

RIVER FUNDRAISING ALERT

Direct Mail Part II

Volume 4, No. 4/Winter 1998

Part II: To Mail or Not to Mail

Nuts and Bolts of Direct Mail

by Amy O'Connor

In the last issue of *River Fundraising Alert*, we examined the pros and cons of pursuing a direct mail membership acquisition campaign, the growth expectations that are reasonable given this medium of membership acquisition, and the importance of lists. The goal of this article is to introduce you to the on-the-ground work that must be accomplished to ensure a successful direct mail program. Only with advance planning and careful implementation will you be able to effectively grow your membership through direct mail.

Timing

Careful planning is essential in any direct mail campaign. You will want to time your work so your mailing is dropped at the Post Office sometime between January 1 and June 1, or September 1 and November 1. Summer is usually not a good time for recruiting new members, nor is the Thanksgiving through year-end period, with all its holiday activity.

It's surprising just how long it can take from deciding to do a campaign to actually getting the pieces in the mail. You should leave yourself at least two months for the entire process. See the sidebar on page 2 for an approximate time line.

The Package

While the lists you mail to will have a dramatic influence on your success, a well designed package with a compelling message is also very important. While you can create an elaborate package with numerous inserts, it is generally thought that a package with the basic elements is sufficient to

obtain good results. These elements include an outer envelope, a letter, a return card, and a return envelope.

While you can experiment with different-sized packages (and anything that will make your package stand out in a crowd can help boost your returns), you may want to begin by using a package that fits into a standard #10 envelope just to get your feet wet. Odd-sized packages can significantly increase costs, especially for relatively small mailings.

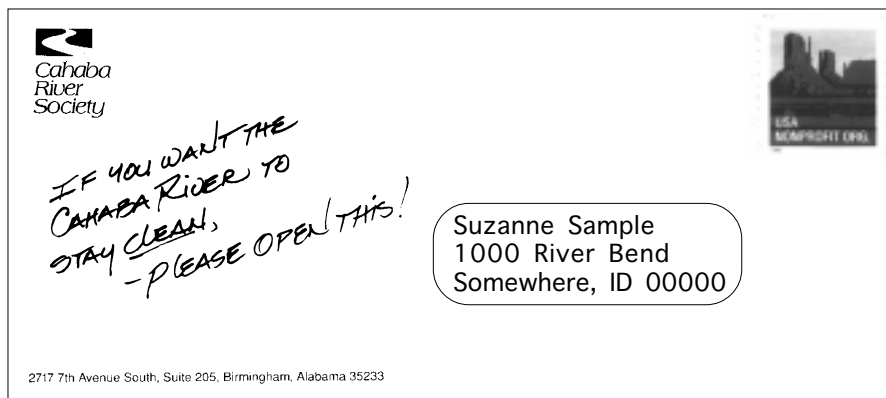
The Outer Envelope

Most people doing large direct mails use window envelopes. While the use of a window envelope can detract from the "personal" look of a piece of mail, it does allow you to use a single address label (affixed to the return reply card) to 1) get the package to the desired recipient; and 2) provide

an easy way to identify the source of each person sending in money (by checking the coded address label on each returned card to determine which list that particular address came from). If you choose to go with a regular outer envelope, you will have to invent another way of

coding the return cards (such as requesting two sets of coded labels and affixing one to the outer envelope and one to the return card, or color coding the return cards by running a magic marker along the edges) so that you know which lists responded best and can adjust your next mailing accordingly.

The design of the outer envelope is absolutely critical since this is where you will lose 90 percent or more of your targets. If it does not convey urgency, appear to be something the person is interested in, or look

(continued on page 2)

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COUNT DOWN

Timeline for a direct mail membership recruitment campaign

(MD=Mail date)

MD - 8 weeks:

Arrange list exchanges or work with list broker to identify and request lists to be mailed to.

MD - 7 weeks:

Confirm exchanges and ask list broker to solicit approval from list owners for list rental and use in a specified time period; get in touch with merge/purge service to schedule a date when lists should arrive; get in touch with the printer and mail house to reserve printing and mailing times.

MD - 6 weeks:

Begin preparing copy (text and artwork for all the pieces of the direct mail package).

MD - 5 weeks:

Send the house list of current members (who should not receive the direct mail package) to the merge/purge service with instructions for coding the various lists (so that you can later track return rates and monetary success of the mailing by list); also send your lapsed (expired) member names on a separate list with instructions to treat it like one of the other lists to be mailed to.

MD - 4 weeks:

Finish preparing direct mail package copy and send camera-ready copy to printer; magnetic tapes with lists should arrive from all list sources at the merge/purge service; nonprofit direct mail manager should confirm codes to be assigned to each list for tracking purposes and should confirm incorporation of Direct Marketing Association list of people who do not wish to be mailed to (a nationally maintained list of people who have specifically asked to be kept out of the direct mail loop and should be respected). D212-768-7277

MD - 3 weeks:

Merge/purge should be completed and magnetic tape or labels should be sent to the lettershop.

MD - 2 weeks:

Printer should do the job and deliver materials to lettershop.

MD - 1 week:

Lettershop should affix labels/print addresses and sort/bundle the pieces according to Post Office regulations.

Mail Date:

The mail hits the streets!

like a piece of personal mail, it will probably end up in the recycle bin without ever being opened.

You can make your mailing look personal with a number of strategies. Handwriting the name and address is the most effective, but is not practical for larger mailings. Using precanceled stamps instead of a direct mail indicia (the small box appearing in place of a stamp and saying "nonprofit postage paid. Permit No. 12345" on most nonprofit bulk mail) is also effective.

