



River Network's

# RIVER FUNDRAISING ALERT

Fundraising Strategies  
2004

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## CHOOSING YOUR FUNDRAISING STRATEGIES

By Pat Munoz

### WHICH FUNDRAISING STRATEGIES ARE BEST FOR YOUR SITUATION?

When planning your fundraising activities, you need to become familiar with the various fundraising strategies that are out there (see chart that follows) and which of these strategies are most appropriate for your particular situation. This article does not purport to dictate what strategies your organization should use in any given situation—there are exceptions to every rule in fundraising—but to suggest that certain strategies are more suited than others for certain situations or funding needs.

#### I. STARTUP/TRANSITION FUNDING

Groups that are just starting up, or making a significant transition (from all-volunteer to paid staff, for example), need a large slug of money to allow them to get some of the basics in place—salaries, an office, a computer and printer, a copy machine and fax, and so on. This is hard enough for existing groups, but the situation is complicated when the group has no track record, only the founders' enthusiasm and good intentions.

##### Suggested Funding Strategies:

- 1. Personal Visits with Individuals and Local Businesses.** People give to people, and it's a good thing, since new organizations don't have much other collateral to offer prospective supporters! Get yourself jazzed up, practice your speech a few times on your spouse or mother, and then get out there and talk to people—friends, colleagues, businesses you patronize. Be sure you have the essentials: a mission statement, a budget, a good case statement, your 501(c)(3) status.
- 2. Special Events.** When there is a perceived need in the community, an event at which an appeal is made (after a discussion of the problem/solution and possibly a testimonial by someone who has already done something similar in another community) can generate cash as well as in-kind donations of goods and services for a new group. It is important to focus on getting people to the event.
- 3. Board Giving and Getting.** If you have board members, now is the time to use them! Ask board members to make challenge gifts or to help you with foundation, government or corporate contacts. For new groups without a track record, supporters will have to take a risk that the group will succeed. This means that the best prospects are those who are heavily invested in the success of the organization, like board members.
- 4. Foundations.** Some foundations like to be in on the launch of a new and exciting organization (or a new phase in the life of an existing one), especially if the newcomer has a well-thought-out plan, a solid board and/or letters of support from other established organizations. Ask your board members or other well-known supporters to accompany you on your visits to foundations to lend credibility to your requests.
- 5. In-Kind Donations.** Individuals and corporations will often help a new group get started by donating equipment, supplies, and even office space and services. Put together a good list of "needs" and circulate it at every opportunity.

## II. GENERAL OPERATING SUPPORT

All organizations need reliable, steady sources of funding that will pay the rent, phone bill, etc. Although some of these on-going expenses can (and should) be included in foundation and government proposals for specific projects, other sources are usually needed to make up the balance. The more an organization can "diversify" these strategies, the less vulnerable it will be to the vagaries of politics and the economy.

### Suggested Funding Strategies

1. **Individual and Organizational Memberships.** The best insurance against the volatility of government and foundation grants is to build a large base of individual members. These members, if treated properly, will renew their memberships year after year and gradually increase the level of their gifts.
2. **Small Business Membership Program.** Small businesses located in the watershed are often willing to join a business membership program and pay dues year after year to support ongoing operations, if they are cultivated and recognized properly. One way to recognize them is by putting together a "Support Our Supporters" directory of businesses that you can insert into an issue of your newsletter.
3. **Special Events.** A good "signature" event which promotes the organizational mission, is fun, exciting and repeatable, and builds on itself year after year, is an excellent source of "general operating support." Keep costs down by getting food, printing, and other items donated.
4. **Major Donors.** Individual donors who can make large gifts are probably the best source of general operating support in the long term. Get to know these individuals as people, and build relationships with them through in-person meetings, events and phone calls.
5. **Board Members.** Board members are naturally very invested in the health and sustainability of their organization and, like major donors, are usually a good source of funds for ongoing operating costs.
6. **Earned Income.** Income from sales of goods and services and other business ventures, particularly where these are closely allied with and/or promote the mission of the organization, is usually unrestricted and can be used for general operating expenses.
7. **In-Kind Gifts.** It is often easier for companies to give equipment or supplies than money, and a gift of goods or services is as good as cash.
8. **Matching Gifts.** Companies will often "match" the gifts of their employees, even those who have retired. It is important to let your members know that they can double or even triple their giving by applying for a match.
9. **Workplace Giving.** Organizations which have been around a few years should investigate joining a state environmental or social action federation for the purpose of raising funds at government and corporate workplaces through payroll deductions.
10. **Special Appeals.** A compelling special appeal can be made at year's end for funds to cover all of the organization's work, including the costs of keeping the doors open. Be sure that your members understand that you are asking them for a gift over and above their membership dues.

