RIVER NETWORK'S

RIVER FUNDRAISING ALERT

Direct Mail Part III

Volume 5, No. 1/Spring 1998

Part III: Testing and Tracking Your Results

Fine-tuning your direct mail package to yield the best returns

by Pat Munoz and Amy O'Connor

In parts I and II of this series, we discussed the pros and cons of direct mail membership recruiting, the importance of lists, and the nuts and bolts of conducting a direct mail membership campaign. This final article discusses direct mail testing and how to track and analyze the results of your mailings. To do well at direct mail, it is essential that you experiment, both with lists and with various elements of your "package", to find out which lists, and which "spins" on you package, produce the best results.

ONE, TWO, THREE — TESTING, TESTING, TESTING

List testing

When you are using any large list (5,000 names or more) for the first time, no matter how well you <u>think</u> the list is going to perform, you should first "test" a random sample of 2,000 names to see what results it produces. Because most lists available for rental on the market have minimum orders of 5,000, you will want to work with a list broker who is able to provide quantities of fewer than 5,000 names per list to you. (See Fall 1997 *River Fundraising Alert* for resources.)

If your "test" of 2,000 names does well, you can then mail to the entire list with a fair assurance that the results will mirror your test results. Many small groups have been badly burned by conducting mailings with large lists they thought would do well, and getting a dismal return. Don't let this happen to you.

Testing Elements of the Package

If you are serious about your direct mail program you should be testing elements of your new member package to see if you can reduce your costs, increase your response, or both. The only rules you need follow are:

1. Test only ONE variable at a time,
2. Be sure that the test groups are truly comparable, and
3. Mail all pieces that are part of a test at the same time.

The reasons for these rules are obvious. If you test two or more variables at once (such as the color of the envelope AND the type of postage), you won't know which variable has influenced the results. If you use two different lists (instead of two random segments of the same list) you won't know if the difference in response is attributable to the list or to the variable. And, if your test packages are not mailed at the same time, your results will be meaningless since the date you drop your mail is a variable in itself and can significantly affect your response rate.

While there are many variables you <u>could</u> test, the most important are:

1. The outer envelope copy, design, type;
2. The letter; and
3. The cost of membership (what you charge to be a member).

Other variables you might want to test are the use of a first-class stamp vs. bulk-rate postage, premium vs. no premium, enclosures such as press clippings vs. no extra enclosures, and hand-written addressing vs. labels. (Note that the super-personalized handwritten envelope will almost invariably produce better results but is logistically difficult to implement, especially if large quantities are involved).

Let us consider what is involved in testing just one of these potential variables: the letter. If you have been mailing out the same basic letter for some time, and response rates are beginning to drop, you might consider testing a new letter against the old "control" letter to see if you can improve results. As with list testing, you will need a list of at least 4,000 names that you can split into two comparable test groups. To one segment of the list you will send the "control" letter; to the other, you will send the new letter you have just developed.

To track the results of this test, you will need to code the reply cards or reply envelopes in order to distinguish between responses from each group. For example, you might have access to 4,000 Sierra Club names. For your test mailing you could have the merge/purge service use a computer program to randomly select 2,000 names for test package one and 2,000 names for test package two.

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Each sub-list would then be coded on the mailings labels, say as "1" and "2", to ensure that you can distinguish the returns by a source code once new members are entered into your database.

It is ideal and most efficient for you to use numeric codes printed on the label which can simply be recorded in a "source" code field in your database. You should do everything in your power to get your database to accommodate a source code field and to therefore allow accurate tracking of the lists in each of your direct mail campaigns.

If all else fails, you can resort to coding your lists by running a magic marker down the edge of a stack of return envelopes or labels that are to be attached to return cards. Both the position and color of the markings can be used to indicate which test group the piece belongs to, provided you keep a record of what the markings mean and tally the responses as they come in.

Once all the responses are in, you will be able to see whether the new letter has generated more responses, or a higher average gift, or both, than the old "control" letter. If the new letter outperforms the old, then it is time to use it as the "control" letter, at least with that particular list.

