

ncstac



national  
consumer  
supporter  
technical  
assistance  
center

ncstac.org

a program of the national mental health association

Fundraising  
Basics





## **Fundraising Basics**

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National Mental Health Association  
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## 1. Introduction

Fundraising is one of the most important activities your organization will undertake. Proper fundraising means the difference between a viable organization, able to carry on its education and advocacy efforts, and one that is not. This document will take you through the steps of developing a fundraising plan by setting organizational goals, evaluating your current fundraising program, setting new fundraising goals, setting a financial development budget, setting an action plan, and, finally, evaluating your efforts.

## 2. The growing competition for donor dollars

In 1987, there were 422,103 non-profit organizations in the United States registered with the IRS. By 1997, that number had increased to 692,524, and by 2004, there were over 1,400,000.<sup>1</sup> That astounding increase illustrates the growing competition for donor dollars.

The internet has created additional competition in non-profit fundraising. With information about non-profit organizations more readily available, donors are able to choose more carefully whom they fund. Also, increased media attention on the effective use of funds by charitable organizations has encouraged more people to seek out this type of information.

## 3. What are your organization's goals?

Without setting organizational goals and without outlining strategies to meet those goals, the everyday task of fundraising will have no direction. Indeed, organizational goals and fundraising goals must be set at the same time; each affects the other. In other words, your fundraising strategy is dependent on what your organization plans to do. Your organization should carefully answer the two questions below:

- 1) What programs and services do you currently provide?
- 2) What programs and services do you plan to provide in the future?

Both internal and external considerations will further determine what programs and services your organization is reasonably equipped to provide:

### *Internal considerations*

- Organization's mission

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<sup>1</sup> Source: The National Center for Charitable Statistics, Washington, DC.



- Available financial resources
- Available staff time
- Staff expertise

*External considerations*

- Current and potential future economy
- Programs and services provided by similar organizations
- Government regulations

**4. Setting realistic fundraising goals**

Again, fundraising goals and organizational goals must be set at the same time; each impacts the other. Too often, an organization sets program goals that require funds far too great for the organization to generate.

When setting fundraising goals, many questions need to be answered, including:

- How much money is needed to fund specific programs and services, as well as pay for day-to-day operations of the organization?
- Which current income source generates the largest share of income? Is that source expected to shrink? To grow? To remain the same?
- Which income sources are the most reliable? What can you really count on?
- Which income sources are the least reliable? What might be “here today, gone tomorrow”?
- Which income sources, regardless of size, have the most growth potential for your organization?



## 5. How effective is your current fundraising program?

Evaluating the strengths and weakness of your current fundraising plan will point you in the right direction for making any necessary changes.

To evaluate the effectiveness of your current fundraising plan, you must identify strengths, weaknesses and opportunities in various areas:

- Planning
- Board of Directors
- Volunteers
- Development Staff
- Financial Resources
- Donor Research
- Fundraising Support Systems
- Fundraising Techniques
- Public Relations

Appendix A provides Robert F. Semple's Resource Development Assessment. Use this tool in order to develop a quick evaluation of your organization's ability to compete for charitable dollars.

### **The role of the Board of Directors and of volunteers**

In the majority of non-profit organizations, board members are required to make personal contributions and to solicit contributions as well. In order for board members or other volunteers to commit themselves willingly to raising funds, they must be involved in all aspects of the fundraising planning process including: organizational goal setting, development assessment, and fundraising goal setting



## **6. Setting the fundraising budget**

It is often said, “It costs money to raise money.” At the same time, the general public expects non-profit organizations to raise funds in the most cost-effective way possible. Your organization must set a realistic budget for both the income generated from fundraising and the expenses entailed in fundraising.

