

Introduction

Asking for money is difficult for most people. You may be passionate about your teen pregnancy prevention work, but choke at the thought of “begging” for financial support or going through a formal application procedure. Yet many people and agencies in your community, state, and country also care about teen pregnancy. Your work to prevent teen pregnancy is critical to your community. Therefore, it is vital that the community supports your work financially, as well as in other ways.

This chapter will help you prepare for and conduct a successful fundraising effort. Its primary focus is on researching and pursuing start-up funding. Although the chapter discusses the issue of sustained funding only briefly, these funds are crucial to the long-term effort that preventing teen pregnancy requires. The Resources list at the end of the chapter includes a number of excellent publications and organizations that provide more thorough guidance on all aspects of fundraising.

Getting ready to raise funds

Before you approach anyone for support, you need to prepare carefully. This involves several tasks:

- clearly articulating your case for support;
- developing budgets for the program elements that need support;
- defining an overall fundraising goal;
- assessing your fundraising potential; and
- preparing organizationally to raise funds.

Articulate your case for support

Conducting your needs assessment and developing your program plan have given you much opportunity for detailed thinking about your work. Use the fruits of that thinking to develop a strong case for support that you can use in your fundraising efforts.

FOR MORE ON CONDUCTING A NEEDS ASSESSMENT...

See Chapter 12 (Volume 3), “Tailoring a Program to Your Community Through Needs Assessment.”

FOR MORE ON CONDUCTING A PROGRAM...

See Chapter 13 (Volume 3), “Planning and Carrying Out a Teen Pregnancy Prevention Project.”

Clearly articulate why your program is unique. Talk with friends and colleagues. Start to log key points and phrases that explain why you believe in your work so strongly. Keep track of which messages seem to be most effective. Then draft a statement that details, in both rational and emotional terms, the reasons why donors should give to your program. Your case statement should include:

- a description and analysis of the teen pregnancy problem in your target area;
- an analysis of the reasons for the problem; and
- a description of your program’s mission, goals, objectives, and activities for addressing the problem.

IF YOU WANT YOUR FUNDRAISING TO BE SUCCESSFUL, MAKE THE CASE FOR YOUR PROGRAM...

- **specific**
- **unique**
- **urgent**

To a funder, there are many deserving programs worthy of support. What will set *you* apart is:

- a sound rationale for your work;
- a well-crafted plan; and
- a clear statement of what makes your approach to teen pregnancy different and potentially more successful than past efforts.

Your ability to express why your program deserves support is important. Even more critical will be your ability to express this in the “voice” of your potential donor. When you research possible funders (individuals, foundations, businesses, and others), learn about their concerns, priorities, and values so that you can make your case statement—and any possible proposal or funding request—specific and relevant to them.

For example, in its annual report, a corporation may discuss its concern about the quality of the future work force. Your case statement or request to them should focus on ways in which your program’s efforts to reduce early pregnancy and childbearing will increase the educational achievement of young people and better prepare them for the workplace.

Or you may wish to pursue funding from a small national foundation that supports programs that empower young women and help them reach their potential. Highlighting the fact that early motherhood takes away those opportunities—and demonstrating how your program promotes young women in leadership positions and helps them to create new visions for their futures—will resonate with this funder and strengthen your prospects.

Develop budgets for the activities for which you want to raise funds

Make a list of the components or activities of your proposed program and develop budgets for them. Clarify which items are already being supported in some way and which items will require outside funding. Having some resources already in place will enhance your credibility with future funders.

Be sure to identify precisely how much money you need to do your work effectively. A big mistake fundraisers make is not carefully identifying all the components needed to do the proposed work. You do not need “lots” or “more” money—you need a specific amount if you are to deliver on your plan.

Do careful planning when figuring out these budgets and ask for help. Consult with the leaders of

AN EXAMPLE OF CAREFUL BUDGET PLANNING

For a conference:

- **enlist the help of a meeting planner who works in another nonprofit or contact a local hotel or chapter of Meeting Planners International**
- **send your budget around for review to other experienced fundraisers to make sure you have not missed anything**
- **make sure each line item of the budget has a rationale (e.g., price the meals individually and determine what taxes you might have to pay)**

your project as you put the budget together so that your funding side and program side develop in tandem.

Determine your overall fundraising goal

After developing budgets for all parts of your program, come up with a dollar figure that represents your overall fundraising goal. This is the amount of money you will try to raise from all sources.

As part of this step, develop an initial rough estimate of the major categories of support you plan to pursue (e.g., grants, corporate donations, individual donations) and the percentage of your overall goal that will come from each category. Be flexible, however, and recognize that you will need to revise and refine these estimates as you conduct your research and carry out your fundraising strategy.

You may find, for example, that the local health department that you thought would fund your media education campaign won't because it objects to the messages you want to get out. In such a case, look for other funding sources and adjust your plans, if needed, so that you can maintain momentum.

Assess your fundraising potential

The next step is to assess the potential resources for your program, and your capacity to secure them.