If you decide to put a message on your outside envelope to convey urgency or pique your prospects' curiosity, you will want to make sure they get the point immediately. They are unlikely to spend a lot of time trying to interpret the message. It needs to be conveyed in concise language, bold lettering, and whenever possible with the use of pictures, sketches, or other graphics that help tell your story. Consider using both sides of the envelope and be creative.

Letter

Despite your personal reaction, it is still a good rule of thumb in direct mail to use relatively long letters — within reason. While people are conscious of paper waste in an eight page letter, they don't tend to have the same reaction to a four-pager. Since a longer letter can contain more substance than a short letter, longer letters help lend your organization credibility, even if the recipient doesn't read the entire letter. In fact, many people will only read the first paragraph, the last paragraph, or perhaps the P.S. That's why your request to have them join your group must be very clear in each of these three elements of the letter. In other words, they must be asked for a donation up front, otherwise they won't bother to give you one. Some people will also scan the entire letter, picking out the most prominent or eye-catching phrases. This is why you see so much underlining and

holding as well as use of bullets in direct mail. The trick is to not overdo this to the point that it becomes annoying or offensive.

The basic elements in a new member solicitation letter usually include:

The Request. What are you asking the recipient to do? Why is their help needed now?

What's at stake. What is the current situation with the river or rivers in question?

The Threat. What is the specific threat to the river(s)?

The Response. What is your organization going to do about the threat and why is it best qualified to deal with the problem?

Membership Benefits. What are the benefits (newsletter, action alerts, etc.) that the new member will receive?

Postscript. The P.S. usually contains a special incentive for the prospective member to take action. A premium can be mentioned, a compelling reason for responding quickly can be highlighted, etc.

Whatever the length and content of your letter, make sure you use a conversational or personal tone. Address the recipient as "you" a lot. Make them feel that this really is a letter coming from your desk to theirs. Include personal anecdotes where they seem appropriate and where they help show that you are a real human being. And, because many people are very visually oriented, try using beautiful photographs or line drawings as well as images in your letter. Give your letter the life it needs to hold someone's attention long enough to convince them to donate to your worthy cause.

Return Card

This is the piece that, along with the return envelope, is likely to be kept by

the recipient who has decided to give to your cause. Often, it ends up on the pile of bills to be paid and can be ignored there for several weeks. The point of the return card is to help remind the potential member that they had decided to write your organization a check. It must say, in big, bold type, something along the lines of "YES! I want to join Earth Rivers to help save the last free flowing streams on planet earth from big industry polluters. Enclosed is my membership contribution of \$_____." This bold acceptance statement is followed by several potential gift amounts alongside checkoff boxes. The card should also restate the tangible benefits of membership.

The return card can be a simple 1/3 of a sheet, but it must fit easily into the return envelope and be easy to read. If outer envelopes with a window are used, the space that is left for the address label needs to be large enough to accommodate the label and must be the only thing showing through the window in the #10 outer envelope. (see example on page 5).

Return Envelope

A #9 envelope serves this purpose well since a 1/3 sheet return card (or a larger sheet folded appropriately) will easily fit into it. While it can boost returns somewhat, it is not absolutely necessary to

use a business reply envelope that is prepaid (this entails paying the post office a special fee and obtaining a special permit; it also means returning

those envelopes with stamps to the post office in batches of 100 for reimbursement). Just make sure that your organization's address is clearly printed on the envelope. You might try adding a handwritten note such as "Thanks for joining Earth Rivers!" on the envelope. It is possible to combine the return envelope and return card in an envelope that has a tear-off return card.

Whatever you choose to do, the point is to make response by the person being solicited as easy as possible.

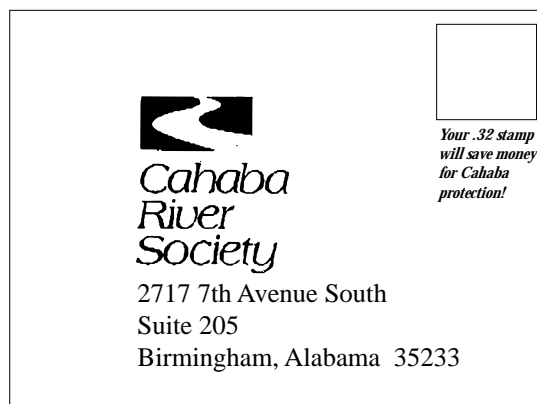
Premium

Offering a premium is an effective way of attracting the attention of the person being solicited. Just imagine receiving five direct mail solicitations in one day from groups you all feel have worthy causes. Yet one of them offers a free totebag, postcard book, or calendar that you'd actually like to have. Chances are that you will choose to join the group that has the offer. This is why many nonprofits offer premiums.

If you decide you want to offer a premium, you should be sure that it is relatively cheap to acquire and easy to package and mail. It should also be related in some way to your organiza-

tion or mission. A t-shirt bearing your logo, or a beautiful map of your watershed is a good premium because it reminds the recipient about your organization and the work you do.

You should be sure there is enough staff or volunteer time available to ensure quick fulfillment of premium requests. Premiums can be *(continued on page 4)*



A return envelope can be simple.

Part II: To Mail or Not to Mail

(continued from page 3)

counterproductive if the new member's expectations are not met quickly and efficiently. In addition, you should know that if a member gives \$75 or more and receives an item other than basic membership benefits like informational newsletters or brochures, you must give the member a receipt. The receipt must state that only the portion of the donation that does not pay for the fair market value of the item (which is determined by you as a good faith estimate) is tax deductible.

