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Grassroots Fundraising

Journal

In This Issue:

**Board Members:
How Hard Should
They Work?**

**Recycling for Profit
and Public Service**

**Raise the Bid
for Funds**

**Announcements:
Valuable Packets
for Nonprofits**

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In This Issue

Board Members:
How Hard Should They Work?

Kim Klein

3

Raise the Bid for Funds

James Boyce

7

Recycling for Profit and Public Service

Ruthelma Ward Mullins

10

Fundraising Honors

Outstanding Citizen

12

Announcements:

Valuable Packets for Nonprofits

13

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Board Members: How Hard Should They Work?

by Kim Klein

Hundreds of books and articles have been written in the past ten years about how to find and train Board members, how to get them to do fundraising, what their duties and legal responsibilities are, their role in setting policy, reviewing budgets, nominating each other, and so on. The *Journal* has contributed its share to this literature. In this, our latest contribution, we explore the question of how hard Board members should be working for their organizations.

The question was recently put to the *Journal* this way:

Dear Friends,

I serve on two Boards, a shelter for the homeless and a community organizing project focused on public housing. I know my fiscal, moral and legal responsibilities. I raise money from my friends, even though I don't like it, and I give 7% (\$1,000) of my gross income to these two projects.

At the risk of sounding immodest, I feel I can say I am a good Board member. In addition to my work for these groups and my full-time job, I am a single mother of two (ages ten and eight).

Recently, I have begun to feel that these groups take my work for granted. They know they can rely on me, so they give me a lot of tasks. One is barely finished before they are calling with another. I know the work needs to be done, and most of the Board members on both organizations work hard, but we can't keep up this pace. My question is this: How many things does a good Board member do in an average month? Anything else you could say about this would be most appreciated.

I am leaving off the writer's name and city because she would be flooded with people wanting her on their Board. This is the kind of Board member we want to protect. She is reliable, responsible, and takes pride in doing a good job. She does not seem to seek glory or praise for her work, but she does not like to be taken for granted.

A Different Question

Rather than asking how many things she should do to be a good Board member, our dedicated volunteer

needs to ask a different question, with the following in mind. Paid staff get paid for working a certain number of hours a week; if full time, usually 35 to 40 hours. While paid staff often put in many more than their paid hours, there is nevertheless an understanding of the amount of time they should work. While failure to perform certain tasks can cost a staff person their job, their wages are measured by time, not task.

For volunteers, no such time boundary usually exists. There are no labor laws about volunteers, no parameters, no sense that this is right, and beyond this is too much. In addition, volunteers have varying amounts of time to put in. Some can spend full time as volunteers; others, like our reader, do their volunteer work in the context of another job and family commitments. Some people are able to do some of their volunteer work on their paid work time. For others, this is problematic or even forbidden. People who volunteer for only one organization may have more time for that group than people who divide their volunteer time among two or more groups.

To be fair to volunteers (which includes Board members, and may include others), every organization should determine a number of hours per month or weeks per year that being on their Board requires. It is true that one person's hour is another person's day in terms of productivity, but this is as true of paid staff as of volunteers, yet paid staff are paid for a prescribed amount of time.

How Much Time?

A week contains 168 hours. Of these, people generally spend 50 to 60 hours sleeping, and another 50 to 60 washing, dressing, and eating, including buying and fixing food and cleaning up. For those who also work full time, there is precious little time left for socializing, maintaining friendships and relationships, getting around, running errands, and paying bills, to say nothing of those of us who need a few moments a day just to "chill out."

The Independent Sector's admirable program called "Daring Goals for A Caring Society" suggests that people give five hours a week and 5% of their gross income to charity. On the other hand, many studies show that Americans watch television an average of 5 to 8 hours a day. With these studies in mind, some volunteer promotion efforts advocate that people volunteer 5 to 8 hours a week, the equivalent of one day's television watching. However, many people get dressed, iron their clothes, shine their shoes, sew on buttons, pay bills, and do other household tasks with the TV on. According to one recent report, fifty percent of Americans watch TV while eating. Thus, the time reported "watching" TV is misleading. These people do not have 5 to 8 hours a day free to put in elsewhere. Further, many of the people volunteering in small grassroots organizations are like our correspondent—working for relatively low wages, volunteering for more than one group, and quite possibly rarely watching TV.

