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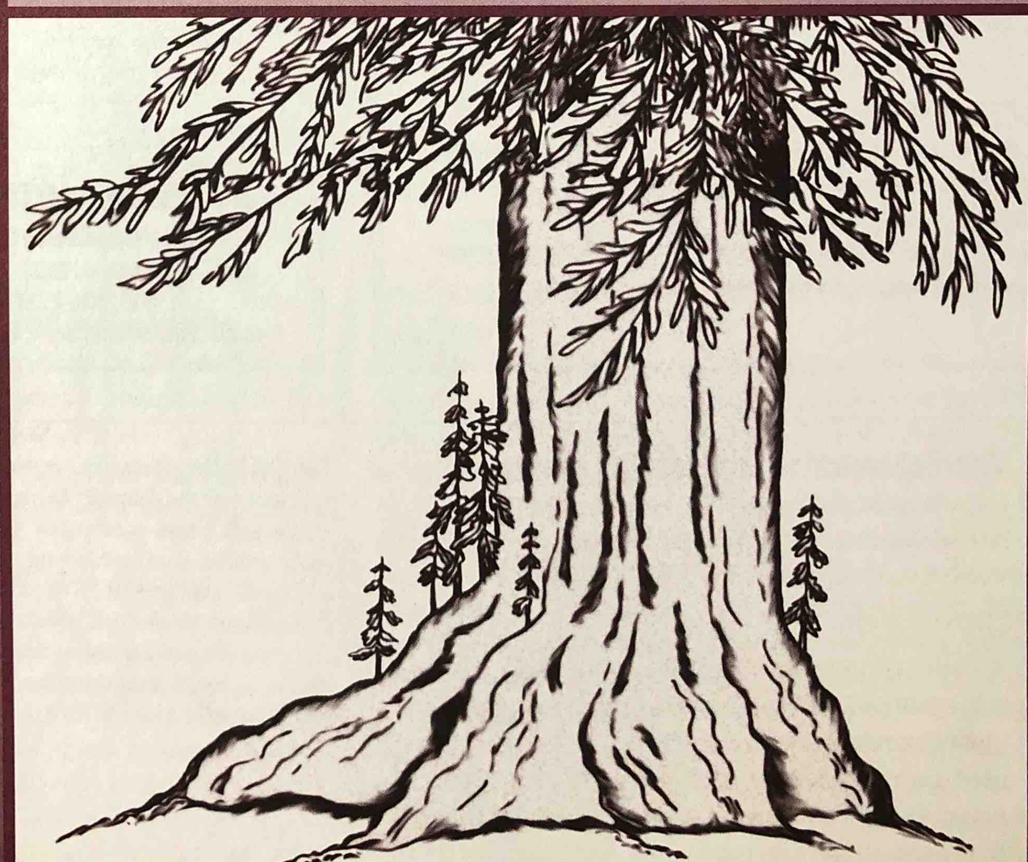

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WRITERS' GUIDELINES

The *Grassroots Fundraising Journal* is happy to consider articles for publication. Please submit copy typed, double-spaced. If computer-generated, please submit highest quality printing possible (no dot matrix print-outs, please). Please do not submit material typed in all capital letters.

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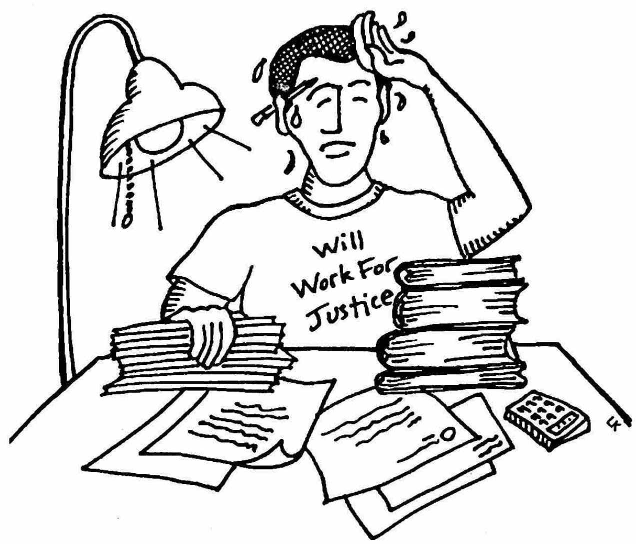
CHARDON PRESS

Getting the Most Out of the Month of August

by Kim Klein



"August again?" I hear you ask. "How did that happen? That means soon it will be September, then October, November, and December!" Yes, sisters and brothers in the mental giant, er, fundraising profession, it is August, and yes, time passes. If this observation is causing you anxiety, you had better get a grip on August.