Identify your built-in base of support

Start with your board of directors or committees. If you have recruited an influential group from the outset (see Chapters 11 and 13), many members will have contacts that they can and will use on your behalf to gain funding from outside sources. However, the first step is to raise funds internally from these members. Aim to get 100 percent participation, at whatever

level board members can give. Full board participation is important to many funders and they may well ask about it.

Identify others who can help you

You do not need to work alone to raise funds for your work. Several sources can provide significant assistance:

Collaborators. If an advisory board guides your project or you work collaboratively with other organizations, find ways to support each other in fundraising efforts. Partners can help you in many ways, including:

- sharing or reviewing relevant publications, such as *The Chronicle on Philanthropy* or the *Federal Register*, for potential funding opportunities;
- asking their own development department (if they have one) to identify and provide research on possible sources of funding or, perhaps, donating the time of their grant writer to help develop your case for support and to write a proposal;
- holding a special event to raise funds for your program or naming your program as the beneficiary of an existing special event;

HOW TO ASSESS YOUR FUNDRAISING POTENTIAL

- **identify your built-in support**
- **identify others who can help you**
 - **advisory board members**
 - **partners**
 - **young people**
 - **consultants**

See pages 90-91 later in this chapter for information on how to help a young person prepare for a personal solicitation meeting.

- working collaboratively on grant proposals that will support efforts that you conduct jointly; and
- calling for an appointment and going on fundraising visits, especially when the contact is one of their friends or funders.

Young people. Young people whose lives are touched by your pregnancy prevention work can be your most powerful fundraisers—not because they volunteer at a car wash or special event, but because their stories lend credibility to the value of your work. You may want to bring one or more teens when you make a personal solicitation. They can talk persuasively about how the program touched their lives or why such a program would touch them or other youth if it existed. You or another adult can ask for the actual gift.

Fundraising consultants. Consider investing in fundraising training for your staff and volunteers. If you decide you want to hire a fundraising consultant or counsel, be sure to get recommendations from similar organizations. Interview prospects carefully and make clear the expectations you have and the expectations the consultant has.

The National Society of Fund Raising Executives (NSFRE) has

a Certified Fund Raising Executive (CFRE) designation for experienced professionals who have been successful in their fundraising work and passed a rigorous exam. To be certified, they must subscribe to a code of ethics that, among other things, demands they will work for a flat fee, not a percentage of what they raise for you. This helps to ensure that they are cultivating donors for your benefit. Check with NSFRE and the National Association of Fund Raising Counsel for guidance in selecting a consultant.

Certified fundraisers also must perform volunteer service in order to maintain certification. In addition, many local NSFRE chapters choose a cause or an organization each year that they assist with fundraising. Contact NSFRE (see the Resources list) to learn about the chapter closest to you.

Prepare organizationally to raise funds

If you are a 501(c)(3) organization, gather together the following documents, which are typically required by funders:

- the IRS letter confirming your 501(c)(3) status (tax-exempt status);

- your most recent 990 tax document;
- your list of board members;
- your case statement and your specific proposal;
- your budget;
- a list of current funders, including in-kind supporters; and

- letters of recommendation.

If you do not have 501(c)(3) status yourself, you will need to find a fiscal sponsor, a 501(c)(3) organization that will receive funds for you. *Fiscal Sponsorship: Doing it Right*, published by the Foundation Center, is an excellent guide to forming such relationships.

Develop and carry out a start-up fundraising strategy

There are many sources of money, both for start-up purposes and for maintaining and broadening your program in future years.

In general, the funds you raise will either be restricted or unrestricted. Restricted dollars go to a specific program, purpose, or product and must be accounted for separately. Unrestricted dollars usually can be used on any legitimate organizational expenditure. Funders are more likely to provide restricted dollars for particular purposes; unrestricted funding is usually harder to get.

The best sources of start-up funds for your program are those that you can secure easily early in your planning. More complicated funding strategies can be put in place as your program grows.

Look for three to five years of start-up funds.

Research the possibilities

Many funding sources exist, and careful and thorough research to find the ones that suit your program best and that offer the best potential for support is a critically important first step in fundraising. The major categories of funding sources are:

- government grants;
- foundation grants;
- corporate and business donations; and
- personal donations.

Grants (government and foundation) are an excellent way to

fund the start-up phase of a program or project enhancement. As a general matter, look for grantmakers that fund in your geographic area and that make grants large enough to be worth your while. Find out how many grants are made annually and what the average award is.

Government grants

Government support can be a good source of funding for one to five years (depending on the time restrictions). You typically must comply with strict reporting requirements and be able and willing to operate within the program guidelines defined by the agency, which may be quite specific.

Nevertheless, government dollars can provide solid funding for program start-up, giving you a base upon which to build a fundraising program. The government, like other funders, does

SOURCES OF START-UP FUNDS

Government Grants

- **Federal**
- **State and local**

Foundation Grants

- **Private**
- **Community**
- **Corporate**

Corporate & Business Donations

Personal Donations

not want to adopt you. They want to give you a good start from which you can go it alone.

