



MONUMENTAL WOMEN'S TOOLKIT FOR CHANGE

Dedicated to Communities Seeking to Re-imagine Their Public Spaces
by Creating Tributes to the Diverse Women Who Made This Nation Great

Women's History Month, March 2021

Table of Contents

Introduction	1
A Framework For Structure, Accounting, Budgeting And Taxation	5
Suggestions For Launching A Women’s History Education Campaign	12
Intergenerational Leadership: Inspiring Youth Activism	16
Creating And Amplifying Partnerships	19
Fundraising Tips	22
Other Fundraising Issues To Consider	28
Publicity And Marketing: Public Relations	33
A Happy Ending	37

Welcome to Monumental Women’s Toolkit for Change!

This document was created by members of the Board of Monumental Women with experience and expertise in particular areas of the process of honoring more women and people of color in public spaces. We hope that the information contained in the Toolkit will serve as a guide to others who are embarking on their own efforts to reimagine their communities’ public spaces.





Officers and Board Members:

President - Pam Elam

Vice President for Operations - Namita Luthra

Vice President for Programs - Brenda Berkman

Secretary - Ariel Deutsch

Treasurer - David Spaulding

Judaline Cassidy

Gary Ferdman

Coline Jenkins

Serina Liu

Eileen Macdonald

Meridith Maskara

Myriam Miedzian

Heather Nesle



Monumental Women thanks ongoing partner Jane Walker by Johnnie Walker, the first-ever female iteration of the Johnnie Walker Striding Man and a symbol of progress in gender equality, for its support of our project and collaboration in bringing this Toolkit to fruition.

INTRODUCTION

By Pam Elam, Monumental Women President

It's not often that you have the chance to be part of something truly historic. Monumental Women is proud that our all-volunteer, not-for-profit group has broken the bronze ceiling in New York City's Central Park. It took seven years. We raised over \$1.5 million in private funding. We fought through many obstacles. But on August 26, 2020 (the Centennial Anniversary of the ratification and certification of the 19th "Votes For Women" Amendment to the Constitution) our Women's Rights Pioneers Monument honoring Sojourner Truth, Susan B. Anthony, and Elizabeth Cady Stanton was unveiled as the first statue of real women in Central Park's 167-year history. The 42-million people who visit Central Park each year already see statues of Alice in Wonderland, Mother Goose, and Juliet (with Romeo of course) as well as statues of nymphs and angels. Now Central Park visitors can see some REAL Monumental Women.

I am especially pleased to report that the Women's Rights Pioneers Monument on Literary Walk has already become an important, must-see, location. As one of our supporters put it, "the statue is a living place." People send us selfies with their friends and families at the Monument. They explain to their children what the monument means. Thousands of people have accessed our APP "Talking Statues" to hear the words of Truth, Anthony, and Stanton while they view the images of those women. Recently, it has become a site where people have left banners, photos, and flowers in honor of Justice Ruth Bader Ginsburg as well as in celebration of the election of Vice President Kamala Harris.

But creating the Women's Rights Pioneers Monument is only one of the goals of Monumental Women. In addition, we seek to increase awareness and appreciation of Women's History through our Education Campaign as well as our Challenge to Municipalities across the nation and the world. We urge cities to re-imagine their public spaces to include tributes to the diverse women who helped create and inspire them. Little did we know that over the past seven years we would have to constantly challenge our own municipality.

It is not easy to donate a Work of Art to the City of New York. It was not easy to take the long bureaucratic roller-coaster ride which traveled through the Parks Department, the Central Park Conservancy, the Public Design Commission, the Landmarks Preservation Commission and every single Community Board surrounding Central Park. Step by step, meeting by meeting, we crossed the minefield which is New York City government and won all the necessary approvals. In New York City's public spaces there were 150 statues and only 5 of them were women. Now, thanks to Monumental Women, there are 6 with more on the way. I want to give you several quick examples of the bureaucratic roadblocks Monumental Women confronted from just one of the many government entities we faced, the NYC Parks Department:

- * Parks Department representatives first said "No, there will never be another new statue in Central Park. It is an historical collection and nothing else can be added." We persisted.
- * Next, they said, "Why don't you pick another park and are you sure you want a statue, how about a nice garden?" We persisted.
- * Then, thanks to the new Parks Commissioner Mitchell Silver, they said OK you can be an exception to our unwritten moratorium as long as your statue is outside the wall of Central Park on the sidewalk, or as they put it, "within the Park's footprint." We persisted. We fought and won a beautiful site on Literary Walk in the Central Park Mall.
- * Finally, they said something that previous advocates of past Central Park statues never heard - they told us we should find evidence of Truth, Anthony and Stanton actually being in Central Park. I found the evidence needed.

Anyone who works for social change is very familiar with the concept of "reinventing the wheel." It simply means doing what others have already done because you didn't know they'd done it. Had you known, you might have learned from it and acted differently. To me, that's what learning from history is all about. And for all women and people of color it has a special meaning, because so much of our history has been hidden from us and has only been brought to light in the last few decades through the valiant work of Feminist

historians, scholars and activists. Learning from a "history" which fully and fairly includes the vast and varied contributions of all women and people of color offers a departure point in our search for social change. We re-think the past to re-shape the future.

As we all know, through the "gift" of Women's History, we discover an historical treasure chest, overflowing with the stories of women who serve to inspire and energize us. We learn of their strategies and tactics in the battle for equality. We learn of their courage and their imperfections. We look at the totality of their lives. We build on their work. We honor their memories. We vow to complete their journeys. We begin to move history forward. Because we know that a knowledge of Women's History helps us understand the context of the struggle for equality as well as the continuum of the fight for justice. That knowledge makes us better advocates and activists. That is the power of Women's History. We must use that power to continue to fight for full equality for women in our lifetimes.

Of course, one of the main obstacles to forward movement is, as the great activist Robin Morgan has named it, "historical illiteracy." It is absolutely shocking to find, through surveys and other research data, how little people actually know about history in general, and about Women's History and the history of people of color specifically. Misinformation, however, is in constant supply. Real facts are not. There are many ways to increase the knowledge of Women's History in the community as well as in the classroom. Many of you reading this Toolkit have done and are doing just that and thanks to all of you for the valiant work to correct the historical record and to create new ways for all people to learn from it.