Thank-yous

As you write your direct mail letter and other copy, you should also draft an appropriate thank-you letter and have it ready to send out when the checks start flowing in. The most important thing you can do to begin cementing your relationship with your new members and ensure their continued support is to send a simple thank you note or letter acknowledging their gift and expressing your appreciation within a few days. Rapidity in responding to a gift is an important first step in creating a loyal and generous membership base.

Your thank-you letter should cite the amount of the gift made and mention its tax deductibility, if appropriate. For gifts of \$250 or more, you should include a phrase saying that the donor has not received any goods or services from your organization in exchange for the gift (an IRS requirement).

Eliminating Duplicate Names from Mailing Lists

One of the big problems with direct mail is how to insure that prospects, as

well as current members, do not receive duplicate copies of the solicitation. One way to handle this problem is by using a merge/purge service which will electronically compare your lists and eliminate duplicates, as well as the names of your current members (several of these services were listed in the last issue of the *Fundraising Alert*). This solution does add to the cost and complexity of the mailing, however,



Rapidity in responding to a gift is an important first step in creating a loyal and generous membership base.

and also presupposes that you are able to get all your lists in an electronic format, which is just not always the case.

Some organizations try to eliminate duplicates and names of current members by hand, using volunteer labor. This is hard, if not impossible to do with complete accuracy. Another option, if you cannot do a "merge/purge", is to use the P.S. of the solicitation letter to say "If you are already a member, or if you receive a duplicate copy of this material, please pass it along to a friend". However, since people are very

sensitive to receiving duplicate mailings, and it can hurt your organization's credibility, use this option only as a last resort. ▲

Amy O'Connor spent eight years as membership director for the Southern Utah Wilderness Alliance. Since starting her own business, Integrated Development Consulting, based in Salt Lake City, Utah, she has provided consulting and training services to nonprofits across the country. She can be reached at (801) 533-8375.

Watch for part III of this article on tracking and analyzing new member mailings in the spring issue of *River Fundraising Alert*.

Selected Bibliography on Membership Recruiting

Ballenger, Bruce. *Direct Mail on a Shoestring*. The NRAG Papers, Vol 4, No. 4, Spring 1984. Western Organization of Resource Councils, 2401 Montana Ave, #301, Billings, MT 59101, (406) 252-9672. Price: \$7.50

An old, but still relevant, classic on how to do direct mail membership recruiting with very little money.

Beamish, Richard. *Getting the Word Out in the Fight to Save the Earth*. The Johns Hopkins University Press, 2715 North Charles St, Baltimore, MD 21218. Price: \$20.

A well-illustrated guide to publications and membership recruiting written by a veteran publicist and fundraiser.

Klein, Kim. *Fundraising for Social Change*. Chardon Press, Berkeley, CA, 1988. Price: \$27.

Kim Klein's excellent book contains a chapter on raising money by mail.

Klein, Kim. *Grassroots Fundraising Journal*. P.O. Box 11607, Berkeley, CA 94712, (510) 704-8714, Fax (510) 649-7913. Price: \$32/year for 6 issues.

The *Journal* is crammed full of excellent articles on all aspects of grassroots fundraising, including membership recruiting. Past articles include "Trading Mailing Lists", "Direct Mail Fundraising: The Basics (Parts One and Two)", "10 Keys to Selecting a Mailing List", "Effective Return Envelopes", and many others. ▲

Southern Utah Wilderness Alliance

by Amy O'Connor

The Southern Utah Wilderness Alliance (SUWA) is a nonprofit organization that was created in 1983 by three individuals. Its mission is the preservation of the outstanding wildlands at the heart of the Colorado Plateau and the management of these lands in their natural state for the benefit of all Americans.

SUWA grew slowly at first, as word of mouth spread the news that someone was finally willing to take a strong stand on behalf of Utah's wild lands, many of which encompassed the incomparable redrock canyon country of southern Utah. As SUWA established itself, the organization's leaders began to see the enormous value a strong membership can provide, both monetarily and politically. By 1988, the organization had acquired about 1,000 members and, with a strong commitment from both board and staff, decided to pursue an aggressive direct mail program.

Cautiously, SUWA began investing in direct mail membership acquisition. Initial mailings were sent to extremely "hot" lists such as people who had actually visited southern Utah and left their names at trail registers. Returns on the

initial mailings were three percent or more. However, it soon became apparent that the initial lists used, which were also incredibly labor intensive to acquire, were simply too small to help the organization grow.

The first large mailing, which included some national conservation lists, consisted of some 35,000 pieces and represented a giant leap for SUWA's direct mail program. Results in those early days were very good, often between one and two percent.

SUWA continued its direct mail program, growing its membership to 11,000 by 1994. At that point it began an aggressive canvassing program to further build the membership. Today, it has more than 20,000 members, maintained by a combination of direct mail and canvassing. Most of SUWA's growth from direct mail occurred in the late 1980s and early 1990s. It is important to recognize that at this time direct mail membership acquisition was easier than it is today because return rates tended to be higher and competition was not quite as fierce. Nevertheless, organizations today can still apply the same techniques and build their memberships, albeit a bit more slowly. ▲

Sample Return Card

SOUTHERN UTAH WILDERNESS ALLIANCE

Yes, I want to join the Southern Utah Wilderness Alliance in its efforts to protect southern Utah's "geography of hope," the redrock canyon country. For the \$25 annual dues payment, I will receive the quarterly newsletter, action oriented bulletins and the full color book of 30 postcards Visions of the Colorado Plateau.


Please detach here

\$25 -- Annual Dues, include full color postcard book Visions of the Colorado Plateau.