Income can come from:

### **1) The Annual Fund**

Gifts Solicited by Mail

Gifts Solicited by Telephone

Major Gifts

Board of Directors Gifts

Unsolicited Gifts

Memorial Gifts

Commemorative Gifts

### **2) Corporate Gifts**

Restricted

Unrestricted

### **3) Foundation Grants**

### **4) Government Grants**

### **5) Special Events**

### **6) In-Kind Gifts**





Expenses should include:

- 1) Personnel (including benefits and training)
- 2) Supplies
- 3) Printing (including design)
- 4) Postage and shipping
- 5) Telephone, fax and internet
- 6) Photocopying
- 7) Travel
- 8) Food/Entertainment
- 9) Professional services/consultants
- 10) Professional organization dues (e.g. National Society of Fundraising Executives)
- 11) Equipment (computers, fax machines, printers, copiers)
- 12) Subscriptions (e.g. *Chronicle of Philanthropy*, *Non-Profit Times*, *Contributions*)
- 13) Charities Registration Fees\*

\* Many states require non-profit organizations to register with and pay fees to the state's Attorney General in order to solicit charitable contributions. The fees are often small, yet sizable fines can be levied for failure to register. If you are unsure of whether or not your state requires registration, please contact your state's Attorney General's office.

Certain industry standards apply to the return on investment for different fundraising methods. An overview of these standards is presented in Appendix B.

## 7. Setting an action plan

As you set your goals and budget, and take into account the different fundraising methods available to you, a formal plan of action will begin to develop. A sample fundraising action plan is included in Appendix C. Using this example, devise your own action plan.

When setting the action plan, be sure to make your goals realistic. For example, planning to solicit 10,000 people through a telephone campaign is unrealistic if there are not enough staff and volunteers to make the calls.



## 8. Writing a case statement

A case statement is a concise document explaining your organization's activities and funding needs to potential donors. The case statement tells potential donors who you are, what you do (and are trying to do), and why. It shows that your organization will steward the donor's contribution in a responsible manner. Every prospective donor will (or should) ask, "Why should I support your organization?" The case statement will provide the answer to that question in a concise, convincing manner.

The case statement also serves as a useful tool for self-assessment. The process of writing your case statement forces you to examine your organization's programs and to develop convincing arguments that those programs are worth supporting.

Appendix D provides guidelines for writing a case statement. You may wish to write several versions of your case statement for different audiences. A corporate prospect and an individual donor may view giving to your organization very differently.

## 9. Evaluating your successes and achievements

The most obvious measure of your fundraising success is the bottom line. Did you reach the fundraising dollar goals you set?

It is important to remember, however, that there is more to evaluate than just the amount of dollars raised. Many issues that either contributed or detracted from the process of meeting the financial goal need to be evaluated as well. For example:

- How did staff, board and volunteers perform?
- Was new leadership discovered?
- Was the budget realistic?
- How diversified is the funding? Are funds being raised from many different sources or just a few? Are there one or two sources that account for the majority of funds raised?)
- Are front-end systems (prospect identification, research, solicitation materials production) running properly?
- Are back-end systems (gift processing, donor acknowledgment, donor information tracking) running properly?



It is also important to look at achievements that might not be considered successes. Consider this example:

If a goal was to raise \$100,000 and only \$80,000 is raised, it is not considered a *success*. However, if only \$64,000 was raised during the previous year, the *achievement* is a 25% increase in funds raised over the previous year.

Once you have evaluated your program, use the results to improve your fundraising planning in the future: Based on the results, how will the next set of goals be different? What budget items need to be changed? What could be done more effectively in the action plan?

## 10. Conclusion

Fundraising is an ongoing activity for a non-profit organization. Each fiscal year, a fundraising budget should be drawn up and a fundraising calendar should be planned.

And for your organization to be successful in its fundraising efforts, you must constantly coordinate fundraising plans with program plans: the fundraising committee must know organizational goals in order to set funding goals, while the board of directors must be aware of fundraising constraints in order to set organizational goals.



## Appendix A: The Resource Development Assessment

### Introduction

This abbreviated version of the Resource Development Assessment questionnaire is designed to provide an organization with a quick, graphic profile of its potential to compete in the philanthropic marketplace. It is ***not meant to be a substitute*** for an in-depth analysis of an organization's capacity to raise money. Normally, an expanded version is administered by professional counsel to a study group composed of the CEO, development staff, select board members and key volunteers. However, in its current format, it will suggest where strengths and deficiencies lie within your resource development program.

