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In This Issue

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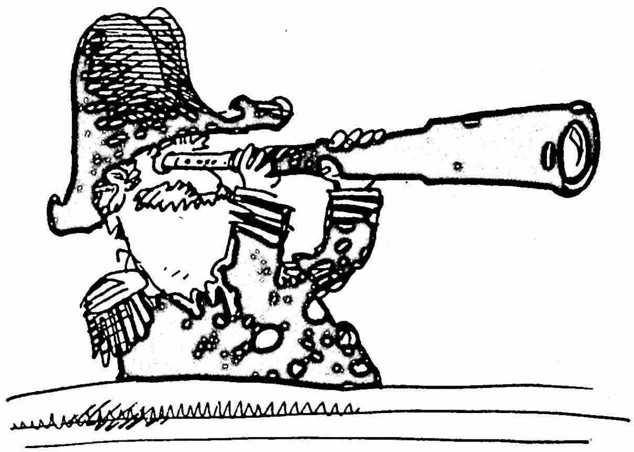


Identifying Prospects, Part One: Gifts of $100 to $2,500

by Kim Klein

On our renewal cards, we ask people to list articles they would like to see in the *Journal*. Recently, we have received a spate of questions to this effect: "But how do you find prospects and how do you know how much to ask them for?"

If I gave a literal answer to this question, this would be a short article. It would read: "Prospects are people whom you or your donors know; you never really know how much to ask them for, so you make your best guess."

However, there is a little more to say than that. In the first of this two-part article, we will review the basics of how to find people likely to give to your organization and ask them for money. In the second part, we will talk about identifying gifts larger than $2,500.

Who is a Prospect?

Prospects are people about whom we know three things: they have the *Ability* to make a gift of some size (and we have an idea of what size), they *Believe* in the cause or in something similar, and we have a *Contact* with them. When we have positive, verifiable evidence of A, B, and C, we have a Prospect. If we are missing any one of the variables, we may have a Suspect, and if we are missing two of the variables, we have a Stranger.

The most important of these three criteria is also the most overlooked: *Contact*. Do you know the prospect? Does anybody know the prospect who you also know?

> *The most important criterion is also the most overlooked:* contact.

Everybody knows at least 250 people by name. You may have gone to school with them, worked with them, you may not have seen them in years, you may hate them—but you know them. In a rural community everyone in your group may know the same 250 people, but you still know that many separate individuals.

The first step in finding prospects, then, is to list all the people currently in your life who would know who you are if you called them up and said only your name: "Hello, this is Firstname Lastname." Then add to that all the people who would know you with one extra clue: "Hello, this is Firstname Lastname from the ________." Think of all the people you deal with: neighbors, relatives, health care providers, mail deliverers, printers, restaurant owners, librarians, PTA members, religious group associates, people you know through work, clubs, hobbies, etc.

Don't get confused between *contact* and the final step in the process, which is the assigning of a *solicitor*. Just because you are the *contact*, it doesn't necessarily follow that you will be the one asking for the gift. Perhaps someone else in your group will know the person better. Perhaps there are legitimate reasons why you should not do the asking (such as if you are the prospect's boss or the prospect is your wife's former husband's former business partner or something).

When all the people in your group submit the names of their contacts there should be a lot of names, especially if people have been thorough.

Bring your list to a meeting with everyone else who has compiled a list. Remember, you are not obligated to actually *ask* any of the people on your list for money, so don't be nervous.

An optional step at this point is to compile all the names into a Master Contact List, noting who suggested the prospect and if the prospect was mentioned by more than one person. The advantage of doing this step is that everyone in the group who knows a contact can add his or her information about them to the master list. Also, names of people remind people of other names, and generally more prospects will result. However, this step can be time consuming, and not all people feel comfortable sharing their raw list.

Qualifying the Contacts

Whether you compile a Master Contact List or simply work with your own list, the next step is to "qualify" your contacts into prospects or suspects. There are three steps to moving contacts to prospects.

Step One: Who Shares Your Values?

Putting the lists of contacts aside, take a few minutes for the group to brainstorm all the reasons that anyone would give money to your group. On a chalkboard or an easel pad, write these down for everyone to see. Start by going around the room and asking each person to say why he or she is involved in the group, then expand to ask why anyone would be involved. This exercise should take no more than 20 minutes.

Now take your contact lists and check anyone who believes in any of the reasons you just brainstormed. Cross out anyone who you know does not share any of the reasons, and put a question mark beside people for whom you're not sure.

Step Two: How Much Can They Give?

Going back to your list of contacts, take those who also meet the criteria of "believe" and note where they fit in the Gift Range Chart. This brings us to the second half of the question, "How do you know how much to ask someone for?"

Many people with little money give a high proportion of what money they have.

One of the biggest mistakes fundraisers make is assuming that how much a person can *give* will be directly related to how much they *have*. Obviously, how much money a person has influences how much they can give, since no one can give more than they have. However, many people have a lot more money than they will ever give, while many others with little money give a high proportion of what money they have. As we noted in the last issue of the *Journal*, in 1989 seven out of ten families gave to nonprofits, even though only three out of ten families fit the criteria for having "disposable" income. (Disposable income is income that remains after taxes, housing, food, clothing and basic necessities are taken care of.) That means that forty percent of families giving to nonprofits gave from money they could have been using for basic necessities!

Further, even if you have names of people who are "wealthy," there are many factors governing how much money a person may have access to. Take, for example, a donor whose family is known to be worth $100 million. Will this person make a $2,500 gift? In this case, it is unlikely, given her circumstances. This donor is 22. Her inheritance is set up in a series of trusts, each worth more as she gets older. She received $50,000 at age 18 and $100,000 at 21. Because she lives on only the interest from her trusts, has no other work, and has recently put a downpayment on a house, she does not have a large amount of disposable income at this time. How much she is actually worth, how well she understands her money, and how much she has access to are three very different things.

In another case, a prospect is known to own a lot of real estate. A popular saying in his community is "Jack owns half the town." Jack is probably worth several million dollars, but this money is not liquid. At any given time, Jack's cash flow may be very slim, particularly since Jack lives in Massachusetts where real estate is not selling well.