People have somewhere between 8 and 20 truly "free" hours in a week, or 24 to 80 free hours a month. The question for volunteers is how many of these to spend volunteering. The question for organizations setting expectations for volunteers is how many of a person's free hours the organization has the right to expect they devote to the organization. On effectively functioning Boards, members usually spend between 8 and 24 hours a month on their board commitments. This comes to about one-third of their free time. Some months board-related work will require more time than others, especially if a special event is being planned or a Board retreat is being held. Other months may require no time at all.

For good Board members, like our inquirer, having an expected time commitment is critical. She can know that she has fulfilled her responsibilities and done her share of the work when she has put in the time, not when she has tried to complete every task. Because there is always more that can be done, a dedicated person heads rapidly for burnout if their measure of success is to complete the work. Time limits impose boundaries that will protect good Board members.

Asking for one-third of a person's free time is a bold request. That this is only 8 to 24 hours a month is a sobering thought. Staff and Board alike must have a conscious and constantly renewed commitment to using people's time efficiently. An organization with 20 Board members, each of whom gives the equivalent of one day a month, has essentially another full-time staff person: twenty person-days to fill usefully.

Asking for More

Some final advice based on the good Board member's letter: Don't reward a task well done with yet another



Time Leaks

Organizations need to be conscious of small time-wasters. Saving just 15 minutes a day adds up to a week of time in the course of a year.

Here are places to look for "time leaks." Fill these and watch Board members get more done in less time.

- Do your meetings always start on time? Do they end on time?

- Do you need all the meetings you have? Can some things be done by phone, by smaller committees, by one person?

- When a Board member volunteers for a task, does the appropriate staff person make sure she/he understands it thoroughly? For example, a Board member who offered to oversee production of the newsletter didn't know that the designer needed all the copy before he could prepare it for the typesetter. As they came in, the Board member dutifully brought articles, ads, the masthead, and the editorial to the bewildered designer, only to be chagrined and frustrated when she learned that the typesetter could not begin without all the copy, and that she had wasted time driving back and forth.

- When several Board members are assigned to one project, is it clear what their individual responsibilities are? For example, in a major gifts campaign, the staffperson failed to put together a master list of people to be solicited. As a result, three different committee members sent solicitation letters to the same prospect. Not only was the prospect annoyed, but Board members were embarrassed and frustrated at losing valuable time.

- Are Board members' skills and talents taken into account, as well as what they want to learn by being on the Board? For example, it is silly to assign an outgoing, gregarious person who loves public speaking to stuff envelopes or bake brownies for the dance. Similarly, someone with a gift for detail and order will be most helpful in planning and organizing events and activities, but may not be as good in a press conference where they have to respond quickly and sometimes with little preparation.

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task. Be sure to thank the person for what she or he did and be conscious of asking for more time than the person has committed to. If you do need to ask that person's help with another task, acknowledge their work by saying, for example, "I know you have done your share. Would you be willing to take on this extra assignment?" Be clear that most of your Board members are working hard and doing their best. What their best turns out to be is a function of training, thoughtfulness, and good time management.

The line between Board and staff work is mushy in small organizations, where Board members often do work that in a larger organization would be done by a paid person. That mushiness can spawn creativity and a valuable sense of being a team. There are no rigid job descriptions and no strict protocol. However, without adequate recognition of people's time and tolerance, the mushiness can disintegrate into incoherence and resentment.

With clear and measurable expectations of Board members and close attention to the use of time by everyone, both staff and Board can feel that the job is getting done and that they will want to stick around for the long haul. ■

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BY KIM KLEIN

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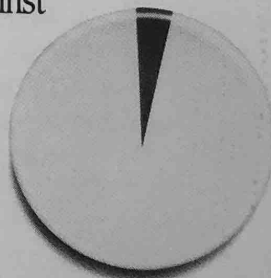
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Raise the Bid for Funds

by James Boyce

Imagine having people compete to see who will give you the most money! You can see this happen, if you make your next fundraising event an auction.

Auctions encourage giving because they give donors something for their money. They can give to a good cause while enjoying a little fun and excitement. At the end of the day, they may depart with something they wanted, perhaps at a bargain price. Some benefit auctions even carry sufficient social significance to bestow prestige on those who attend and participate.