In August, many organizations go into a holding pattern, waiting for September and the revitalization that comes with fall. Even though the "New Year" is January, for many of us September also feels like the beginning of a year. In many parts of the country, the summer heat has made the idea of work unthinkable. But, for those hardy people who pull together their last strength, sit with glasses of chilled refreshment, lots of scratch paper, and plot out their fall schedule, August is a month to get a head start on fall fundraising. August is your chance to become proactive about the fall so you won't find yourself in the first week of January making a mental list of missed opportunities.

Here are some suggestions for using August wisely:

1. Take a vacation. Get away, get rested up. Remember that you are not your work, and if you are going to stay in this work, you need to balance it with leisure.
2. Work regular hours. Work eight-hour days and take weekends off. If you must work on a weekend, take a weekday off.
3. Schedule one day to clean off your desk and clear out your files. Dust your bookcase, vacuum your floor, and wash your windows, if your office has windows. Look at everything in your office and ask yourself, "Do I need it? Do I use it? Do I like looking at it?" If you can't answer "yes" to one of those questions, throw it away. That goes for things you think you should read in order to improve yourself but that actually really bore you, and expensive office supplies that you bought in a fit of getting organized and have never used. (The phrase "throw it away" means do something environmentally appropriate. That erudite 20-page report critiquing how foundations decide whom to fund can be recycled into another obscure report. Those cardboard storage drawers that you bought to sort all your newspaper clippings can be given away to a child who will actually use them to sort her crayons and beanie babies.)
4. Encourage all your staff and volunteers to do #3, and clean up all common areas.
5. One weekday during the month, in the middle of the afternoon, shut your office and take everyone to a matinee.

These exercises will clear out your head, provide a clean, clear workspace and help you get ready to make fall fundraising plans without physical and mental clutter. Going through all your stuff will remind you that you have accomplished a great deal so far in 1998, and allow you to feel better about how your year is going.

You will now have eight workdays left in August (after your two weeks of vacation, one-two days to clean up the office, and half a day at the movies). Use these eight days as follows:

Take four sheets of butcher paper and mark them September, October, November, December, and mark the days on each calendar. Although fall is four months on the calendar, in worktime available it is closer to two and one-half months. So, take a pen and cross out any time you are not available, including major holidays. Cross out days before and after holidays to account for people being tired, getting back from trips and so on. Thus, on your calendar, Labor Day weekend will start September 3, Thanksgiving will end the following Tuesday rather than Sunday, and Christmas/Chanukah/Kwanzaa will begin December 12 and end January 3. Once you factor in elections, the World Series, and so on, you will see why fall seems to pass so quickly.

Put anything on your calendar that your organization has already planned and evaluate whether it is realistic. What seemed doable in January may now be clearly unrealistic. The 5K Run cannot happen the weekend after a 3,000-piece mailing goes out. What were you thinking? Also, now you know that a major conference is happening at which your organization will be featured, so it may be better to delay the raffle drawing until after that conference.

Resist the temptation to list something, then draw a line across all the months with the word "Ongoing" above it. "Ongoing" often means "too boring to plan properly" (e.g., T-shirt sales) or, "We really don't know how to do it." (e.g., major gift solicitation). Examine the parts of the plan that seem least clear, and try to identify what the problems are. Maybe you really don't know how to set up a major gifts program, but you have heard that you should do it, so you have dutifully put it in your chart. In this case, you need to leave time to learn more. Make a list of whatever steps you need to take to learn how to do this.

Next make two lists. In the first, list all your strategies in order of the amount of money they will raise, in decreasing order. On the second, list all your strategies in order of your organization's ability to do them year after year, also in decreasing order. As you realistically evaluate what you have time to do, you will generally pick as top priority those things that bring in the most money year after year. Thus a foundation proposal due Sept. 15 worth $10,000 is a high priority on list 1. However it ranks near the bottom of list 2 if that foundation has already said they only fund groups for three years and you are in your third year. A direct mail campaign to get new donors is low on list 1, but high on list 2. What will be high on both lists is seeing a donor who gives $2,500 a year for the past three years. Same with calling a volunteer who does a house party in November that generally nets $3,000 and which he claims would raise more if he only got started earlier and invited more people.