Ten key areas have been selected for this brief investigation. These are areas known to have considerable impact on the success or failure of fundraising programs. There are no right or wrong answers, only your judgment as to conditions that currently exist within your organization.

Each of the numbered statements is to be rated either as *Below Average*, *Average*, or *Above Average*. These conditions correspond to a numerical scale of 1, 2, or 3 respectively. After you have made your assessment, place the numerical value in the grid adjacent to each statement.

After completion of each section, add the sub-totals to derive a cumulative score. Then transfer the cumulative score from each key area to the Resource Development Profile.

### Instructions

Assign a numerical rating to each item:

**3 = Above Average, 2 = Average, 1 = Below Average.**

After completing each section, add the sub-totals to derive a cumulative score. Then transfer the cumulative score from each grid to the Resource Development Assessment Profile.

**A word of caution:** Because every development effort responds to a unique set of circumstances, e.g. popularity of cause, staff expertise, budget, etc., some of the questions may not apply to you. If so, for purposes of this exercise, substitute another question you believe to be relevant.



*Fundraising Environment*

	Below	Average	Above	
1. External: capacity to compete with other nonprofit organization				
2. Performing similar services within your service area				
3. External: corporate gift potential within your geographic locale				
4. Internal: the board and volunteer leadership support for the resource development program				
5. Internal: office space and equipment to conduct business (e.g. fax, computers)				
<b>Sub-total</b>				<b>Cumulative</b>

*Donor Research*

	Below	Average	Above	
6. Availability of reference materials including on-line capacity to conduct donor prospect research				
7. Prospect gift evaluation procedure				
8. Ability to retrieve donor gift data				
9. Frequency of gift analysis reporting				
<b>Sub-total</b>				<b>Cumulative</b>



*Fundraising Techniques*

	Below	Average	Above	
10. Effectiveness of board and volunteers in conducting face-to-face solicitation				
11. Dollars raised by special events				
12. Dollars raised by telephone solicitation				
13. Dollars raised by direct mail program				
				<b>Cumulative</b>
<b>Sub-total</b>				

*Fundraising Aids*

	Below	Average	Above	
14. A case statement for support is available (do not have one = 1; in the works = 2; complete = 3)				
15. Caliber of written proposals to solicit contributions				
16. Capability of software packages in preparing proposals, acknowledgments, and statistical reports				
17. Availability of training materials to assist volunteers participating in fundraising program				
				<b>Cumulative</b>
<b>Sub-total</b>				



*Leadership*

	Below	Average	Above	
18. The access board members have to funding source				
19. The board's understanding of the resource development process				
20. The board's participation in soliciting gifts				
21. The board's percentage of gift participation in reaching annual goal (Below = less than 25% participate; Average = 25 to 75%; Above = more than 75% participate)				
				<b>Cumulative</b>
<b>Sub-total</b>				

*Volunteers (non-board members)*

	Below	Average	Above	
22. Availability of volunteers to help solicit gifts				
23. Effectiveness of the volunteer orientation and training program				
24. Volunteer's percentage of gift participation in reaching annual goal (Below = less than 25% participate; Average = 25 to 75%; Above = more than 75% participate)				
25. The recognition program for volunteers contributing their services				
				<b>Cumulative</b>
<b>Sub-total</b>				



*Staff*

	Below	Average	Above
26. Development staff experience at designing and conducting fundraising programs			
27. Chief development officer reports directly to the organization's chief executive officer (No = 1; Sometimes = 2; Yes = 3)			
28. Chief development officer has access to the board regarding resource development matters (Never = 1; Seldom = 2; Frequently = 2)			
29. Extent of development officer's opportunity to enhance fundraising skills through workshops, seminars, and conferences			
<b>Sub-total</b>			

Cumulative

*Public Relations*

	Below	Average	Above
30. The access your organization has to the communications media			
31. The procedures to release information to the local newspapers, periodicals, and electronic media			
32. Name recognition organization has in the community			
33. Your organization's image in the community (Poor = 1; Good = 2; Excellent = 3)			
<b>Sub-total</b>			