I can't afford \$25 right now, but here's what I can send for my dues payment.

In addition to my dues, I would like to make a tax-deductible contribution of:

\$10 \$25 \$50 \$100 \$250 \$ _____ *Please make corrections on label below.*



SUWA Offices:
 Box 518
 15 South 300 West
 Cedar City, Utah 84721-0518
 (801)586-8242

Box 758 — 76 S. Main
 Moab, Utah 84532-0758
 (801)259-5440

436 Alameda Ave.
 Salt Lake City, Utah 84111
 (801)532-5959

404 C Street, N.E.
 Washington, D.C. 20002
 (202)546-2215

Please make check payable to:
SUWA

Phone: (_____) _____

Often, the return card ends up on the pile of bills to be paid and can be ignored there for several weeks. The point of the return card is to help remind the potential member that they had decided to write your organization a check.

Used with permission from SUWA

SAMPLE NEW MEMBER LETTER



Cahaba
River
Society

Protecting the Cahaba and promoting river stewardship in Alabama

Dear Friend of Rivers:

Do you fish, boat, swim, own property near the river, or enjoy the outdoors? Then you need to know that the river many of us love for these values -- the Cahaba River -- is under assault. I am writing to ask you to help save this treasured and threatened Alabama resource. **If your family drinks Cahaba River water** (as one-fourth of the people in this state do), **we need your help to make sure our water source remains clean and healthy.**

The 2,000 members of the Cahaba River Society (CRS) ask you to join us. We're an alliance of diverse people who share these beliefs: we value a clean environment, but we are also confident that our communities can learn to grow and thrive and better protect the River as a sustainable, shared resource, for us and our children.

Results of our work:

In this past year the hard work of the Cahaba River Society led to some major successes:

- We negotiated a reasonable solution to the serious sewage overflow problems that local and state officials have neglected to address for decades. **The regular dumping of millions of gallons of raw sewage into the Cahaba River and the Black Warrior streams in the Birmingham area will end.**
- We initiated a greenways planning program and gained community support for it, which led to a Jefferson County proposal to create a \$30 million greenways fund.
- We secured staff to build the strength of the Alabama State Rivers Coalition, an alliance of river conservation advocates working to strengthen state water quality safeguards and to foster community-based river protection organizations throughout the state.

Your support is essential to enable us to continue our successful record of river conservation.

The Cahaba is at a critical Point, and now is when we need your help.

The Cahaba's decline:

Most people don't realize how severe the problems have become. People also don't know that **just about all of us are contributing to the River's decline**, because insensitive and unplanned urban development -- the creation, growth and maintenance of our homes and communities -- is the culprit.

Here's one alarming indicator. The Cahaba is valued nationally as a hotbed of ecological diversity. It has the most fish species -- 131 -- of any river of its size in North America. Yet a **recent comprehensive study by the Alabama Geological Survey found that we have already lost 20% to 40% of fish species in some parts of the river.**

Can we grow and protect the R

From it's headwaters above Trussville to the Cahaba is a river in serious crisis. Some of the river bank, litter and filth hanging in tre

But there are even more destructive impacts damage water quality and River life -- like er pesticides and lawn chemicals, and excessive

Consider -- the communities in the upper amount of suburban land that is already developed expect within the next 30 years. **We must do development** if the special qualities of the Ca **At CRS we believe this is possible -- we can**

Who is the Cahaba River Soci

The Cahaba River Society emphasizes ec We combine expertise in the science of river e of urban growth and development. We build p on River problems. We encourage people to ta backyard.

CRS has a good track record for mediating settlement. We did not bring the lawsuit. One sewer reconstruction schedule, to help avoid f greatly reduce the cash penalties that will go t program that will benefit the whole County. T from our 2,800 citizen members and our 75 bu approach.

We can all work together to save the River **The coming year is critical. Never before ha long-term health of the River been conce**

Together we can accomplish the

• **Drinking Water:** Gain regional cooper effective drinking water source. Conduct a pil strate the cost-savings of household water effi

• **Education:** Build support for Cahaba R bringing more people to the rivers for learning universities to create cutting-edge, hands-on o

Ten Tips for Letter-Writers

1. To the extent possible, your letter should be a mental conversation between you and the reader. Words like "you" and "your" should greatly outnumber the

"we's" and "our's" in your letter. Ask your readers questions to keep them with you.

2. The first two paragraphs-and the last few-are the most frequently read. Start and end with hard-hitting, attention-getting copy.

3. Tell the reader exactly what you want. If it's money, say how much. Roughly

60% of those who give will give the amount you name, if it is reasonable.

4. Tell the readers how they will benefit by doing what you ask. There are, of course, psychological benefits as well as material ones.

5. Communicate a sense of urgency, and demonstrate an immediate need.

iver? Yes.

its confluence with the Alabama River below Selma, of the threats we can see — clearing and dynamiting es after storms and sewer overflows.

acts that have developed and combined over time to osion, poison stormwater runoff, habitat loss, sediment and nutrients.

er Cahaba watershed are growing rapidly. Today the oped is pretty small, compared to what we can **a much better job of managing the impacts of** haba River are to remain a value to our communities. **have growth and a healthy River.**

ty?

education and consensus-building among ail interests. ecosystems with practical understanding of the forces partnerships to increase the resources brought to bear ke responsibility for the environment in their own

ng solutions to difficult issues, like the sewer of our contributions was to negotiate a reasonable federally imposed moratoriums. We also helped o the federal treasury, in exchange for a greenways he continued confidence and support we receive usiness members is one measure of the success of our

er -- but only if we earn your membership support. **ave so many important decisions affecting the** **rated in such a short time!**

se goals:

ation for safeguarding a clean, healthy, and cost- ot project in low income communities to demon- ciency.

