS Press, 416 Hungerford Drive, Suite 315, Rockville, MD 20850.)

The Membership Mystique. (Trenbeth, Richard P.Available from Fund-Raising Institute, Box 365, Ambler, PA 19002.)

The Pennsylvania Non-Profit Handbook. A must for any non-profit in Pennsylvania (Gary Grobman, Pa. Association of Non-Profit Organizations, Available from Whitehat Communications, Harrisburg, PA) (717-2383787)

Post Office Domestic Mail Manual. (Available for \$56.00 from U.S. Government Printing Office, Box 371954, Pittsburgh, PA 15250.)

Periodicals

Association Management. Free to members of ASAE, or \$30.00 for nonmembers. American society of Association Executive, 1575 Eye Street, NW Washington, DC 20005

Chronicle of Philanthropy. The digest of philanthropy, documenting events and issues in the world of foundations and not-for-profits. Available from Chronicle of Philanthropy, 1255 23rd St., N. W., Washington D.C 20037.

Contributions. Billed as “The ‘How to’ source for Nonprofit Professionals” Available from Contributions, 634 Commonwealth Avenue, Suite 201, Newton Centre, MA 02159, or call 617-964-2688.

Direct. Available for \$64/year from Cowles Business Media, Inc., 911 Hope Street, Six River Bend Center, Stamford, CT 06907.

Grassroots Fundraising Journal. Short, factual articles on a variety of fundraising issues and methods aimed at small non-for-profits. Published monthly. Subscriptions are \$25/year. To subscribe, or for sample copies, write *The Grassroots Fundraising Journal*, PO Box 11607, Berkeley, CA 94701.

NonProfit Times. Available free from Davis Information Group, Inc., 190 Tamarack Circle, Skillman, NJ 08558

Proposal Writing

The Consultant's Guide To Proposal Writing--How to Satisfy Your Clients and Double Your Income (Herman Holtz; John Wiley & Sons, New York; 1986)

From Idea to Funded Project: Grant Proposals That Work, (Lane C. Belcher and Julia Jacobsen, 4th Ed., Oryx Press, 1992)

Getting a Grant in the 1990s: How to Write Successful Grant Proposals, (Robert B. Lefferts, Prentice Hall Press, New York, 1990)

Grant Proposals That Succeeded (Virginia White, ed; Non-profit Management and Finance Series; Plenum Press, New York; 1982)

Guidelines for Preparing Proposals, (Roy Meador, 2nd ed., Lewis Publishers, Chelsea, Michigan, 1991)

The “How To: Grants Manual--Successful Grantseeking Techniques for Obtaining Public and Private Grants (David G. Bauer; Collier Macmillan Publishers, New York, 1984)

Proposal Preparation (Rodney D. Stewart and Ann L. Stewart; John Wiley & Sons, New York, 1984)

Proposal Writer's Guide (Michael E. Burns; Hartford, Conn, D.A.T.A., 1989)

Proposal Writing, (Soraya M. Coley and Cynthia A. Steinberg, Sage Publications, Newbury Park Calif., 1990)

Public Resources

Federal Funding Sources for Rural Areas, (National Small Flows Clearinghouse, West Virginia University, Morgantown, WV (304-293-4191), May, 1995)

Federal Grants Management Handbooks (Grants Management Advisory Service, Washington, DC; updated monthly)

Funding Sources for Community and Economic Development, 1996, (Oryx Press, Phoenix, AZ (1-800-279-6799))

Getting Yours--The Complete Guide to Government Money (Matthew Lesko; Penguin Books: New York 3rd edition, 1987)

Government Assistance Almanac 1988--The Guide To All Federal Programs Available to the American Public (J. Robert Dumouchel; Foggy Bottom Publications; Washington, DC; 1988)

Guide To Federal Grants and Financial Aid For Individuals and Non-profit Organizations (Calvin W. Fenton and Charles J. Edwards), eds; Kendall/Hunt Publishing Company; Dubuque, Iowa; 2nd ed; 1985)

A Guide To Grants: Governmental and NonGovernmental (Donald Levitan, 2nd Ed; Government Research Publications, MA; 1982)

Internet Resources

While there is an ever-growing array of resources on the Internet, here is a list of some of the most useful sites for non-profit grant writers. Many others exist that access both free, and for-fee services, information, and products.