Let us honor all the women who came before us and their battle for justice, those whose names we know and those whose names we may never know. One statue in one park can light a fuse that sparks the imagination and ambition of a child who sees herself in that statue. That one statue can start a chain reaction leading to an explosion of knowledge and possibilities. Monumental Women was proud to light that fuse on August 26th in Central Park.

In whatever ways we can honor the valiant women who came before us and bring their stories to light - let's do it. It doesn't have to be a statue or an historic house, although that would be great. How about a street sign, a garden (the NYC Parks Department loves those), a plaque at a site where she made history or any number of other tributes to her courage and spirit? Who knows how many people will walk by that tribute and be inspired by that woman? Who knows how many little girls and little boys will gain a new role model? Who knows how many of us will see that tribute and feel a surge of energy and activism? At Monumental Women, we are presently working on raising funds to create a NYC Women's Rights History Trail through all five boroughs. We're trying to raise funds to donate books on Women's History to every public school library in this City. And yes, if we can raise enough money, we will build more monuments honoring women in New York City. We invite you to join us. Just go to monumentalwomen.org.

It is only fitting that our first monument of Truth, Anthony, and Stanton depicts three New York women who dedicated their lives to fighting for women's rights. They were contemporaries. They often attended the same meetings and spoke on the same stages. It's only right that they share the same pedestal because our monument conveys the power of women working together to bring about revolutionary change in our society. These extraordinary women challenge us to continue the fight. At Monumental Women, we are proud that our Women's Rights Pioneers Monument makes a lasting statement to all future visitors in Central Park, a message written in stone and shaped in bronze that equality applies to everyone and history includes all of us. Thank you for working in your communities to honor the diverse women of the past and to challenge your municipalities to re-imagine their public spaces. **Onward!**

Please Note: Monumental Women provides many video and film items documenting aspects of our history of activism to re-imagine public spaces and to fight the invisibility of women in those spaces. These summaries, programs, and interviews can be found on our [Website](#) and on our [YouTube Channel](#). We urge groups to document their own histories as part of a complete historical record of the fight for social change.

A FRAMEWORK FOR STRUCTURE, ACCOUNTING, BUDGETING AND TAXATION

By David Spaulding, Monumental Women Treasurer

Description and Structure

A non-profit organization for the purposes of establishing programs, funding and support for the development and installation of public art works, would fall under the Internal Revenue Code Sec 501 (c)(3).

Section 501(c)(3) is the portion of the US Internal Revenue Code that allows for federal tax exemption of nonprofit organizations, specifically those that are considered public charities, private foundations, or private operating foundations.

To be tax-exempt under section 501(c)(3) of the Internal Revenue Code, an organization must be **organized** and **operated** exclusively for **exempt purposes** set forth in section 501(c)(3), and none of its earnings may **inure** to any private shareholder or individual. In addition, it may not be an **action organization**, i.e., it may not attempt to influence legislation as a substantial part of its activities and it may not participate in any campaign activity for or against political candidates.

Organizations described in section 501(c)(3) are commonly referred to as **charitable organizations**. Organizations described in section 501(c)(3), other than testing for public safety organizations, are eligible to receive tax-deductible contributions in accordance with Code section 170.

In order to become a tax-exempt organization, one first has to form a corporation or create some other business entity in the state within which the organization will be situated. The usual entity choice is a corporation, and in New York, the NYS Department of State, Division of Corporations will issue Articles of Incorporation.

Once an entity is formed, always at the state level, the organization's initial officer(s) can then begin the process of applying for Recognition of Exemption Under Sec 501. Form (series) 1023, is a substantial document consisting of several sections on organization & structure, purpose, officers and directors, independence and compensation, history (if any) activities and, of course, financial data (historical and/or projected).

[About Form 1023, Application for Recognition of Exemption Under Section 501\(c\)\(3\) of the Internal Revenue Code | Internal Revenue Service \(irs.gov\)](#)

[Form 1023 \(Rev. December 2017\) \(irs.gov\)](#)

Taxation

Once organized in the state of residence, and then granted tax exempt status by the Internal Revenue Service, such an entity functions as a nonprofit organization for the purposes described by the Service in the following paragraph.

The exempt purposes set forth in section 501(c)(3) are charitable, religious, educational, scientific, literary, testing for public safety, fostering national or international amateur sports competition, and preventing cruelty to children or animals. The term **charitable** is used in its generally accepted legal sense and includes relief of the poor, the distressed, or the underprivileged; advancement of religion; advancement of education or science; erecting or maintaining public buildings, monuments, or works; lessening the burdens of government; lessening neighborhood tensions; eliminating prejudice and discrimination; defending human and civil rights secured by law; and combating community deterioration and juvenile delinquency.

This tax-exempt status must be maintained going forward by following the rules and regulations as set forth by the IRS, and by the resident state. Like with any other entity, ongoing compliance requires that the organization file annual reports, similar to a tax return filing for a for-profit corporation, at both the federal and state levels. Most charitable organizations will file a Form 990 – Return of Organization Exempt From Income Tax (the 990 series has several lesser forms for organizations with smaller levels of funding or assets: 990-EZ & 990-N). New York State requires exempt organizations to file a CHAR500 – Annual Filing for Charitable Organizations and if the organization's revenues are above a certain dollar threshold an independent accountant's Review Report or Audit Report may be required. Many other states have similar filing requirements.

[2020 Form 990 \(irs.gov\)](#)

While there is no income tax to pay on exempt activities, there is substantial reporting compliance regarding the funds received and how they are spent. Of course, should an exempt organization earn unrelated business income (i.e., a gift shop within an exempt museum) such income is reported on a 990-T for Exempt Organization Business Income Tax Return and income taxes are paid.

[2020 Form 990-T \(irs.gov\)](#)

You should keep in mind that all non-profit organizations are considered “public” entities and their annual tax and income filings, such as the Form 990, are a matter of public record. They can be requested and reviewed by the general public, donors and other funders. If requested of your organization, you must provide them with a copy of your most recently filed Form 990.

Organizations such as GuideStar act as a respected, third party repository of all publicly available tax, financial and compliance data on most non-profit organizations in the United States. They have even established a ranking system to identify those charitable organizations who are open, transparent, and compliant while actively supporting their charitable purpose.