## III. PROJECTS

All organizations have specific projects they want to undertake, from education and outreach campaigns, to removal of a dam, efforts to monitor a particular river or stream, or a campaign to buy a piece of riverside property. This is often the easiest money to raise, because everyone likes to see a tangible outcome for their donations.

### Suggested Funding Strategies:

1. **Foundations.** This is where foundation grants are easiest to get, for specific projects with measurable outcomes. Do your research carefully, and be sure to follow the foundation's guidelines to the letter! Always include a proportional share of salaries and benefits, rent, utilities and other administrative costs in the project

budget unless the foundation guidelines specifically prohibit it.

2. **Corporations.** Large companies will often fund projects, when two conditions exist: 1) the project is NOT controversial, and 2) the project will in some way enhance the corporation's image with the public and/or their employees. They are particularly open to funding events where their name and logo are prominently displayed.
3. **Special Appeals.** Sending special mail appeals to members asking for funds for particular projects is the best way to capitalize on the cost of bringing in new members. All groups should do an end-of-the-year special appeal, and most should do at least one other appeal (in addition to renewal requests) to bring in additional revenue from members. Even when people do not respond, these appeals educate your members about your activities.
4. **Major Donor Requests.** Going to major donors with a personalized mail appeal or in person is an excellent way to raise funds for projects. Try to match the project with the donor's interests if possible. Sending a short version of an existing foundation proposal is one strategy that works well.
5. **Government Grants.** Government funding is often available for project work, but usually requires a match and small groups must be prepared to meet stringent demands for financial and outcome data. Also, monies may only be available on a "reimbursable" basis, meaning payments are made AFTER the work is performed.
6. **In-Kind Requests.** If a project requires certain heavy equipment or the services of experts, these can often be obtained pro bono by publicizing them to local corporations and individual members.

#### IV. OFFICE EQUIPMENT, BUILDING PURCHASE

Acquiring an expensive piece of equipment, such as a copy machine, GIS equipment, a large boat or a building to house your organization presents a special funding challenge.

##### Suggested Funding Strategies:

1. **Foundation or Corporate Request.** There are some foundations and corporations which will fund this kind of capital investment, especially if they have already funded you for projects in the past and you can make a good case for the long-term benefits the purchase will make possible.
2. **Special Appeal to Your Board, Individual Members and Major Donors.** If the need is important and urgent, this could be a good subject for a special request to your board, members and loyal donors who care about the ongoing health of the organization.
3. **In-Kind Appeal.** Occasionally, large items like a boat or free office space can be located by publicizing your needs to your supporters in your newsletter, website, local newspaper, etc.
4. **Capital Campaign.** When you need to raise large sums of money to purchase a building or a piece of land, a capital campaign is probably the way to go, but don't undertake it lightly. Be sure you have enough donors and consider the impact the campaign will have on your day-to-day fundraising.
5. **Loan/Line of Credit.** Some lenders will provide upfront funding for a building or piece of equipment using the building or equipment as collateral. Be sure to develop a realistic plan for repaying the loan.

#### V. CRISIS/EMERGENCY FUNDING

All organizations experience financial crises when they need to raise money fast to tide them over a difficult period. In such cases, it is important to be completely open and honest about the situation and why it happened, to enlist the help and support of those who are the most heavily invested in the organization, and to come up with a plan for remedying the situation.

##### Suggested Funding Strategies:

1. **Board Appeal.** Since time is of the essence, the board of directors is a good place to go first to find emergency funding. Board members may be willing to make an immediate contribution or no-interest loan to help the organization get through the crisis.
2. **Personal Requests to a Few Major Donors.** This is delicate, since you don't want to alienate your major

supporters with tales of mismanagement or other financial woes. However, some emergencies (like fire or flood) are “acts of God”. Use your judgment and call upon donors you feel will be sympathetic to your situation.

3. **Personal Request to a Foundation.** There are a limited number of foundations who respond to emergency requests, usually for organizations they are already funding. Check the guidelines of existing supporters or call your program officers if such a situation arises.

4. **Special Event.** If the crisis is due to a natural disaster, such as a fire or flood, a special event might be appropriate. An event would NOT be appropriate, if the crisis is due to mismanagement. (People give to opportunities, not needs).

5. **Bank Loan/Line of Credit.** Many banks will extend a loan/line of credit to creditworthy organizations to be used in time of need. It is best to take out the line of credit when times are good, and have it in reserve, since it may be harder to get once the crisis has arisen.

