NOW IN OUR FIFTH YEAR

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In This Issue:
Why Your Donors Give; The Why & How of Personal Giving Plans, Part Two; Beating the Media Numbers Game

In This Issue

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Marketing Part Three

Why Your Donors Give

In the last issue, we explained how to do a demographic survey of your current donors. In this issue, we will discuss how to determine your donors' values and beliefs. You need to know why people give to your organization, why they are loyal to it, and what makes them more (or less) loyal, so that you can maintain and strengthen existing commitment and gain new donors with strong loyalty. This process may seem lengthy, but by completing it you will gain important information which will ultimately save you time and money in recruiting new donors.

Describing people based on their life-styles, values and attitudes is called "psychographics." Together, demographic and psychographic data give an overall profile of donors and prospects, allowing you to focus your fund-raising and education efforts on the needs, wants and desires of your donor population, and to find prospects who share the commitments and ideals of your organization.

The first step in conducting a psychographic study is to divide your donors into categories. First, identify people among your donors who qualify in one or more of the following ways:

1. People who give or pledge large gifts ($100 or more) at least once a year.
2. People who give any size of gift three or more times a year (assuming that your group asks your donors for money at least three times a year).
3. People who have given for three years or more.

Now, sort these donors into categories as follows:

A. People who are 1, 2 and 3 above.
B. People who are 2 and 3 above.
C. People who are 1 and 3 above.

Remember, people who pledge fall into category 1, not category 3, unless they give in addition to their pledge payments, which would put them in both categories.

You will probably not have more than a few dozen (if that) people in category A. If you do, however, then take a random sample of 50 or so for this survey.

You are now ready to conduct the survey. What you will do is:

1. Interview in person as many people in category A as possible.
2. Interview by telephone as many people in category B as possible.
3. Send written surveys to category C, with phone interviews of a random small number of these people.

Each group will be asked the same set of questions. The personal interviews, which can be done one at a time, or in informal settings of several donors and an interviewer, will yield the most wide ranging opinions. The telephone and written surveys will be easier to analyze because the answers will be more fixed, but will not yield the kinds of additional comments the personal interviews will. All questions should be tested on a small group of people to make sure they are sensitive, necessary and not ambiguous. (See box ***On Asking Questions.***)

Keep in mind that surveys of donors have serious limitations. For example, you probably will not be able

On Asking Questions

Only seek information necessary to your group. A group working on housing issues or pollution control might find it useful to know what percentage of their donors use mass transit, and how often. However, a group working on women's health does not need this information.

Don't ask questions which assume a behavior. For example, asking the question, "Our last newsletter discussed workfare. Did you agree with our position?" assumes that 1. the person read the newsletter, 2. knows what workfare is, and 3. remembers what position your group took.

Remember that you may be asking questions which some donors find embarrassing or sensitive. Be sure you give people multiple choices in your written surveys and that you do not ask socially unacceptable questions directly in your telephone or personal interviews.

Use simple, sixth grade vocabulary. This ensures that donors will understand the question easily, and will not have to stop to figure out what you mean, which could decrease incentive to answer.

Don't bias your questions. For example, "Our Board of Directors feels that more prison construction does not reduce crime. How do you feel? Would you support the Board in their effort to defeat more prisons?" Ask instead, "What is your opinion of more prison construction? If our organization were to work against this, would you support us financially in that particular endeavor? Agree, but would not send money for this specifically/disagree/don't know."

Always give people a "Don't know," or "Not applicable" option.

to determine the value of listing donors' names in your newsletter, or giving them plaques, membership cards and so on through a donor survey, because so few donors will admit the importance of those benefits to their giving. Also, most people aspire to be more idealistic and high minded than they really are, so they will check options that reflect their ideal of themselves, rather than their true behavior. However, it is important to know what ideals you do strike in people so you can aim your fundraising efforts at those.