River and Black Warrior River stewardship by g and recreation. Collaborate with schools and outdoor environmental education programs.

- **Sewage:** Work to end the problem of illegal sewage discharges to the Cahaba and Black Warrior systems. Promote more environmentally sound, cost-effective wastewater management alternatives for new development.

- **Erosion control:** Reduce poison stormwater runoff and one the River's worst pollutants: dirt. Jefferson County and area cities will adopt a uniform construction erosion control ordinance this year. This is a one-time opportunity! We must work with developers to ensure that the program is a strong one.

- **Greenways:** Create a "greenways" system to protect forever the riverbank of the Cahaba and its tributaries. Encourage the formation of a regional land trust to manage a voluntary, private property-based greenways stewardship program through conservation easements. Encourage widespread community participation in planning for the use of the Jefferson County \$30 million greenways fund.

- **Diversity and environmental justice:** Pursue environmental justice in all aspects of our work. Widen the diversity of our programs, leadership, and membership. Build partnerships across racial and economic lines on issues of common concern.

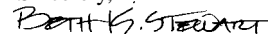
- **River Watch:** Hold town meetings up and down the Cahaba, and ask residents to help us develop a long-range strategic plan to protect the significant land and aquatic ecosystems of the Cahaba "bioreserve," in conjunction with The Nature Conservancy of Alabama.

- **Alabama alliance:** Build a strong statewide coalition of diverse people and interests who want to save Alabama's rivers, lakes, groundwater, and coastal waters. Encourage community-based watershed groups across the state, and work with them to improve clean water safeguards and their enforcement. In 1996 the state and EPA will be making many decisions regarding "acceptable" levels of pollution and water quality degradation for the Cahaba and all Alabama's rivers -- decisions we will have to live with for many years.

How can you help, and what will it mean to you?

For your \$20 (individual) or \$40 (family) membership gift you will receive 6 newsletters a year with updates on our progress, a schedule of naturalist-guided canoe trips and other fun and educational events for our members, and information about ways you can protect the River in your everyday life. Join at the \$100 level and we'll send you a beautiful set of notecards with Beth Young photos of the River. Your membership dollars are essential to our work. I promise that every cent of your contribution will go as far as possible in our efforts to protect the Cahaba and all of Alabama's rivers.

Sincerely,



Beth K. Stewart

Executive Director

P.S. Please don't put this letter aside. Join today for a healthy River!

6. Stress the positive. While defining the immediate threats, establish the efficacy of past actions and your future plans.

7. Tell the readers what their contributions will accomplish.

8. When appropriate, introduce the readers to other parts of the package, like enclosures or the contribution card.

9. Use a "P.S." to make a final appeal, repeat the immediate need, or suggest a higher level of giving.

10. Use emotion.

State Resources for Rivers and Watersheds

by Thad Woody

State funding for river and watershed work has grown substantially in the past five years. The following three programs are samples of those efforts.

West Virginia

Program: West Virginia Stream Partners Program

Phone and Contact: 1-800-556-8181 - Jennifer Pauer, Coordinator

Capacity: \$100,000 per year. Typically, the funds are dispersed among 20 organizations at approximately \$5,000 each. The next application deadline will be in May, 1998.

Purpose: The West Virginia Stream Partners Program encourages citizens to work in partnership with appropriate state agencies so that the state's streams

are safe for swimming, fishing, and other forms of recreation; support appropriate public and commercial purposes; and provide habitat for plant and animal life. An annual appropriation from the general revenue provides grants of \$5,000 to broad-based community-level groups for specific projects that will protect or enhance the recreational, public health, commercial, or natural habitat values of watersheds. Groups need to provide in-kind contributions or cash matches equal to 20% of the grant and have memberships comprised of representatives located within the watershed.

Sample Funding: \$5,000 to the Cheat River Watershed Association to develop tools to leverage additional funding for acid mine drainage abatement and educate the public.

Oregon

Program: The Governor's Watershed Enhancement Board

Phone and Contact: (503) 378-3589 Ext. 826 - Rick Craiger, Program Representative

Capacity: GWEB has three primary functions: 1) Provide technical assistance to Oregonians undertaking watershed enhancement projects; 2) Administer a grant program for projects that demonstrate the benefits of restoring and enhancing Oregon's watersheds; 3) Promote education and public awareness about the concepts and techniques of watershed enhancement.

Purpose: The 1987 Oregon Legislature created the Governor's Watershed Enhancement Board to help Oregonians improve the state's watersheds. In 1995, the Legislature expanded the GWEB program to include elements of the Watershed Health Program and directed GWEB to recognize the importance of local citizen councils in accomplishing

watershed enhancement objectives.

Funding for GWEB projects comes from the Oregon State Lottery.

Sample Funding: \$16,220 to Siuslaw Watershed Council for a watershed assessment that will track changes in the status of important parameters such as historical conditions, land use, land ownership, water quality, and stream survey data.