Federal government grants. The federal government issues and posts Request for Proposals (RFPs) or Request for Applications (RFAs) in the *Federal Register*. The *Federal Register* is extensive and expensive. Try to find an agency in your community that monitors it and ask if they will keep an eye on listings that may relate to your program.

Points to consider before seeking government funding

- Does your program comply with the requirements, including definitions of services, that the relevant government agency has outlined?
- Do you have the staff time to complete the required reports on time?
- Do you have the fiscal structure to manage and account for the grant dollars?
- Will you be able to host a successful site visit by representatives of the funding agency?
- If required, do you have the right kind of matching dollars available that some public funders require?
- Do you have the time and expertise to apply for an indirect cost grant to cover the overhead of your program, if it is not included in the current grant?

WHEN THINKING ABOUT APPLYING FOR A FEDERAL GRANT...

Remember that behind every Request for Proposal is a person. Call for advice. You will find a rich resource.

Another source for information on federal government grants is the Grantsmanship Center's web site. They post current listings from the *Federal Register* and the Catalogue of Federal Domestic Assistance (see the Resource list). If you are monitoring a specific federal agency, they probably have a home page on which they will list new funding opportunities and include an application package.

When you review a new posting:

- look carefully at the due date; decide if it is possible for you to write the proposal and meet other requirements in the time given; and
- look at whom they will fund and how many grants they will give; you may not qualify or they may name specifically whom they will be funding.

If you think you may want to apply, ask questions. Many people think of government funders as “faceless bureaucrats operating in windowless rooms.” Do not make this mistake. Behind every RFP is one or more people. Call them to seek advice. You will find a rich resource. While the funding recommendations may

come from outside review panels and be completed by department heads, agency staff can be helpful in your fundraising.

The **Office of Adolescent Pregnancy Prevention Programs** is one such potential funding source. Housed in the Office of Population Affairs at the U.S. Department of Health and Human Services (DHHS), it administers the Adolescent Family Life funds.

The **Centers for Disease Control and Prevention**, also a part of DHHS, funds teen pregnancy prevention programs. However, its dollars are primarily committed to 13 community partnerships. These communities may be willing to share excellent program ideas that may be of interest to you.

In addition to more traditional federal sources, think about whether your program might qualify for grants available through less obvious departments.

- Is there an employment component that the Department of Labor could fund?
- Will you be working in low-income housing projects that fit Housing and Urban Development guidelines?
- Would you qualify for pregnancy prevention funding from

the Temporary Assistance to Needy Families (federal welfare) program?

Meet with your congressional Representative's or Senators' local staff and ask about potential federal support. Ask them for names of others to contact.

State and local government grants. Over the last 20 years, more and more money allocated to the states from the federal government has come in the form of block grants, which state governments then give out to groups and programs within their states. Block grants give you a chance to educate your state policymakers and help shape funding priorities.

The **Minnesota Organization on Adolescent Pregnancy, Prevention, and Parenting** worked with a statewide coalition to successfully secure funding for a statewide teen pregnancy prevention community grant program known as **Minnesota ENABL** (Education Now And Babies Later).

The **Adolescent Pregnancy Prevention Coalition of North Carolina** used their grassroots network of activists concerned about adolescent pregnancy along with a full-time staff person to secure state funds. They have been able to maintain this funding stream for more than twelve years.

States are currently putting into place “abstinence-only” education dollars to combat adolescent pregnancy (Section 510 of Title V of the Maternal and Child Health Program). Call your state health department and governor's office to determine how your state is distributing these dollars. Find out how you might gain access to this funding.

Think about how your program might qualify for other state and local funding available from such agencies as:

- state or local health, education, or labor departments; and
- local law enforcement agencies or schools.

Two good sources of information on sources of government funds and how to apply for them are state or city youth commissions (for state and local funds) and *The How-To Grants Manual* by

GOOD ADVICE ON IMPROVING FUNDING OPPORTUNITIES FOR TEEN PREGNANCY PREVENTION

“It is really important for statewide coalitions to convince foundation and government funders to fund capacity-building and not just direct services. A coalition needs a good case statement about how it affects work around the state.”

Donna Fishman, co-director of the Minnesota Organization on Adolescent Pregnancy, Prevention, and Parenting

David G. Bauer (see the Resources list for ordering information).

Foundation grants

Foundations can also be a good source of support during your program's early years. You will be most successful with any foundation grant when you have a personal contact. Do you or someone you know serve on a foundation board? Are they willing to help open the door for you? Use your research to target prospects and identify those most connected with your service area and activities.