**VI. RESERVES/ENDOWMENTS**

Many organizations seek to create an "Operating Reserve" which can generate interest income for the organization and guarantee its survival in the event of a major organizational crisis or disaster. Some organizations also have an “endowment fund,” a pot of money invested in perpetuity, which generates a certain return on the investment, and which is usually dedicated to funding a particular project or activity.

**Suggested Funding Strategies:**

1. **Surpluses.** Always budget a surplus (a basic tenant of good financial management), and instead of spending it, put it into a reserve fund or endowment. If you are good at making budget, you’ll be surprised at how quickly your reserve or endowment fund will grow.

2. **Bequests.** All organizations which intend to be around for the long haul should have a strategy promoting bequests from members. When a bequest arrives, tuck it away in the reserve or endowment instead of spending it.

3. **Special Appeal.** Send out one special appeal each year dedicated to raising funds for your “rainy day fund” or endowment.

4. **Major Donors/Board Members.** Ask your best donors and board members for a one-time special gift for the reserve or endowment.

5. **Capital Campaign.** Conduct a capital campaign to raise funds for your endowment.

**BEST USES OF CERTAIN FUNDRAISING STRATEGIES:**

Best Strategies	Start-up	General Operating Support	Projects	Building/ Equipment Purchase	Crises	Reserve Fund/ Endowment
Bank Loan/Line of Credit				X	X	
Bequests						X
Board Requests	X	X		X	X	X
Capital Campaigns				X		X
Corporate Proposals			X	X		
Earned Income (sale of goods, fees for services, etc.)		X				
Foundation Proposals	X		X	X	X	
Government			X			

Proposals						
In-Kind Requests	X	X	X	X		
Local Business Memberships	X	X				
Major Donor Requests	X	X	X	X	X	X
(Employee) Matching Gifts		X				
New members and Renewals		X				
Organizational Memberships		X				
Special Appeals		X	X	X		X
Special Events	X	X			X	
Workplace Campaigns		X				

## CHECKLIST FOR RANKING FUNDRAISING STRATEGIES

When selecting individual strategies for your organization, there are a number of questions you should ask yourself in addition to the considerations discussed above. Use this checklist to evaluate individual strategies that you are considering:

Selected Strategy: \_\_\_\_\_

*Instructions:* Fill in each blank with “yes,” “no,” or a “?” Calculate the score for this strategy by giving 1 point for each “yes,” -1 for each “no,” and 0 for each “?”.

- \_\_\_\_\_ 1. Does this strategy fit with the mission of our organization?
- \_\_\_\_\_ 2. Is this strategy cost effective (will it bring in at least twice what it will cost)?
- \_\_\_\_\_ 3. Will our target constituencies respond well to this strategy?
- \_\_\_\_\_ 4. Do we have the skills/expertise we need to carry out this strategy?
- \_\_\_\_\_ 5. Do we have the resources (money, people) to carry it out?
- \_\_\_\_\_ 6. Does this strategy build our organization/staff/board/volunteers?
- \_\_\_\_\_ 7. Does this strategy represent a stable (repeatable) source of income?
- \_\_\_\_\_ 8. Can this strategy be integrated into program activities already planned?
- \_\_\_\_\_ 9. Has this strategy worked well for us or groups like ours in the past?
- \_\_\_\_\_ 10. Does this strategy take advantage of our special fundraising assets (a celebrity on the board, a member who owns a restaurant, a large group of volunteers, etc.)?
- \_\_\_\_\_ 11. Timing: does this strategy fit well with other activities we have planned?
- \_\_\_\_\_ 12. Are there other benefits accruing from this strategy beside money (media exposure, good will, etc.)?

Score for this strategy: \_\_\_\_\_

You MUST be able to answer “yes” to items 1-6. Strategies that score 10 or more are winners; those with scores of less than 7 should probably not be considered.

## FUNDRAISING STRATEGIES CHART

The following chart attempts to lay out the various fundraising strategies commonly used by river and watershed nonprofits to raise funds, along with some prerequisites, pros and cons for each strategy. The

information on each strategy has of necessity been simplified in order to fit it into the chart format. More in-depth information on most of the strategies listed is available on River Network's website, [www.rivernet.org](http://www.rivernet.org), in the Resource Library or as part of the River Advocate's Fundraising Guide.