Cumulative





*Planning*

	Below	Average	Above	
34. Frequency of reviewing fundraising plan to determine its effectiveness				
35. Involvement of key leadership in planning (CEO, development staff, selected board members and key volunteers)				
36. The budget allocation to support the plan				
37. The effectiveness of your current fundraising plan				
				<b>Cumulative</b>
<b>Sub-total</b>				

*Resource Attraction*

	Below	Average	Above	
38. The overall ability of your organization to attract gifts from individuals				
39. The overall ability of your organization to attract corporate gifts				
40. The overall ability of your organization to attract gifts in-kind				
41. The overall ability of your organization to attract gifts from private foundations				
				<b>Cumulative</b>
<b>Sub-total</b>				



### *Resource Development Assessment Profile*

12											
11											
10											
9											<b>Above</b>
8											
7											
6											<b>Average</b>
5											
4											
3											<b>Below</b>
2											
1											
	Fundraising Environment	Donor Research	Fundraising Techniques	Fundraising Aids	Leadership	Volunteers	Staff	Public Relations	Planning	Resource Attraction	

*Source:* Robert F. Semple, Semple Bixel Associates, Inc., Nutley, NJ.



## Appendix B: Return on Investment Standards for Non-Profit Fundraising

Just as for-profit businesses use measures to determine the financial success (or failure) of their operations, non-profit organizations must also monitor their effectiveness in fundraising using basic standards.

The most common measure is Return on Investment (ROI). Simply put, ROI measures the amount of funds raised for each dollar spent on fundraising activities.

Because donors are becoming much more aware of how non-profit organizations spend their money, they are also becoming more attuned to ROI. This has also sparked much recent debate over what percent of funds raised should be spent on fundraising activities.

Some fundraising “experts” maintain that fundraising costs should be kept at an absolute minimum, and that any fundraising activity that would cost more than 20% of the funds raised should not be undertaken. Others maintain that there are other benefits to certain fundraising activities besides the “bottom line,” including donor relations, volunteer recruitment, and public relations, thereby justifying a higher expense to the activity.

This debate usually centers on special event fund raisers. Large black-tie gala fund raisers peaked in popularity during the late 1980’s. These events raised millions of dollars, but also carried a high expense – often up to 50% of the funds raised. The main point of debate can be simply put in the question, “Is it better to spend \$1,000 to raise \$10,000 (10% cost of funds raised and \$9,000 net income) or to spend \$50,000 to raised \$150,000 (33% cost of funds raised and \$100,000 net income)?”

Another question that has recently been raised is, “If an organization spends a very small percent of its funds on fundraising, is it doing enough to build the infrastructure of the organization to ensure its financial and operational stability for the long term?” Some organizations feel that they should be spending more on fundraising for this very reason, but do not because of the possibility of negative exposure from some charity “watch-dog” organizations that rate non-profits only on cost of funds raised.

When planning your own fundraising activities it is important that, regardless of what percent of funds raised is spent on fundraising activities, you can justify to your donors and potential future donors the current and future value of your expenses. If you are spending more on fundraising because you are building a solid organizational infrastructure, make sure your donors and prospects know and understand this.

The chart below provides a list of fundraising techniques, and suggested cost standards for each technique. This is provided simply as a guide as many factors will determine each individual organization’s expenses.



Solicitation Activity	Reasonable Cost Guidelines
Direct mail (acquisition)	\$1.00 to \$1.25 per \$1.00 raised
Direct mail (renewal)	\$0.20 to \$0.25 per \$1.00 raised
Special events	\$0.50 per \$1.00 raised*
Volunteer-led personal solicitation	\$0.10 to \$0.20 per \$1.00 raised
Corporation and Foundation Grants	\$0.20 per \$1.00 raised
Capital campaigns/ Major Gifts	\$0.05 to \$0.10 per \$1.00 raised
Planned Giving	\$0.20 to \$0.30 per \$1.00 raised

\* Gross revenue and direct costs only. To calculate bottom-line total costs and net proceeds from a special event, calculate and add the indirect and overhead support expenses to direct costs incurred and subtract from gross revenue.