Private foundations. These foundations are endowed by a family, an individual, or a group of individuals. They are usually established with specific areas of interest, such as protecting the environment or improving education. You may have heard of some of the big foundations like the Ford Foundation, the W.K. Kellogg Foundation, or the

David and Lucile Packard Foundation. The larger foundations are the best known and consequently receive the most proposals. They are often national in scope and therefore the requests come in from around the country. If they have an international focus, they also fund proposals from other countries. This means that the competition for their support is intense, which should strengthen your resolve to "think locally." Identify the local private foundations that are most likely to support your program. Generally speaking, you will have more success if you concentrate on local sources that have a commitment to your geographic area rather than large, national funders.

Community foundations. These are currently the fastest growing foundations. Community foundations pool the resources of many donors to support the causes and issues they believe are of most importance. Meet with staff of your community foundation. In addition to being possible funders, they often can suggest other funding sources, assist you with establishing your fiscal structure and reports, and connect you with other programs and people that can help you.

Corporate foundations. A corporation's support may be tied to the communities in which it operates, to its line of

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Corporate & Business Donations

Personal Donations

business, or, increasingly, to the boards on which its employees serve. With this in mind, recruit representatives from key corporations in your area to serve on your advisory committees or board. Besides resources, the perspective and insight they bring is invaluable.

In general, one good source of information on foundation grants is *The Chronicle of Philanthropy* (see the Resources list). It is an excellent publication that includes profiles of foundations and corporate funders and current grant information.

Another good source is the Foundation Center. Each state has a Foundation Center that provides information about national funders as well as information about funders who only operate in your state or region. Be sure to research the community foundation or foundations that include your

area in their grant making. The box below gives some tips on conducting research at a Foundation Center library.

Corporate and business donations

Not all corporations have foundations. Many distribute money through corporate contributions programs and marketing departments, or directly through the chief executive officer (CEO).

Corporations and businesses can provide cash or noncash contributions. Often called gifts-in-kind, these noncash contributions can include staff support or products the company produces.

Johnson & Johnson contributes cash grants, but gives away even more in products they produce.

You will be more likely to obtain corporate donations if you have a personal contact within the

How to conduct research at the Foundation Center

- Locate the Foundation Center Library closest to you (see Resources for list).
- Call to set up an appointment with a staff librarian or research assistant or attend an orientation session.
- Develop a list of key research words (such as teen pregnancy, youth, education, and operating funds) that can form the basis of a search (usually a computer search) of potential funders. Review your list with the librarian or research assistant to fine tune it.
- Using these key words, search for funding sources that will be appropriate for your work. If you have access to the Internet, search for funding sources that have web sites.

organization who can champion your program. With or without this support, target corporations that have operations or headquarters in your service area. Many companies give their local offices autonomy in awarding grants, although the funds come from regional and national levels. Follow these steps:

- Begin by requesting annual reports and corporate giving guidelines, if available. Pay attention to the language they use and their proposal submission process.
- Research what the companies have funded in the past and note what their future priorities will be.
- Determine whether your program fits their stated priorities and think about how your program can add strategic value to the company. Be sure the company's reputation and

values are compatible with your program.

Think also about local business—especially businesses in the community you are targeting—and include these on your prospect list.

Personal donations

Personal solicitation involves asking an individual directly for a gift. It is an effective form of fundraising and can be a good source for start-up funds. However, difficulties can arise if the fundraiser does not feel strongly enough about the mission, does not know enough about what he or she is asking support for, or simply fears rejection.

For most people, personal solicitation is the hardest way to ask for money. Most people would rather give their own check than ask someone else for one. If the thought of asking for money sets butterflies whirling in your stomach, remember that if your prospect says “no,” you are not being rejected personally. It may be the wrong time, the wrong donor, the wrong amount—but it is not because “you” are wrong. Individuals want to give to causes that express their values and beliefs. You may be helping them feel good about themselves by making this possible.

People give for any number of reasons. The most frequently

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TAKE NOTE...

People say that the number one reason they do not give is because no one asks.

cited is a belief in the mission or work of the organization. Your job is to find the connection between the work of teen pregnancy prevention and that donor. For example, a donor might give because a friend's daughter has become pregnant—the issue has taken on a real, individual face and motivates him to contribute. A business leader might be willing to donate because of the poor quality of many applicants for her firm's entry-level jobs, indicating a need for further emphasis on youth development and school-to-work training. Research, ask questions, and listen. If there is a link, find it.

While the motivation may vary, the results are usually the same. Donors report that giving feels good. Think of your work as helping people feel good about themselves and their connection to an important cause.

Develop an annual plan for fundraising

After researching all reasonable sources of funds (government grants, private foundations, corporations, and individuals), the next step is to put it all together—to develop a clear and concrete plan. Involve your board or committee in designing a 12-month plan to raise unrestricted dollars for your program. It should include all possible sources of funds, except planned

giving and any special, one-time activities. The items in the box on the next page should provide the information you need to create your plan.