Sometimes we hear people say, "She could give a big gift. She lives in a really lovely house, is president of her corporation, must make six figures, goes for weekends to Greece . . ." From the prospect's viewpoint her money situation looks like this: "I am so broke. I pay so much property tax in addition to my mortgage, and I have to go to Athens to check on my aging mother, but I can only stay a few days because of work, so I wind up spending a fortune on that travel. I work 70 hours a week, and my husband has just left me for someone else and is filing for divorce. We are really stretched at the office because we are opening some new stores, so all top management have deferred their salaries for two months."

First gifts will be less than subsequent gifts.

In terms of identifying how much a person *could* give, the best indicator is how much they *do* give elsewhere. How much they *have* is useful information if you are a stockbroker looking for clients. But "having" is not the behavior we want people to engage in. People are called "the haves" because they "have," not because they give. Otherwise they would be called "the gives."

To figure out if a person gives away money, look at their giving habits. Is the person a member of any church, synagogue, mosque, or do they have any spiritual practice? Studies show 92% of all money given away by individuals to secular causes comes from people who would identify themselves as "religious or spiritual," whether or not they express that through a formal religious affiliation.

Does this person complain about how much direct mail he or she receives? If so, they give by mail. No one gets direct mail who is not, at least occasionally, giving by mail. Similarly, do they complain about how many phone calls they get asking for money? Again, those calls are rarely random—they are aimed at people who give by phone.

Is the person very busy? If so, with what? Children's school? Volunteering at a homeless shelter? Being a docent at an art museum? Working for a candidate?

If you don't know anything about the person's giving habits or volunteering habits, the person is *not a prospect*. You will need to wait and find out more.

Step Three: How Much to Ask For.

You have now narrowed your list of names to people who you know, who you know care about the cause, and who you know give money to different things because their name appears on lists of donors and they are busy on committees and various Boards. That is your *prospect list*. You may still not know how much money to ask the prospect for.

Take your Gift Range Chart (see sidebar). If you are like most groups subscribing to the *Journal*, you are looking for people who can give $100–$2,500. Assume

Working with a Gift Range Chart

When planning any fundraising campaign you will need to develop a Gift Range Chart so you know how many gifts of what size you will need to meet your fundraising goal. This step assumes that you know what your financial needs are, have a fundraising goal, and have a fundraising plan. (If you are missing any of these vital pieces of information, see the *Journal* articles "Essential Ingredients for Fundraising Planning," by Tricia Rubacky, Part 1 in Vol. 7, No. 4., August 1988, and Part 2 in Vol. 7, No. 5., October 1988.)

A gift range chart has three columns as follows:

Gift Size	# of Gifts Needed	# of Prospects Needed

To figure out your chart, first determine what 5% of your goal equals. You will need two gifts of this size. Next figure out what 10% of your goal is. You will need four to six gifts of this size. Then drop down to the next logical gift size and expand the number of gifts needed.

For example: a goal of $50,000 calls for two gifts of $2,500 (5% each of the goal), 5 gifts of $1,000 (5 × $1,000 = $5,000 or 10% of the goal). The next logical gift size down from $1,000 is $500. The number of gifts at $500 will be more than five—probably six to ten. After $500 comes $250 and so on.

There is no exact science to the chart, but it does follow common sense. You are building a pyramid, with more donors needed for smaller gifts and fewer donors needed for larger gifts. Generally, 60% of your money will come from 10% of your donors. Don't take your chart all the way down to $25; stop at $50 or even $100, and know that you will have "many gifts at under $100."

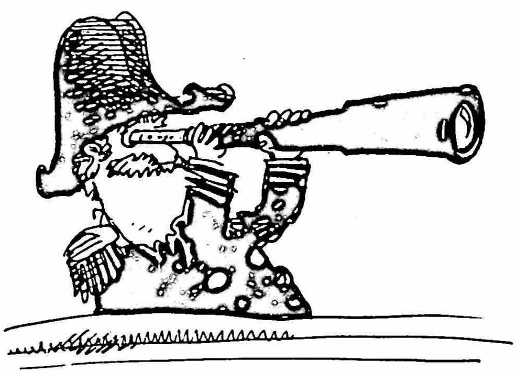
The chart may look like this:

Goal: $30,000

Gift size	No. needed	No. of prospects
$1,500	2	
1,000	4	*This is filled in*
500	8	*later, once you have*
250	20	*the prospects.*
100	100	
under 100	many	

that anyone who passed the screens you have set so far can give $100. They can give $10 a month if necessary, and most people with time to volunteer and who are donors to different things give that kind of money. So, if you cannot figure out anything else about them, ask them for a gift of $100.

But you need some people who can give more, and for that we now look at how much a person has. If the person works and you know what their job is, an invaluable resource for checking income is *The American Almanac of Jobs and Salaries* by John Wright (Avon



If you cannot figure out anything else about them, ask them for a gift of $100.

Books). This book is updated every so often, and lists hundreds of professions, plus salaries by city for those professions, by rank in company, and also, where appropriate, discusses bonuses and perquisites. You can find it in the business section of any large bookstore. Since most people give about 2.2% (from *Giving USA, 1990*) of their personal income to charity, figure out what that amount would be. Then determine how important your group is to that person and pick an amount.

For example, Gene Reilly, 42, has been a paralegal in a large corporate law firm for at least the 12 years you've known him. He is active in various causes, and his name has appeared on the back of several newsletters in a list of donors to those groups. He cares about your group, and he is your neighbor and friend. He lives alone and seems somewhat frugal. From reading the above-mentioned book, you think he earns between $40,000 and $50,000. If he gives the average amount, he gives between $800 and $1,000. Those amounts are the floor of what he gives. Since he is active in several groups and has no other people in his life to support financially, he may well give more. If he gave 5% of his income, he would be giving between $2,000 and $2,500. A safe guess is to assume that he gives away a total of $800 to $2,000 to all the groups he cares about.

Look at your Gift Range Chart and think, "How much does Gene care about the work we do?" Also, remember that if this is his first gift, it will be less than subsequent gifts. In Gene's case, put him in the $250 range.