Strategy	What you need	Pros	Cons
Bequests/ Planned Giving	<ul style="list-style-type: none"> <li>• Base of members/ donors</li> <li>• Long-term mission and goals</li> </ul>	<ul style="list-style-type: none"> <li>• Large \$\$</li> <li>• Unrestricted \$\$</li> </ul>	<ul style="list-style-type: none"> <li>• Income cannot be predicted</li> </ul>
Board Contributions	<ul style="list-style-type: none"> <li>• Board leadership</li> <li>• Willing board members</li> </ul>	<ul style="list-style-type: none"> <li>• Reliable \$\$</li> <li>• Unrestricted \$\$</li> </ul>	
Business Members	<ul style="list-style-type: none"> <li>• Visibility and other benefits for businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Reliable \$\$</li> <li>• Good partnerships</li> <li>• Credibility</li> </ul>	<ul style="list-style-type: none"> <li>• May affect your public image</li> </ul>
Canvassing	<ul style="list-style-type: none"> <li>• Trained canvassers</li> <li>• Dense target population</li> </ul>	<ul style="list-style-type: none"> <li>• High response rate</li> <li>• Good feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Expensive</li> <li>• Time-consuming</li> <li>• Must be repeated year after year</li> </ul>
Capital Campaigns	<ul style="list-style-type: none"> <li>• Base of major donors</li> <li>• Board/volunteer involvement</li> <li>• Compelling project</li> <li>• Feasibility study</li> </ul>	<ul style="list-style-type: none"> <li>• Large \$\$</li> <li>• New donors</li> <li>• Increased visibility</li> </ul>	<ul style="list-style-type: none"> <li>• Very time consuming</li> <li>• Can impact regular fundraising</li> <li>• Restricted \$\$</li> </ul>
Corporate Grants, Sponsorships	<ul style="list-style-type: none"> <li>• Credibility</li> <li>• Strong, non-controversial projects</li> <li>• Visibility and other benefits for corporation</li> </ul>	<ul style="list-style-type: none"> <li>• Large \$\$</li> <li>• Good partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Restricted \$\$</li> <li>• May affect your public image</li> </ul>
Earned Income (fees for Services, sale of goods)	<ul style="list-style-type: none"> <li>• Marketing mentality</li> <li>• Good products/services to sell</li> </ul>	<ul style="list-style-type: none"> <li>• Reliable \$\$</li> <li>• Unrestricted \$\$</li> </ul>	<ul style="list-style-type: none"> <li>• Time consuming</li> <li>• Can be risky</li> </ul>
Events	<ul style="list-style-type: none"> <li>• Member/donor base or good mailing lists(s)</li> <li>• Volunteers</li> <li>• Financial resources/ expertise to execute</li> </ul>	<ul style="list-style-type: none"> <li>• Repeatable</li> <li>• Unrestricted \$\$</li> <li>• Builds organization</li> <li>• Provides visibility</li> <li>• Fun!</li> </ul>	<ul style="list-style-type: none"> <li>• Time consuming</li> <li>• Can be risky</li> </ul>
Foundation Grants	<ul style="list-style-type: none"> <li>• Credibility</li> <li>• Some research capacity</li> <li>• Strong proposals</li> <li>• Good accounting system</li> </ul>	<ul style="list-style-type: none"> <li>• Large \$\$</li> <li>• Good partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Often restricted</li> <li>• Not reliable</li> </ul>
Government Grants	<ul style="list-style-type: none"> <li>• Your project must match government needs</li> <li>• Good accounting system</li> <li>• Projects with outcomes</li> <li>• Good reporting capability</li> </ul>	<ul style="list-style-type: none"> <li>• Large \$\$</li> <li>• Good partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Often requires a match</li> <li>• Payouts often delayed</li> <li>• Restricted \$\$</li> <li>• Burdensome reporting</li> <li>• Not reliable</li> </ul>
In-Kind Gifts	<ul style="list-style-type: none"> <li>• List of in-kind needs</li> <li>• Ways to publicize needs</li> </ul>	<ul style="list-style-type: none"> <li>• Easier to ask for than \$\$</li> <li>• Easier to give than \$\$</li> </ul>	<ul style="list-style-type: none"> <li>• Donated goods or services may not be exactly what you need</li> </ul>
Major Donor Program	<ul style="list-style-type: none"> <li>• Base of members/ contributors</li> <li>• Credible "askers"</li> <li>• Some research capability</li> <li>• Strong board involvement a plus</li> </ul>	<ul style="list-style-type: none"> <li>• Reliable \$\$</li> <li>• Unrestricted \$\$</li> <li>• Large \$\$</li> </ul>	<ul style="list-style-type: none"> <li>• Time consuming</li> <li>• Scary (you have to ask)</li> </ul>