Source: *Fund-Raising: Evaluating and Managing the Fund Development Process*, J.M. Greenfield, ©1999, New York, New York; John Wiley & Sons, Inc.



## Appendix C: Sample Fundraising Action Plan Calendar

	January	February	March	April	May	June
Direct Mail	Appeal Mailing				Appeal Mailing	
Phone						
Annual Giving		Recruit Committee	Plan Campaign			
Special Gifts			Special Mailing			
Special Events				Event		
Foundation & Corporation Grants	Research Funders & Deadlines		Submit Proposals			
Planned Giving				Newsletter Mailing		
	July	August	September	October	November	December
Direct Mail			Appeal Mailing			
Phone			Call Program & Lapsed Donors			
Annual Giving	Personal Solicitation of Identified Prospects					
Special Gifts			Invite to CEO/Board Chair Event		Special Mailing	
Special Events				CEO/Board Chair Event		
Foundation & Corporation Grants				Submit Proposals		Report to Grantmakers
Planned Giving					Special Mailing	



## Appendix D: Creating a Case Statement

Your case statement should:

- 1) Give the history, purpose and mission of the organization – answer the question “Why do you exist?”
- 2) Give an overview of your programs and services – answer the questions “What do you do, and why?”
  - a) Present evidence that there is a need for your services within the population in your area.
  - b) Show that your services are worth supporting. Consider what your services accomplish and what would happen if your services weren’t provided.
  - c) Convince the reader that the organization cannot, without the support of outside funding, meet the need the program addresses.
  - d) Explain how the donor’s funding would be used for the program.
- 3) Give examples of how your organization is different from other similar organizations – does it serve other populations, address different needs, provide different services for similar needs, or provide services in a more cost-efficient manner?

### Tips for preparing the case statement:

1. Involve key staff, board members, donors, and volunteers.
2. Have only one writer.
3. The case statement does not need to be long.
4. Use simple, brief language that people can understand.
5. Be convincing and optimistic.
6. Present a positive image.
7. Base it on the organization’s strengths not needs.
8. Project the future, not the past.
9. Tell the story with pictures and charts, where possible.
10. Make the case from the prospect’s point of interest; be donor-oriented.
11. Demonstrate the capacity to solve problems that are important to donors.
12. Show the organization’s needs and wants are a good investment.



Bottom Line:

Your case statement should convince the reader that (a) your organization can and will provide worthwhile programs with the reader's contribution and (b) their contribution is needed now.

**Source:** *Fund Raising Basics: A Complete Guide*, Barbara Kushner Cicante & Jeanne G. Jacob, © 1997, Gaithersburg, Maryland: Aspen Publishers, Inc.

## Appendix E: Writing a Grant Proposal

Grants are sums of money awarded to finance an activity, project or facility. Both federal agencies and private foundations award grants, and non-profit organizations may depend upon such grants for a large proportion of their budgets. There is a standard formula for writing a grant, described below, but the most important rule to remember is the following: *Give the grantmakers what they are looking for.*

That is, read the grant guidelines carefully, and follow them scrupulously. Make sure that you complete all sections of the grant, that you adhere to the required format, that you include all necessary attachments and appendages.

Giving the grantmaker what he or she is looking for also means studying the giving guidelines and making sure that your project meets the grantmaker's objectives. Since giving guidelines change regularly, it is wise to actually call the grantmaker's office and speak personally with a staff member; however, make sure that you have done your research and that you already know something about the grantmaker before you make your call. *Cold calls are never appreciated.*

A sample grant is included at the end of this appendix. Grants should be well organized, fully explanatory, and no longer than necessary. Typically, a grant proposal will cover the following ten elements:

1. Executive Summary
2. Organizational Overview
3. Statement of Need
4. Project Goals and Objectives
5. Project Methods or Design
6. Project Evaluation
7. Plans for Future Funding
8. Project Budget
9. Conclusion
10. Appendices



### ***1. Executive Summary***

The executive summary provides a brief overview of the project. It should draw a clear picture of what you wish to accomplish, how you intend to carry out your work, and why this endeavor is important – all this in usually one type-written page. The executive summary is often the first part of the grant that a reviewer will read, so it is therefore the most important. It must be compelling and tightly written. Many writers find that it is actually easier to write the executive summary after they have completed all other parts of their proposal.