Foundation Center (<http://fdncenter.org/>)

The Foundation Center's homepage. Excellent site for anyone interested in the many resources and services of the Foundation Center.

Grants Web WWW Homepage (<http://infoserv.rttonet.psu.edu/gweb.htm>)

A good all around link to many resources, opportunities, and information including federal, public, and private resources

Grant Writers Assistant (<http://www.fallingrock.com/>)

Good Information, extensive links to other sites

Internet Resources for Non-Profit Public Service Organizations

(<http://www.sils.umich.edu/~nesbeitt/nonprofit/nonprofit.html>)

Good Information, extensive links to other sites

Resources for Grantseekers on the Internet

(http://www-personal.umich.edu/~trinket/resources_for_grants.html)

Good Information, extensive links to other sites

FEDIX, The Federal Government Information Exchange

(<http://web.fie.com/htdoc/fed/all/any/any/menu/any/agency.htm>)

An extensive source of information and funding opportunities from the Federal Government, by department.

Publications and Services of the Foundation Center

Reference Materials Found at Center Libraries

* Forms 990-PF: Internal Revenue Service information returns are filed annually by more than 40,000 U.S. private foundations. These forms are often the only primary source of information on the many foundations that do not issue annual reports. Information provided on 990-PF forms includes fiscal data, grants awarded by a foundation, and the names of the foundation's officers and trustees.

* Grantmaker Materials: Each library maintains an extensive collection of foundation annual reports and corporate giving reports, as well as newsletters, press releases, and application guidelines.

* Directories, Books, and Periodicals: Foundation Center-operated libraries have available for public use multiple copies of the Center's publications, in addition to hundreds of other directories, books, and periodicals on such topics as fundraising, board relations, corporate responsibility, foundation salaries, nonprofit management, and program planning.

* Foundation and Nonprofit Literature Online: The Center's bibliographic database contains listings for more than 12,000 books and articles, many with abstracts, relating to philanthropy and the nonprofit sector.

Congressional Research Service Resources

Since 1985, the Center has regularly provided the Congressional Research Service (CRS) of the Library of Congress with eight complimentary sets of its core publications. These collections are located in the Congressional Reference Division, in two Congressional Reading Rooms, and in four House and Senate Reference Centers, where they are available to congressional staff responding to constituent requests for grants and funding information.

The Center also collaborates with the CRS on presentations about foundation funding. In the spring of 1995, representatives from the Foundation Center in Washington conducted a special training session for CRS staff on how to respond to congressional inquiries, and throughout 1995 Center staff are participating in the CRS quarterly workshops for congressional employees.

Cooperating Collections

The Center's Cooperating Collections are located in public libraries, community foundation offices, and other nonprofit agencies in all 50 states. Cooperating Collections offer a core collection of Center publications free to the public, and their

staffs are trained to direct patrons to appropriate resources on funding information. Many CCs also have directories and reports on local funders as well as copies of IRS information returns for private foundations in their state or region. For the address and telephone number of a Cooperating Collection in a given location, call the Center at 1-800-424-9836.

Publications

The Foundation Center annually issues more than 60 publications, among them directories of foundation and corporate grantmakers, grants lists, research studies, bibliographies, and authored works on subjects relating to fundraising, foundations, and non-profit management.

All Foundation Center publications, including The Foundation Directory and The Foundation Directory Part 2, are available for free use in all Center libraries and Cooperating Collections.