Number of People to Survey

People with backgrounds in statistics and marketing will have very firm ideas on how many people one must survey to have an accurate assessment, but it may not be possible for small organizations to get "scientifically" significant numbers. Obviously, the more people you survey, the more accurate your response, if all other variables are the same. Small organizations, however, do not have a huge donor base to survey, and do not have the money to conduct extensive research. Generally speaking, a well worded survey administered to 100 or more people will have a plus or minus 10% accuracy. Smaller numbers, particularly small numbers of personal interviews (in-depth interviews of five key donors) will yield information that is useful, and can be tested on new prospects.

The Survey Itself

Each group will need to make up a survey which gives them appropriate information. A psychographic survey asks the following kinds of questions. (The specifics here are meant as examples only.)

1. How long have you belonged to our organization?

☐ 1 year ☐ 2 years ☐ 3 years ☐ 5 years

☐ Longer (specify) ____________

2. Why did you join? ____________

____

____

3. What other non-profit organizations do you give to?

____

____

4. What is the largest gift you make to any group?

☐ \$15-25 ☐ \$26-50 \$51-150 ☐ \$151-250

☐ \$251-500 ☐ \$501-1,000 ☐ \$1,001-2,500

☐ More than \$2,500

5. What is your total annual giving to charity?

☐ \$100 ☐ \$500 ☐ \$1,000 ☐ Other ___ ☐ Don't know

6. How do you determine your giving to charity?

☐ As a percentage of income ☐ As a set amount each year ☐ No set formula

☐ Other ____________

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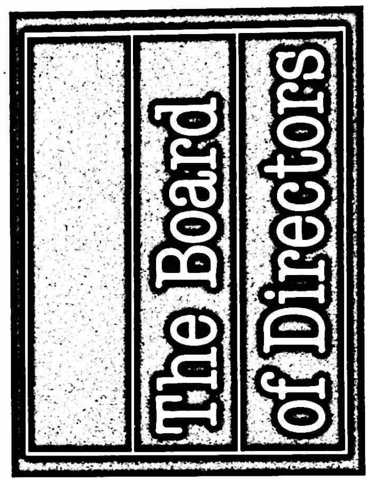

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Total Amount Enclosed ____________

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Name ____________________

Address ____________________

City ____________________

State ____________ *Zip* ________

Send check or money order to: ***Grassroots Fundraising Journal***, *517 Union Ave., Suite 206; Knoxville, Tx 37902.*

7. Which, if any, of the following words describe you, and how much?

	Yes	Sort of	Don't understand	Not really	Not at all
Feminist					
Environmentalist					
Christian					
Democrat					
Civic minded					
Family oriented					
Activist					
Radical					
Liberal					

8. If you had to cut back on your giving, when would you eliminate our group? ☐ Immediately ☐ Soon ☐ Not until I had to ☐ Never

9. If your income were to increase dramatically, would you (a) give more money to charity?
☐ Yes ☐ No ☐ Maybe
(b) give more money to our group?

10. What is the most important issue we address (list your issues): ______

11. In describing our group to a friend who had never heard of us, what would you say? ______

12. Do you talk about our group to: ☐ Your friends ☐ Your colleagues at work ☐ Your family ☐ Other (specify) ______
☐ Yes ☐ Sometimes ☐ Rarely ☐ Never

13. If you talk about our group to anyone, do you think most people you talk to have heard of our work?
☐ Most ☐ Some ☐ Very few ☐ Almost none ☐ None

14. If our organization keeps doing work of the quality we have been, do you foresee continuing to support us? ☐ If possible ☐ Yes ☐ Maybe ☐ Probably not ☐ No

15. If probably not, or no, please say why: ______

16. Where do you get news about world affairs or current events?
☐ Television ☐ Radio ☐ Newspaper ☐ Friends ☐ Don't keep up

17. What magazines to you subscribe to? ______

Conclusion

When you have completed your survey, compile all your data. You now have a profile of your donor base by sex, age, race, income, occupation, and other demographic data from the demographic survey described in the last issue, and by commitments, priorities, self-image, and commitment to your group from this survey. Sit down with your committee and discuss what you have learned. What are the surprises? How do your donors' broad perceptions of your organization differ from those of Board members and volunteers, or from your mission statement? What are the most important programs to your donors, compared with the priorities of Board and staff?