Pennsylvania

Program: Rivers Conservation Program (A grant program of the Keystone Recreation, Park and Conservation Fund)

Phone and Contact: (717) 787-2316 - Marian Hrubovcak, Division Chief

Capacity: \$1 million annually

Purpose: The program consists of six components: 1) Planning Grants - used to identify significant natural, recreational, and cultural resources; 2) Technical Assistance - provide support to those communities and river support groups who undertake studies and projects and request assistance; 3) Rivers Registry - used to promote river conservation and recognize rivers or river segments in communities which have completed river conservation plans; 4) Implementation Grants - assist in carrying out specific resource studies (e.g. water quality and quantity monitoring, river use and access, riparian buffer status); 5) Development Grants - assist in carrying out the construction of projects recommended in the Rivers Conservation Plan; 6) Acquisition Grants - assist municipalities and local organizations with the purchase of lands in fee title or easements for conservation purposes. **Sample Funding:** \$188,000 to the Conemaugh Valley Conservancy to develop a River Conservation Plan which encompasses 6 major watershed and includes a watershed area of approximately 1,800 square miles. ▲

RIVER FUNDRAISING ALERT

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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Design and Layout: To the Point Publications, Portland, OR

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Lyndhurst Foundation

The Lyndhurst Foundation had its beginnings in the broad local and regional philanthropic activities of Thomas Cartter Lupton, a pioneer in the Coca-Cola bottling business. First organized in 1938 as the Memorial Welfare Foundation, these activities continued and expanded after Mr. Lupton's death in 1977, when the foundation changed its name to Lyndhurst, a reference to the family home in Chattanooga. At that time the foundation leadership passed into the hands of Mr. Lupton's son, John T. Lupton, and Lyndhurst began to focus its attention on primary health care, elementary and secondary education, and arts and cultural activities.

In the mid-1980s the foundation redirected its energies almost entirely toward Chattanooga's effort to revitalize its downtown and riverfront, to enhance its arts and cultural life, and to improve its schools and its natural environment. In 1992, with the retirement of Mr. Lupton from the board of the foundation and the election of his children and his nephews as trustees, Lyndhurst once again set new priorities. Currently, the foundation awards environmental grants throughout the southeastern United States, with a special emphasis on the Southern Appalachian region.

The foundation is open to environmental requests throughout a five-state region: Tennessee, North Carolina, South Carolina, Georgia, and Alabama, with a strong preference given to programs that focus on the Southern Appalachian mountain region. Applicants are encouraged to initiate their requests with a brief letter—three pages or less—that states clearly and specifically what is being asked of the foundation and what is the objective of the project. For further information: write or call Bruz Clark, Susan Crimmins, or Jack Murrah at: 517 East Fifth Street; Chattanooga, Tennessee 37403-1826; (423) 756-0767.

The McKnight Foundation

The Foundation's environment program, established in 1992, has two distinct but complementary goals. The first is to maintain and, where necessary, restore a healthy and sustainable environment in the Mississippi River Basin. The second is to encourage energy conservation and the use of alternative energy in the Midwest. Recently, the McKnight Foundation voted to expand its program of environmental grantmaking to protect the Mississippi

River. Over the next five years McKnight will dedicate \$23 million to river conservation, up from \$10 million during the previous five years. The program will continue to emphasize the Upper Midwest, although grants are made for work in all 10 Mississippi states.

During the next five years McKnight's Mississippi River Program will focus on four types of projects: 1) Creating Mississippi River greenways in Minneapolis-St. Paul, the Quad Cities of Iowa and Illinois, and St. Louis, Missouri; 2) Protecting rural watersheds and river corridors; 3) Ensuring that environmental protection receives equal consideration with economic development in federal navigation and flood control projects; 4) Building a potent constituency for river protection

More information is available in a free booklet, Mississippi River Program: Guidelines for Grant Applicants. For a copy, call (612) 333-4220.

New England Grassroots Environment Fund

The purpose of the New England Grassroots Environment Fund is to foster and give to community-based environmental initiatives in New England. The Fund concentrates on building networks, increasing community involvement, and fostering environmental stewardship within the citizenship of this region. This new Fund is designed to help

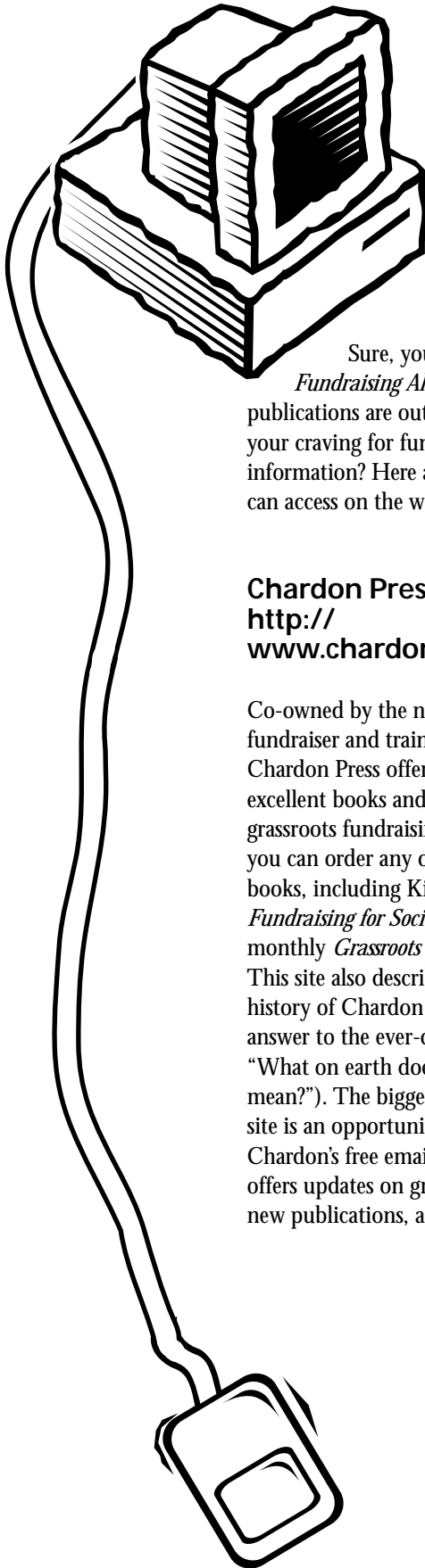
increase actions at the level of citizen involvement where success is most likely and where new, broader environmental constituencies will arise.