Accounting

Both nonprofits and government agencies must follow GAAP, the Generally Accepted Accounting Principles. GAAP's main objective is ensuring that financial information is reported on effectively and efficiently. For small non-profits this may seem a bit overwhelming but the basic principle here is that the organization's books and records must be competently prepared as would any for-profit business – they too are required to keep proper records of income, expenses, assets, and liabilities. Their major source of income is donations, subscriptions, grants.

Of course, one misnomer of non-profits is that they don't “make money.” A non-profit is an organization whose primary objective is to fill a need of society (as opposed to a regular business, the priority of which is to maximize

revenue for its owners and shareholders). Non-profits do strive to generate net profit [revenues in excess of expenses], but that revenue is put back into the non-profit's mission. We call that good budgeting.

What types of financial statements are required for non-profits?

- Statement of Financial Position (SOP) = a for-profit Balance Sheet (B/S)
- Statement of Activities (SOA) = a for-profit Profit & Loss (P&L or I/S)
- Statement of Functional Expenses – lists expenses by function
 - Program Expenses which can be further broken out into multiple programs,
 - Administrative Expenses,
 - Fundraising Expenses
- Statement of Cash Flows
- Annual Report
 - This report, for larger non-profits, would include all of the above reports for two (2) comparative years as well as the organization's Independent Accountant's Audit Report

You may notice that the SOP does not reference Equity, as would be the case with a for-profit corporation; mainly that's because there are no shareholders in a non-profit organization. Therefore, the Net Assets (total assets minus total liabilities) is referred to as the Fund Balance. If you are deficit spending, the fund balance will decrease over time, but if your revenues continue to exceed your program expenses you will build your fund balance.

Because of the many compliance and reporting requirements of the annual 990 filings, there are additional bookkeeping requirements for the accountant and Treasurer to implement when it comes to monitoring where funds are coming from and how revenues are spent. This requires a robust accounting program that is designed to handle the required recordkeeping. While there are many commercially available programs out there one of the easiest, cloud-based applications is QuickBooks Online. For a modest monthly cost (discounted and sales tax free for non-profits), Intuit offers a non-profit version which can be accessed anywhere over the Internet.

Budgeting

A key component of financial sustainability is the commitment of board and staff to financial management that includes timely review of financial reports and advance planning. One way that board and staff plan for income and expenses in the future is by creating a budget. Approval of the annual budget is one of the fundamental building blocks of sound financial management.

Creating the annual budget is initially staff or, in the case of a small all-volunteer organization, the Treasurer's responsibility, but board members (usually those on the "finance committee" and/or "executive committee") often review the proposed budget and the full board usually adopts the budget at a full board meeting. The approved budget then serves as a guide for financial activity in the months ahead. Many organizations will create a longer-term budget especially for programs/projects that have a definitive multi-year time horizon. Budgets should not be "written in stone" because the financial position of the nonprofit may change during the year.

A budget is a *guide* that can help a nonprofit plan for the future as well as assess its current financial health. It is quite common to periodically review the budget as well as compare it to the actual cash flow and expenses, to determine whether they are playing out as expected during the course of the year. It may be necessary to amend the budget during the year.

It is likely that the nonprofit's budget will be referred to many times throughout the year - by staff and board members who play different roles within a nonprofit. Budgets may even be requested by parties involved in financial transactions with the nonprofits, such as banks, or by donors and grant makers considering a gift to the nonprofit. If and when you share the organization's budget outside the organization, make sure to stress that the budget is reviewed periodically throughout the year and revised as needed. Sometimes when people ask for the nonprofit's budget what they are seeking can be satisfied by sharing a copy of the most recently filed IRS Form 990 that shows a nonprofit's operating expenses and revenue during a fiscal year.

Other Issues

Other things you need to consider in the realm of non-profit start up, management & compliance:

Intellectual Property – IP related to copyrights & trademarks can become important tools and costly, especially when they are associated with your revenue stream (think donors and foundations). Many non-profits develop IP in conjunction with their mission programs or artwork created by such programming. An organization needs to treat IP as an asset worthy of protection by applying for service marks or copyrights as offered by the US Patent & Trademark Office.

Crowdfunding – crowdfunding has become the first go-to for non-profits in the last few years. While it provides many advantages to what would be called traditional fundraising, there are many pitfalls and, if not well planned, can leave an organization spinning its wheels. These are some best practices for non-profits: keep it smart, tell your story, keep your supporters posted and engaged. While the players in this arena have changed over time, the basics for how they operate are the same, following are three of the top sites:

[CauseVox](#)

[Fundly](#)

[Causes](#)

Sponsorships – Many non-profits start life as a for-profit entity (before submission of a Form 1023 Application). As such, an organization could be a year away from receiving that vaunted IRS tax exempt status. You don't have to wait to start collecting charitable donations for your inaugural program though. You could enter a Sponsorship Agreement with a non-profit organization, one that has experience in the area that you want to serve and an organization that can support your funding efforts until you are able to do it on your own. Such organizations allow you to fundraise now with charitable donations; they usually charge a modest fee, or a percentage of revenues raised to administer the project.

Resources

[Charities and Nonprofits | Internal Revenue Service \(irs.gov\)](#)

[National Council of Nonprofits |](#)

[GuideStar](#)

[QuickBooks®: Official Site | Smart Tools. Better Business. \(intuit.com\)](#)

[Nonprofit Technology Network](#)

[Nonprofit Finance Fund](#)

[Nonprofit Quarterly](#)

[Canva for Nonprofits](#)

[LinkedIn for Nonprofits](#)

SUGGESTIONS FOR LAUNCHING A WOMEN'S HISTORY EDUCATION CAMPAIGN

By Brenda Berkman, Monumental Women Vice President For Programs

Given the paucity of knowledge in the general population about the histories of women and people of color (as noted in the Toolkit introduction), the educational components of your project(s) are critical both to achieve approval of your project and to expand public knowledge of women's history. The educational aspects of your project can be as wide-ranging or as limited as the resources of your organization permit. The purpose of this section is to provide a kind of checklist of considerations when designing your education initiatives. These considerations are not presented in chronological order -- some activities (such as creating content and developing partnerships) need to occur simultaneously.