Let's take another example. Sue Smythe, 36, works as a creative director for a medium-sized advertising agency. Looking in *Adweek*, or even the *New York Times* want ads, you know that jobs of this sort are advertised at $100,000 and up. Sue has said to you that she's happy in her work, and has commented, "It's fun earning so much money." She shares custody of her young son, age 6, with her ex-husband. He is also in advertising, but you don't know his job or salary. She is active in her church and, in fact, chairs the Building Committee. She is also involved in anti-apartheid work and volunteers at her son's Montessori school, which is also your daughters' school. You know her from there, and she always asks about how your organization is doing. She has come to special events you have invited her to and is clearly committed to the goals of your group.

Based on her income and her religious convictions, we will go with a guess that she gives more than the average person and could be giving up to 10% of her income. As a range, she may give $3,000 to $10,000. As chair of the Building Committee, she may have made a hefty pledge to the new church building. Her anti-apartheid group is all volunteer, so even if she were a very significant donor, she would probably not be giving more than $500 there. Let's guess she is giving $10,000 to the building fund, payable over five years. She perhaps gives another $500 to $1,000 to the school and $500 to her group, plus miscellaneous donations to various events and causes. That adds up to $3,000 to $4,000 a year. She is a *giver*. Flatter her and ask her to be one of the $1,000 donors.

This should give you an idea of how to proceed. People are not insulted to be asked for more than they have, unless it is an absurd amount or the request is delivered badly. When you ask gently but straightforwardly, "Could you set the pace with $________?" or "We need a few gifts at $________. Do you think you could help with that?" it gives people a way out if they need one, yet makes them feel happy if they can give that much.

Knowing the person and knowing what they believe in are the key ingredients for prospects. That they give away money to any nonprofits makes them a prospect if the first two variables are present. How much they have is the last and least important consideration, particularly for gifts of $100 to $2,500. ◻

(Next: How to know if someone can make a gift of $2,500 or more.)

Protecting Volunteers: Do State Laws Work?

by the Nonprofits' Risk Management & Insurance Institute

Prior to the last decade, the number of lawsuits filed against volunteers might have been counted on one hand, perhaps with fingers left over. Although the law permitted such suits, in practice no one took advantage of it, so volunteers had little reason to worry about personal liability.

In the mid-1980s, that changed. More volunteers were sued and those suits attracted national media attention.

At about the same time, the insurance picture for volunteers and non-profit organizations darkened. Premiums rose dramatically, coverage exclusions increased, and several types of coverage became unavailable.

To meet the cost of higher insurance premiums, some nonprofit organizations cut back on services. Others "went bare"—operated entirely without insurance—increasing the risk that an injured party would sue the organization's wealthier volunteers in search of a "deep pocket."

Publicity about the lawsuits and insurance crunch raised volunteers' apprehension, and their willingness to serve waned. Several surveys conducted during this period revealed that many organizations suffered board resignations and volunteer recruitment difficulties.

Faced with the prospect of charitable organizations closing their doors and potential volunteers staying home, legislators sought to remove the liability chill from volunteering.

Many Laws, Little Protection

Every state now has a law pertaining specifically to legal liability of at least some types of volunteers.

However, this spate of legislation has contributed to a false impression that volunteers nationwide are immune from suit. To the contrary, *most volunteers in most states remain fully liable for any harm they cause, and all volunteers remain liable for some actions.*.

Only about half the states protect volunteers other than directors and officers. Legislatures came to the aid of board members because they faced the worst insurance problems when most of the volunteer protection statutes were enacted. The resulting anomaly is greater protection for the volunteers who make policy than for those who carry it out.

Moreover, every volunteer statute has exceptions. The most common and understandable are exclusions for claims based on a volunteer's willful or wanton misconduct. Several laws also exclude gross negligence or some other category of error above negligence. A few laws even permit suits based on negligence, which nullifies the protection they purport to offer.

In addition, the Supremacy Clause of the United States Constitution prevents states from cutting off federal claims. Thus, the Internal Revenue Service can sue a volunteer director for failing to comply with tax withholding rules, and wronged employees can sue for civil rights or employment violations. Congress alone can reduce the federal threat to volunteers' personal assets, but Congress has not acted.

Legislation Confusing and Diverse

Beyond these initial exclusions are gaps that result from ambiguity in much of the legislation passed hastily at the height of the insurance crunch. Some of these laws are confusingly worded, exceptionally complicated, designed for profit-making corporations, or otherwise problematic.

Even the best laws require careful analysis to determine which volunteers they cover and what exceptions they contain.

The diversity of the laws reflects varying conclusions of state legislatures that weighed the competing equities inherent in volunteer protection. Reasonable people can differ over the choice of protecting a volunteer from personal liability or providing compensation to the innocent victim of the volunteer's negligence.

Some statutes address the conflict by immunizing volunteers only if the agencies they serve are insured. Beyond that requirement, the laws do not attempt a comprehensive response to the broad issues of how individuals who suffer harm from volunteer activity should be compensated. A fully adequate response would entail reconsideration of liability and damages standards for both volunteers and their sponsoring agencies.

Is Insurance Still Necessary?

Given that many of the volunteer protection statutes were passed in response to the high cost or unavailability of insurance for volunteers in the mid-1980s, the question naturally arises as to whether enactment of the laws eliminates the need for insurance.

There is no single answer to this question. Each state's law provides a different degree of protection. For example:

- Few states limit the liability of the organization for which the individual volunteers. Thus, an organization may still need insurance even if its volunteers are immune from liability. Moreover, some laws protect volunteers only if the sponsoring organization carries liability insurance.
- None of the laws totally bars a lawsuit. A volunteer who is sued may eventually succeed in having the claim dismissed, but that result might occur only after

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a trial in which the volunteer is found to be "negligent" rather than "grossly negligent." If the volunteer were insured, the insurer would be responsible for paying what could be very substantial defense costs.

- A court might declare the volunteer protection law invalid and hold the volunteer fully liable. As yet, none of the volunteer protection statutes has been tested in court, although the Massachusetts Supreme Court recently upheld that state's statutory limitation on the liability of charitable organizations.

Will laws reduce insurance cost? Even if volunteer protection laws do not eliminate the need for insurance, they should affect the cost and conditions of coverage. Premiums *should* be lower and insurers *should* be willing to cover volunteers at little or no extra cost under a policy for the organization.