If you discover serious differences in priorities or perceptions between your donors and your leadership, you do not have to change your organization to fit your donors, nor do you have to alienate them. You must, however, spend the time to do some consciousness-raising and education. On the other hand, you may discover your donors are more bold than your Board, or that Board, volunteers and donors are basically compatible in their thinking about the organization.

A diversity of values and opinions is ideal because it means you have broad appeal. By careful approaches to different populations, you have potential to expand the number of any type of donors you have. In our next issue, the final article in this series will discuss how to apply this information to prospects. KIM KLEIN ■

Part Two

Putting It Together & Trying It Out

by Steve Paprocki

Introduction

In Part One, we described the benefits of organizing your giving. With gifts from individuals totalling more than all giving by corporations and foundations combined, individual donor giving could have a much greater impact if donors were more organized in their approach to their philanthropy.

Part One outlined the first two of four evenings needed to get organized for personal giving. While getting organized and developing philanthropic goals is more fun if done with a group of like-minded friends or neighbors, this process also works for individuals wanting to organize their giving on their own.

The first evening focused on how to set a budget for philanthropy, examine your personal giving history, and develop parameters for the types of organizations you want to fund. The second night covered how to learn more about the non-profit world in order to get a clearer sense of to whom you want to give your money, focussing on who is doing what in the non-profit world and how they are doing it. The third and fourth nights tell you how to put your research into action by formulating a giving plan, evaluating it, and then stretching it once you see how it's working.

Third Night: Putting It Together

Now, you've set a preliminary budget, parameters and goals for your personal giving plan. You've also learned how others give and a bit about the "real world" of non-profits. You're just about ready. This step is re-adjusting the first draft and making any changes based on what you've learned so far.

Evaluation

■ *Does the "real world" of non-profits mesh with the giving parameters and visions which you initially set?*

If your answer is "Yes," chances are you are either very familiar with the non-profit world and you know what to expect or you set your parameters and visions fairly low. Either way, you may consider stretching your vision a bit. More about that later.

If your answer is "No," you either set your expectations too high or what you saw in the non-profit world was not the best of the non-profit world. You may need to do more research on who's out there and what's possible before you decide to set a final plan. Look at the questions under "Somewhere in between."

If your answer is "Somewhere in between," you're probably in the right place. Don't spent too much time re-adjusting your parameters and visions. Certainly don't spend much more time investigating other non-profits, but it may be worth some time to identify the sources of any discomfort you do have. There are three possible sources:

1. Something doesn't "fit" in the non-profit world. For example, the source of your discontent with an organization may be:

- its methodology
- one or more administrative procedures
- the staff and board
- their location
- their long term goals
- the people they serve.

If these are the answers, perhaps there are likely to be other organizations you can identify without much work which fit your parameters and visions more neatly. But remember, non-profits are operated by humans, and as such are almost always imperfect and striving for improvement. Don't be too hard on them.

2. Something doesn't "fit" in your perception of what non-profits can or should be. For example, the source of your discontent may be:

- their timelines for accomplishing long-range goals
- their ethics/values
- salaries they pay their employees
- the scope of their issues.

You may need to re-think your original ideas of non-profits. Some people mistakenly believe that non-profits are operated only by volunteers and a couple of grossly underpaid, but satisfied saints. Such is not the case. Nor can non-profits provide service to everyone and anyone who asks for it, regardless of how needy the asker.

3. Something just doesn't "feel right" about the non-profits which you've researched. For example, the source of your discontent may be:

- your own scope of information
- non-profits' general lack of imaginative problem-solving
- the size of your ideals.

You may wish to take some more time just to see what you can find that is more imaginative or more idealistic. But don't spend too much time at the beginning. As you grow more sophisticated in your philanthropy, you'll find it much easier to identify organizations and ideas which are more to your creative side.