I. Creating content for your educational initiatives

- For different age groups: keep in mind that public spaces are used by a variety of ages.
- Research (and not just Wikipedia!): “history” is not fixed but constantly reinterpreted. Make sure your research includes a variety of perspectives and recognizes that different generations have evaluated movements and people differently. Be prepared to address criticism of your efforts with responses based on your thorough historical research.
- Consider assembling a diverse panel of scholars to provide you with diverse historical perspectives.
- Recognize the importance of visuals: don't delay in assembling visuals to accompany your text.
- Recognize that different platforms require different content: websites accommodate more detailed information while social media posts and app content need to be short and sweet.
- Consider expanding your outreach by providing your content in multiple languages.

2. Develop partnerships: possible partners in your educational tasks and outreach

- Schools
- Museums
- Libraries
- Historical associations/preservation groups: national, state and local (e.g. National Trust for Historic Preservation and many local groups)
- Parks groups
- Foundations (e.g. the William G. Pomeroy Foundation, Ford Foundation and many others)
- Community groups including groups associated with particular historical figures or events: girl-serving organizations like Girl Scouts, sororities, ethnic associations, issue-oriented interest groups, block associations
- Elected officials, community boards
- History buffs, authors
- Tourism groups, business associations, women-focused businesses or with links to particular historical figures, including business charities

3. Disseminate your content in a variety of ways.

- **Apps, “virtual” content:** virtual resources put history in the hand of everyone with a mobile smart device, allowing for a much greater amount of content to be available to a wider audience. The amount of information that can be transmitted has expanded far beyond the physical statue, monument, signs, buildings of previous eras.
- **Website projects and newsletters**
- **Hands-on projects:** projects like Monumental Women’s [“Put Her on a Pedestal”](#), which can be done in-person or over the Internet, help ignite historical curiosity and imagination.

- **Trails, tours:** with websites and apps, linking various sites in trails and tours has expanded far beyond the physical maps of the past. Examples include the Boston Women's Heritage trails (see Resources below) and Monumental Women's New York City 5-borough women's history trail (in development for 2021).
- **Wikipedia and other on-line resources:** if you do not write your Wikipedia entry, chances are someone with less information will write it for you. Take the initiative early.
- **Social media:** Facebook, Instagram, Twitter, blogs all provide the means to disseminate your information and gain support.
- **Seminars/talks/webinars:** as in-person meetings have been shut down the world has pivoted to virtual presentations, the opportunity to reach out around the world has expanded.
- **Teacher workshops:** search for organizations which are already conducting teacher training to explore incorporating your content in their trainings.
- **Ceremonies:** unveilings, dedications, commemorations provide more opportunities; don't neglect to educate at every event.

In conclusion, your Board, an Advisory Board and staff/volunteers can break up these multiple tasks into bite-size pieces. These checklists are by no means intended to be exhaustive but to highlight some of the main considerations in designing your educational outreach.

Selected Resources

[Monumental Women](#)

Website includes a description of projects and content

[Talking Statues](#) : [Put Her on a Pedestal project](#) : [Events](#) : [News](#)

[About the suffrage movement and individual diverse women](#)

[The Boston Women's Heritage Trail](#)

has created multiple women's history trails in the Boston area, as well as curriculum and resource lists for women's history that can help you develop

your women's history projects in public spaces. Although originally BWHT tours were in print only, maps and tours are now posted on their website for use in-person and virtually. Teacher/student-created trails have also been added.

[National Collaborative for Women's History Sites](#)

A national mapping of women's history sites, connecting local groups and listing of resources

[The Gilder Lehrman Institute of American History](#)

Focused on teaching through primary sources, access to their resources may require a subscription. They do teacher trainings.

Digital Platforms

[Talking Statues](#)

[Bloomberg Connects](#)

INTERGENERATIONAL LEADERSHIP: Inspiring Youth Activism

By Ariel Deutsch, Monumental Women Secretary

Every generation brings its own set of values, beliefs, and life experiences to shared endeavors. Building leadership across generations creates opportunities to capitalize on the unique skills and perspectives each generation has to offer when re-imagining more inclusive public spaces. Intergenerational teamwork can also inspire dynamic coalition building and engagement among a wider public in knowledge sharing of Women's History.

In particular, the voices of youth activists play an important role in driving social change. Take Mabel Ping-Hua Lee, for instance, who, at age 16, was already a recognized suffragist who would help lead almost 10,000 people in a New York suffrage parade in 1912.

As Monumental Women's experience has shown, whether you are a Girl Scout or student leader, it is never too early to get involved in your community to raise public awareness of Women's History and equality. Taking action can be as easy and fun as creating a student-led organization at school!

For example, in 2016, students at Fiorello H. LaGuardia High School of Music & Art and Performing Arts came together to organize a club dedicated to educating, advocating, and fundraising on behalf of Monumental Women. The group led a successful fundraising campaign by selling awareness bracelets that read: "Bring Women of History Out of the Dark and Into the Park." Their message evoked the popular rallying cry of the Women's Suffrage Movement: "Forward out of error / Leave behind the night. / Forward through the darkness / Forward into light!"

The students reached out to friends, family and community members, spreading awareness of Monumental Women one bracelet at a time. After all, change must start somewhere before sparking a ripple effect in the larger community.

Here are some suggestions for students to jumpstart their activism:

1. Advocating

- Your advocacy is only as good as your information, so doing research to educate yourself should be your first step.
- An issue is not the same as a message—be sure to determine the issue before jumping to the message.
- *Collaboration* with others in your community strengthens your advocacy efforts.
- Messages are strongest when they are clear, accessible, and inspiring.
- There is no one-size-fits-all approach to advocacy, and the best advocacy comes from being true to yourself and your beliefs!

2. Fundraising

- Planning a fundraiser requires a lot of coordination and communication, so before getting started, ask yourself the following key questions:
 - What kind of fundraiser?
 - What are your goals?
 - Who needs to be involved? Who needs to sign off for approval?
 - When is the best time to fundraise?
 - Where is the best location?
 - How can you best promote the fundraiser?
- Fundraising ideas include bake sales, raffles, holiday gift wrapping stations, and social media fundraising drives.
- Remember the FUN in fundraising!

3. Speaking Out

- Make classroom announcements to encourage other students to get involved.
- Put up flyers in high foot-trafficked areas to promote your cause and increase your membership.

- Use your social media platforms (e.g., Instagram, Snapchat, Facebook, Twitter) to help spread the word!
- Host a letter writing campaign with friends and family to raise awareness about your cause.
- Reach out to your elected officials to gain greater support for your group's advocacy goals.