Fundraisers reap two additional benefits from auctions. Special items offered for bid or the prestige attached to the event can attract persons who have no particular attachment to the cause itself. At the same time, the very nature of an auction—with its contagious excitement and essential competition—encourages participants to spend more freely than they might otherwise give.

Like any fundraising project, a benefit auction requires careful planning and plenty of hard work. Follow the examples of those who have been successful, however, and it can work for you, too.

A successful auction contains six essential elements: an audience, activities, a place and time, items to auction, an auctioneer, and promotion. Let's consider each separately.

The Audience

Who do you want to attract? Only the organization membership? Other supporters and sympathizers who may not belong to your group? What about those who have neither a particular attachment to your organization nor a special interest in its cause?

The audience you select will significantly influence—perhaps even dictate—every other element of the actual event.

Try to establish some initial idea of how many people will attend the auction. Is there a minimum number you can count on (and must plan for)? A minimum number you feel you must have to make the event worthwhile? What is the target participation you would like to attain? Is there an upper limit you feel you can cope with? The initial estimate will be modified by other elements of the planning process, but is still essential input to that process, as we shall see.

The Activities

Will the auction be the entire event, or will it be part of a larger affair including other activities? To some extent, your selected audience will help determine this, as the following examples will illustrate.

Scout Troop 101 holds fundraising auctions as part of regular meetings. Accordingly, they are accompanied by a potluck supper and follow the awards ceremony. "Our parents are busy people," says Scoutmaster Tom Farley. "They like the auctions as part of our regular meetings, but we'd never get the same support if we made them into separate events."

Think about whom you want to attract and then identify items that are most likely to appeal to these people.

Similarly, when the Amvets of Harrison, Michigan held a benefit auction last summer, it was open only to members and their families. It was held, however, on a special Saturday afternoon and with an open bar and a barbecue dinner afterwards.

Whenever Trout Unlimited in Grayling, Michigan holds an auction, it is open to whomever wishes to attend. It seems reasonable, then, that their benefit auctions are held just like any regular auction—the auction is the entire event.

On the other hand, Jim Beckett, co-ordinator of Traverse City, Michigan's Gladhander Auction, says that it is "one of the classiest social events of the year." A \$175-per couple entrance fee covers cocktails, a formal dinner, midnight breakfast and the entertainment by local musicians and performers that breaks up the actual auction. This gala social event, built around an auction, attracts the town's well-to-do, many of whom have no vested interest in the Catholic schools supported by the proceeds.

As the Gladhanders have learned, your organizations can easily augment the funds raised at an auction by offering other activities, especially a meal. At the very least, you can establish a food committee to prepare or sell refreshments, drinks and/or light snacks during the auction. Other special events, such as a dance or featured

entertainer, can help attract an otherwise uninterested audience. Unless you are planning a truly gala affair, however, which will generate funds in more than one way, don't let activities detract from your main event—the auction.

A Place and Time

Your target audience and the activities you plan will have established some of the criteria for selecting a place to hold your auction: how big it will have to be, whether kitchen facilities will be required or a separate space for a bar or snack service (with the necessary power outlets), how many and what kind of tables and chairs will be needed.

An auction has its own special requirements. A professional auctioneer will have sound equipment; an amateur will likely not. In either case, the site selected must have good acoustics. The auctioneer will need a stage or dais—the auction block—to raise him or her above the crowd, and tables or other display space will be needed to permit the items on sale to be viewed before the auction begins. Adequate lighting must be available so the audience can see both the auctioneer and the auction items when the bidding is on.

Consider your regular meeting place. Will it meet the requirements of the auction, perhaps if additional resources are brought in? What other facilities are available that are easily accessible to your target audience?

Depending on available facilities and their limitations, you may have to reconsider your audience and activities.

When do you want to hold the auction? Consider your audience first of all. When are they most likely to be available—what time of year, what days of the week, what times of the day? In general, for auctions that are not gala events, Col. D. A. Horst, former president of the Michigan Auctioneers Association, recommends weekday evenings. "There's just too much else going on at the weekends," he points out. "You want your auction to stand out, to be something special."

Also consider when your audience is most likely to have money to spend. Right after Christmas and at the end of a pay period are poor times for fundraisers for obvious reasons.