Does the preliminary budget you set still make sense?

Do you wish to increase or decrease it? *Can* you? Assuming you had a good idea of what you could realistically spend on charity, are there obvious reasons that good idea changed?

How does your calendar fit into this new activity?

Don't burn yourself out. But at the same time, give yourself adequate time to think, research and think some more. You'll find the philanthropic process much more rewarding if you give yourself adequate and ongoing time to develop.

Recognizing that the start-up phase is always more labor-intensive, nevertheless can your schedule tolerate another 5-10 hours per month? Perhaps, 5-10 hours every other month would be better? Or perhaps setting out 1-2 hours per week would make more sense than trying to budget by the month.

Set-Up

Set a working budget.

Remember the mandatory gifts. Also remember there may be times you wish to give: to the kids collecting at the door, to flood, hurricane and disaster relief funds, or to a new organization or project which was not developed when you were planning your budget.

You may also want to anticipate increased giving at different times: when you are starting up, at the end of the year, or during periods when more fundraising takes place.

At first, set a quarterly budget and stick to it. You can and probably will re-adjust this schedule in three months. Remember that a periodic pledge (monthly, annual) is one way of budgeting without draining all of your resources during one giving period.

You may also wish to set a maximum gift per organization. Depending on how many people are involved in the process (and how argumentative each one is), you may consithe end of the year, or during periods when more fundraising takes place.

At first, set a quarterly budget and stick to it. You can and probably will re-adjust this schedule in three months. Remember that a periodic pledge (monthly, annual) is one way of budgeting without draining all of your resources during one giving period.

You may also wish to set a maximum gift per organization. Depending on how many people are involved in the process (and how argumentative each one is), you may consider setting it formally or informally. A good rule of thumb: no gift should exceed 10 to 25 percent of your annual giving budget.

Set a working calendar/timeline

Set an amount of time for each month, two months or every quarter. Remember to include time for: initial research; evaluation/analysis of research; negotiation (if two or more people are giving together); and self-evaluation—how did you do.

Set selection criteria for groups you wish to fund: causes/issues/concerns; kinds of people; geographic concentrations; methods/activities; administrative

> **A** *periodic pledge . . . is one way of budgeting without draining all your resources*

Argue, talk, listen . . . and enjoy working through who will get your first round of gifts

procedures; methods of asking; and indicators of efficiency/effectiveness.

Set additional characteristics of organizations: those you will enthusiastically support, those about which you are ambivalent, and those you will not support.

Set out the overall visions.

What do you want to achieve with your philanthropy? Remember these can change from time to time, as often as you wish.

Establish a set of giving goals for the year.

Try to make these as practical as possible without stifling your dreams. Consider beginning with annual goals such as these:

- to give primarily to organizations which serve, work on, develop. . . .
- to give $______ to ______ (for example, women's, peace, arts) groups and $______ to ______ groups. . . .
- to give to organizations which meet these characteristics ______, ______; and which are working on these specific issues ______, ______.
- to give to organizations which are just developing and which show potential for accomplishing these goals ______ and ______.

And you're off! You've developed a personal giving plan.

Fourth Night: Trying It Out

This part of the exercise is designed for use by a group of people. If you are doing this on your own, just carry on (assuming you don't argue with yourself) as if the plurals didn't exist.

Start out by making sure that everyone involved is clear on the budget, maximum gift size, the parameters, the visions and the annual goals.

Next, set a maximum amount of time to review your giving options. The size of your group, your newness and your willingness to argue are factors, but try to keep each discussion to no more than 30 minutes.

You may want to list those organizations which you've come across in your initial investigations which particularly impressed you. Then list as many additional nominees as you like. Remember the direct mail solicitations you've received and the groups you always said you'd give to someday when you got organized.

After you've settled on a group of nominees, you may want to assign a gift range to each one. For example, it may not be worth $100, but perhaps a gift of $10 to the local Girl Scouts troop is worth a shot.

Then keeping your budget in mind, argue, talk, listen, play devil's advocate and enjoy working through who will get your first round of gifts.