4. Building Community

- Reach out to groups with similar commitments to build alliances.
- Try to reflect the principles of diversity, equity and inclusion in your group's activism by ensuring that marginalized groups are given high visibility and voice.
- Create educational resources to help people learn more about your cause (e.g., zines and pamphlets).
- Help cultivate an ethos of collective responsibility through public events.
- Encourage mentorship and create opportunities for learning and leadership development.

These suggestions are just the tip of the iceberg. As we have shown, inspiring youth participation offers unique opportunities for successful intergenerational activism. Young people bring energy, new perspectives and untapped potential, and when combined with the experience and knowledge of more seasoned activists, intergenerational organizing can produce real impacts and ultimately move history forward.

CREATING AND AMPLIFYING PARTNERSHIPS

By Namita Luthra, Monumental Women Vice President For Operations

Expanding Our Reach With Partners

Partnerships in your community will benefit both your efforts and the organizations you work with. Monumental Women's early partnership with Girl Scouts had a lasting effect on our success and benefitted the girls. One Girl Scout Troop member recently reflected on her four years of involvement saying, "It's exciting that I made an impact." Over the years Monumental Women's collaboration with Girl Scouts turned out to be one of our most fruitful. The girls' activism had an amplifying effect, garnered press attention, and generated wide public support.

In 2016, Monumental Women was contacted by Girl Scout Troop Number 3484. The Troop leaders and the girls wanted to know more about our work to install the first-ever monument to real women in Central Park. They began organizing to support us with a "Where Are The Women?" campaign and a \$1,920 donation from their cookie sales.

Later that year, Girl Scout Troop 3482 contacted us and had read local news coverage of the other Troop's work. They wanted to help in any way they could. At a Troop meeting when the girls learned that there were no statues of real women in Central Park, but that there was a statue of an heroic sled dog named Balto, they couldn't believe it. "Not a single one of women?" they asked incredulously. They decided on the spot that they would sell cookies and donate their annual profits to Monumental Women to help get a statue built. In the spring of 2017, Troop 3482 donated \$2,000, double their original goal, to Monumental Women.

Later in 2017, a third Troop (3746) contacted Monumental Women and said that they, too, wanted to join the fight. Throughout the journey, Girl Scout Troops were there. On November 6, 2017 at an event we held at the New York Historical Society celebrating when women won the vote in New York State via referendum, all the Troops met to support Monumental Women. The collaboration was strengthened and was further celebrated on March 14,

2018, when Monumental Women announced the four finalists of the sculptor design competition. A big event was held at the Girl Scouts of U.S. national headquarters in midtown Manhattan. Four Girl Scouts were chosen to announce the four finalists, describe the sculptors' work, and name their own monumental woman. At this event Troop 3746 presented Monumental Women with its \$5,000 donation from cookie sales to help fund the statue. Parks Commissioner Mitchell Silver, Manhattan Borough President Gale Brewer, Girl Scouts of U.S. President Sylvia Acevedo, Monumental Women President Pam Elam and others spoke and shared their excitement at moving one step closer to the monument being created and installed on the Nineteenth Amendment's centennial anniversary in 2020.

On February 1, 2019 at the New York Life Insurance Building Girl Scout Troop members all met with Meredith Bergmann, the sculptor chosen to create the monument. Ms. Bergmann gave the girls a presentation of her lifetime of work with a slideshow of images and discussions about how she got her start as a sculptor and the work that she created over the years. The girls were engaged and eager to hear about and see her work. They asked questions about what it is like to be an artist and why this project was important to her.

On August 26, 2020, at the grand unveiling of the Women's Rights Pioneers Monument, the Girl Scouts were there, although in smaller numbers because of the pandemic restrictions in place that governed audience size. Not only were Girl Scouts present, but with Monumental Women President Pam Elam, they led the countdown to the fabric being pulled back to reveal the monument. "Ten, nine, eight...!" they shouted in unison. It was an historic moment that was captured and televised across the nation.

From early in the movement to the end, Girl Scouts were an integral part of the journey of having the Women's Rights Pioneers Monument become a reality. For these groups of girls their participation was their first-ever lesson in civics education, the notion of looking around in your world, seeing something that's not right, and working your hardest to help fix it. They were lucky to engage in the full arc of that process and see their hard work rewarded by a permanent monument that will serve the City of New York's residents and visitors for many years to come and indeed new generations of girls.

Asked recently to reflect on their four-year journey – from fourth grade to eighth grade— several Troop members had a lot to say. Hadley Meyer, member of Troop 3482, said that her most important memory of the journey was meeting the sculptor in November 2019 and getting a chance to talk with her and ask questions. Bea Glassman Walker of the same Troop described her interest: “Prior to this there were only fictional women like Mother Goose and Alice in Wonderland in the park. We go to an all-girls school so it’s important to address sexism. In third grade we had a whole unit on suffrage so when we found out about this in fourth grade we knew we had to address it.”

When asked why a garden might not have been sufficient, Jaya Shri of Troop 3482 said, “Having a garden is a memorial and an honor, but not as ‘in your face’ as a statue. You can walk by a garden with a tiny little plaque and maybe not even notice it or know that it has anything to do with suffrage or voting. That’s sexist in itself – ‘a garden with dainty flowers is a woman’s job.’” Bea added, “A statue is more permanent. A garden needs tending and care. But a statue is there.”

Of the unveiling and seeing the monument for the first time, Hadley shared, “Honestly, it was really exciting. It was bigger than I had imagined, so grand. It was exciting to see all of this work and to see it actually being there.” Bea had a unique experience and described it, “The most exciting part of this adventure was actually seeing the statue in the end. When I go there a bunch of people are always around it and taking photos. Once I overheard someone say, ‘I heard Girl Scouts donated to this statue.’ and I said ‘I was one of them!’ They were so happy to hear that and they wanted to know more. It’s exciting that I made an impact. So many people are there admiring the statue. Many happen to stumble across it and that same scene will keep happening in the future.” Partnerships can lead to amazing things. Just ask the Girl Scouts!