Take into consideration the amount of time required for planning and organizing the event. How long will it take to establish the necessary working committees; to assemble the items for auction; to locate and collect any other required materials, supplies and talent; to find an auctioneer; and to adequately promote the auction? Allow more time for everything than you think you'll need. You'll probably use it!

Your final decision, of course, will depend on two factors that may be beyond your control: when the facili-

ties you want to use are available, and when the people you're considering as auctioneers can fit the event into their schedules.

The Items for Auction

An auction moves fast, much faster than you might think. It takes only about three to five minutes to auction an item, even when the bidding is strong. You must figure, then, that you will probably need 15 items to fill one hour of auction time. While a one-hour auction may interest your regular supporters, it will have little appeal to others unless the offerings are spectacular or some really special events accompany the sale. To encourage a wider audience to expend the time and energy to attend your auction, plan on at least two hours with 30 to 40 items. The more chances there are to get something good, the more likely people are to participate!

If your participants will be members and supporters, the items you offer may not need to be special. Many Scout Troops, for example, hold cake auctions, where the fun of bidding is more important to participants than the actual items. If your members have special interests, however, try to appeal to these. A neighborhood group might auction small trees, shrubs or plants, while the Amvets always include plenty of sporting goods in their auctions.

Specialty items are always necessary to draw "outsiders" to your benefit auction. Ducks Unlimited has good luck with duck decoys because these items are cherished by collectors. Gala events, like the Gladhander Auction mentioned earlier, always feature works of art, automobiles and/or vacation trips to draw wider participation.

Think about whom you want to attract and then identify items that are most likely to appeal to these people. Try to offer at least one major "feature" item in each hour of the auction.

Using your list of desired items as a guide, identify potential donors. Then list these donors alongside the items you would like them to contribute to your auction. This will be the list your Donations committee will use to contact donors and collect the items for sale. Prepare this list with the same care you gave to the original list of items. Your members and supporters may not care who gave a particular item, but well-known, prestigious names listed as donors may help draw others.

The Auctioneer

Selecting the auctioneer may be the most important decision you make. Auctions make good fundraisers largely because they are fun and exciting. The atmosphere at an auction is created, almost singlehandedly, by the auctioneer. A good one will make your event a suc-

cess, while a poor one may not only produce a failure, but may also leave participants with an undesirable image of your organization. So choose carefully!

For a small auction, attended only by members and supporters, you may decide to use an amateur auctioneer. But still be choosy. Can this person create the atmosphere of an auction, excite interest, and sustain enthusiasm for an hour or longer? Does he or she have a good voice that can be clearly heard across a crowded room? Will they recognize the bids that are offered and be fair and impartial?

If you hope to attract non-supporters to your auction you will almost certainly want to employ the services of a professional auctioneer. Check the Yellow Pages of your telephone directory or ask your state auctioneers association for a list of auctioneers in your area. Ask group members and other acquaintances for recommendations. Then contact these auctioneers, outline your plans, and ask if they would be willing to help. Some may agree to work for a fee but most, if they are not opposed to your organization's goals, will probably offer their services for free.

Before making a final decision, try to attend an auction conducted by each auctioneer on your short list to get an idea of their styles. Talk to people for whom they have worked, especially any groups for whom they have done previous benefits, to find out how they are to work with. If more than one seem equally suitable, choose the auctioneer whose schedule is most compatible with yours.

The Promotion Campaign

A small auction may require no more than mention in your regular newsletter. Even when this is the case, try to allow plenty of lead time and mention it in at least two mailings to ensure that everyone plans for the event.

If you're holding an auction you hope will have broader appeal, you'll find a professional auctioneer a valuable partner in promotion. An auctioneer is a salesperson who will have their own mailing lists of buyers interested in certain types of items. He or she will know where, how and when to advertise your auction and can advise on standard formats for flyers, catalogues and newspaper advertisements. He or she may even have printing and distributing contacts that will assist you.

While your auctioneer may be an expert at advertising, you are the expert at public relations. Use your best contacts to draw media attention to your auction as a newsworthy event.

Putting It All Together

It should be clear by now that each element in the planning process for a successful benefit auction affects

every other. Though we have considered them separately here, in actual practice they overlap and are even simultaneous.