THE TRACKING GAME

Tracking Responses

As you go through the process of designing your package and arranging for your mail to be sent, it is vital that you put in place a system by which you can easily track returns from your mailing. This is usually done by coding the reply cards so that when checks come in, you can look at the accompanying card and tell which list the new member came from. This is then recorded in a "source" code field in your database. If you are buying or exchanging your lists through a list broker, it is easy to ask the broker to put a code on the labels you are acquiring. Make the codes mnemonic if possible so that they remind you of the name of the organization the list came from (for example, a Sierra Club list could be coded SC100 or something similar).

With small lists from canoe clubs or similar organizations, you may have to get more creative and keep a sample of the labels (if the typeface is distinctive), run a magic marker down the labels, or use some other device to let you know which labels came from which lists.

Whatever system you use to identify each list, be sure that you record it carefully. And if you repeatedly mail to the same list, be sure you use a different code each time so that you can analyze the results of each individual mailing to that particular group. That way you'll know if and when the list stops working for you.

It is important to try to track the results of your mailing on a daily basis. Just as depositing all checks should become a part of the daily routine, so should logging in responses to direct mail. If you do this faithfully, you will soon get familiar with the pattern that the results follow, and after a few mailings, be able to predict, with a good deal of accuracy, what the final outcome of a mailing will be by looking at the first few weeks of results. Usually, the returns follow a bell-shaped curve over a 4-6 week period, and then end abruptly, with dribs and drabs still coming in for many weeks. You can make your daily tallying easiest if you enter your new members directly into your member database, recording the "source" code for the particular list that member came off of in a specific field dedicated to that information in your database. Your system should then be able to take this daily information and produce daily reports. If your system does not allow this, or if you do not have the time to enter all of the names into the database daily, try using a simple form like the one provided on page 5 to record your information daily.

Tracking Costs

As you pursue testing, you will find that some tests are more expensive to implement than others. Therefore, it is especially important to record all costs incurred so that in your analysis, you can determine which approaches being tested are the most cost effective

As you handle the various aspects of the mailing, keep copies of all your receipts together in a file so that when the mailing is over, you can put together a full picture and do an accurate cost/benefit analysis. If you are renting some of your lists, record these costs separately for each list. A sample cost sheet for a direct mail might look as follows:

Sample Cost Sheet for a 20,000-piece Direct Mail

ITEM	COST
Design	$500
Printing	
	$340
	$360
	$240
	$240
List Rental	
5,000 American Rivers @.05/each	$250
5,000 Sierra Club @.08/each	$400
3,000 WV Magazine @.05/each	$150
List Processing/Merge/Purge	$400
Stuffing and Mailing	$2,000
Fulfillment Costs (Thank you's)	$200
Total Costs	**$7,300**

This cost sheet is for a very simple mailing which does not include any premiums or any enclosures other than the letter, reply card and reply envelope. It does not include staff time spent on the mailing.

Tracking Lists

When doing direct mail, you must keep track of how your lists perform so that you know which ones to go back to and which ones to abandon because they are too expensive or ineffective for your group. We recommend starting a List History like the one below in which you track the performance of your lists over time.

If you keep track of how lists perform over time, you can learn a lot about both the lists and the time of year when the lists perform best.

(Hopefully your database will produce such a history using the source code data that you enter for each new member; if not, just set up a table on your computer following the format shown below.)

If you keep track of how lists perform over time, you can learn a lot about both the lists and the time of year when they perform best. You can also determine which segments work best for you (for example, which geographical areas) and how often you can mail to individual lists and still obtain good results. As we pointed out in our first membership article, you can often mail to good lists two to three times a year and get the same high response rates.

Recording and Analyzing your Mailings

When the mailing has run its course, it is important that you immediately record and analyze the results. You should keep at least one complete copy of each package (letter, outer envelope, reply card, reply envelope, any enclosures) in a binder or folder with all records and analysis pertaining to the mailing. This will prove invaluable for creating an institutional memory of the work you're doing.