FUNDRAISING TIPS

A Fundraising Feast* for Campaigns for Statues of Monumental Women: *How To Find, Engage, Ask, Secure, and Thank Your Donors

By Gary Ferdman, Monumental Women Board Member

A successful campaign includes these five steps:

1. **Find Donors** – Researching, networking and harvesting prospects.
2. **Engage Them** – Send newsletters, clips, invitations to events, calls to action if needed; invite opinion leaders to endorse.
3. **The Ask** – in person whenever possible for large donors. Through social media for smaller givers.
4. **Secure The Contribution** – How and when will it be paid? Is paperwork needed?
5. **Thank** – Calls and letters are a great opportunity for even more engagement/cultivation.

Finding Potential Donors

You can find donors in many different places. Foundations, corporate gifts and employee matching gifts, government programs, major donors, events, public sector sources, social media, direct mail, bequests – be sure to explore them all.

Laying the Groundwork

To accept tax-deductible contributions, you will need a letter from the internal revenue service confirming that you are a 501(c)(3) organization. Get pro-bono legal help – you can start accepting money as soon as the paperwork is in. Or find a fiscal sponsor – there are community funds that specialize. They will take a percentage but will save administrative costs.

To begin raising money, you need to create a mission statement, case for giving, goals and objectives, and a budget and include:

Planning – Lay out the steps needed to achieve that goal.

Organizing – What resources – human, informational, etc. Do you need to implement that plan?

Directing – Make it happen.

Controlling – Create a feedback loop evaluate progress toward your goal and what tactics are or are not working.

Tell your story – A case for giving is your basic campaign narrative that serves as a basis for a power point deck, entry on your web site, content of proposals and funding appeals, etc. It begins with a mission statement clearly stating your goal. It covers who is being memorialized, by whom, where, when, how, why? How will your monument help change the world for the better? If there are organizations proposing other memorials, what makes yours unique?

Create Proposals – Every major element and objective should have a plan that can be turned into a proposal.

Examples:

- Some donors like to be in on the ground floor – create an organizational development plan and proposal.
- Bronze, bricks and mortar funders may want to underwrite the cost of the monument only.
- Government entities that control the location and/or environmental funders may be interested in site preparation/landscaping.
- Women's issues, social justice and education funders may want to support public relations and ongoing educational activities.
- Deeply committed supporters may include your organization in their estate plans to generate income for to maintain your statue and support ongoing programs.

Engaging donors – Undergirding your campaign

Create an endorsers list of community notables, including philanthropists, elected officials, historians, celebrities, to enhance your credibility and visibility in the donor community. Cultivate and convert to donors when the project is mature enough.

Build a better board – Be sure to include fund raising expertise and make clear that every board member is expected to give and get. Many activists who serve on boards have worked with foundation board members and staff, so ask your board members to review lists of individual prospects and staff and trustees of foundations that fund in your issue and geographic area.

Everybody knows somebody who could give, no matter how small. Social media makes personal fundraising campaigns by your board members free, easy and productive.

Get out into the community through speaking engagements in front of like-minded groups, including regional associations of grantmakers, local women's and arts funders, professional organizations, etc.

Use Social and Traditional Media

- **Create a website that makes signing up and giving easy**
Accessing a donations page should never take more than one click! Collect and harvest e-mails - don't be afraid to list high-dollar options. And do some homework on your on-line donors – you never know!
- **Sign up for Facebook**
Run Facebook campaigns on special occasions that relate to your honorees. Get board members and other supporters to run on-line campaigns on their birthdays.
- **Register your organization with AmazonSmile**
They will donate a small percentage of every purchase; only worthwhile if you can get lots of sign-ups. No downside for the purchaser.

- **Get exposure**
Create a media plan – positive exposure will generate online donations.
- **Cultivate**
Be agile and quick. Maintain lists of donors and prospects. Send occasional newsletters, important updates, positive media coverage, etc. Keep sharing good news often and across all your platforms (website, newsletter, emails, social media sites).
- **Create an on-line newsletter and distribute press clips**
Keep current and potential donors informed and engaged. Include an ask in every e-mail.
- **Communicate**
Hold Zoom update meetings and discussions with authors and activists of interest to your current and potential supporters.

Foundations and Major Donors

- **Do your homework** – you are looking mainly for donors to women's issues and the visual arts, the sweet spot being the overlap between the two.
Research education funders for your ongoing programs. Check out affinity group members of organizations like Women Donors Network, Womenarts, Arts Funders Forum, Grantmakers in the Arts.
- Note that family foundations may be major donors in disguise, meaning that a family member or two are the deciders. Networking to them is helpful, as is reviewing your on-line donors to see if any have foundations and examining checks to see if they come from foundations. Some say they do not accept unsolicited proposals – all the more reason to network to the deciders.

Do Not Be Afraid to Ask for Money!

- Wealthy people who agree to a face to face or Zoom meeting will be shocked if you don't ask.

- For professionally staffed foundations, often program-specific staff will respond to a call or e-mail – well worth the effort to speak to a program officer before submitting a proposal to pitch them on your project to get advice on what will fly with them and their boards. Note that many foundations make donations outside their guidelines – foundation trustees and staff often have annual allocations for making contributions to their pet charities.
- Major foundations usually have websites with funding areas and application procedures.

Corporate Gifts

Many companies are looking for co-marketing opportunities to increase their visibility. Look for consumer product, apparel and investment companies with an interest in increasing their credibility and visibility with the constituencies your statue will attract. Some companies have their own marketing teams; others use outside firms who may represent more than one client who might be interested. For major public events like groundbreakings and unveilings, solicit underwriters, especially corporations.

Companies often have matching gift programs. You can find up-to-date lists of companies that match employee donations online. Check your e-mail list to identify corporate employees – company names are often in domain names.

Government/Public Sector Sources

Many states, cities and counties provide grants for public arts projects. Elected officials often have access to discretionary monies for projects that benefit their communities. Ask them...all the more reason to seek input from those in public office who serve their communities.

Product Sales

Let creativity reign. Create hand-made items to sell to family and friends.

Regarding miniatures, note cards, calendars, t-shirts and other uses of your monument's image, while you may be donating the actual statue to your community, you can still retain the rights to the image. Look for corporate partners who can work with you on product development, production, and distribution.

Events

Make every event a fundraising opportunity

Parlor meetings with local authors and historians are great ways to cultivate major donors as are Zoom meetings. Having a well-known host with a long e-list is helpful – engage co-hosts who also have reach. And have board members invite their friends. Work with local musicians to create songs for suffrage concerts – the suffrage movement has left us a rich musical heritage.