(Employee) Matching Gifts	<ul style="list-style-type: none"> <li>Members' employers must have matching gift programs</li> <li>Large member/donor base</li> </ul>	<ul style="list-style-type: none"> <li>Unrestricted \$\$</li> <li>Leverages individual gifts</li> </ul>	<ul style="list-style-type: none"> <li>Only a small % of members/donors will participate</li> </ul>
Member Recruiting	<ul style="list-style-type: none"> <li>Compelling, long-term mission</li> <li>Good database</li> <li>Resources to maintain database, service members</li> <li>Good mailing lists</li> </ul>	<ul style="list-style-type: none"> <li>Builds organization</li> <li>Source of volunteers, board members, major donors, event participants, bequests</li> <li>Source of clout for organization</li> </ul>	<ul style="list-style-type: none"> <li>Time consuming</li> <li>Can be expensive</li> <li>Not everyone wants to be a member</li> </ul>
Member Renewals	<ul style="list-style-type: none"> <li>Good renewal system</li> <li>Good system for tracking donations</li> </ul>	<ul style="list-style-type: none"> <li>Reliable \$\$</li> <li>Unrestricted \$\$</li> </ul>	
Pledge Programs	<ul style="list-style-type: none"> <li>Membership/donor base</li> <li>System for tracking monthly or quarterly gifts</li> <li>Ability to accept credit card charges, electronic funds transfers, or both</li> </ul>	<ul style="list-style-type: none"> <li>Reliable \$\$</li> <li>Larger individual gifts</li> </ul>	<ul style="list-style-type: none"> <li>Time consuming</li> <li>Only a small % of members/donors will participate</li> </ul>
Special Appeals	<ul style="list-style-type: none"> <li>Membership/donor base</li> <li>Compelling project or opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Dependable \$\$</li> <li>Unrestricted \$\$</li> <li>Quick turnaround</li> </ul>	
Telephone Campaigns	<ul style="list-style-type: none"> <li>Skillful volunteer askers</li> <li>Large list(s) of names with up-to-date phone numbers</li> <li>Access to multiple phones</li> </ul>	<ul style="list-style-type: none"> <li>High response</li> <li>Good feedback</li> <li>Quick turnaround</li> </ul>	<ul style="list-style-type: none"> <li>Volunteers may burn out quickly</li> <li>Hard to reach people</li> </ul>
Workplace Fundraising	<ul style="list-style-type: none"> <li>Large federal or local workplace campaigns in your area</li> <li>Participation in a workplace federation</li> </ul>	<ul style="list-style-type: none"> <li>Reliable income</li> <li>Visibility</li> <li>Low maintenance</li> </ul>	<ul style="list-style-type: none"> <li>May be time consuming initially</li> <li>May require large initial contribution to join federation</li> </ul>

## NEW AND UPCOMING FUNDING OPPORTUNITIES

### American Land Conservation Award

As the nation's largest prize in conservation, The American Land Conservation Award was established in 1996 to recognize the leadership of community volunteers. Presented by the Catto Charitable Foundation and The Conservation Fund, the \$50,000 award honors a citizen conservationist for his or her outstanding individual leadership and distinguished service in preserving and protecting the nation's natural and historical resources for the benefit of future generations.

To nominate an individual, a brief summary of his or her contributions and accomplishments is required. Please review our website ([www.conservationfund.org](http://www.conservationfund.org)) for a checklist of items that should be included in all nominations, as well as additional information about the award and past award recipients. Information can be found under the "Award Programs" tab. **All nominations should be received by July 21.** For more information, contact The Conservation Fund, 703/ 525-6300.

### Do Something BRICK Awards

The Do Something BRICK Awards were created in 1996 to recognize and financially support outstanding

young people, to create a network of young community leaders across the country and to inspire other young people to become active in their communities. The program honors and funds the efforts of dynamic leaders age 18 and under who have devised and implemented innovative solutions to problems in their local communities in the areas of community building, health and the environment. Winners receive a \$5,000 scholarship, a \$5,000 grant for continued community work, pro bono services and other support and recognition. Applicants must be 18 years or younger on April 14, 2005, to be eligible. The **application deadline for 2005 is Nov. 1, 2004**. For more details, check the website at [www.dosomething.org](http://www.dosomething.org).