Some people like to write the checks that night and then celebrate. Others like to wait until the next day to examine their decisions more coolly. Whatever your preference, don't drag out the process too long.

Evaluation

At the end of three months, especially the first three months, evaluate your efforts. You will want to evaluate your process, the groups you funded and your own feelings about what you've accomplished.

You may also wish to review the budget, the calendar, the parameters and the goals you've set for yourself.

Don't be too quick to change everything. It will take time to adjust to a new way to organizing your philanthropy. Your expectations of funded groups may be too high or your budget may seem too low. Give it time.

If the process is working you'll feel a sense of accomplishment, and of doing good (*aka* altruism); *and* you'll sense that there should be something more, that something about what you're doing is incomplete (see *Stretching It Out*, below).

If the process is not working and you don't feel a sense of accomplishment or it's just too damn much tension, work, trouble, etc., then: identify the source of trouble, tension, etc.; scale down or increase the work (scaling down is usually the next step); re-align the budget, the parameters, the goals; the giving process; and give yourself some flexibility to give more fluidly and to make mistakes.

Stretching It Out

If the giving plan is working, there is going to be a

Most important - do it - get organized. Don't give up your right to affect the world.

time when you feel there should be something more—more sophisticated or riskier or more satisfying. A good philanthropist recognizes the need to develop as well as to maintain. Maintenance usually means ongoing giving to some organizations. But development means all kinds of things. For many philanthropists, the development is what makes philanthropy exciting.

Once you've developed a good giving process, consider stretching your own philanthropy in one or more of the following ways:

1. Get personally involved in an organization. Volunteer to fundraise, work a program or even be on the board or committee. Don't expect too much at first. Volunteer development is usually not the strong suit of non-profit organizations, especially smaller groups. You have to keep coming back and asking for work. Eventually, you will work yourself into a job.

2. Combine your funds with those of others. There are other families and there are many, many other funders whose resources can be used to multiply the effects you wish to have with your giving. Consider a multiple family fund or a donor designated fund within a community or public support foundation.

3. Consider funding the unusual. For example:

- Funding individuals, such as artists, organizers, filmmakers, people who accomplish a lot without much money. Such gifts may be tax deductible if worked correctly.
- Funding political action committees and contributing to political campaigns. Some PACs and pols can do a lot to further your philanthropic goals.
- Funding organizational capacity-building efforts such as technical assistance groups and creative income producing/fundraising efforts.
- Funding collaborative efforts such as alternative funds, impromptu issue coalitions.
- Funding dreamers—people who have visions of a better world and who have the capacity but not necessarily the financial resources to turn these visions into reality.

4. Challenge traditional institutions to do more. For example:

- Designate your gift to your alma mater to the continuing education department, for their minority scholarship fund or for the department you feel should be increased.
- Designate your gifts to your church/synagogue to their different divisions, such as a social justice fund or social services division.
- Use United Way's donor option programs to designate gifts to favorite charities whethet or not they are part of United Way.
- Designate your gifts to arts institutions for particular projects, such as art in the park programs or the purchase of special shows or pieces of art.

Final Words

First, if you find this processing is too much, skip the parts you don't need, especially if you work with non-profits or you have very definite ideas regarding your giving patterns. If for whatever reason, this process seems too time-consuming, consider jumping to the "trying it out" part.

Second, consider trying this process with family or friends. The discussions that take place in groups are very interesting and usually more fun than a game of Trivial Pursuit. Don't worry about losing your own identity in a group process. You can always withdraw, or commit only a portion of your philanthropic budget to the group. You'll find the discussion and the process well worth the work.