After you have scheduled all your top priority work, you will need to sort through those things that appear high on one list but low on another. The foundation proposal is still important to do, because you need the $10,000, but you need to research a new source. The mail appeal is important to do because you need new donors. Spending a day at a booth at a street fair when you are not currently working on any issues that are relevant to that community is not a good idea regardless of the fact that the booth is free.

Think about aspects of your job that you don't do or don't do well because you don't know how. For example, if you have really good fundraising software, but you are still doing a lot of things by hand, learn how to use the program. Many of us learn just enough of a program to do the most immediate tasks, but we wind up not using it well. Let August be the time you get a friend to show you how to use it better, or that you finally go through the built-in tutoring program. Maybe your organization has a product you feel would sell easily, but you don't know the sales tax implications or you don't know how to market it. Figure out how you could learn these things, or who you know who knows them and might be willing to help you.

Finally, if you have any remaining time, shore up your infrastructure. Enter into the computer any information you have about your donors that you have kept in your head or on little scraps of paper. Plan as many articles for the next two issues of your newsletter as you can and call people now to begin writing them. Make sure you have enough stationary, envelopes, return envelopes and reply cards for most of the fall. If you don't, order them now and ask the printer for a discount. August is a slow month for many vendors, so it is a good time to get deals.

Detailed planning and evaluation in August will help you get ready for what is traditionally the best season for fundraising (autumn), make sure you are making maximum use of your resources, and free you from having to do this extensive planning (which you might not get around to anyway) once fall is underway. If you follow the suggestions in this article, you will enter September rested, confident in what has to be done and ready to do it. Although that feeling will not last, it will make your work easier and more productive for awhile, which is all that can be said for any plan. GFJ

How Does Your Board Measure Up?

by Stephanie Roth

Want a quick and simple way to identify areas of strength and weakness on your board? I've been using the chart on the next two pages to help boards evaluate their health and functioning for the past several years. Answering the questions on the chart and adding up your score will put you on the path to a new and improved board of directors.

Boards change when the members themselves identify a need to do so. This chart is a guide by which your board can decide for itself what needs to change. More real progress results when board members can see for themselves how they measure up than when they are told what to do by the executive director or an outside consultant.

There is no magic formula to a high-functioning board, and you do not necessarily have serious problems if your board is not structured or organized as the items on this chart suggest. Nevertheless, the chart can help your board identify areas that it agrees need attention, development, and/or reorganization. The scoring gives you a way to compare how you're doing with what might be considered more or less ideal. On the other hand, if your score comes out quite low but you believe that the way your board is functioning works for you and gets the job done, then don't worry about it.

Using the chart:

1. Schedule a board meeting at which you can spend at least a couple of hours working with the chart, or make it one part of a longer board retreat.
2. Distribute a copy of the chart to each board member to fill out so that everyone has the opportunity to express their opinion about the strengths and weaknesses of the board.
3. Use the group's responses as a guide for the areas it most wants to work on now. If more than a couple of areas seem deficient, choose the top two or three that can be the focus of the board's attention for the next six months. There will always be things that need improvement, and you will make more progress biting off smaller rather than larger pieces at one time.

Your board can decide for itself what needs to change.

A few other thoughts about developing a strong and well-functioning board of directors:

1. Remember that board members are volunteers, with busy lives apart from the time they serve on the board. Progress may be slow, but as long as it is steady, change will happen.
2. The work of improving the board is not the responsibility of the executive director. The board chair, or another board member who is able to take leadership, is key to the success of any effort to strengthen the board. A process that is initiated and led by staff is less likely to be successful.
3. The work of developing a board is ongoing for the life of your organization. Though you will face different challenges at different stages, there is never a point at which you will have a "perfect" board. Like relationships, like families, like communities, the board is always evolving and changing. With luck, the challenges will not overwhelm or discourage you, but provide keys to new ways of moving forward.

So, try out the chart, don't take yourselves too seriously, and know that you're in this work for the long haul. Good luck!

See page 8 for some resources on strengthening your board.

How Does Your Board Measure Up?