### **Environmental Support Center's LEAP Program**

ESC's Leadership and Enhanced Assistance Program (LEAP) is a two-year organizational development program gives assistance over a two-year period to grassroots environmental groups to build organizational capacity and "leap" forward. We provide workshop training, support and up to \$10,000 in funding to help groups establish ar capacity building goals, learn from each other and build understanding among peer groups. Learn more about th program, its criteria and how it might assist your organization at [www.envsc.org](http://www.envsc.org) or by calling Caroline Brown, I Manager, at 202/ 331-9700. **2004 deadline: Sept. 10.**

### **National Fish and Wildlife Foundation, Southern Rivers Conservation**

This program supports on-the-ground projects to restore and enhance riparian and riverine habitat in twelve southeastern states: Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia and West Virginia. Funding is provided for projects in stream restoration, freshwater mussel conservation and conservation of southeastern imperiled fishes. Southern Rivers Conservation pre-proposal and full proposal deadlines are the same as those for the National Fish and Wildlife Foundation's general matching grants program. For more details, go to [www.nfwf.org](http://www.nfwf.org) and click on "Grant Programs" and "Applying for a Grant." To get a feel for what kind of projects are getting funded, look at "Funded Projects" in your state/region and also check out "Info for Grantees" to make sure you can comply with reporting and other requirements. **Pre-proposal Deadline: Sept. 17, 2004.** Contact: Peter Stangel at 404/ 679-7099.

## **FUNDRAISING TRAINING OPPORTUNITIES**

You can often find opportunities for training close to home by locating the nonprofit center or community foundation nearest you on the website of the National Council on Nonprofit Associations, [www.ncna.org](http://www.ncna.org) or [www.communityfoundationlocator.org](http://www.communityfoundationlocator.org) respectively. Here are just a few of the training opportunities available around the country in the coming months:

**The Foundation Center**, [www.fdncenter.org](http://www.fdncenter.org), offers training in foundation fundraising, corporate fundraising, fundraising planning and major donor fundraising, at its five learning centers in Atlanta, Cleveland, New York, San Francisco and Washington, D.C. Some workshops are fee-based, but many are free. To locate classes near you, click on "Learning Lab."

**The Grantsmanship Center**, 213/ 482-9860, fax: 213/ 482-9863, [joan@tgci.com](mailto:joan@tgci.com), <http://www.tgci.com/>, has workshops all over the country covering all aspects of foundation, government and corporate grantseeking. A limited number of 50 % scholarships are available to organizations with operating budgets under \$250,000.

**Institute for Charitable Giving**, 800/ 234-7777, fax: 312/ 222-9411, [charity@pop.nwa.com](mailto:charity@pop.nwa.com), [www.instituteforgiving.org](http://www.instituteforgiving.org), has trainings around the country focused on major gifts and capital campaigns. The institute offers scholarships.

### **OTHER OPPORTUNITIES**

**July 19-20:** Asheville, NC. Western North Carolina Summer Philanthropy Institute: two-day training on fundraising for nonprofits with Kim Klein, William T. Sturtevant and others, sponsored by the Community Foundation of Western North Carolina and the Association of Fundraising Professionals-WNC. For more information, call 828/ 254-4960.

**August 11:** Baltimore, MD. "Over the Top Events that Raise Money, Attract New Donors and Lift Your Spirits, 9:30am- 4pm, with Kim Klein, sponsored by the Maryland Association of Nonprofits, \$105 members, \$155 nonmembers. 410/ 727-6363 or 800/ 273-6367, [www.marylandnonprofits.org](http://www.marylandnonprofits.org).

**August 12:** Landover, MD. "The Ask: The Art and Skill of Getting to YES," with Kim Klein, sponsored by the Maryland Association of Nonprofits, 9:30am-4pm, \$105 members, \$155 nonmembers, 301/ 565-0505, or 877/ 565-0707, [www.marylandnonprofits.org](http://www.marylandnonprofits.org).

**August 6-7:** Los Angeles, CA. "Fundraising Action Training" is a two-day intensive introduction to grassroots fundraising, 9am-5pm, in Spanish, with the Grassroots Institute for Fundraising Training (GIFT), \$250 for first participant, \$150 for second. Go to [www.grassrootsinstitute.org](http://www.grassrootsinstitute.org), or call 303/ 455-6361.

**September 28:** Philadelphia, PA. "Boards and Board Fundraising" is sponsored by the Institute for Conservation Leadership and the Environmental Support Center. \$25 (includes training, lunch and materials). For more information, contact Peter Lane at 301/ 270-2900 or visit the website at [www.icl.org](http://www.icl.org).

**October 1-2:** Minneapolis/St. Paul, MN. "Fundraising Action Training", a two-day intensive intro to grassroots fundraising, 9am-5pm, with the Grassroots Institute for Fundraising Training (GIFT), \$250 for first participant, \$150 for second. Go to [www.grassrootsinstitute.org](http://www.grassrootsinstitute.org), or call 303/ 455-6361.