For major public events like groundbreakings and unveilings, solicit underwriters, especially corporations. Look for companies that market to women and/or have historical connections to women's issues.

Direct mail

Big start-up costs and lots of trees sacrificed. But look in your mailbox and you will find that organizations still think it's profitable. Talk to a consultant; using this tool is hard to do on your own.

Bequests

Only if/when you can demonstrate to donors that you are in this for the long haul.

Raising funding is never easy, especially in these difficult times. Our feminist foremothers put the FUN in FUNdraising in many different ways, including a comic opera featuring a cast of debutantes whose parents bought high-priced tickets! As they showed us, be creative and persistent and, to paraphrase Susan B. Anthony, failure will be impossible!

OTHER FUNDRAISING ISSUES TO CONSIDER

By Brenda Berkman, Monumental Women Vice President For Programs

Charitable giving is not business as usual because of the pandemic; the urgency of basic survival needs combined with social justice concerns of Black Lives Matter (and other movements) led to an outpouring of support in 2020 for organizations addressing immediate needs (food banks, law enforcement reform, etc.). In light of this environment, which will likely continue into the foreseeable future, what can women's history organizations do to raise funds?

Here are some additional points to consider:

- End of Year Giving: contrary to popular belief, most donors at EOY also give throughout the year (only 5.4% of charitable households were 100% EOY); 72% of total EOY donations come from highly educated, urban, with significant net worth and discretionary income.
- Develop a group of “sustainers” who commit to monthly automatic donations; planned giving may actually go up in difficult times.
- Major gift donors are undervalued (would be good to do more personal contacts for instance; people still love hand-written notes; virtual visits) and under-asked.

Messaging ideas for the changing donor environment (and it is always changing):

- Express Thanks for all they have done to support in the past.
- Recognize the world is changing – how does your organization fit in/ address/support those changes?
- Show the tangible impact their earlier gift had on your organization and programs.
- Convey fiscal responsibility, not desperate message.
- Can they make an additional gift?

Facebook Fundraising

Fundraising on Facebook has grown exponentially to become the largest platform for nonprofit giving. Ninety-three percent (93%) of FB donors are new to the organizations they are donating to, so FB is also a way of growing supporter numbers. Donors can give without leaving FB (fast and convenient); they can also share and extend the ask (also allows supporters unable to give money to support by sharing). People give to support people with whom they have connections. E.g. support a charity when a friend asks. Facebook charges no fees for use of its fundraising platforms. Money raised on Facebook goes directly into your organization's bank account (it can take several weeks to be transferred). However, FB does charge for ads to push out your fundraiser to your followers and also people who are not already following your organization on Facebook. More on that below.

There are several ways Facebook can be used to fundraise. Your organization can create a fundraiser on the organization FB page. You can simply put in a link (donate button) to your website fundraising page. But Facebook doesn't like people leaving its site, so its algorithm deprioritizes posts that include a link in the status. To get around this, use plain text in your status update and add the link as the first comment. Use this technique only for updates you don't pay to promote. If you're paying to boost a post, add the link in the status. Or apply for approval from FB as a charitable organization fundraiser so people can donate via FB. A danger of constantly fundraising on your organizational FB page is that your followers can tire of constant appeals for donations and stop looking at your page. But a FB fundraiser has to be reposted and shared to reach more people. So using FB for fundraising is a delicate balance.

A second way Facebook can be used for fundraising is individual-initiated giving: people raising money on birthdays and anniversaries (their own or someone they want to honor), special events, special campaigns. With enough of your supporters engaged in doing this, individual appeals can be year-around and will not be "spamming" your followers with constant appeals to everyone all at the same time. The challenge is getting your followers/supporters committed to doing this kind of individual fundraising. You could provide some simple templates for them to adapt.

There are many ways to amplify FB fundraisers. A few are:

- Use engaging visuals. Photos. Share a short video in Messenger. Use FB video or YouTube; posting videos is easier than ever.
- Co-post on Instagram.
- Offer incentives.
- Set a fundraising goal (e.g. “I want to raise \$500 for “X Charity” for my birthday;” the goal can be raised as the campaign continues).
- Ask people to say why they gave (fosters connections for future support) and likes/comments influence the FB algorithm.
- A powerful way to thank and recognize donors is to tag them in your Facebook posts. Not only will they feel special, but this can lead to increased donor retention. Their friends might see your fundraiser this way, and you’ll reach a whole new audience of potential donors.
- Use ads. On Facebook, you can target people who have ‘liked’ your page, or focus on audience characteristics, such as gender, age, and interests. In the budget and scheduling section, decide how much you want to spend on your ad and how long it will run. You can also choose whether to pay per day or set a lifetime budget for your ad fundraiser. Monitor the response to your ad on your Facebook Ad Manager page where you can see the data collected from each ad you have run. Using ads effectively requires research and planning.

Once a donation is made via FB, Facebook automatically generates a receipt/thank you that is sent to each donor. Your organization can individually thank each donor (and “like” the donation) on the FB fundraiser page.

Facebook Giving sounds great, right? But many people do not use Facebook or have privacy/security concerns that make them hesitant to use FB for donations. Do not assume that all the members of your Board are willing to use Facebook. In addition, one of the things people may like about FB giving – its relative anonymity (your organization has no easy access through FB to people’s emails, addresses and other contact information) also means it is hard for organizations to add FB givers to their regular donor lists for follow-up. Unless you have the donor contact information via another source, it will take effort to track down FB donors.

Giving Tuesday

(now also on FB; these suggestions can also be used for other types of campaigns)

- **Develop a communications plan**

- Ready social media posts; create visuals, testimonials that are shareable
- Line up “ambassadors” – celebrities, supporters with networks (e.g. alum associations, clubs etc.) for peer-to-peer fundraising
- Decide what to list as the impacts of donations e.g. \$50 = 5 women’s history books for middle school students; \$100 prints 100 5-borough women’s history walking tour maps; what positive actions specific donation amounts will be used for
- Draft personalized email/phone call templates to reach out to people; these can be segmented for new donors, repeat donors, mid-level donors and large donors

- **Explore matching gifts**

- **Decide on a goal/target**

- **Get database ready**

- Segment the donors: multiple givers, sustainers, lifetime giving, people to reconnect with (haven’t given in a while), what is the donor’s passion and connection to MW, do they give at certain times of year
- Divide up donors for targeted outreach

- **Send first email** re Giving Tuesday campaign; social media posts

- **Create separate Giving Tuesday donation form?** Insure mobile friendly

Giving Tuesday day of actions

1. Early email/social media reminders
2. Constant social media posts

3. Pre-identified ambassadors will be sharing on their social media
4. Running tabulation of donations?
5. Incentives?
6. Adding a match?
7. Countdown to final hours

After Giving Tuesday: immediate thankyou's

PUBLICITY AND MARKETING:

Public Relations

By Anat Gerstein, Monumental Women Consultant

Public relations, specifically generating media coverage about your history project, is key to not just getting community buy-in, but also for raising awareness and financial support.