Rate your board using the following scale:

0—No, this doesn't exist on our board
1—We're working on it
2—Yes, we're in great shape on this item

A. SELECTION AND COMPOSITION	RATING
1. The board is composed of persons vitally interested in the work of the organization.	
2. The board is representative of its constituency with regard to race, class, gender, and sexual orientation.	
3. There is a balance of new and experienced board members to guarantee both continuity and new thinking.	
4. Board members have the combination of skills (e.g. fundraising, management, legal, fiscal, etc.) necessary to carry out their work.	
5. There is a limit to the number of consecutive terms a member can serve on the board. (No life terms!)	
6. The organization has a pool of potential board members identified for the future.	
7. The organization develops future board members through the use of volunteers on committees.	
8. New board members are recruited and selected using a thorough review process.	
	SUB TOTAL
B. ORIENTATION & TRAINING	
9. There is a statement of agreement outlining the duties and responsibilities of board members that all board members sign.	
10. The board understands its legal liability.	
11. The organization provides an orientation for new board members.	
12. The organization supplies a board manual to all board members that includes, but is not limited to, descriptions of current programs, a list of board members, budget and funding information, by-laws, and personnel policies.	
13. The organization makes training opportunities available for board members to increase skills related to their board responsibilities.	
	SUB-TOTAL
C. STRUCTURE & ORGANIZATION OF THE BOARD	
14. The board has a simple, concise set of by-laws that describes the duties of board members and officers, as well as the procedures by which the board conducts its business.	
15. The board has a mechanism (such as an executive committee) for handling matters that must be addressed between meetings.	
16. The board elects a chairperson (or co-chairs) to provide leadership and coordinate the ongoing work of the board and its committees.	
17. The board has active committees (e.g. fundraising, personnel, nominating, long-range planning) with specific assignments and responsibilities.	

18. Committee assignments are reviewed and evaluated periodically.	
19. Working relations between the board chairperson(s) and the executive director are strong and productive.	
20. Board and staff members are clear about their respective duties and responsibilities.	
21. Working relations between the staff and board are characterized by mutual respect and good rapport.	
	SUB-TOTAL

D. THE BOARD AT WORK	
22. There are regularly scheduled board meetings at least 4 times a year.	
23. Meetings begin and end on time as per agreed-upon schedule.	
24. There is adequate preparation and distribution of material, including agendas, study documents, etc., in advance of board meetings.	
25. Board meetings are characterized by open discussion, general participation, and active thinking together.	
26. Board meetings deal primarily with policy formulation; program, financial and long-range planning; financial review; and evaluating the work of the organization.	
27. Minutes of board and committee meetings are written and circulated to the members.	
28. Committees are active and complete assigned tasks in a timely manner.	
29. The board is aware of matters of community, state, and nationwide concern within the field of service of the organization.	
30. Individual members of the board accept and carry out assignments within the area of their talents and expertise.	
31. Board members follow through on their commitments in a timely manner.	
32. Board members make a generous financial contribution (self-defined) to the organization on an annual basis.	
33. All board members are involved in some aspect of fundraising for the organization.	
34. The board conducts an annual review of its own organization and work.	
35. New leadership is emerging consistently from the board and its committees.	
	SUBTOTAL

Add up your total score: ______

If your score is:

60–70: You're in great shape. You have a healthy board with good working relationships. You should consider sharing some of your secrets with the rest of us! (One of your secrets is that you realize that the work of developing an effective board is a lifelong process.)

48–59: You're on the way to a strong, effective board; pay attention to your weak spots, and involve the entire board in developing solutions.

31–47: You have lots of room for improvement. The board needs to prioritize areas to work on—both in the short and long term—make a plan, and work the plan!

Under 30: You're probably experiencing problems already. Now is the time to devote serious attention to ways to strengthen the structure, composition and functioning of the board. If not, your programs, and ultimately the entire organization, will suffer. GFJ

Resources on Boards

▫ The Board of Directors

In addition to the *Grassroots Fundraising Journal,* Chardon Press publishes books on fundraising, community organizing and organizational development for small to mid-sized organizations.

Especially useful for boards, *The Board of Directors* contains reprints of the best articles on boards of directors and fundraising from the *Grassroots Fundraising Journal.* ($10 + tax & shipping. See page 15 for ordering information.)

Chardon Press
PO Box 11607
Berkeley, CA 94712
(510) 704-8714

▫ National Center for Nonprofit Boards

Publishers of booklets, books, and videos on every aspect of board development.

2000 L Street NW, Suite 510-L
Washington, DC 20036-4907
(800) 883-6262

▫ Boards from Hell, by Susan M. Scribner

This humorous booklet identifies common problems encountered on nonprofit boards, and suggests ways to solve them. (60 pages, $15 plus shipping.)