Although an insurer might be required to pay defense costs and perhaps even pay a judgment if the law were ruled invalid, existence of a good volunteer protection law substantially reduces the likelihood of a claim. If more states adopt a model volunteer protection statute, the increased uniformity should further help to reduce insurance costs because insurers will be able to measure the effects of the laws on a larger scale.

Factors Affecting Liability

From state to state, a volunteer's liability may depend on several factors. These include:

- Whether he or she serves on an organization's governing board or provides services directly
- Whether the organization is technically charitable, that is, has tax exempt status under federal law, or incorporated under a specific provision of the state code
- Whether the organization carries liability insurance
- Whether an injury results from the volunteer's negligence, gross negligence, or willful misconduct.

Understanding these distinctions can be vital for protecting volunteers from unknowingly putting their personal assets at risk as they serve their communities. ■

Reprinted with permission from *Giving USA Update*, Issue 4, 1990. Excerpted from "State Liability Laws for Charitable Organizations and Volunteers," prepared by the Nonprofits' Risk Management & Insurance Institute (NRMII) in cooperation with the American Bar Association's Nonprofit Organizations Committee. The full report, which includes a description of each state's liability laws, is available for $15 from NRMII, 1731 Connecticut Avenue, NW, Washington, DC 20009.

Announcements

Foundation Research

Resist, a small public foundation in Boston that funds activist organizing and educational work within movements for social change, has just published a pamphlet called, "Finding Funding: A Beginner's Guide to Foundation Research." It is a helpful listing of Foundation Center locations and sources of information about foundations. They ask for $1 to cover postage and handling. Write: Resist, One Summer St., Somerville, MA 92143.

□ □ □

Time-Limited Offer

For the next six months, the *Journal* has two very special offers for readers:

1) If you are a subscriber to the *Journal*, buy a subscription for a friend for just $20 for one year. That's a 25% saving off the regular price. We will send your friend a note about your gift, and you will know that you gave the most reliable ongoing source of information about grassroots fundraising. As a special bonus, we will send YOU a copy of the new Nine-Year Annotated Index, absolutely free!

2) Buy ten or more subscriptions to the *Journal* for only $15 for each subscription. Send a check and a list of the places the *Journal* is to be sent. We will send a card indicating the gift is from you. Many foundations have bought subscriptions for their grantees as a way to supplement the money they give. This is a great way to provide technical assistance to local chapters of regional or national offices, and for consulting firms to do a nice favor for loyal clients.

□ □ □

World Congress on Philanthropy Scheduled for June 9–11

The World Congress on Philanthropy invites you to attend the second World Congress on Philanthropy, June 9–11, 1991 in Miami, Florida.

Keynote speakers will be Liv Ullmann, actress, Goodwill Ambassador for UNICEF, and Vice President of the International Rescue Committee, and Sir Paul Reeves, newly-appointed representative of the Anglican Communion to the United Nations and former Governor General of New Zealand. Contact: The World Congress on Philanthropy Educational Foundation, 1145 19th Street NW, Suite 201, Washington, DC 20036, 703-683-0000, 800-852-0001, FAX 703-683-3834.

Fundraising Appeals

The following letter by Parents and Friends of Lesbians and Gays was sent to 55,000 prospects and yielded just over a 1% response, which is excellent. While exact figures were not available, the average gift was higher than usual for P-FLAG.

The letter, while longer than many grassroots organizations would normally send, demonstrates an important point: people buy with their hearts first, and then their heads. Groups should not worry so much about the length of their letters, but instead, take the amount of space it takes to tell the story properly. In this letter, any detail left out would have weakened the overall story.

This direct mail package was developed by Mal Chow and Co., 1611 Connecticut Ave. NW, Washington, DC 20009, and is reprinted with their permission. For further information about this firm, write to David Feltman at Mal Chow. ◘

Dear Friend:

My son is loved and remembered for many things—a high school football star and honor student, captain of his college baseball team and a student leader, an accomplished film maker and medical doctor, and a loving brother and son.

Yet, it took me nearly ten years to understand and accept Jimmy as a gay man.

Sadly, it took AIDS to bring us back together again.

Like many parents of gay people, I simply did not understand homosexuality and I didn't know where to turn for help.

So permit me a moment to tell you Jimmy's story and about how I came to accept his homosexuality—in hopes of helping other gay men and lesbians avoid the all too common pain of being rejected by their families and close friends.

Because there's an organization called Parents and Friends of Lesbians and Gays (P-FLAG) that helped me to overcome the myths and misconceptions I once held about homosexuality.

And P-FLAG's work around the country fighting homophobia by building new bridges of understanding between the "straight" and gay communities is really important to all gay people.

Where should I begin?

I guess it was easy to be proud of Jimmy while he was growing up. He was a wonderful child and we were very close.

He was handsome, smart and ambitious, yet humble.

As an altar boy, he once dreamed of a life in the priesthood. As student council president, an A student and a star running back on his city championship team, he was recruited with scholarship offers by Harvard and Holy Cross. And pretty girls always chased him.

His intellectual and physical talents made him popular.

That's why my husband and I were shocked to hear that Jimmy wanted to see a psychiatrist. And our priest recommended it!

As parents, we were quite concerned.

In the spring of 1960, it wasn't very common for a seemingly normal high school senior to need a psychiatrist. But we agreed that we would not pry into Jimmy's "problem" and we would wait until our son was ready to tell us about it.

Little did we know . . . our Jimmy was wrestling with his homosexuality. And it would haunt him throughout the '60s.

While he continued to excel in sports in college and he became a campus leader, he fought a bitter war on the inside. A devout Catholic, Jimmy prayed for mercy by asking God to clean him of his desire for men.

But the torment continued. And he was too afraid to confide in his parents and hometown friends.

We became increasingly worried—yet he began shutting us out of his life. He was strangely silent with the rest of his family during his college vacations. And we had difficulty understanding some of the things he did.

For example . . . after being pursued by a delightful and charming girl, Jimmy made plans to marry in 1969. Then he suddenly broke off the engagement by saying no more than "sorry, we changed our minds."

After graduating from Harvard Medical School, he decided to move across the country to San Francisco.

We were saddened he wanted to live so far from home, but this is where Jimmy found the inner peace he so eagerly desired—by living as an openly gay man in a free city.