A broad range of activities is funded. They include, but are not limited to: communication needs, computer networking, capacity building, advocacy campaigns, public education, conferences, meeting travel, and enhancing partnerships in the region. In unusual circumstances, applications may receive immediate review if time is a critical element in effectively completing the project.

The Fund makes grants ranging from \$500 to \$2,500. The Fund may also support conferences and technical assistance activities designed to draw activists together and increase their ability to impact critical issues across the region.

There are three funding deadlines per year, April 1, August 1, and December 1. If interested, contact Cheryl King Fischer, Fund Coordinator to request an application form. She may be reached by mail: 27 Bailey Avenue; Montpelier, VT 05602; by phone: (802) 223-4622; or e-mail: cfischer@plainfield.bypass.com. ▲





On-Line Information

Where to go to find out more about fundraising sources

by Alison Cook

Sure, you love the *River Fundraising Alert*, but what other publications are out there to supplement your craving for fundraising information? Here are a few that you can access on the web!

Chardon Press
<http://www.chardonpress.com>

Co-owned by the nationally known fundraiser and trainer Kim Klein, Chardon Press offers a variety of excellent books and journals on grassroots fundraising. At their web site, you can order any of Chardon Press' books, including Kim Klein's popular *Fundraising for Social Change* and the monthly *Grassroots Fundraising Journal*. This site also describes the unusual history of Chardon Press (including an answer to the ever-compelling question, "What on earth does 'Chardon' mean?"). The biggest bonus on this web site is an opportunity to sign up for Chardon's free email newsletter which offers updates on grassroots fundraising, new publications, and workshops.

The Chronicle of Philanthropy
<http://www.philanthropy.com>

The Chronicle of Philanthropy is a bi-weekly newspaper which offers an abundance of fundraising information in the form of in-depth articles on trends in the world of philanthropy, profiles of recent grantmaking by funders, news on key people and the latest books, calendars on training opportunities and upcoming proposal deadlines, and recent job openings.

The Chronicle's web site is correspondingly informative and useful. Starting at their home page, you can access the entire text of the newspaper's most recent lead article. Articles from past editions are also available. From here you can also browse through key topics including Gifts and Grants, Fund Raising, Managing Non-Profit Groups, and Technology. A substantial amount of the newspaper's calendars, deadline lists, and job openings can also be found on the web site, however, the information is not as up-to-date or plentiful as in the actual newspaper.

Be sure to take a look at the site's Internet Resources section. It offers a wide variety of links to other non-profit resource web sites, including grant makers (everything from corporate grant makers to charities that award grants), communications and marketing resources, legal and tax resources, non-profit consulting organizations, and software choices for non-profit groups.

Over-all the web site presents a good taste of everything *The Chronicle* has to offer. And if you decide that the newspaper could be a useful tool for you, choose the link that allows you to subscribe right on-line! ▲

Fundraising Training Opportunities

A listing of resources available across the country

The Fundraising School, Indiana University Center on Philanthropy: 550 W. North St., Suite 301, Indianapolis, IN 46202-3162, (800) 962-6692 phone, (317) 684-8900 fax.

Developing Leadership For Major Gifts. Indianapolis, IN, Feb 9-11.

Enhancing Donor Relations. Indianapolis, IN, Feb 4-6.

Fund Raising for Small Non-Profits. El Paso, TX, February 4-6.

Principles and Techniques of Fundraising. Indianapolis, IN, January 19-23; San Francisco, CA, January 26-30.

Institute for Charitable Giving: 500 North Michigan Ave., Chicago, IL 60611, (800) 234-7777 phone, (312) 222-9411 fax, charity@pop.wva.com.

Planned Giving in Plain English: Complex Planned-Gift Concepts Made Amazingly Easy. San Francisco, CA, January 25-27.

The Art of Asking: How to Clinch the Major Gift. Chicago, IL, February 1-3.

Seize the Opportunity: Developing a Fail-Proof Major-Gift Program. Washington, D.C., February 8-10; San Francisco, CA, February 22-24.

John Brown Limited: P.O. Box 296, Peterborough, NH 03458-0296, (603) 924-3834 phone, (603) 924-7998 fax, jblnh@aol.com.

Knowing the Essentials of Major-Gift and Planned Giving. Pebble Beach, CA, January 20-22; Cambridge, MA, February 23-25.

Management Concepts Incorporated: 8230 Leesburg Pike, Suite 800, Vienna, VA 22182, (703) 790-9595 phone, (703) 790-1371 fax.

Applying for Federal Grants and Cooperative Agreements. Vienna, VA, January 26-27; Atlanta, GA, February 9-10.

Support Center for Nonprofit Management: 706 Mission, 5th Floor, San Francisco, CA 94103, (415) 541-9000 phone, (415) 541-7708 fax, supportcenter@supportcenter.org. (Call the national office of the Support Centers of America at (415) 974-5100 for the Support Center near you.) Fees for the following classes are calculated on a sliding scale based on organizational budget size. Fees range from \$50-\$115.

The Nuts and Bolts of Fundraising. January 27.

Planning for Major Gift Fundraising. January 28.

Overview of DonorPerfect. January 30.