An important part of developing the plan will be to look over all the potential sources of funds you identified to decide whether you have a sufficient number of good prospects. Work with your advisory board and other colleagues to fill out the chart on page 87, which will help you create an overall picture of the fundraising tasks ahead. Discuss who knows whom and how. Do not leave volunteers off the list of prospects. They are far more likely to contribute than are nonvolunteers. Unfortunately, we often make excuses for not asking volunteers by saying they are already giving their time. If they are currently giving their time, they may be willing to give financially as well. Also be sure to include organizational partners. They may be willing to donate funds or provide in-kind support.

Carefully review each source for pros and cons. An individual donor may think she or he should run your program. A government grant may have such stringent reporting requirements that its support ends up costing you more to administer than you are able to use for your program.

Elements of an annual fundraising plan

- Your case for support—the reason people should give to your program—should include answers to these questions:
 - What is the mission of your program?
 - What are the goals of your program?
 - What are the specific, measurable objectives of your program?
- What activities do you plan to conduct?
- Your program's fundraising goal.
- Your choice of fundraising vehicles and reasons for those choices.
- A list of your current donors.
- A list of other funders from whom you are seeking support.
- A list of the people who will help in fundraising, from getting you in the door for personal solicitations to providing clerical help.
- A plan to recruit assistance from others if your current human resources are inadequate.
- A list of your major obstacles in fundraising (of any kind) and a plan for how to overcome them.
- A fundraising budget.
- A timeline for your fundraising effort, including periodic reviews of progress.

Overview of potential funding sources

	Prospects	Rating*	Possible Amount/ Duration	To Do List
Government Grants • Federal • State • Local				
<i>Sample</i> Foundation Grants • Private • Community • Corporate	<i>Richardson Fund</i> <i>Anytown Community Fund</i> <i>General Widget Fund</i>	<i>B</i> <i>A</i> <i>B</i>	<i>\$5,000/yr for 3 yrs</i> <i>\$1,000</i> <i>\$3,500-5,000</i>	<i>Initial request letter</i> <i>Fill in grant form</i> <i>Get Bob to request meeting</i>
Foundation Grants • Private • Community • Corporate				
Corporate Support • Cash • In-kind				
Individual Donors				
Board Support Volunteer Support				
Partner Support • Grants • In-kind				
TOTAL POTENTIAL FUNDING (In general, this amount should be at least twice your fund-raising goal.)				

* **Rating:** A= highly likely; B=probable, worth pursuing; C=long shot

Someone may offer to give you a building, but it may require extensive and expensive repairs.

You also need to determine if a funder's values are compatible with your program. Some youth groups have refused contributions from tobacco or liquor companies, for example.

Think also about potential conflicts of interest. Will it be okay to approach a contraceptive company? If certain businesses have poor reputations in your community, is it wise to associate with them? Does your program fit the strict guidelines issued with the new abstinence-only federal dollars? Decide early on what gifts you will and will not accept.

At the end of this process you should have a clear plan to guide your fundraising activities, a short list of your top prospects, and assignments to make an initial contact.

Apply for funding

Once you have completed your research and identified a number of potential funders, you will be ready to begin the application or solicitation process. Do not write one request letter or proposal to send to all your potential funders. Write separate proposals, tailored to each funder's priorities and resources but true to your mission and activities. There are many helpful guides on how

to write grants. David Bauer's grant writing books or the Grantsmanship Center's proposal writing publications are good sources to help you learn more about grant writing (see the Resources list).

The remainder of this section provides guidance for soliciting funds through grants (both private and public), corporate donations, and personal donations. Your initial investigation of funding sources may have provided answers to many of the questions posed, but asking them again is not a bad idea. The actual process of applying for funds can be quite complicated and you need a firm grip on the details.

Grants

Prepare for the application process by requesting the government agency's or foundation's grant guidelines and annual report. Answering the following questions will help you nail down some important specifics:

- What is the funder's grant-giving cycle? When are proposals due?
- Does it accept unsolicited proposals?
- Does it prefer the initial contact to be a letter outlining your idea or a proposal?

- Do you know anyone on the board or staff? Does someone else involved with your program have a personal contact?
- Is the funder located close to you so it would be possible to make a personal visit?

Corporate and business donations

Soliciting contributions from corporations and businesses is more likely to be successful if you follow these steps:

- Write a brief (not more than two pages) initial letter outlining your program and proposal. Be careful to keep your request succinct and to the point. Tell them how your work helps them meet their corporate and philanthropic goals. A company will determine its contributions, in part, based on the potential benefit to their business. How can your program provide the visibility or access to markets they deem important? If the company is interested, they may request a meeting or a full proposal.
- If they request a meeting, find out who in your group has the highest level contact at the corporation. Have that person arrange the meeting.

- Learn what will be required of you if you receive a contribution. For example, if you approach a corporate marketing department, they will be looking at how they can get the company's name out in a positive way. They may support a special event or a vehicle that has their company logo on the side. In recent years, there has been a surge in cause-related marketing. This type of funding may involve co-branding, or putting your logo and theirs on a product or advertisement. The company will give you a percentage of the profits or a contribution for all the product they sell during a campaign that uses your program's name. Unless it is a local product, most national companies prefer to collaborate with established national organizations.