It was an exhilarating and liberating experience for Jimmy.

Yet when he wrote home, he was too afraid to include his home address in the Castro District. So instead, he used his office address and kept up this hiding for years.

Finally in 1974, he gathered the courage to tell his parents. He called us one Sunday to say, "I've got something to tell you."

He then told us he was gay.

On one hand, it answered a bunch of questions. The reason for his psychiatrist. His mysterious aloofness. And his abruptly cancelled wedding.

Yet I'm sorry to say . . . we were shocked and upset.

PARENTS AND FRIENDS OF LESBIANS AND GAYS

P-FLAG

SUPPORT GROUPS

When parents feel confused, angry or guilty about their child's homosexuality, they can share information, comfort and strength with other parents of gay men and lesbians through P-FLAG's 200 local chapters and informational hotlines.

PUBLIC EDUCATION

P-FLAG confronts homophobia in national print and broadcast media to counter the so-called "traditional values" groups who claim that the gay rights movement will destroy the family.

AIDS ACTIVISM

P-FLAG members work aggressively with gay activists to urge government to increase attention and funding for AIDS research and medical services.

YOUTH PROGRAMS

P-FLAG publishes handbooks and provides training to teachers and school administrators about the special needs of gay and lesbian youth. By providing counseling and information, the incidence of alienation and suicide among gay youth can be reduced.

GAY RIGHTS ADVOCACY

Instead of fighting discrimination on behalf of a faceless minority, parents of gays and lesbians are fighting for the rights of their sons and daughters — and the entire gay community. P-FLAG has placed special emphasis on working for laws that will eliminate anti-gay hate crimes.

ABOUT PARENTS-FLAG

Parents and Friends of Lesbians and Gays (P-FLAG) is a tax-exempt, non-profit organization founded in 1981 to help families and their lesbian and gay members learn to understand, accept and love one another.

With over 200 local chapters and information hotlines across the United States, Canada and six other countries, P-FLAG stands alone as the only group of non-gay people working exclusively for gay and lesbian rights.

P-FLAG works to end the alienation that often results when gay men and women disclose their homosexuality to their families and friends. By working with schools, community leaders and the general public, and distributing educational materials, P-FLAG builds bridges of understanding between gay persons and the heterosexual community.

With the spread of the AIDS epidemic, P-FLAG has taken up a special mission to demand government funding for AIDS research and support services. Parents of gays and lesbians have shown a remarkable ability to communicate effectively with government leaders on behalf of their children and other gay people.

P-FLAG also works through the national media and lobbies Congress in a continuing mission to eliminate hate crimes and end discrimination against gay men and lesbians. Although involved in many levels of AIDS and gay-related issues, P-FLAG's primary purpose is to promote greater understanding while breaking down stereotypes and myths about gay and lesbian life.

Parents and Friends of Lesbians and Gays
1012 14th Street, NW., 6th Floor
Washington, D.C. 20005

Your contribution is tax-deductible to the full extent provided by law. A copy of our latest financial report may be obtained by writing P-FLAG.

This explanatory sheet was included with the letter reproduced here in P-FLAG's mailing.

Back then, I thought homosexuality was a sickness, something Jimmy could overcome.

My husband and I didn't know much about homosexuality. None of our friends had openly gay sons or daughters. And all we knew was our church condemned it. So we went to church to pray that God would intercede to save our son.

That's why we told Jimmy, "We will pray for you."

But he didn't want to hear our sympathy and prayers.

Jimmy wanted our love and acceptance. And we couldn't give it to him at the time—because of the myths and misconceptions we held about homosexuality. Instead, we told him being gay was "wrong." And Jimmy was so hurt he barely spoke to us for almost six years.

Like many parents, we were confused, and we desperately needed someone to talk to.

That's why P-FLAG's national network of support groups is so important. Parents and Friends of Lesbians and Gays has over 200 local chapters and hotlines where parents help one another to love and accept their sons and daughters.

P-FLAG also prints and distributes literature which explains how homosexuality is normal, natural and healthy. And P-FLAG actively lobbies city councils, state legislatures and Congress for increased civil rights protection for all gay people.

And from what I've seen . . . parents of gay people can be very influential with political leaders.

Politicians will listen to us when they won't listen to other gay rights activists.

So, P-FLAG plays an important role in changing attitudes and fighting homophobia.

For instance, in Massachusetts, P-FLAG members played an active part in the passage of the nation's second statewide gay rights measure. In Spokane, P-FLAG is successfully working with the local police to build awareness of hate crimes directed at gays and lesbians. And their leaders frequently appear on nationally televised shows like Oprah Winfrey to discuss homosexuality.

P-FLAG is also active at the local, state and national levels in lobbying for more AIDS funding and increased civil rights protection for gays and lesbians.

P-FLAG's most important role is helping families overcome the hurt and anger caused by ignorance and rampant misinformation about homosexuality. And I've seen the positive impact P-FLAG's materials and support groups can have on an unaccepting parent.

I only wish I had run into P-FLAG earlier!

I'm sorry I wasn't more understanding when Jimmy first told me he was gay—but I really didn't understand. And I needed a group like P-FLAG.

Yet, it wasn't until he became sick with AIDS that I learned to love and accept him as a gay man.

Fortunately, Jimmy and I became very close again during his three-year battle with AIDS. And when he died in our home, he was surrounded by loving friends and his supportive family.

Unfortunately, many other persons with AIDS must face their illness alone—because of their family's inability to deal with their homosexuality.

And sadly, many gay men and lesbians only encounter rejection and painful insensitivity from parents and friends. That's why I'm asking you to support P-FLAG's work.

P-FLAG fights homophobia.

And they now need your help to offer more hotlines, support groups and educational programs around the country.

With your help, P-FLAG will combat homophobia in the media and within religious institutions . . . sustain the Family AIDS Project which offers support and information to families affected by HIV infection . . . and promote a more positive image of gay people.

Your support will also recruit more parents like me in the battle against discrimination and for increased AIDS funding.

So, please consider a contribution of $30, $50 or more.

Sincerely,

Betty

Betty Holloran

P.S. AIDS is calling upon all gay people and their parents to stand up and defend our rights and dignity. And the work P-FLAG is doing to combat homophobia, to fight for increased AIDS funding, and to heal broken families needs your help. So, please be extra-generous in your support!