All elements should be considered at your initial planning meeting, with the following results: tentative number and make-up of audience agreed upon; tentative list of activities; short list of facilities and times; a brainstorming list of items to be auctioned and potential donors; a list of promotional ideas. Assign committees to develop all but the first of these elements. Also assign an Auctioneer Selection committee.

At the second planning meeting, review the work of your Facilities and Activities committees, agree on the actual activities to take place and select a location and definite date for the auction. The Auctioneer Selection committee should recommend an auctioneer at this time. Make the final decision on the size and make-up of your audience; review and modify the lists of auction items and donors; and review promotional ideas again.

For the next period of time, your Activities committee will be assembling talent, supplies, etc., for the planned activities while your Donations committee collects the items to be auctioned and your Promotional committee begins the public relations and initial advertising. The month before the auction should see everything being finalized as the major advertising campaign is underway with the help of your auctioneer.

Some Important Financial Notes

The IRS says that if your group is a charitable, non-profit organization, the fair market value of the items donated for your auction can be deducted by *the donors*. Those who *purchase* these items at the auction may only claim as a deduction any amount they pay *over and above* the fair market value. Be sure this is understood by everyone.

Some states will require you to collect and pay sales tax on the items you sell at auction. Check with your state or local tax officials and, if this is the case, be sure to collect these taxes from buyers or set aside the necessary amount.

All items should be sold for cash or good check paid at the time of the auction. Avoid delayed payments unless you will be able to sell the item to another buyer if the first one defaults.

When it all comes together on auction day, sit back, relax, and enjoy! If you see something you like, join in the fun. You may actually get it. Whatever else you do, whenever possible, raise the bid! ■

Jim Boyce is a public librarian who has been involved in fundraising efforts for community theater groups, public libraries, and people in emergency.

Recycling for Profit and Public Service

by Ruthelma Ward Mullins

Turn Your Trash Into Cash For Meals On Wheels" is the slogan that tugs at community consciousness in a small Central Florida town.

The Winter Haven Meals On Wheels recycling program runs so well that Polk County government waste control managers are expected to recommend subsidizing the grassroots community service organization as the county seeks to lessen the load on its own expensive landfills. The Florida State Legislature has passed a strong Solid Waste Bill which is geared to reducing Florida's solid waste by 30% by 1994. The reduction will be accomplished by either voluntary programs or by requiring deposits on each item to be reclaimed.

With several thousand local residents already used to separating and transporting salvageable items to the Meals On Wheels sites, it will not be difficult to expand the operation. This will benefit the grassroots program and the city and county officials as well.

The Beginning: Meals On Wheels

This successful salvage operation is an outgrowth of an important community service, the Meals On Wheels program. Meals On Wheels began with a few members of a local church congregation looking for some way to serve their community more effectively—a local mission, if you will, to complement their dedication to national and overseas mission concepts in the '70s. In 1972, the Rev. James W. Kendall, pastor of Christian Church (Disciples of Christ) in Winter Haven, decided to lead his congregation to be "something more than the Church at the Corner of Ave A and Seventh St. SW." He was successful in passing on his inspiration to about 25 church members, including my late husband, who chaired a task force to find a way to make Meals On Wheels happen. Another member volunteered for a year as first executive director without pay. Several members of the task force are still active as board members and as volunteers and staff.

It took only one visit to a government pilot program in St. Petersburg to convince the task force that our Meals On Wheels enterprise would be an independent, grassroots public service project and would not solicit or accept any government help. This also meant it would

not be harnessed to the massive federal regulations that tend to drive costs up.

On November 15, 1972, the small group began what has proven to be a lifesaving program, not only for the recipients of the excellent meals prepared in the church kitchen, but also for the hundreds of volunteers who have found a safe haven while performing community service among other persons with whom they form friendships, fellowship and companionship, as well as an extreme feeling of self worth. These benefits are second only to the hot, nutritious, well-balanced noonday meals served five days a week, regardless of holidays, hurricanes or freezes, to up to 200 elderly and infirm residents of the Greater Winter Haven area.

More than 3,000 meals are served monthly to area elderly and infirm, many of whom are not able to pay the full cost of meals because of low, fixed income and the high cost of medicine, utilities and other household expenses.

Meals On Wheels (MOW) is credited by social workers and physicians as helping to allow persons to remain independent in their own homes because of the service rendered.