## FUNDER DEADLINES FOR JUNE 30-SEPTEMBER 30, 2004

Listed below are proposal deadlines for some funders with an interest in local river and watershed preservation efforts. This list is by no means inclusive and should only be used as a starting point for your research. We have done our best to verify deadlines, but if you are thinking of applying, be sure to double check well before the application is due. You can find out more about the funders by checking the web site or doing a search in the River Network Directory of Funding Sources at [www.rivernetwork.org](http://www.rivernetwork.org). Before submitting a proposal to any funder, be sure to obtain their guidelines and read them thoroughly and, if possible, discuss your project with a program officer.

Funder	Region/Description	Deadline	Phone	Website
<b>Captain Planet Foundation</b>	National	6/30/04	404/ 827-4130 or toll free 877/ KID-POWER	<a href="http://www.captainplanetfdn.org">http://www.captainplanetfdn.org</a>
<b>Canaan Valley Institute</b>	Mid-Atlantic Highlands of MD, PA, VA and WV	7/1/04	800/ 922-3601	<a href="http://www.canaanvi.org">http://www.canaanvi.org</a>
<b>Environmental Support Center: Group</b>	National	7/1/04	202/ 331-9700	<a href="http://www.envsc.org">http://www.envsc.org</a>

<i>training/ coalition building</i>				
<b>The Sudbury Foundation</b>	Gulf of ME and Northern Forest of NY, VT, NH, ME	7/1/04	978/443-0849	<a href="http://www.sudburyfoundation.org">http://www.sudburyfoundation.org</a>
<b>U.S. Department of Interior, National Park Service: Rivers, Trails and Conservation Assistance Program (RTCA)</b>	National (technical assistance only; no financial assistance)	7/1/04	202/354-6900	<a href="http://www.nps.gov/rtca">http://www.nps.gov/rtca</a>
<b>Wildlife Forever</b>	National	7/1/04	763/253-0222	<a href="http://www.wildlifeever.org">http://www.wildlifeever.org</a>
<b>Lyndhurst Foundation</b>	AL, GA, NC, SC, TN	7/2/04	423/756-0767	<a href="http://www.lyndhurstfoundation.org">http://www.lyndhurstfoundation.org</a>
<b>Jessie B. Cox Charitable Trust</b>	NH, VT, ME, MA, RI, CT	7/15/04 (Concept paper)	617/557-9775	<a href="http://www.hemenwaybarnes.com/selectserv/jbcox/cox.htm">http://www.hemenwaybarnes.com/selectserv/jbcox/cox.htm</a>
<b>The Hugh and Jane Ferguson Foundation</b>	AK, ID, MT, OR, WA	7/15/04 (Pre-Application)	206/781-3472	<a href="http://www.fdncenter.org/grantmaker/ferguson">http://www.fdncenter.org/grantmaker/ferguson</a>
<b>McKnight Foundation: Mississippi River Program</b>	Mississippi River states: AR, IA, IL, KY, LA, WI, MO, MS, TN, MN	7/15/04	612/333-4220	<a href="http://www.mcknight.org">http://www.mcknight.org</a>
<b>Micron Technology Foundation, Inc.</b>	ID, UT and soon to be VA	7/15/04	208/363-3675	<a href="http://www.micron.com/about/giving">http://www.micron.com/about/giving</a>
<b>Environmental Support Center: Organizational Training and Technical Assistance</b>	National	7/15/04	202/331-9700	<a href="http://www.envsc.org">http://www.envsc.org</a>
<b>Resist, Inc.</b>	National	7/30/04	617/623-5110	<a href="http://www.resistinc.org">http://www.resistinc.org</a>
<b>National Forest Foundation: Matching Awards Program</b>	Priorities: Central Colorado Rockies, Oregon Coast/ Central Cascades, Selway- Bitterroot, and Southern Appalachians.	7/30/04	202/298-6740	<a href="http://www.natlforests.org/consp_04_map.html">http://www.natlforests.org/consp_04_map.html</a>