Third, most important—do it—get organized. Take whatever time and whatever resources you need, but do it. Don't give up your right to affect the world. Organize your dreams and your visions and make sure that the way you give away money funds those dreams. ■

Steve Paprocki *has his own business,* Impact Giving, Inc. *He helps people design personal giving plans. He is also active in setting up workplace solicitation programs around the country, and is one of the leading experts in workplace solicitation as a fundraising strategy. Steve Paprocki is located in Alameda, California.*

Beating The Media Numbers Game

by Leigh Rigby

Leigh Rigby *works for WBBM-TV, Chicago, Illinois, a division of CBS television.*

Wasn't it Andy Warhol who predicted that everybody in the world would someday be famous for fifteen minutes? Unfortunately, if you're involved with a non-profit organization, you probably have trouble just getting one or two ten-second spots about your group aired on TV or radio each year.

How can you maximize your organization's chances of standing out from the crowd? And it's quite a crowd—many television and radio stations in major markets receive literally hundreds of press releases a week from non-profits. How can a group working on a limited (or nonexistent) budget come out on top in this numbers game?

First of all, become familiar with your tools. The most basic of these is the *press release.* An effective press release is short, concise and complete. In describing your service or upcoming event, it should include in its first paragraph the four W's you may have previously encountered in journalism—Who, What, When and Where. If possible, it should be typed, double-spaced, on organizational letterhead. If you don't have access to a typewriter, handwrite the release legibly. Include the name and telephone number of a contact person who may be reached during business hours, and a number which may be used on the air for further information for viewers and listeners.

As a general rule of thumb, most broadcast public affairs officers need to receive your press release at least two or three weeks in advance of a dated event. Call them to make sure of this deadline, and also to learn the name of the station's director of public affairs and the address to which your release should be sent.

Unless you are clearly a not-for-profit entity (such as a school, church or hospital), accompany your release with proof of your not-for-profit status. This may be a copy of the tax-exempt letter the IRS sent you, your tax exempt number typed on the press release, or some record of your financial in's and out's such as an annual report. Usually a station needs this proof of status only with your initial mailing; however, it never hurts to include the information with each release.

Most radio and TV stations produce some sort of community announcement billboard spots from the press releases sent them. These usually air late at night, and consist of an announcer reading copy and, for TV, a station-produced standard video graphic background.

However, if you have the time and money, you may wish to consider pre-producing your own *public service announcements,* or PSA's. The advantages of this undertaking include a more memorable spot, placed in a more desirable time slot, and probably running over a longer period. The disadvantage is the greater commitment of time and resources required.

Most radio stations accept pre-produced audio PSA's in either cassette or reel-to-reel formats. You may, if you have the facilities, wish to record the spot yourself. Or, you may contact local audio production studios and ask their rates for creating a spot for you. In either case, before producing any spots, call each radio station's public affairs office to learn desired format, length and other pertinent information about the spots they air.

Television stations will accept slide-and-copy PSA's, which consist of a single slide or series of slides, and accompanying announcer copy. The average station requires one regular 2″ by 2″ color slide per five seconds of copy (that is, for a proposed 30-second spot, send six slides). One slide (the last, if in series) should always contain your organization's name, your logo if you have one, and address and/or phone number.

Television stations also accept pre-produced videotapes. This is often an expensive proposition, so do your homework before you commit any cash. Again, find out what your local TV stations' taped PSA requirements are, then contact local production houses to compare rates. Most television stations accept one- or two-inch videotaped spots in lengths of 10, 20, 30 and 60 seconds. Many will also accept 16 millimeter film, and some will take 3/4″ cassettes. Keep in mind that the station will probably take longer to schedule screening these videotapes than to read your simple press release, so allow four to six weeks advance notice for a dated event. Many stations will not claim responsibility for returning tapes, so send a dubbed copy, never your master. Accompany the tape with a standard press release and proof of your non-profit status.

Most broadcast stations require that *copy content* of public service announcements be: a. non-controversial; b. non-denominational; c. non-partisan; and d. non-advocacy. You often cannot directly solicit financial contributions. You cannot be associated *in any way* with a for-profit company in your spot, even if it's your corporate sponsor. This means not only no corporate name or logo in the spot, but also no company presidents speaking, or employees wearing company T-shirts in the background of a video.