From the tiny volunteer program that started with only \$1500 in the bank, a board of directors, a volunteer executive director and one paid employee (a cook), Meals On Wheels has grown to a successful six-figure business with paid part-time staff of six and more than 350 active volunteers.

Funding the Food Program

The more people the Meals On Wheels program feeds, however, the greater its need for funds to underwrite the service.

Less than one-third of the cost of meals comes from the recipients. Contributions from individuals, civic and business organizations and church budgets make up about a third. Special community projects such as craft sales, pancake breakfasts and a popular annual Barber-shop Christmas Concert provide other income. Meals On Wheels receives no government assistance. To make up the remainder of its budget, it operates one of the most successful salvage enterprises in the state. Proceeds from

the sale of 30 to 40 tons of newsprint per week, plus aluminum and glass sales, make up 28 percent of the current fiscal year's budget.

Scenario: Mrs. Jones, a Winter Haven homemaker, starts to straighten up her home after a hectic weekend. Several newspapers are strewn on the family room floor; aluminum drink cans and bottles are stacked in the utility room or kitchen sink, and the dishwasher is half filled with empty mayonnaise, pickle and olive bottles, etc.

What does she do first? Because she knows it's good stewardship of the environment to save all recyclable materials, and because she knows that Meals On Wheels has a salvage program already in operation, she quickly sorts the items into separate grocery sacks and puts them near the garage entrance to be dropped off at the MOW collection site nearest her home.

Documentation shows much of our solid waste is made up of recyclable paper, cardboard, glass and aluminum. Dumping fees are rising rapidly at land fills, and the expensive land is fast disappearing. In some states there is no more land available for fill sites. Where sites exist, it costs thousands of dollars per acre to prepare a landfill area.

Meals On Wheels virtually stumbled into its salvage

project about eight years ago as a means of supplementing its income. Realizing what a bonanza recycling could be, MOW jumped on an opportunity offered by a glass container company for MOW to transport 80,000 glass bottles to their site, de-label them and haul them to the glass container operation.

For six or eight Saturdays, volunteers from MOW and recruits from an area mobile home park met at the glass container warehouse and de-labeled the bottles. They then loaded them into any kind of vehicle to be found and returned them to the Meals On Wheels site where they broke them into huge cardboard boxes on an old trailer bed and hauled them off to the glass plant.

Recycling is much easier now than in the early days, and MOW now handles all recyclable materials at a central salvage location, a piece of land loaned, free of charge, by a Citrus firm. Southeast Recycling Corp. provides a 44-foot trailer for the collection of newspapers. When the trailer is filled with 21 to 22 tons of stacked newspaper, a tractor brings in an empty and carries the full one directly to a pulp mill in South Georgia. MOW earns extra money for handling the newspaper at the site, and earns about \$35 per ton.

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large bottle bank at the MOW site into which clear, amber and brown glass is separated and broken. Bottles no longer have to be de-labeled. MOW is currently paid \$40 per ton and the glass company does the transporting.

Aluminum sales are made to the Reynolds Aluminum Recycling Center at a nearby shopping center where other organizations and individuals sell cans picked up from along roadways and trash containers. Other materials accepted include aluminum lawn chairs, window frames and scrap from mobile home construction sites.

In the future Meals On Wheels plans to include cardboard, plastic drink containers and other items, including styrofoam, which are not bio-degradable.

MOW salvage is operated by a salvage manager and a small crew of part-time workers, plus volunteers. Its sales and cost of sale are separated from the rest of MOW's bookkeeping in order to affirm the enterprise's effectiveness to the cost of meals.

Small trucks, on regular routes, empty 4' by 4' by 4' collection boxes weekly in many locations around Greater Winter Haven. Containers are built by volunteers with mostly donated plywood covered with roofing felt. Boxes are placed strategically wherever approval is given, such as church parking lots, mobile home parks, shopping centers, etc.

Residents who are unable to take glass, newspaper and aluminum to one of the boxes may have them picked up occasionally if the amount is large enough to warrant a trip by the trucks.

A Model Program

What started out as a small, 100% volunteer project eight years ago is now well on its way to being a model program for community action groups wanting to raise money for various non-profit organizations and projects, such as playground equipment in public school yards, books for local libraries, funding for Scouts, churches, civic and fraternal clubs and organizations.