Scribner & Associates
49 Coronado Ave.
Long Beach, CA 90803
(310) 433-6082

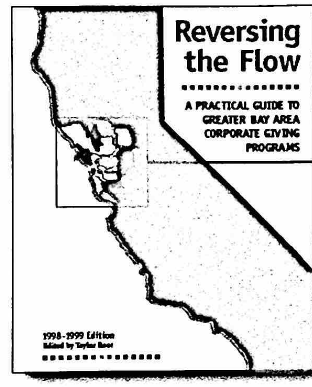
UPDATED AND SUBSTANTIALLY REVISED

Reversing the Flow

New!

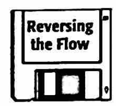
A Practical Guide to California's Greater Bay Area Corporate Giving Programs

Edited by Taylor Root



This guide will help you find corprations that give money to your kind of organization and in your geographic area. Each corporation is described with detailed and specific information on grant guidelines, size of grants, and deadlines. Including tips on how to approach corporations, this guide is all you need to begin or expand your corporate giving program. The fourth edition of this very popular guide contains over 100 corporations in the Greater Bay Area, as well as Sonoma, Napa and Sacramento counties.

Book OR disk: **$60**
Book AND disk: **$80**
ORDER ON PAGE 15.



In book or electronic format (Requires Claris FileMaker Pro 3.0 for Mac or Windows).

NEW GRASSROOTS FUNDRAISING JOURNAL REPRINT COLLECTION

Cómo Recaudar Fondos en su Comunidad

(How to Raise Money in Your Community)

Articles by Kim Klein, Stephanie Roth, Maria Gonzales, Dave Fleischer and Lucy Grugett
Translated by Norma Del Rio

New!

An introduction to the most common and successful fundraising strategies in 14 of the best articles from the *Grassroots Fundraising Journal.* Small organizations can put these strategies to use immediately, whether or not they have paid staff or have done fundraising before. These strategies do not require lots of money up front technical knowledge or expensive equipment such as computers and fancy databases. In Spanish only.

ORDER ON PAGE 15

"Paycheck Protection" Proposals in Congress & the States

VARYING IMPACTS ON CHARITIES

by Let America Speak!

Editor's Note:

More Legislative Attacks on the Nonprofit Sector

Because the Journal *comes out bi-monthly, we are not always able to keep readers up-to-date on legislation affecting the nonprofit sector. Often a law has either been passed or killed by the time we could report on it. However, we believe that readers should try to keep up with efforts to regulate the work of the nonprofit sector. At this time, it is particularly important that we bring to the attention of everyone we know ongoing efforts at the federal level (and, in some cases, at state and local levels) to narrow the definition of advocacy and broaden the definition of lobbying.*

As Journal *readers probably know, nonprofits are allowed to do unlimited amounts of advocacy, but must be careful about lobbying activity. Organizations that qualify as 501(c)(3) under the Federal Tax Code are allowed to lobby up to a small percentage of their budgets, and may elect to lobby up to a larger percentage (by filing additional forms). Any effort to change the historic definitions of advocacy into lobbying will have a chilling effect on our work.*

Michael Moody, a Ph.D. candidate at Princeton University, points out that attempts to restrict the "advocacy" of nonprofit groups suffer from an overly simplistic understanding of the complexities of nonprofit activity and its social and political roles. In a recent speech at the Center on Philanthropy, Mr. Moody said, "We need to consider nonprofit advocacy...in a broader perspective, one which considers advocacy as an essential function of nonprofit organizations in a democracy, as the way we as a society come to understand our interests and our public good." He points out that even groups seeming to engage solely in service work are advocating a particular position. For example, if you are a literacy group, you believe that reading is a public good. If you provide food to hungry people, you must believe that people deserve to eat regardless of their financial circumstances.

Even if you are a tiny grassroots organization with no government funding, even if you are not incorporated as a 501(c)(3), and even if your group will never be touched no matter how narrow the definition of advocacy gets, we must all speak out about the need for all nonprofits to have as free a rein as possible in speaking about our work and why we do the work we do.

The following analysis from Let America Speak! (a coalition of groups that seek to research, make visible and protect the nonprofit sector's ability to do its job) describes the effect on nonprofit advocacy of various types of "paycheck protection" measures that are likely to come up in Congress, state legislatures, or on state ballot initiatives across the country over the next year. In Congress, these issues will emerge between July and August, and will surface as amendments to even unrelated pieces of legislation throughout the fall. They could appear with little warning and change quickly. Therefore, we want to make sure that Journal readers have the background information necessary to understand what the various attacks might look like.

For further information about legislative attacks on nonprofit functioning, you can contact any of the following staff of the co-chairs of Let America Speak!: Stephan Kline at the Alliance for Justice (phone: 202/822-6070; e-mail: skline@afj.org), Matt Hamill at Independent Sector (phone: 202/223-8100; e-mail: matt.hamill@indepsec.org), or Patrick Lemmon at OMB Watch (phone:202/234-5108; e-mail: lemmonp@ombwatch.org).