With this basic information in mind, here are ten tips which can help you cut costs and increase the efficiency of your media publicity efforts:

1. If you can't afford to have a logo and letterhead designed for your group, call the graphic arts department of the local college or high school. Students can design a logo for you in exchange for including it in their portfolios.

2. To offset some or all costs of a pre-produced PSA, get in touch with area advertising agencies. Most donate production services to one or more non-profits a year as a tax write-off. Get back in touch with your area college, too—this time, with the broadcast production department. Instructors are always on the lookout for projects for their students—why not a public service announcement for your group?

3. Don't overlook any publicity outlets. Send releases to neighborhood newspapers. Find out whether members of your group are employed by companies which publish in-house newsletters, and place notices there. Post releases on bulletin boards of local schools, businesses and community centers. Ask your members to include mention of your group in their college alumni newsletters.

4. Target your campaign. Don't send

For TV stations

Station Name: ____________________

Address: ____________________ Phone No. ____________

Name of Public Affairs Director: ____________________

What format do you accept? ☐ 2″ tape ☐ 1″ tape ☐ 16mm ☐ 3/4″ tape

Any other formats accepted? ☐ Yes ☐ No

What length do you accept? ☐ :10 ☐ :20 ☐ :30 ☐ :60

What format do you prefer? ____________ What length? ____________

How many slides for each announcement? ____________

Must slides be glass mounted? ☐ Yes ☐ No

How many copies of each release do you require? ____________

Will I be notified if my release is used? ☐ Yes ☐ No

For radio stations

Station Name: ____________________

Address: ____________________ Phone No. ____________

Name of Public Affairs Director: ____________________

What length spots do you accept? ☐ :10 ☐ :20 ☐ :30 ☐ :60

What format? ☐ cassette ☐ reel-to-reel What speed? ________

Which do you prefer? ____________ Preferred length? ____________

How many copies of each release do you require? ____________

Will I be notified if my release is used? ☐ Yes ☐ No a release about an upcoming health care seminar for seniors to the local album-oriented rock radio station. Station format information may be obtained by a quick phone call to the station (look in the yellow pages for listings of all area stations) or in any of several media market reference books available in your public library.

5. Do your homework. Start a card file with information about each publicity outlet you wish to contact, including its name and mailing address, name of the public affairs director, and any other pertinent information (see examples).

6. If your group is a local chapter of a larger group, contact the main press office to find out if they have pre-produced spots available for your use, with room at the end for a local tag.

7. Follow up your mailing with a phone call to make sure your release or tape was received. Allow enough time in calling to re-send the material if it didn't arrive.

8. Explore other publicity outlets within each radio or TV station, such as the editorial department, news assignment desk, or locally-produced public affairs programs. Make sure each of the producers is aware of your group, its activities, and any expert speakers you can provide on a particular topic or service.

9. If you really feel the competition in your market is fierce, be more creative in getting attention! Throw a press party. This could be a pot of coffee and a dozen doughnuts served at 8:30 a.m. some weekday to a handful of local media representatives you've invited to your offices. Introduce yourself, hand them a prepared packet of information, and point them to breakfast. They'll have time to eat, look over the press packet and chat a little, and still get to work around 9 o'clock. If you don't have conveniently located offices, see about using a meeting room in the local library or city hall.

10. Don't give up! If it seems your releases and tapes are being sent off into the void, remind yourself that you're competing with many other groups for a limited amount of air time. Once you've called each media contact to make sure you're observing all of their time, format and content requirements, sit back and wait for your announcements to hit the air. Your care, patience and persistence *will* pay off—in more effective media relations and increased public awareness of your not-for-profit organization. ■

New Grants Index Available from The Foundation Center

The single most comprehensive listing of grants awarded by private and community foundations will be published in July by The Foundation Center, the national clearinghouse for information on foundations and grants.

The newly-expanded 15th edition of *The Foundation Grants Index* lists 36,320 grants of $5,000 or more reported to the Center last year—over 2,300 more grants than in the previous edition. These grants represent $2 billion in total dollar value—approximately 45 percent of the total grant dollars awarded by foundations in 1985.