Important to any organization desiring to get into the recycling business successfully would be the availability of markets for the collected trash. But with such extreme limits being put on solid waste disposal nationwide, getting started now could ensure any group the possibility of providing the service for communities in the future.

Recycling is an imperative, not an option, which will benefit us all because solid waste reduction is a top priority dilemma facing the United States today, already reaching crisis proportion in some of the smaller, densely inhabited states.

Meals On Wheels is happy to share what it knows with other groups and organizations, as long as the projects are designed to make life a little easier for the less fortunate. ■

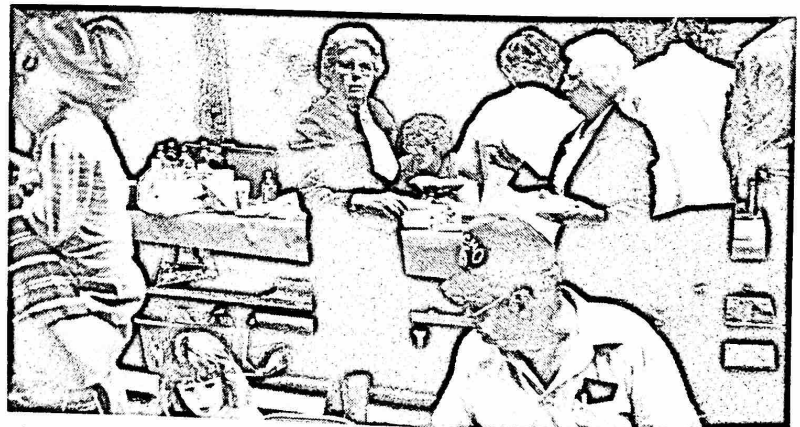
Ruthelma Ward Mullins was the first public relations chairperson for the Winter Haven Meals On Wheels program.

Fundraising Honors Outstanding Citizen

When citizens of Scott County, Virginia wanted to honor a special community member, they decided to turn the event into a fundraising opportunity. In this way, they established a fund to honor and continue the important work of their outstanding citizen.

Charlotte Osborne Nickels had taught for 45 years in county schools. She had also been instrumental in organizing a local Women's Club, establishing a health clinic, and had been a charter board member of the local development corporation bringing industry and educational and social programs to the area.

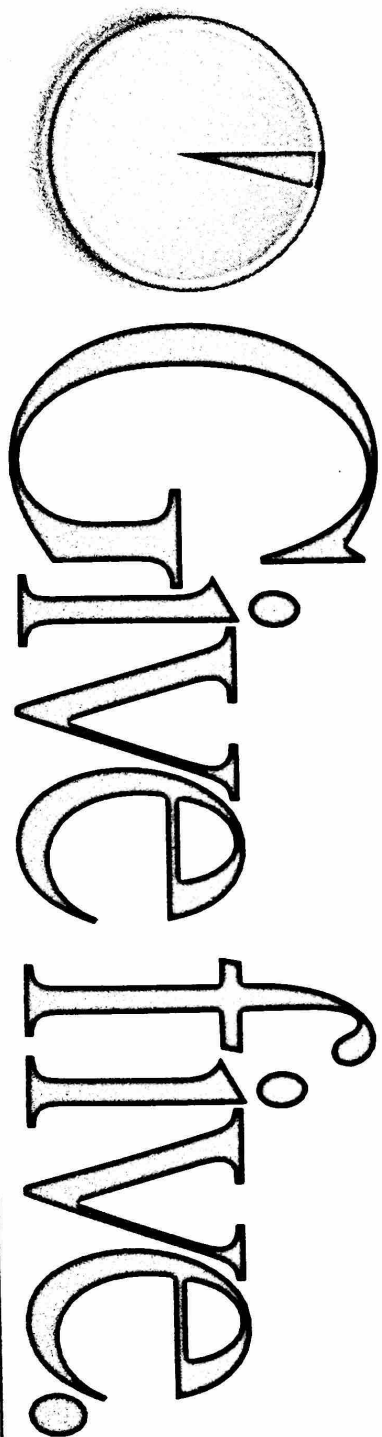
To honor this well-loved com-



munity leader, local citizens organized a Charlotte Osborne Nickels Educational Trust Fund and on her birthday last year mounted a reception in her honor. Announcements invited the community to attend the function and to send donations to the trust fund. In addition, community members were encouraged to write letters of appreciation to

Ms. Nickels. These were compiled into a scrapbook presented to her at the reception.