A Sampling of Center-Issued Books

* The 1996 edition of The Foundation Directory features current data on the nation's largest funders, those that hold assets of at least \$2 million or distribute \$200,000 or more in grants annually. The volume includes information on more than major foundations, which hold combined assets of \$170 billion and donate well over \$10 billion annually. Designed as a companion volume to the Directory, The Foundation Directory Part 2 covers 4,200 mid-sized foundations with annual grant programs ranging from \$50,000 to \$200,000. The Foundation Directory Supplement is issued six months after the Directory and the Directory Part 2 and provides useful updates to the information contained in those volumes.

* The Foundation 1000 provides comprehensive, multi-page profiles of the 1,000 largest foundations in the United States. Profiles include grantmaker addresses and contact names, reviews of program interests, purpose and giving limitations statements, application guidelines, and the names of key officials. Also included are in-depth analyses of grant programs, extensive lists of sample grants, and cross-referenced indexes.

* The 1996 edition of the Guide to U.S. Foundations, Their Trustees, Officers, and Donors has current information on every active private grantmaking foundation in the United States ~ more than 37,500 foundations in all. Arranged by state and local giving, the Guide to U.S. Foundations helps users identify both large and small foundations in their geographic area, while the comprehensive trustee, officer, and donor index offers information on the affiliations of board members, donors, and volunteers.

* The 1995 edition of the National Directory of Corporate Giving offers information on more than 2,300 corporate philanthropic programs, including detailed portraits of over 200 corporate foundations and more than 600 direct-giving programs. Grantmaker entries include application information, the names of key personnel, types of support generally awarded, giving limitations, financial data, and purpose and activities statements.

* The 1996 edition of The Foundation Grants Index lists grants of \$10,000 or more awarded by more than 1,000 of the largest independent, corporate, and community foundations in the United States. Containing more than 74,000 grant descriptions, the book is divided into 29 broad subject areas such as health, higher education, arts and culture, and the environment. Within each of these fields, grants are grouped by state.

* The Foundation Center's Guide to Proposal Writing offers a comprehensive look at the steps involved in preparing an effective funding request and gives advice on such subjects as proposal formats, budget preparation, and follow-up. It also includes advice from grantmakers themselves on the do's and don'ts of proposal writing.

* The 1996 edition of Foundation Giving: A Yearbook of Facts and Figures on Private, Corporate and Community Foundations, a comprehensive overview of the latest trends in foundation grantmaking, documents the growth of and changes in grantmaking from 1975 to the present. More than 100 charts and tables illustrate such topics as foundation grants by subject area, foundation assets and gifts received, and the geographic distribution of foundations and the grants they awarded.

* Other recently published research studies published by the Center include reports on national funding in the arts; giving by New York City foundations; giving by foundations in the southeastern United States; and a study of program-related investments made by U.S. foundations. To see an online version of the Center's publications catalog, [click here](#).

Services

Whether they visit a Center library to find out about a foundation's giving guidelines, about recent changes at foundations in their region, or about grants in specific areas of interest, people turn to the Foundation Center for information on the foundation field.

Fees

While many Center resources and services are available on a complimentary basis, for others a fee corresponding to the cost of online time or the amount of staff time required to fill a request is charged. For more information, please call or write the Foundation Center.

Referrals

Among the questions most commonly asked by novice grantseekers are: Which funders might be interested in my nonprofit organization or project? And, Where can I find information about proposal writing and other fundraising skills? The Foundation Center encourages people with these kinds of questions to call or visit a Center-operated library or Cooperating Collection, where staff trained in the funding-research process can help them get started.

Custom Research and Database Searching

Center staff also provide custom services ranging from photocopying to telephone reference to database searching. Staff consult with customers to identify their needs and determine the most cost-effective and timely way of obtaining the information they require.

The Foundation Center's database contains comprehensive information on more than 40,000 grantmaking foundations and direct corporate giving programs. The contents of the Center's database are available to subscribers through DIALOG Information Services. Custom searches performed by Center staff are conducted using DIALOG files or the Center's internal database, depending on the nature of the information request.

Research Advice

When people wish to conduct their own research, they often call or visit the Center for advice on how to proceed. Center staff can recommend the best online and other sources of regional and national information, offering assistance in performing a variety of searches.

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