### ***2. Organizational Overview***

Usually a grantmaker will want to know about your organization – its history, the composition of its board and key staff, who it serves. The data you provide in this section should establish your organization's credentials for administering the project.

### ***3. Statement of Need***

With the statement of need, you are describing the problem your organization intends to overcome with the help of the grant funding. The statement of need is the time to reference research and statistics documenting the prevalence of the problem. For example, if you are seeking funding for a homeless shelter, you should document the incidence of homeless in your community. With the statement of need, you are justifying your project's existence.

### ***4. Project Goals and Objectives***

Goals are the overarching, visionary aims of your project. For example, your goal may be to improve health care delivery to individuals with clinical depression or to raise awareness of eating disorders among African Americans.

Objectives are the measurable steps you will take towards meeting those goals. Using the examples above, your objectives could be to train 100 general practitioners to screen for clinical depression or to offer ten training sessions on eating disorders to the African American community. With your goals, you inspire the proposal readers. With your objectives, you convince them that your project is doable.

### ***5. Project Methods or Design***

The project method explains how the project goals and objectives will be reached. Often, the simplest and clearest way to present the project method is in the form of a time line: All of the various tasks involved in completing the project are outlined chronologically. When readers look at the project design, they want to see that you have carefully thought out all the necessary steps to accomplishing your objectives.





### ***6. Project Evaluation***

Funders want to know that their money has been put to good use. In your grant proposal, you must be able to demonstrate that you can evaluate your project. Project evaluation (or measurable outcomes) should be based upon your project objectives: clearly and concisely, in one or two pages, you should write out what you intend to accomplish and how you will know when you have reached this goal.

### ***7. Future Funding***

Funders do not like to give money to a project and then see it fail due to lack of funding. If you intend for your project to continue beyond the grant period, you must explain to your funders how this will be possible. Whether you are relying upon funding from other sources, or whether you intend to plan request future funding from the same grantmaker, make this clear in your proposal.

### ***8. Project Budget***

All project expenses should be explained in detail in the project budget: salaries and benefits, travel, equipment, supplies, contract costs, etc. Make sure that your budget completely and accurately reflects the activities you have outlined in your proposal.

### ***9. Conclusion***

The conclusion should be short and inspirational. It is your final opportunity to convince the reader that your project will meet a compelling need in the community.

### ***9. Appendices***

Any supplemental materials such as organizational pamphlets, letters of support and resumes of staff and board members should be included in appendices.



## Additional Resources

### Books

*The Accidental Fundraiser: A Step-by-Step Guide to Raising Money for Your Cause*, Stephanie Roth, Mimi Ho, Kim Klein (Series Editor), © 2005, San Francisco, California: Jossey-Bass

*Fund-Raising: Evaluating and Managing the Fund Development Process*, J.M. Greenfield, ©1999, New York, New York; John Wiley & Sons, Inc.

*Fundraising Basics: A Complete Guide*, Barbara Kushner Ciconte, Jeanne G. Jacob, © 1997, Gaithersburg, Maryland: Aspen Publishers, Inc.

*Keep the Money Coming: A Step-by Step Strategic Guide to Annual Fundraising*, Christine Graham, © 1992, Sarasota, Florida: Pineapple Press, Inc.

### Internet Sources

The EPA Grant-Writing Tutorial: <http://www.epa.gov/seahome/grants/src/grant.htm>

Federal Grant Information and Technical Assistance: <http://www.grants.gov/>

MAP for Nonprofits: Free Management Library  
<http://www.managementhelp.org/>

### Publications

*The Chronicle of Philanthropy*  
1255 23rd St. N.W., Suite 700  
Washington, D.C. 20037  
Phone: (202) 466-1200  
Website: <http://philanthropy.com>  
E-mail: [help@philanthropy.com](mailto:help@philanthropy.com)

*The Chronicle* is the bi-weekly newspaper for nonprofits. Subscription includes access to their searchable website for grant opportunities.