To date, more than \$5,000 has been donated by friends and admirers in Ms. Nickels' community for her inspiring leadership—itsself an inspiring fundraising story. ■



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Announcements

The Journal has received the following press releases announcing valuable packets for non-profits.

Packet Offers Tips for Local Fundraising

To fund housing and economic development efforts, neighborhood organizations have employed many imaginative strategies to raise money from within their communities—targetting local corporations, businesses, banks, churches, philanthropies, and residents. The *Grassroots Fundraising Packet*, just published by the **Community Information Exchange**, is a unique collection of materials that reviews what has worked to raise thousands of dollars in a community . . . how these ideas can be replicated . . . and where to go for more information.

The packet is designed to be put to immediate use by local groups; the contents have been drawn from the Exchange's network of community organizations, and are based on their actual experiences.

In the 50-page *Grassroots Fundraising Packet*, local groups will find:

- **examples of strategies** that have worked to raise funds within a community;
- **sample fundraising mailers and flyers;**
- **selected articles, book excerpts and tips** from the Exchange; and
- **an annotated bibliography**, screened to provide the best sources of additional information on fundraising at the community level.

The ideas include, for example, using the interest for a year or more

on a congregation's deposits in a local bank; getting people to buy-a-brick at \$10 apiece for a building's foundation; having an interested business underwrite the costs of a dinner or other fundraising event.

Many of the fundraising examples, presented as thumbnail sketches, are drawn from the Neighborhood Development Demonstration Program (NDDP) of the Department of Housing and Urban Development (HUD). The Exchange, a nationwide information service for those working and investing in low-income urban neighborhoods and rural communities, was contracted by HUD to provide fundraising and project assistance to NDDP grantee groups.

Grassroots Fundraising is available prepaid for \$15.00, plus \$2.50 postage and handling (per order, regardless of number of packets), from the Community Information Exchange, 1120 G Street NW, Suite 900, Washington DC 20005.

Guide to Serving on Volunteer Board Available from BBB

A 16-page board orientation primer published by the Better Business Bureau with a grant from the CIGNA Corporation is now available from the nonprofit, independent association devoted to helping business serve the consumer.

Entitled *The Responsibilities of a Nonprofit Organization's Volun-*

Announcements

continued

ter Board, the guide is intended to introduce civic-minded individuals to the duties of trustees charged with safeguarding the assets and managing the resources of non-profit organizations.

To receive a copy of *The Responsibilities of a Nonprofit Organization's Volunteer Board*, write to Kenneth Hawkins, Better Business Bureau, P.O. Box 2297, Philadelphia, PA 19103-2297. Enclose a check for \$1 payable to the BBB to cover the cost of its postage and handling.

Six New Brochures Outline Basic Facts for Nonprofits

Brooklyn In Touch Information Center, Inc. announces publication of six brochures or "Fact Sheets" which provide concise answers to the most frequently asked questions about the operation of nonprofit corporations.

The titles of the Fact Sheets are:

- #1 How to Develop a Board of Directors
- #2 How to Form and Operate A Nonprofit Corporation
- #3 How to Prepare a Budget
- #4 How to Conduct a Meeting
- #5 How to Conduct a Membership Drive
- #6 How to Assess Board Liability

Single copies or single sets of the Fact Sheets are available free; bulk orders will be charged for postage and handling. For orders, contact Brooklyn In Touch, 101 Willoughby Street, Brooklyn, New York 11201, 718-237-9300.



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Number 4 (August 1985): Through Rain, Sleet and Snow (the personal experiences of a canvasser); Major Donor Prospecting; Hiring a Development Director; Rapidly Growing Women's Funds; Long Beach "Friendraiser" (case study of a special event designed for publicity).

Number 5 (October 1985): Planning and Running a Phonathon; When Money Isn't the Problem; Philanthropy 1984 Summary.

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Number 1 (February 1986): State of the Journal; Raising Money from Churches; Creating a Successful Renewal Program.

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Number 6 (December 1988): Looking Good: Speaking the Language, Part II; Fundraising in the Late 80s; Every Penny Counts, Book Review.

VOLUME EIGHT

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