—Kim Klein

Background

At the end of March, the House of Representatives considered a "paycheck protection" proposal that was attached to Rep. Bill Thomas' campaign finance reform bill. That provision would have required every nonprofit organization to obtain permission from its members to use membership dues for "political activities." "Political activities" were defined in that bill to include lobbying activities, attempts to influence regulations, educating the public about laws, regulations, or candidates, and electioneering activities. Nonprofit organizations across the country spoke out against the Thomas provision, and it was dropped a few hours before the final vote. On the heels of the Thomas fight, California voters faced Proposition 226. Prop 226 also would have affected nonprofits, particularly charities that receive contributions through payroll deductions (e.g., United Ways) and also engage in support for or opposition to ballot measures. Charities in California and many national organizations worked to oppose Prop 226, which was defeated after initially having more than 70% support.

A spate of these "paycheck protection" proposals has emerged throughout the country—in more than 25 states—with key referenda coming up in Colorado, Oregon, and Nevada (although a recent Nevada court decision will likely keep it off of the ballot there). Additionally, as campaign finance reform is considered again in the House, several "paycheck protection" proposals will be offered. Because of the rules governing debate on campaign finance reform, it is possible for "paycheck protection" proposals that affect nonprofits to be offered on short notice.

Here is a summary of the four primary types of "paycheck protection" proposals and their general impact on nonprofit organizations.

TYPE A: *Payroll Deduction*

The Payroll Deduction model would prohibit employers from deducting funds from an employee's wages if the funds will be used for political purposes—unless the employer receives explicit permission from each employee to have his or her money used for such purposes. This would include payroll deductions for charitable purposes, such as through United Way and alternative workplace funds. It may also implicate the distribution of funds from the workplace fund (e.g., United Way) to another charity. In nearly all versions, there are penalties for noncompliance, usually aimed at the employer.

At issue is the definition of political purposes. In California, the definition included not only support for or opposition to a candidate, but also support for or opposition to a ballot measure. Many charities engage in activities to support or oppose ballot measures at the local and state level. In the proposed Colorado and Nevada initiatives, the definition is much broader, including virtually any type of work on public policy (e.g., lobbying or commenting on regulations) at any level of government. As a result, these initiatives would have an even greater impact on charities.

The Payroll Deduction model forces charities into an unfair and extremely difficult choice: continue engaging in public policy matters or face a significant reduction in charitable contributions.

TYPE B: *Nonprofit Membership Dues*

The Nonprofit Membership Dues model would require nonprofit organizations to annually ask for consent from their members to use their dues for political activity. "Political activity" is often defined very broadly to cover virtually all federal public policy activities. In several bills, it includes attempts to influence elections, federal legislation, federal regulations, and even educating individuals about candidates for federal office or about federal legislation, law, or regulations.

Various mechanisms are used to implement this provision, but most require nonprofits to send an annual notice to members indicating how much they expect to spend on political activities in the forthcoming year. Members are then able to "vote" if they do not want their dues or contributions to be used for such activities. The amount represented by those voting in the negative would be reduced from the overall amount designated by the nonprofit organization. It would be illegal—and enforceable by the Federal Election Commission, not the IRS—to exceed the amount permitted for political activities.

The Nonprofit Membership Dues model was included in the Thomas bill but subsequently removed prior to its defeat. A similar amendment has not been filed in the current debate on campaign finance reform, but could be offered as a substitute to other "paycheck protection" amendments. Such an amendment could be offered with little or no advance notice.

TYPE C: *Corporate Shareholders*

The Corporate Shareholders model is similar to the Nonprofit Membership model, except that it applies to shareholders of a corporation. It requires shareholders of the corporation to "vote" on political activities of the corporation. The corporation reduces its political activity only if the shareholder replies with a vote instructing the corporation to make such a reduction.

This model also affects nonprofits since they, too, are corporations. However, since nonprofits do not have shareholders, it is unclear how nonprofits would comply with this provision.

The Corporate Shareholders model was part of the Thomas bill that was defeated, and is in several substitutes

Let America Speak! Coalition Co-Chairs

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to the campaign finance reform bill, such as ones offered by Reps. Charles Bass (R-NH) and Tom Campbell (R-CA). The Campbell amendment, however, specifically exempts nonprofits from the types of corporations that are covered.