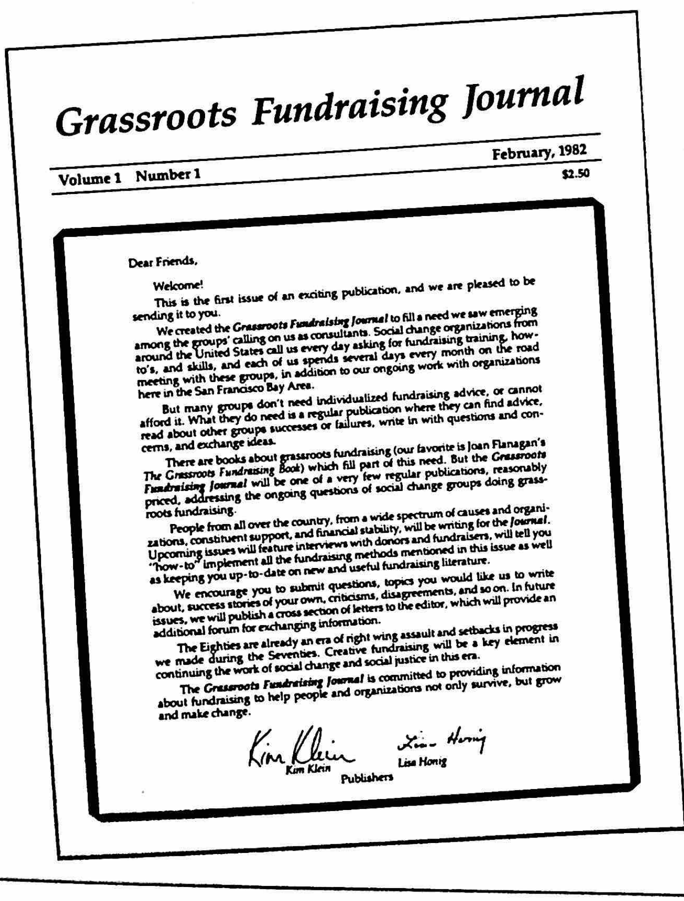
Reflections

As the *Journal* Starts Its Tenth Year

by Kim Klein

Ten years ago, Lisa Honig and I sat in her kitchen in San Francisco and reflected on the fundraising world. I was the fundraiser for the Coalition for the Medical Rights of Women, a medical rights education and advocacy group in San Francisco, and Lisa was the fundraiser for Equal Rights Advocates, a public interest law firm focused on sex discrimination. Reagan had just been elected president. We were both doing some consulting and training, and I was getting ready to leave the Coalition to consult full time. After many discussions, we decided that what people really needed was a source of reliable information about fundraising written *by* people who had actually done what they were writing about, and *for* organizations with low budgets working for social change. After eight months of planning, the *Journal* was born.

The first issue was published in February, 1982. It included an article called, "So you just lost your funding..." describing what to do if your government funding was cut off, an article on direct mail called, "How To Write a Good Fundraising Letter," a book review, some announcements, a fundraising advice column by Joan Flanagan, and a cartoon. It was well received, and the subscriptions that followed paid for that issue and the next one. The subscriptions we got from the next one paid for the next, and so on. As we begin Volume 10, the *Journal* is still very grassroots in that way.



Grassroots Fundraising Journal

February, 1982

Volume 1 Number 1 $2.50

Dear Friends,

Welcome!

This is the first issue of an exciting publication, and we are pleased to be sending it to you.

We created the *Grassroots Fundraising Journal* to fill a need we saw emerging among the groups' calling on us as consultants. Social change organizations from around the United States call us every day asking for fundraising training, how-to's, and skills, and each of us spends several days every month on the road meeting with these groups, in addition to our ongoing work with organizations here in the San Francisco Bay Area.

But many groups don't need individualized fundraising advice, or cannot afford it. What they do need is a regular publication where they can find advice, read about other groups successes or failures, write in with questions and concerns, and exchange ideas.

There are books about grassroots fundraising (our favorite is Joan Flanagan's *The Grassroots Fundraising Book*) which fill part of this need. But the *Grassroots Fundraising Journal* will be one of a very few regular publications, reasonably priced, addressing the ongoing questions of social change groups doing grassroots fundraising.

People from all over the country, from a wide spectrum of causes and organizations, constituent support, and financial stability, will be writing for the *Journal*. Upcoming issues will feature interviews with donors and fundraisers, will tell you "how-to" implement all the fundraising methods mentioned in this issue as well as keeping you up-to-date on new and useful fundraising literature.

We encourage you to submit questions, topics you would like us to write about, success stories of your own, criticisms, disagreements, and so on. In future issues, we will publish a cross section of letters to the editor, which will provide an additional forum for exchanging information.

The Eighties are already an era of right wing assault and setbacks in progress we made during the Seventies. Creative fundraising will be a key element in continuing the work of social change and social justice in this era.

The *Grassroots Fundraising Journal* is committed to providing information about fundraising to help people and organizations not only survive, but grow and make change.

Kim Klein Lisa Honig

Kim Klein Lisa Honig

Publishers

Looking back over this decade, some things have changed a great deal and some things have not changed at all. Which is probably true in any decade. Ten years, after all, is not a long time. Aside from how the world has changed politically, I think some of the most major changes for nonprofits have been in day-to-day technology and language.

Ten years ago, I didn't know any small nonprofits that owned a computer. Many were happy if they had self-correcting typewriters. I knew only a handful that had their own photocopy machine, and most of us were very familiar with carbon paper (an item I have barely seen in the last three years). Few nonprofits had touch-tone phones or answering machines, as did few people. In fact, when organizations had houseparties to finance moving their mailing list from various paper systems to a computer, they were thought very modern. FAX machines were a gleam in someone's eye, as were modems and voice mail. Federal Express and Express Mail, in their infancy, were a luxury nonprofits used only in a pinch. Most people in nonprofits did not know what "co-dependent" or "dysfunctional" meant and certainly not as applied to organizations. Then, for a person to be in therapy was not uncommon; now it's not unheard of for whole organizations to have regular meetings with a family therapist.

Ten years ago, $12,000 plus benefits was a decent salary for "movement" work, and a lot of people applied for every job available.