A successful media relations effort depends on strong, creative planning. Media connections are often key to placing stories, so if you don't have anyone involved with the project who knows members of your local press, considering hiring a local public relations firm.

You will also have to decide what role you wish social media platforms to play in your public relations campaign. Perhaps someone on your project team has experience in this area and can offer guidance? As we all know, it's complicated to navigate the social media terrain.

Do Your Research

Public art also has a complicated relationship with the public; it often elicits strong reactions – often on polar opposite spectrums, no matter who or what is the subject of the artwork or commemoration.

That is why planning is key to a successful roll out of the project.

If you have already decided on a figure(s) for your statue (or other historical acknowledgement like markers, trails, etc.), do your research to identify potential community concerns or criticisms that may arise. If you have not decided on the statue subject(s), research backgrounds and opinions. And get comfortable with the fact that your statue may face criticism from some, no matter what - so always seek a variety of input and be transparent about the process.

Develop the Message

Once you know the potential criticisms, and all the reasons why your statue is right for a public art display in your community, you can develop messaging to support the statue.

Your messaging should focus on the positive but may also give a nod to potential criticisms. No person is perfect. No choice of subject for a statue will please everyone. Make sure your statements and claims are backed by research and the historical record (if there is one) and stick with a positive tone. None of your messaging should fuel an argument on the merits of the statue.

Test your messaging with trusted members of the community, outside of your group. An elected official who supports the project is likely a good place to start as she will have a solid pulse on the community and the local press.

Plan the Announcement

A successful announcement is key to your success. It helps build enthusiasm and support – and could temper criticism.

Below are a few steps to planning the announcement:

1. **Pick a date and time**

Perhaps there is a historical date that ties in nicely with your statue subject – look for anniversaries, birthdays and big moments in history. For press, anytime between 10am-1pm is best.

2. **Pick a location**

If you already have a site for your statue, plan the announcement to happen in front of the site. If you don't have a site, pick a relevant location. For example, if you are honoring a former political figure, consider making the announcement in front of City Hall or a municipal building.

3. Invite validators to join in the announcements

The more support you can show, the better. Decide who will get to speak at the event and make sure they have all the relevant details and information they need to make an accurate presentation.

4. Draft your announcement press release and a media alert

Send to press and create a press list of reporters you will invite to attend.

5. Get some visuals

If you have a rendering, have it blown up. If you don't yet know what the subject of the statue will look like, print related posters to create a visual element to the announcement.

6. Other event logistics

For press purposes, the event should not be more than 30 minutes long; have a photographer take pictures that you can share with other media outlets after the event.

Keep Up the Enthusiasm

Since it will be awhile between your announcement and the unveiling, keep up the enthusiasm by continuing to pitch press stories throughout the process. Some ideas include:

- Pitching interviews with the artist to discuss the statue.
- Identifying relevant dates in history to pitch additional general stories about the statue.
- Pitch stories about all the milestones in the statue making: commissioning of the artist, the final rendering, creation of the statue at various stages – the making of the clay models, the making of the molds, the pouring of the bronze, the delivery to the site. Throughout the process there will be many opportunities for press.

Plan the Unveiling

Think about this event as the grand finale of the process. You want the event scope to reflect the occasion of the unveiling.

From a press perspective, start planning a few months in advance. This includes:

- Selecting a relevant date. If there is a date with a historical tie-in, that should work well.
- Try to lock in a local TV station that will take the unveiling live on TV. A local station with a morning show should work well.
- Give the local media outlets a month's notice so they can begin planning for the unveiling press coverage.
- Create all the unveiling press materials, including a press release, a media alert and a backgrounder memo with information the press may need to tell an accurate story.
- Identify individuals to provide on-site interviews – if you have a lot of press come to cover, you will need a handful of press-ready individuals to provide interviews.

A Final Word About Social Media

Throughout the entire process of publicizing your project, be sure not to neglect social media postings. You can prepare posts in advance of occasions when your organization will be doing special events and then schedule the posting to publicize the event. Tag social media influencer supporters to encourage them to repost and publicize your efforts. Try to continually post to social media to increase your followers and keep their attention. Not every post has to be specifically about your organization or event but avoid too many unrelated postings or your followers will tire of the “spamming.”

A HAPPY ENDING

Scenes From the August 26, 2020 Unveiling Ceremony of our Women's Rights Pioneers Monument

Everyone loves a happy ending. That is especially true if you've spent the last seven years of your life working in an all-volunteer, not-for profit group to create and donate a beautiful work of art to a City that considers itself progressive, yet omits recognition in its public spaces of the contributions made by over half that city's population - women. Now, finally, on August 26, 2020, it was time for Monumental Women to celebrate a hard-won victory and, hopefully, a newly created awareness among New York City public officials and bureaucracy that public spaces must reflect and respect the entire community. So please join Monumental Women to view the Unveiling Ceremony for our Women's Rights Pioneers Monument, as we both literally and figuratively pull back the curtain to break the bronze ceiling in New York City's Central Park. In the months and years to come, we look forward to receiving videos and films of celebrations in your cities to unveil new tributes you have created to the diverse women who helped make this nation great. On with the show...

[Watch the unveiling event.](#)



Monumental # Women

**We appreciate your support.
All contributions to Monumental Women are tax deductible.**

monumentalwomen.org
info@monumentalwomen.org
Phone: 347-224-8976

Post Office Box 150-074
Van Brunt Station
Brooklyn, NY 11215

Facebook: /monumentalwomennyc
Twitter: @monumentalwomen
Instagram: /monumentalwomennyc