TYPE D: *Union Membership Dues*

The Union Membership Dues model is the most common. It requires labor organizations to annually ask for consent from their members to use their funds for political activity. Depending on the version, "political activity" can be defined very broadly or narrowly. In some cases, it only applies to campaign contributions. But in most cases, it applies to a broad range of public policy initiatives, and can even include giving money for "social or charitable concerns."

In most cases, unlike the Nonprofit Membership Dues model or the Corporate Shareholders model, if the labor organization does not receive a supportive "vote" from the union member to use the funds for political activity, then the organization is prohibited from doing so.

This model was part of the Thomas bill that was defeated and will be included as an amendment to each campaign finance reform bill considered in the House, as well as several of the state bills that have been introduced. The Union Membership Dues model has the least impact on nonprofits, but it still could harm advocacy rights. Unless the union members vote in the affirmative, unions would be prohibited from giving charitable contributions to nonprofits and from partnering in public policy coalitions. In addition, union officials would be barred from participating in public policy committees and possibly Boards of Directors while on union time.

Conclusion

While "paycheck protection" proposals are targeted at labor organizations, they are likely to also have an impact on nonprofits. While each proposal deserves careful analysis, the general trend is that these proposals will limit the ability of nonprofits to advocate on public policy matters. GFJ

Researching Funding Sources on the Web

Excerpted with permission from the Zimmerman-Lehman Web site (www.zimmerman-lehman.com).

Each of the following sites was checked as of 4/1/98 but change comes quickly to the Internet. Please e-mail us if you find an error at <zl@zimmerman-lehman.com.>.

The Internet is an incredibly useful tool for gathering information for, say, the "needs section" of your domestic violence proposal or statistics for your annual report on world hunger. The following focuses on researching fundraising information on individual donors, foundation, corporate and government sources online.

The sites mentioned here are only the tip of the iceberg. Each day more and more agencies, foundations, institutions, corporations, nonprofits and individuals are adding information, in one form or another, to the Internet. Most of this information can be found on Web pages and/or in specially designed databases. Within three to five years, most research will be done from your computer. Lots of the information is free, but some is relatively costly.

Foundations

Among the more costly but definitive information on foundations is Knight-Ridder's Dialog database collection (http://www.dialog.com/info/products). You subscribe, dial up, enter your log on and password indicators, open up a database and begin researching foundations and topics. It is astounding how fast the connect time and print charges add up.

On the Internet there are several ways to access information on foundations. One common method is visiting the home page created by the foundation itself containing descriptive material on the mission and perhaps a brief listing of the most recent grants. Often the foundation includes its guidelines and/or parts of its annual report. Sometimes you can note you've been there by signing their guest book, requesting further information and asking to be put on their mailing list. You can see how the foundation presents itself—does it favor lots of bells, whistles, and glitz or is it rather plain vanilla in its look?—and learn how to shape your approach. For a few useful sites look below:

- (http://www.cof.org) This is the Council on Foundations, the trade association of grantmakers, which connects you to a list of their over 1500 members.
- (http://www.philanthropy-journal.org/found/found.htm) Connecting through Philanthropy Links, and while there check out "Fundraising;" on the home page—it also has some good tips on individual prospect research.
- (http://fdncenter.org) At the Foundation Center's homepage, you have connections to many brief foundation descriptions. You can also contact a professional librarian who is available to answer questions submitted via e-mail about foundations, nonprofit resources, corporate giving, and the best utilization of the Center's wide range of information services and resources.

Corporations

For corporate giving information, the current best Internet source is The Foundation Center's "Corporate Grantmakers on the Internet" (http://fdncenter.org/grantmaker/corp.html). Brief listings contain the company's interests and giving areas but no mention of the amounts of money that have been given. Each site links you with the corporation's own Web site, offering many more details on the company (not necessarily on their corporate giving).

Government

For free information, you can't beat what the U.S. Government is giving away (the cynical view might be that, since they have cut way back on funding in general, what is available they make easier to access). Government funding research begins with:

•The Catalog of Federal Domestic Assistance (http://www.gsa.gov/fdac/) Click on "Query the Catalog." The Catalog of Federal Domestic Assistance (CFDA) contains over 1200 financial and nonfinancial assistance programs worth about $300 billion. Among them are: grants, loans, use of property, facilities and equipment, technical assistance, direct payments, insurance, advisory services and counseling, and training. The CFDA search tool is user-friendly. Use a keyword, subject, or phrase (just like you would use an index) and a list appears of the programs that have that word anywhere in the entire entry. Go to the program that interests you and the entry in its entirety is shown. Each entry contains: restrictions, eligibility, application and award process (including deadlines), assistance considerations (formula and matching requirements, timing), post assistance requirements, financial information, program accomplishments, regulations (guidelines), contacts, related programs, examples of funded projects, and criteria for selection. Searching the Catalog of Federal Domestic Assistance is similar to using the print copy of the same book, available in most public libraries.