## Organizations

The Foundation Center 79 Fifth Avenue

New York, NY 10003

Phone: (212) 620-4230 Fax: (212) 691-1828

E-mail: [feedback@fdncenter.org](mailto:feedback@fdncenter.org) Web site: <http://fdncenter.org/>

The Foundation Center has affiliates throughout the country. Contact their main office to find the affiliate nearest you.

The Grantsmanship Center

P.O. Box 17220

Los Angeles, CA 90017

Phone: (213) 482-9860 Fax: (213) 482-9863

Web site: <http://www.tgci.com/>

## Government Funding Sources

There are several ways to see what federal agencies have funding opportunities. One way is to go to [www.grants.gov](http://www.grants.gov), which is a listing of grant opportunities under topics such as health, transportation, housing etc. Another way is to visit the “First Gov” website:

[www.firstgov.org](http://www.firstgov.org).

- Click on “Federal”, which is under the “Agencies” section of the website
- Click on Cabinet Departments, which will reveal a listing of all of the various Cabinets such as Department of Health and Human Services, Department of Labor, and Department of Transportation.
- Click on a department that meets your needs
- Search for a “Grants” section on the website.

When searching federal department websites, see if there is an office in your state. Listed below are some agencies within the various departments that are worth visiting.

### Department of Health and Human Services

*Substance Abuse and Mental Health Services (SAMHSA):*

[www.samhsa.gov/grants/grants.html](http://www.samhsa.gov/grants/grants.html)

*Topics:* Mental health, substance abuse, community-based services, prevention

*The Administration for Children and Families (ACF):* [www.acf.dhhs.gov/](http://www.acf.dhhs.gov/)

*Topics:* Child and family welfare

*The Administration on Aging:* [www.aoa.gov/](http://www.aoa.gov/)

*Topics:* Services for older adults

*The Centers for Medicaid and Medicare Services:* [www.cms.hhs.gov/](http://www.cms.hhs.gov/)



*Topics:* Services reimbursable though Medicaid and Medicare

*National Institute for Mental Health Constituency Outreach and Education Program:*  
<http://www.outreach.nimh.nih.gov/>

*Topics:* Stigma, mental health, public education, effective community-based services

*Health Resources and Services Administration:* [www.hrsa.gov](http://www.hrsa.gov)

*Topics:* Public Health, Access to health care

*Agency for Healthcare Research and Quality:* [www.ahrq.gov](http://www.ahrq.gov)

*Topics:* Improving quality of clinical care; evidence-based practices

## **Department of Housing and Urban Development (HUD)**

[www.hud.gov](http://www.hud.gov)

*Topics:* Multi family housing, single family housing, healthcare facility loans, public housing, fair housing, community planning and development, demonstrations and university programs, securities, lead hazard control, health services

## **Department of Justice**

*Office of Justice Programs:* [www.ojp.usdoj.gov](http://www.ojp.usdoj.gov)

*Topics:* Juvenile Justice, substance abuse, mental health, violence prevention, community-based programs, jail diversion

## **Department of Labor**

*Employment and Training Administration:* [www.doleta.gov](http://www.doleta.gov)

*Topics:* Employment for youth and adults, one-stop centers, community-based services, persons with disabilities

*Office of Disability and Employment Policy:* <http://dol.gov/odep>

*Topics:* Employment for persons with disabilities

## **Department of Education**

*Office of Special Education and Rehabilitative Services:*

<http://www.ed.gov/about/offices/list/osers/index.html>

*Topics:* Vocational rehabilitation, employment services for persons with disabilities.

*National Institute on Disability and Rehabilitation Research:*

<http://www.ed.gov/about/offices/list/osers/nidrr/index.html>

*Topics:* Research, vocational rehabilitation, employment for persons with disabilities



*Rehabilitation Services Administration:*

<http://www.ed.gov/about/offices/list/osers/rsa/index.html>

*Topics:* Vocational rehabilitation, employment services for persons with disabilities

## **Social Security Administration**

*Ticket to Work:* [www.yourtickettowork.com](http://www.yourtickettowork.com)

*Topics:* Employment, community-based services