I do not believe in nor practice nostalgia, but I can't help but notice that with all our technology, no more things happen on time than before, and there are just as many typographical errors.

I have worked full time in fundraising for 15 years. I have been to every state, most several times, and to a few foreign countries to consult, train about, or practice fundraising. Sometimes I wonder if it is worth all that flying, sleeping on floors or people's couches, eating junk food, staying up too late, missing important times with my friends, my lover, my cats. All for the sole purpose of helping groups get money. When people ask me what I do I say, "I move money to the left," even though I often work with groups that don't have a specific leftist agenda. They work in daycare or social service or education. All the groups I work with have this in common: they think the world could be better and that they can help make it better.

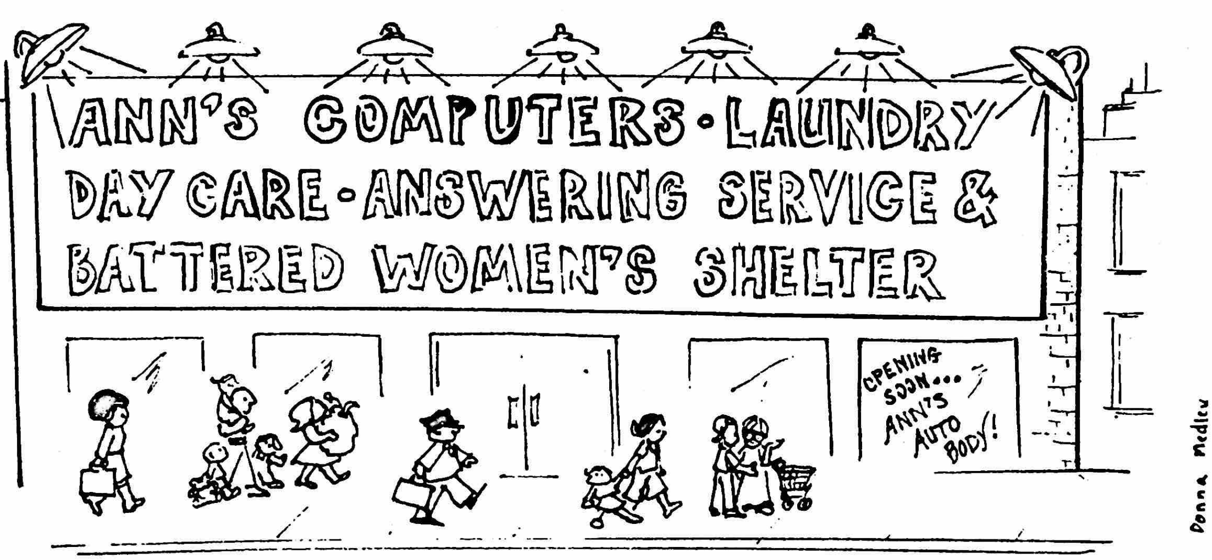
And when I ask myself if these fifteen years have been worth it, I say without a doubt in my mind, "Yes."

For a number of reasons, the world is not in better shape than it was in 1982, when we published Volume 1, Number 1 of the *Journal*. These reasons, in the United States at least, have largely to do with the government's abdication of its social responsibility, its insistence on preparing for war on somebody, the exploding AIDS epidemic, and the vast economic changes brought about by government cutbacks and their trickle-down effect, and by multi-national corporations. Nevertheless, the reason that the United States is not completely overrun with toxic and hazardous waste, faulty nuclear power plants, dangerous workplaces, helpless tenants, race, sex and sexual preference discrimination, anti-abortion laws, and a total lack of health care for poor people is because thousands of nonprofits work tirelessly to keep the needs of average citizens in the forefront. The health care, housing, civil rights, job training, shelter, education, and so on that we do have are in large part due to the work of groups like the ones that subscribe to this *Journal*.

Sometimes when I sit in someone's living room or in a mildewy church or synagogue basement or a drafty school classroom teaching fundraising to a group of Board members who have come out to the meeting in a snowstorm or a heat wave, after a long day's work, who would really rather not have to learn fundraising, but will because they believe in their group, and I multiply that group of people times all the groups that are meeting all over this country, I feel proud and thankful to be in this work. We have fed, sheltered, advocated, marched, given sanctuary, nursed, taught, litigated, sat-in, been jailed, on behalf of or because of people and causes we believed in.

I am reminded of the story of Florence Chadwick, the first woman to swim the English Channel. In 1940, she made her first attempt. As she swam, her coach followed her closely in a boat. A thick fog descended after she had been swimming for some time, and she literally could not see her hands in front of her as she made her strokes. She told her coach she was cold and was worried she wouldn't make it. He encouraged her. She felt tired. She couldn't see any sign of progress—she couldn't see anything but thick gray fog. Although she kept going for a while, she began to feel frightened that she would drown or get hypothermia. Finally she gave up and her coach pulled her in the boat. She was 40 yards from the French coast. It took her ten years to do all that was required to try again. In 1950 she made it. In 1951 she swam both ways.

We don't know how close we are to justice. Our job is to keep swimming. Don't panic. There are thousands of groups working on hundreds of issues. Our work is not in vain. ■



Because of severe budget cuts, shelters are turning to innovative survival techniques such as merging with other agencies and profit making ventures.

Cartoon from our second issue (1982).

Book Review

The Foundation Center has released new editions of its popular COMSEARCH series. COMSEARCH are subset publications of the Center's *Foundation Grants Index* (a research guide that lists over 46,000 grants), and are designed for fundraisers who wish to target a particular subject or geographic area. Each publication lists thousands of grants of $5,000 or more awarded to nonprofit organizations in the specified field. Fundraisers use these extensive grant listings to 1) identify foundations that have already demonstrated interest in their cause; 2) tailor their proposals to match current trends in giving; and 3) learn of other nonprofit initiatives in their subject field or within their communities.

Four different types of COMSEARCH offer fundraisers a variety of research tactics. COMSEARCH *Broad Topics* list grants in 26 broad areas of funding such as *Arts, Culture & the Humanities* and *Higher Education*. COMSEARCH *Subjects* feature grants awarded in 28 highly focused areas including *Homeless, Cancer Cure & Research,* and *Hispanics*. COMSEARCH *Geographics* classify grants reported in 2 cities, 11 states, and 7 multi-state regions. Finally, COMSEARCH *Special Topics* cover three frequently requested statistical compilations from the Center's database, including the top 1,000 foundations by assets.