Personal donations

You will be more successful with personal donations if you know the potential donor or have someone with you who knows the individual. The person who joins you may have been willing to help in any way except for explicitly asking for money. In that case, take advantage of his or her willingness to make the initial contact with the potential donor, set up the appointment, and accompany you on the visit.

KEYS TO SUCCESS WHEN SOLICITING CONTRIBUTIONS FROM BUSINESS

- **do your homework**
- **make sure the company's reputation and values are a good fit with your program**
- **make sure they know how your program benefits them**
- **know what is required of you if you receive a contribution**

Your companion can talk about his or her participation in the program and you can provide support and make the actual request for a contribution.

If you choose to bring someone with you on your visit—adult or teen—make sure you prepare them well:

- Review all pertinent background information on the individual being solicited. Most important, why do you think they may be interested in funding the project? What is the match?
- Make sure your colleague can clearly explain the history, mission, goals, and accomplishments of your program.
- Tell your colleague what you are asking the donor to support and how much you are asking for.
- Mention other individuals or organizations who have contributed.

Tips on how to solicit a personal donation successfully

- Confirm how long the potential donor has for the meeting and honor the ending time. Never go over the scheduled time unless the person requests you to stay.
- First meetings are often meet-and-greet meetings. If this is the case, remember that you are determining potential areas for partnership, not asking for a gift.
- Begin by listening. A visit should be about two-thirds listening and one-third talking. The more the donor talks, the more likely he or she is to give.
- Be able to describe your program in simple, compelling terms. Avoid complicated explanations.
- Once you make a request, do not immediately start talking again. Wait for the prospect to respond.
- Remember to check your ego at the door and let your cause walk in. If your request is rejected, it is not a personal rejection of you.
- Depending on the way you structure the meeting, leave materials at the end of the visit, not at the beginning.
- Have fun. Find your own voice. This meeting should not be painful for you or the donor.

- Decide in advance how you will begin the visit, who will respond to questions, who will ask for the gift, and how you will close the visit.

Develop a system to track the fundraising effort

Once you begin to carry out your fundraising plan by applying for grants and soliciting donations, you will need to keep track of your efforts. The

following chart, which builds on the earlier “Overview of Potential Funding Sources” chart, will help you. You may also want to investigate software packages that have a contact management feature or create your own system in a spreadsheet or database package. Generally, customized software packages are very expensive and geared to larger nonprofits, but you may find one that suits your needs.

T A B L E 2

Internal fundraising tracking system						
Prospect	Rating*	Contact	Project	Amount	Next Step	Due Date/Comments
<i>Sample</i> Jane Simmons	B	Our board chair	Statewide conference	\$2,500	Follow up with board chair on initial meeting	Must have funds by 4/1 for this event.

***Rating:** A=highly likely; B=probable, worth pursuing; C=long shot

Carry out a strategy for continuing and broadening your financial base

Once you have secured start-up funds, begin thinking about how you will replace that funding when it runs out. Do not make the mistake of assuming that your three-year grant will be renewed or that your initial donors will support you indefinitely. Plan to broaden your funding base by your second year (generally) by adding one or more of the following strategies to your existing plan.

Special events

Special events (fun runs, charity balls, read-a-thons, clothing sales, and so forth) have a place in many communities. Their real value is the publicity they can generate for your teen pregnancy prevention effort. If you have a large enough number of eager, self-motivated volunteers and need to raise the profile of your program, a special event could be just right for you. Interested service clubs or professional

associations in your community may take this on as a project or help in some way.

It's important to note, though, that special events are time consuming, seldom raise large sums of money, and are often unrelated to your group's mission. Special events can take valuable time better spent in delivering the program. The headlines about the half-million dollars raised at a charity ball or walk-a-thons mask the hundreds of volunteers and thousands of hours it takes to pull off such an event. Some special events turn out to be so expensive that the sponsoring group actually loses money in the end.

The market has become so saturated with events vying for people's time and dollars that one of the most successful newcomers has been the "mystery ball," in which supporters buy a ticket to a ball that never takes place. This gives the charity a contribution and the donor a night at home with the family.

Direct mail and membership programs

You need only take a trip to your mailbox to know that the direct mail market is saturated. The

STRATEGIES FOR CONTINUING AND BROADENING YOUR FINANCIAL BASE

- **special events**
- **direct mail and membership programs**
- **telemarketing**
- **tribute, memorial, and planned giving**
- **youth-run businesses**

field is far more competitive and complex than it was when this technique emerged in fundraising many years ago. To be successful today, you must prepare to invest over the long haul and accept the fact that you will probably lose money in the beginning. Direct marketers expect to spend two dollars to get one dollar when beginning a program. If you are considering “getting into the mail,” begin collecting any particularly good direct mail that comes to your house. Examine why it appeals to you and keep this in mind as you design your package. There are no new ideas, only revamped ones. Use what already exists to your advantage.