<b>Mountaineers Foundation</b>	Pacific Northwest, but have funded other western states.	8/1/04	206/264-5691	<a href="http://www.MountaineersFoundation.org">http://www.MountaineersFoundation.org</a>
<b>Environmental Support Center: Group training/coalition building</b>	National	8/1/04	202/331-9700	<a href="http://www.envsc.org">http://www.envsc.org</a>
<b>Jane's Trust</b>	FL, MA, ME, NH, VT	8/15/04 (concept letter)	617/227-7940, x775	<a href="http://www.hembar.com/JanesTrust">www.hembar.com/JanesTrust</a>
<b>Project Aware Foundation</b>	International	8/15/04		<a href="http://www.projectaware.org">www.projectaware.org</a>
<b>Environmental Support Center: Organizational Training and Technical Assistance</b>	National	8/15/04	202/331-9700	<a href="http://www.envsc.org">http://www.envsc.org</a>
<b>Joyce Foundation</b>	Great Lakes focus: IA, IL, IN, MI, MN, OH, WI and Canada	8/16/04	312/782-2464	<a href="http://www.joycefdn.org">http://www.joycefdn.org</a>
<b>Harder Foundation</b>	AK, CO, ID, MT, NV, OR, UT, WA, WY	8/22/04	253/593-2121	
<b>Ben &amp; Jerry's Foundation</b>	National	8/23/04 (Letter of Interest)	802/846-1500	<a href="http://www.benjerry.com/foundation">http://www.benjerry.com/foundation</a>
<b>The Curtis and Edith Munson Foundation</b>	AL and South FL	8/30/04 (Letter of Inquiry)	202/887-8992	<a href="http://www.munsonfdn.org">http://www.munsonfdn.org</a>
<b>Patagonia, Inc: Environmental Grants Program</b>	National	8/31/04	617/424-1776	<a href="http://www.patagonia.com/enviro/grants_app.shtml">http://www.patagonia.com/enviro/grants_app.shtml</a>
<b>General Service Foundation: Western Water Program</b>	Western U.S.: specifically AZ, CO, ID, MT, NM, UT, WY	9/1/04 (Letter of Inquiry)	970/920-6834	<a href="http://www.generalservice.org">http://www.generalservice.org</a>
<b>The Timberland Company: Cash Grants</b>	National	9/1/04	800/258-0855 X1890	<a href="http://www.timberland.com/timberlandserve/timberlandser">http://www.timberland.com/timberlandserve/timberlandser</a>
<b>Ittleson Foundation</b>	National	9/1/04	212/794-0351	<a href="http://www.ittlesonfoundation.org">http://www.ittlesonfoundation.org</a>
<b>Orchard</b>	ME, NH, VT, MA, NY	9/1/04	207/	<a href="http://www.orchardfoundation.org">http://www.orchardfoundation.org</a>

Foundation	(and very infrequently RI)	(Concept letter)	799-0686	
<b>Environmental Support Center: Group training/coalition building</b>	National	9/1/04	202/331-9700	<a href="http://www.envsc.org">http://www.envsc.org</a>
<b>Community Toolbox for Children's Environmental Health</b>	National	9/10/04	800/220-7630	<a href="http://www.communitytoolbox.org">http://www.communitytoolbox.org</a>
<b>Environmental Support Center: Leadership and Enhanced Assistance Program (LEAP)</b>	National	9/10/04	202/331-9700	<a href="http://www.envsc.org">http://www.envsc.org</a>
<b>National Fish and Wildlife Foundation: National Wildlife Refuge Friends Group Grant Program</b>	National	9/15/04	202/857-0166	<a href="http://www.nfwf.org">http://www.nfwf.org</a>
<b>New England Grassroots Environment Fund</b>	CT, MA, ME, NH, RI, VT	9/15/04	802/223-4622	<a href="http://www.grassrootsfund.org">http://www.grassrootsfund.org</a>
<b>Environmental Support Center: Organizational Training and Technical Assistance</b>	National	9/15/04	202/331-9700	<a href="http://www.envsc.org">http://www.envsc.org</a>
<b>Town Creek Foundation: Protecting the Environment</b>	National	9/15/04	410/763-8171	<a href="http://www.towncreekfdn.org">http://www.towncreekfdn.org</a>
<b>Kongsgaard-Goldman Foundation</b>	AK, ID, MT, OR, WA, BC	9/16/04	206/448-1874	<a href="http://www.kongsgaard-goldman.org">http://www.kongsgaard-goldman.org</a>
<b>National Fish and Wildlife Foundation: Southern Rivers Conservation</b>	AL, AR, FL, GA, KY, LA, MS, NC, SC, TN, VA, WV	9/17/04 (Pre-proposal)	404/679-7099	<a href="http://www.nfwf.org">http://www.nfwf.org</a>
<b>Lyndhurst Foundation</b>	AL, GA, NC, SC, TN (strong preference to southern Appalachia)	9/24/04	423/756-0767	<a href="http://www.lyndhurstfoundation.org">http://www.lyndhurstfoundation.org</a>

<b>Great Lakes Aquatic Habitat Network Fund (GLAHNF)</b>	Great Lakes Basin	9/30/04	231/ 347- 1181 X106	<a href="http://www.glahabitat.org">http://www.glahabitat.org</a>
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*The "River Fundraising Alert" is one of the services available to River Network Partners. Other publications and services include "Funding Sources for Grassroots River and Watershed Conservation Groups," how-to-references, sample materials and individualized assistance. River Network is dedicated to building the capacity of river and watershed organizations to support themselves financially.*

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