The *Grants Index* enables grantseekers to match their organization's funding needs with foundation giving interests. *Tax Exempt News* described the Index as "...the ideal research tool for identifying the funding priorities of the nation's largest foundations." The research staff of The Foundation Center gathers grants information directly from foundations and supplements these reports with additional information culled from annual reports, press releases, and other public documents.

Each grant listed in the Index is arranged alphabetically by state and then by foundation name with four easy-to-use indexes for quick access to the grant listings. Grants may be accessed by subject, by the recipient organization's name and geographic location, and by the type of organizations receiving the grants, such as a mental health facility, a research institute, or a community fund. The latter index cross-lists type of organization with the type of support given to each organization, such as a matching grant, an endowment, or operating support. The subject/geographic index allows researchers to cross-reference general subject categories and geographic location in one easy step—an important timesaver since many foundations restrict giving to their own state or region.

In addition to grant listings, *The Foundation Grants Index* includes analyses of foundation giving patterns geared to the research needs of grantseekers, scholars, government agencies, the media, and grantmakers. Statistical tables outline: general foundation funding trends between 1980-1985; domestic and foreign grants reported; state distribution of grants and grant money reported for the 15th edition; reported grants designated for special population groups; and new data included for the first time examining the breakdown of grants awarded by independent, company-sponsored, and community foundations according to specific subject areas (e.g., health, education, the arts).

Advance orders for the new 15th edition of *The Foundation Grants Index* are now being accepted for immediate delivery from our printer in July. The *Grants Index* is $44 plus $2 for shipping and handling (add 50 cents for shipping and handling for each additional book ordered). Prepayment is required on all orders unless charged to a credit card. To order the *Grants Index* with Mastercard or Visa or for more information on the publications and services of The Foundation Center, call toll-free 800-424-9836, or write to the Center at 79 Fifth Avenue, New York, NY 10003. ■

Readers Write

The Volunteer Rescue Unit in Clarkston, Washington, like most volunteer rescue units and fire departments, suffers continually from a case of the "shorts" when it comes to funding its activities. But it has discovered a relatively quick and easy way to get healthy.

It is so quick and easy, in fact, that it could be adapted for use by churches, scouting organizations, 4-H or nearly any other volunteer or youth group.

This is how it works. Members of the group clip the "cents-off" coupons for grocery items and other products from newspapers and magazines. They stamp these coupons with the message: "Donated to the Clarkston Rescue Unit". Then they talk to the managers of local supermarkets, all-purpose drug stores and others about their plan. In those stores where the managers agree to help them, they then Scotch-tape the coupons to matching product packages on the store shelves.

Now, when one of these packages shows up at the checkout counter, the clerk asks the buyer if he or she wants to donate that coupon to the Volunteer Rescue Unit. If the answer is "yes" (and most of the time it is), the clerk drops the coupon in a box next to the cash register and, when the coupons are cashed in, the store manager gives the rescue unit its check for the amount donated. Everyone wins.

Charity Board's Responsibilities Booklet New from the Council of Better Business Bureaus

To help current and prospective board members understand the importance of their role, the Philanthropic Advisory Service of the Council of Better Business Bureaus has published a booklet titled *The Responsibilities of a Charity's Volunteer Board*. The booklet explains a board's functions and outlines questions prospective board members should ask before agreeing to serve.

The booklet points out that volunteers who agree to serve on a charity's board of directors are accepting stewardship responsibility for the funds donors have contributed to that organization, and that the courts have held board members personally liable for the management of a charity's assets.

The publication was made possible by a special grant from the AT&T Foundation. Copies of *The Responsibilities of a Charity's Volunteer Board* are available for $1 per copy. To order, send check or money order to Council of Better Business Bureaus (PAS), 1515 Wilson Blvd., Arlington, VA 22209.

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Number 5 (October 1983): Prospect Identification; The Cost of People (calculating staff costs in fundraising events); Tying Charity's Hands; Tax Strategies for Charitable Giving.

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