More Government Access Points

Direct access to most of the federally funded agencies and departments is also available. For example if you want info on the National Endowment for the Humanities, the site is (http://www.neh.fed.us). Look at the "Overview of Programs" or "Application Guidelines" to get more information. A further sampling:

- National Institutes of Health (http://www.nih.gov) Check out their "Grants & Contracts."
- National Science Foundation (http://www.nsf.gov) Look at their "Grants &Awards."
- Department of Veterans Affairs (http://www.va.gov).
- Department of Education (http://www.ed.gov), see also "Money Matters" (http://gcs.ed.gov) for "Grants & Contracts Information."
- Department of Health and Human Services (http://www.os.dhhs.gov/). Use "search" button.
- Department of Housing and Urban Development (http://www.hud.gov).

Also many states, counties and even cities are beginning to list similar kinds of information on their home pages. For example, in San Francisco (http://www.ci.sf.ca.us), not only does the city have its own site but many departments with funding resources do too, such as the San Francisco Commission on the Status of Women (http://www.ci.sf.ca.us/cosw). You might try searching for your state/county/city home page and looking under grants, contracts or research. This area is rapidly expanding so what you find next week may be much more extensive than what was available today.

Individual Donors

Finding individual donors online is much the same as offline. It's a matter of keeping your antennae tuned to every possible lead and then following up. There is a tremendous amount of information available on every single one of us; that may be scary to us as individuals but also very useful for major donor research. There are individuals and services available that do nothing but research individuals, and this is becoming more and more common. Just a few sites are:

- (http://weber.u.washington.edu/~dlamb/research.html) This is a popular prospect research home page at the University of Washington that will help you learn how to research online.
- Four11 (http://www.Four11.com), "The Internet Whitepages," contains millions of listings allowing you to search for: high school or college colleagues, former or current neighbors, co-workers, researchers in your field, members who enjoy the same chat groups or Usenet groups, and a dozen other definers. You can even look up "Celebrity Addresses." You can search, and be listed here, for free.
- 555-1212 (http://www.555-1212.com). As the name implies, a telephone directory for the US and Canada toll-free.
- Switchboard (http://www.switchboard.com/) Provides 106 million residential listings and 11 million businesses.
- Database America (http://www.databaseamerica.com/html/gpfind.htm) includes a reverse search option if you only know the telephone number.
- Yahoo! People Search (http://www.yahoo.com/search/people/) is similar to those above, but by the people who created Yahoo! One of the better search engines around.

Individual Business/Occupation Information

If you know your prospect is a practicing professional, there are many directories available to learn more about someone and his or her business. The Official ABMS Directory of Board Certified Medical Specialists and Standard and Poor's Register of Directors and Executives, to name two. Newspapers (http://www.yahoo.com/news/) can be a valuable resource in this area as well. Most of the large dailies are online and give a variety of information away for free. Some charge for searching their past issues.

In summary, whatever is not online now will be soon. You are only limited by your imagination in what you can find on the Internet. Many nonprofits have their own Web sites and are raising money online—but that is another story! GFJ

***Note:** This article is adapted from the online chapter in the book,* Grantseeking: A Step-By-Step Approach *by Robert Zimmerman (Zimmerman-Lehman, 1997). Portions of this article were written and researched by Ann Caviness, Librarian at the Marin Community Foundation. This information is the property of Zimmerman Lehman.*

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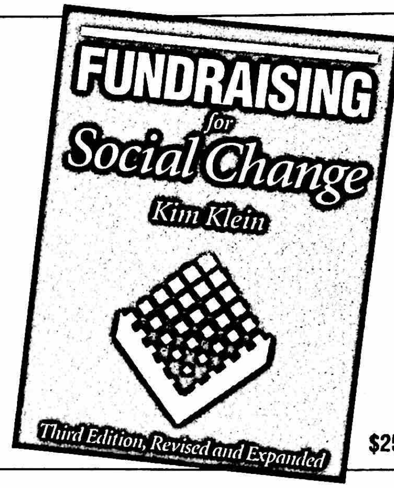

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