Board & Fundraising: A Morning with Burke Keegan. January 13.

Other Opportunities:

January 12-13: Washington, D.C. "Selling Your Programs to Foundation and Government Funders." Sponsored by Nonprofit Training Associates and Youth Service America. Contact YSA, 1101 15th St. NW, Ste. 200, Washington, D.C. 20009, (202) 296-2992.

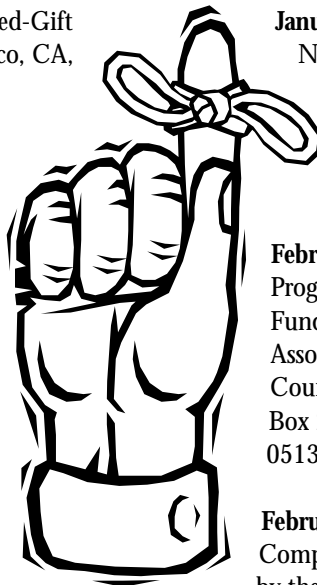
January 16: Merrimack, NH. "Everything I Needed to Know About Development, I Learned in Kindergarten." Sponsored by Continuing Education in Fund Raising. Contact CONFR, 44 South Main St., Concord, NH 03301-4822, (603) 228-6108.

February 9-10: Crawfordsville, IN. "Selling Your Programs to Foundation and Government Funders." Sponsored by Nonprofit Training Associates and Family Crisis Shelter of Montgomery County. Contact Anita Carpenter, FCSMC, PO Box 254, Crawfordsville, IN 47933, (765) 362-0513.

February 16-18: San Francisco, CA. "Three-Day Comprehensive Planned-Giving Course." Sponsored by the Philanthropy Tax Institute. Contact Sally-Ann O'Shea, PTI, 13 Arcadia Rd., Old Greenwich, CT 06870, (203) 637-4311.

February 22-23: Media, PA. "Selling Your Programs to Foundation and Government Funders." Sponsored by Nonprofit Training Associates and Rose Tree Media Education Foundation. Contact RTMEF, 901 North Providence Rd., Media, PA 19063, (610) 565-3552 x1276.

If you attend any of these courses, we would like to know what you think of them. Also let us know if you have any additions to this list for upcoming issues. Contact Alison Cook at (202) 364-2550 phone, (202) 364-2520 fax, or cookalison@aol.com. ▲





River Network

P.O. Box 8787

Portland, OR 97207-8787

ADDRESS CORRECTION REQUESTED

FUNDING DEADLINES

Foundation Deadlines for January 6 - April 10

Listed below are deadlines for some funders with an interest in local river and watershed preservation efforts. 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	Deadline	Phone
Great Lakes Protection Fund	IL, MI, MN, NY, OH, PA, & WI	January 6	(312) 201-0660
Needmor Fund	National	January 10	(303) 449-5801
A Territory Resource	ID, MT, OR, WA, WY	January 15	(206) 624-4081
Abelard Foundation	Western US	January 15	(510) 644-1904
Jessie B. Cox Trust	New England	January 15	(617) 557-9775
Laidlaw Foundation	Great Lakes Region	January 15	(416) 964-3614
Strong Foundation	N. CA & Pacific NW	January 15	(415) 543-2152
USX Foundation	National	January 15	(412) 433-5237
New-Land Foundation	National	February 1	(212) 479-6162
Haymarket People's Fund	CT, MA, ME, NH, RI, and VT	February 1	(617) 522-7676
Peabody Foundation	New England, esp. MA	February 1	(617) 451-6178
William C. Kenney Watershed Protection Foundation	AK, AZ, CA, CO, ID, MT, NV, NM, OR, UT, WA, WY	February 10	(415) 543-0205
Cottonwood Foundation	National	February 12	(612) 426-8797
Babcock Foundation	Southeast	February 13	(910) 748-9222
Lyndhurst Foundation	AL, GA, NC, SC, TN esp. S. Appalachian	February 14	(423) 756-0767
McKnight Foundation	MS River corridor states	February 14	(612) 333-4220
Ferguson Foundation	Pacific NW and AK	February 15	(206) 633-0827
Compton Foundation	National	March 1	(415) 318-0101
Chevron Corporation	National	March 1	(415) 894-5464
Fund for Southern Communities	GA, NC, SC	March 1	(404) 876-4147
Johnson Wax Fund	Mid West, esp. WI	March 1	(414) 260-4855
Harder Foundation	AZ, AZ, CO, ID, MT, NM, NV, OR, UT, WA, WY, and the Great Lakes states	March 1	(206) 593-2121
Moriah Fund	East coast	March 1	(202) 783-8488
Threshold Foundation	National	March 1	(415) 561-6400
Laird Norton Endowment Found.	National, esp. Northwest	March 10	(206) 464-5213
Merck Family Fund	GA, ME, NC, NH, SC, TN, VA, VT	March 15	(301) 270-2970
Konsgaard-Goldman Foundation	Pacific NW	March 29	(206) 448-1874
George Gund Foundation	Great Lakes Region	March 30	(216) 241-3114
National Fish & Wildlife Fdn.	National	March 30	(202) 857-0166
Ben & Jerry's Foundation	National	April 1	(802) 651-9600
Bullitt Foundation	Pacific NW	April 1	(206) 343-0807
New England Grassroots Environ.	MA, ME, NH, VT	April 1	(802) 223-4622
Turner Foundation	FL, GA, MT, NM, SC	April 1	(404) 681-9900
Orchard Foundation	New England	April 6	(207) 799-0686
Davis Conservation Foundation	New England	April 10	(207) 781-5505