COMSEARCH Expands Coverage

Since the release of the last COMSEARCH series published one year ago, the Foundation Center has instituted a new system for classifying foundation-administered grants. As a result, the series is now more responsive to the needs of fundraisers. Several of the titles have shifted their focus to include more material. For example, the title of the new Broad Topic *Hospitals, Medical Care & Research* reflects the recent inclusion of grants for medical research. In addition, COMSEARCH editors have added six completely new titles, providing crucial research in areas of grantmaking currently garnering increased attention from the foundation community:

- Blacks
- Civil Rights/Social Action
- Domestic Violence & Spouse Abuse
- Eastern Europe & the Baltics
- Family Planning & Reproductive Health
- Historic Preservation

Extensive Information Within Specific Fields

Researchers at the Foundation Center compile foundation grant lists from a number of sources—published annual reports, grant lists submitted to the Center by the foundations themselves, and IRS information returns—to ensure the highest possible level of accuracy and detail. The grant listings in each COMSEARCH publication appear in alphabetical order by state and, within the state, by foundation name. Each grant record includes the name, city and state location of the recipient organization; the grant amount; the date authorized; and a description of the grant. Three indexes guide researchers through the material, targeting grants by recipient name, geographic area, and subject. Each COMSEARCH publication also includes a section that provides the name, address, and giving limitations (if, for example, a grantmaker only awards grants within Ohio) of all foundations whose grants are listed in the volume. In addition, each publication provides a series of statistical tables that introduce researchers to broader trends in foundation giving within the field.

Journal readers are always encouraged to develop sources of funding outside of grants, but because most organizations continue to rely, at least in part, on foundations, it is important to know how to get accurate information quickly.

There are two prices for the printouts. The "Broad Topics," which include such grant listings as "Aged," "Children and Youth," "Crime, Law Enforcement and Abuse Prevention," "Environmental Protection and Animals," "Women and Girls," "Physically and Mentally Disabled," and so on are $55 for each topic. The "Subjects," which are more specific, are $33 in paper or $11 for microfiche. The subject "Health," for example, includes listings under alcohol and drug abuse, cancer care and research, family planning and reproductive health, hospices, nursing homes and home health care and the like.

Geographic listings are $55 each, and Special Topics such as "1,000 Largest Foundations by Assets," or "1,000 Largest Foundations by Total Giving," are $33.

For a complete listing or more information, call the Foundation Center at 1-800-424-9836. ■

Back Issues

VOLUME SIX

Number 1 (February 1987): Strategic Planning for Voluntary Non-Profits; A Personal story: Raising Money for a Trip to the Soviet Union; Twenty Words That Sell.

Number 2 (April 1987): The Art and Science of Direct Mail Copywriting, Part One; "Spelling for Dollars"; How to Hold a Better Meeting.

Number 3 (June 1987): Direct Mail Copywriting, Part Two; The Celebrity Auction.

Number 4 (August 1987): Philanthropy in 1986; The State of the Journal; The Meaning of Self-Sufficiency; Federal Policy and Nonprofit Postal Rates.

Number 5 (October 1987): Keeping in Touch with Major Donors; A Few Words on Better Board Meetings; Why Throw Money Away?

Number 6 (December 1987): Penetrating the Mystique of Philanthropy; How to Hire an Executive Director; How to Do a Raffle.

VOLUME SEVEN

Number 1 (February 1988): Confessions of a Grantsperson; Tax Reform has Neutral Impact; Stock Mark Crash.

Number 2 (April 1988): New CFC Regulations Dangerous; So You Want Your Board to Raise Money; Basic Principles of Fundraising; Warehouse of Resources.

Number 3 (June 1988): Going Back to Major Donors; Hard Work + Steady Income = BINGO; Profile Your Ads; A $40,000 Bus.

Number 4 (August 1988): Candle Burning at Both Ends; Essential Ingredients for Fundraising Planning: Part I; Getting Small Donors to Renew Year In and Year Out.

Number 5 (October 1988): Essential Ingredients for Fundraising Planning: Part II, Romancing the Stars; Looking Good: Developing Effective Written Materials at Low Cost, Part I.

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

VOLUME EIGHT

Number 1 (February 1989): The Alternative Fund Movement; Looking Good, Part III: Just the Words That Matter; State of the Journal.

Number 2 (April 1989): Lessons from Grassroots Groups; Case Study of a Small Social Action Alternative Fund; Financial Management 101.

Number 3 (June 1989): Board Members: How Hard Should They Work?; Recycling for Profit and Public Service; Raise the Bid for Funds

Number 4 (August 1989): How to Conduct Your First Capital Campaign; Assigning Fundraising Tasks; Gearing Up for Fall Fundraising.

Number 5 (October 1989): Stop Looking for Wealth; Fundraising in a Small Town; Finding Foundation Funding

Number 6 (December 1989); When Board Members Wriggle Out of Fundraising; Alternative Fund Movement Challenges United Way; Trading Mailing Lists.

VOLUME NINE

Number 1 (February 1990): How to Do a Houseparty; The Technique of Soliciting Funds; Guidelines for Lobbying; State of the *Journal*; Profile of a Major Donor; Book Review.

Number 2 (April 1990): Moving Up to the Big Gift; Feeding the Hungry: Kentucky Harvest; Spring Cleaning; Hope Despite the Times; Book Review.

Number 3 (June 1990): Setting Up the Major Gift Meeting; The Zen of Grant Writing; 26 Ideas for Multiple Appeals.

Number 4 (August 1990): Early History of Women in U.S. Philanthropy; Beyond Board Bashing; Three Late Summer/Early Fall Fundraising Strategies; Fundraising Appeals.

Number 5 (October 1990): Black Women in U.S. Philanthropy; Direct Mail Fundraising; Time Management Tips; Fundraising Appeals; Publication Review.

Number 6 (December 1990): Raising Money for a Consortium; Direct Mail Fundraising, Part 2; Advisory Boards: No Miracle Solution; Philanthropy in 1989.

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