Generally, the direct mail target audience is one you do not know personally. Thus, you will need to buy, trade, or borrow lists of names to build your own list of potential donors. An easier and potentially more successful way to

begin is a direct mail campaign to people you do know. Sometimes called “your holiday card list,” this type of campaign may be just as effective. Begin by expanding your personal list of names and those of your advisory panel or board. Mail first to a small number of individuals you have identified as philanthropic and possibly sympathetic toward your teen pregnancy prevention program.

If you are successful and decide to continue, your list will need ongoing attention—continued mailings, renewal notices, and so forth. Even so, you can expect to lose 30 percent or more of your donors each year, so acquiring new names is necessary to keep your direct mail program alive.

Another way to use direct mail is in partnership with a local company. You may be able to find a bank or utility that is willing to

Questions to answer before planning a special event

- Do you really need or want to raise the visibility of your program?
- Do you have the people power (paid and volunteer staff) necessary to pull off a successful special event?
- Can you recruit a volunteer leader experienced in special event planning?
- Do you have seed money available if the proposed event requires an up-front investment, such as renting a hall, contracting with a band or caterer, or purchasing supplies?
- What will be unique about your event that will make people want to attend or contribute?
- Is your event competing with any other well-attended events and activities?

include a mailer about your program in their monthly statements.

The Oregon **4-H Foundation** identified 10,000 former 4-H'ers and potential donors by including their information once in the state's two major banks' monthly mailings. This was possible because of a wealthy individual who had the personal connections to ask the banks to do this.

Your direct mail program may ask for an outright contribution or you may ask people to become members of your organization. If you decide to become a membership organization, you will need to determine what a membership will entitle a person to, such as publications discounts, newsletters, a seat at your annual dinner, and so on. Keep it simple in the beginning.

You may choose to have a tiered membership structure, which

means that members at a certain dollar level get certain benefits and the benefits increase as the membership level increases. Again, keep it simple in the beginning. You will need the infrastructure to process memberships, acknowledge them, and send out annual renewal notices.

Telemarketing

Telephone solicitation—or telemarketing—works when done properly. For example, many colleges and universities run successful telemarketing programs. They use current students and alumni who can talk about their experiences.

Telemarketing is people intensive. Try to find a business that will let your volunteers come in for a few hours in the evening to use their phone bank. Be sure your volunteers have a well-crafted script, but if they can talk about

Tips for increasing your chances of success with direct mail fundraising

- Make your letter personal even if you can not personalize each one.
- Frame your letter through a first-person story that touches the heart.
- Use short paragraphs.
- Determine the length by how long it takes the reader to get emotionally involved and to convey the urgency of your request.
- Include moving quotations to help draw people into the letter.
- Include a P.S. at the end of the letter—it will increase your return.
- Include a reply card that allows people to choose the size of their gift and tells them where to send their contribution.
- Enclose a self-addressed (and, if possible, postage-paid) return envelope to increase the chances you will get a gift.

their personal commitment, they can be even more effective.

The best-organized telemarketing efforts share the following features. They:

- notify the target audience by mail that they will be receiving a call during a specified campaign period;
- provide information on why money is being solicited;
- keep meticulous records of calls completed, not completed, and responses;
- immediately send acknowledgment and pledge cards to donors; and
- end their telephoning by 8:30 PM.

It is very important to have accurate, up-to-date lists of telephone numbers. Where can you begin to get your lists? Again, start with personal lists and those individuals you have identified as potential supporters.

Telephone solicitations to people you already know will be more successful than those to strangers. Ask other groups where they get their lists and see if you can gain access to these as well.

Tribute, memorial, and planned giving

Tribute giving, which is giving in honor of someone else, is easy to promote. Have envelopes printed that explain that people can give a tribute gift to your program to honor a graduation, promotion, wedding, birthday, or other celebration. Distribute these widely and be prepared to send acknowledgments to the donor and the honoree.

Memorial giving is in honor of someone who has passed away. Sometimes a family will request that instead of flowers, contributions be made to a certain charity. Some individuals prefer to contribute to causes they support in honor of someone's life even if the family has not requested them. Again, all

Criteria for undertaking telemarketing

- A location that is free and available during your campaign.
- Enough volunteers to staff the phones during the campaign.
- Lists of potential contributors to call.
- A good, tested script for your phone workers that makes your case quickly.
- An infrastructure to follow up on calls by mailing pledge reminders and thank-you letters.
- The ability to make reminder calls to those who pledge but do not send in their pledge.

FOR MORE INFORMATION ON YOUTH-RUN BUSINESSES...

See Chapter 5 (Volume 1), “Involving Youth in Pregnancy Prevention Programs.”

you need to do is distribute envelopes widely, acknowledge the gifts, and notify the family.

Planned giving is a more complex fundraising vehicle that requires trained professionals. However, you can encourage simple planned gifts through wills and bequests. In all of your publications, such as newsletters and annual reports, include a box or paragraph asking people to remember your program in their will.

The **South Dakota 4-H Foundation** had a creative effort several years ago that encouraged people to “Add Another Paragraph.” The brief text went on to ask readers to remember South Dakota 4-H and add another paragraph to their will.

Youth-run businesses

Youth-run businesses can provide a great avenue to teach young people business skills while involving them in a prevention program. The business can also help fund the program.

There are many things to consider in establishing a youth-run business, including the need for venture capital and business experience.

You will also need to consider the potential for concerns about unfair competition. Recently, some for-profit companies have raised legal challenges to nonprofits that are earning income from a business that is unrelated to their mission but untaxed because of the organization’s nonprofit status. If the venture is not clearly tied to your mission, you may need to pay taxes on the income you receive. Any money-making venture should

Language for a will and bequest program

PLEASE REMEMBER US IN YOUR WILL.

When you write or review your will, please consider leaving a charitable bequest. Ask your attorney to include words such as these:

“I give, devise, or bequeath to _____ for its general purposes all (or state a fraction) of the rest, residue, or remainder of my estate, whether real or personal.”

or

“I give to _____ the sum of _____ dollars to be used for their adolescent pregnancy prevention purposes.”

be discussed with appropriate legal and accounting advisors well ahead of time. Check also

with your local Chamber of Commerce or Small Business Administration to get guidance.

Conclusion

Fundraising is an ongoing process. Once you receive a contribution, you need to thank the donor and begin again. If you are fortunate to receive a three-year grant, it may seem like a long time. Do not make the mistake of waiting until year three to begin looking for additional support. Start immediately. Long-term, sustained interventions have the most potential to affect the teen pregnancy rate. You need to keep your program going and that means keeping it funded.

Fundraising can be rewarding and even fun. You believe in

your program passionately. Share this passion and invite others to join you. Be targeted in your fundraising efforts. Remember that personal contact increases your chances of success. Accept the fact that development is an on-going process. You are never done. Nurture every donor to ensure his or her continued support: it is much easier to keep a donor than it is to find a new one. Acknowledge that each supporter is a valued partner in your work and you will be successful. Remember, you will not get anything if you do not ask.

Resources

Books and publications

The Fundraising Primer

The How-to Grants Manual

Swiss Cheese for Proposal Development

All by David G. Bauer

To order, contact:

David G. Bauer Associates

(800) 836-0732

www.dgbauer.com

The Raising of Money

James G. Lord

To order, contact:

Third Sector Press

2000 Euclid Avenue

P.O. Box 18044

Cleveland, Ohio 44118

(216) 831-9300

www.lord.org

Designs for Fundraising

Harold J. Seymour
 To order, contact:
 The Fundraising Institute
 c/o The Taft Group
 12300 Twinbrook Pkwy., Suite 450
 Rockville, MD 20852
 (301) 816-0210

Achieving Excellence in Fundraising

Henry A. Rosso and Associates
 To order, contact:
 Jossey-Bass Inc. Publishers
 350 Sansome St.
 San Francisco, CA 94104

Raise More Money for Your Non-Profit Organization: A Guide to Evaluating and Improving Your Fundraising

Anne L. New
 To order, contact:
 The Foundation Center
 79 Fifth Ave.
 New York, NY 10003
www.fndcenter.org

Periodicals

The Chronicle of Philanthropy
 1255 23rd St., NW
 Washington, DC 20037
 (202) 466-1200
www.philanthropy.com

CD Publications

8204 Fenton St.
 Silver Spring, MD 20910
 (301) 588-6380

Semimonthly publications that include government and private funding sources. Titles include *Families in Crisis Funding Report* and *Children and Youth Funding Report*.

Associations

American Association of Fund Raising Counsel
 25 W. 43rd Street
 New York, NY 10036
 (212) 354-5799
www.aafrc.org

The National Society of Fund Raising Executives

1101 King St., Suite 700
 Alexandria, VA 22314-2967
 (703) 684-0410
www.nsfre.org

Local chapters, training, research library, international conference, youth in philanthropy program.

Research organizations

The Foundation Center
 79 Fifth Ave.
 New York, NY 10003
 (212) 620-4230
www.fndcenter.org

Call or check the web site to locate regional and state libraries. The web site offers links to the web sites of more than 280 foundations.

Training organizations

The Grantsmanship Center
 1125 West 6th St., Fifth Floor
 PO Box 17220
 Los Angeles, CA 90017
 (213) 482-9860
www.tgci.com

Training, program planning, and proposal writing covered in publications. Web site includes *Federal Register* listings.

4-H Master Fund Developers

Training Manual
 Washington State 4-H Foundation
 7612 Pioneer Way
 Puyallup, WA 98371-4998
 (206) 840-4570

Basic training guide and worksheets for those starting a development program.

The Fund Raising School
 The Center on Philanthropy
 Indiana University-Purdue University
 Indianapolis
 550 West North St., Suite 301
 Indianapolis, IN 46202-3162
 (317) 274-7063

Training and publications on a wide range of philanthropic topics.