The information that you should consider keeping in your binder includes: the source codes of lists mailed to, organization names corresponding to the source codes, number of pieces mailed, number of pieces returned, date mailed, cost, income, response rate (for each list and overall), average gift (for each list and overall), net loss or gain (overall and by list), and cost/benefit ratio.

Sample List History

Name of List (Code)	Total # of names	# of names used/list segment	Date of Use	Resp. Rate	Ave. Gift	Total Cost	Total Inc.	Gain/ Loss
American Whitewater Affiliation (AWA 101)	30,000	3,000 (MD/DC,WV)	2/20/98	1.5%	$35	$975	$1,575	+$600
American Whitewater Affiliation (AWA 100)	25,000	2,500 (MD/DC,VA, WV)	5/3/97	1.8%	$32	$750	$1,440	+$690
American Rivers (AR100)	25,000	5,000 (MD/DC,WV)	2/20/98	2%	$28	$1,875	$2,800	+$925
Sierra Club (SC101)	500,000	5,000 (WV)	2/20/98	1%	$25	$2,025	$1,250	-$775
Sierra Club (SC100)	475,000	2,500 (WV)	5/3/97	1%	$24	$950	$600	-$350
WV Trout Unlimited (TU100)	40,000	2,500 (WV)	2/20/98	.8%	$30	$600	$813	-$213

Keeping track of your lists will allow you to quickly weed out the unproductive lists from the productive ones, and make your mailings more and more cost effective as you learn which lists work best for you. It will also be invaluable to new staff taking over the membership function who may not be familiar with past list performance.

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(*continued from page 3)*

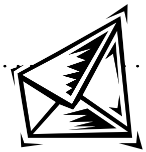
Direct Mail Report
Date of direct mail campaign: 2/20/98-4/20/98
#of Pieces: 20,000

list/source code	# mailed	# returns	$ return	resp. rate	ave. gift	total cost	gain/ loss
American Whitewater Affiliation (AWA 101)	3,000	45	$1,575	1.5%	$35	$975	+$600
American Rivers (AR 100)	5,000	100	$2,800	2%	$28	$1,875	+$925
Sierra Club (SC 101)	5,000	50	$1,250	1%	$25	$2,025	-$775
WVTU (TU 100)	2,500	20	$600	.8%	$30	$813	-$213
WV Magazine (WV 100)	3,000	6	$120	.2%	$20	$1,125	-$1,005
CCA (CCA 100)	1,500	30	$900	2%	$30	$488	+$412
TOTAL	20,000	251	$7,245	1.3%	$29	$7300	-$55

Above is a hypothetical report on a 20,000 piece mailing. By analyzing this mailing, we can see that the cost benefit ratio is about 1/1. This means that every dollar spent on direct cost, brought in another dollar. Another way of saying this is that the mailing broke even, which is extremely good and increasingly rare given today's direct mail market. This happened because most of the lists mailed to were sure bets, with only one test list, the WV Magazine, which we will not use again because of its poor performance.

Even though the Sierra Club and the Trout Unlimited lists did not break even, their response rates were good by today's standards, and we will definitely use them again in the future, particularly since both these lists are large. We might want to test a different letter with the Sierra Club list, to see if we can improve the response rate, the average gift, or both by using a more environmentally-oriented message. The Sierra Club list was more expensive than some of the others because we had to buy it for $80 per 1000 names, so we might see if we can exchange for the list next time to cut costs.

When you begin soliciting members via direct mail, your goal will be to make your mailings break even or even to make a small profit. Later, as you begin to do larger mailings, your response rate will probably go down, and you will begin to lose money on these initial mailings. Just remember that you are investing in members who, if properly treated (with newsletters, member involvement, appeals, major donor programs, and renewals) will pay back the investment and provide core funding for your group in the long run. Nevertheless, it is vital to keep track of how much you lose on any given mailing, how individual lists perform, and what the cost/benefit ratio for the mailing is.



Remember that you are investing in members who, if properly treated, will pay back the investment and provide core funding.

Over time, you may even want to track when the mailing breaks even and you begin earning "dividends" on your initial investment if your computer system can handle this level of analysis.

Direct Mail Acquisition is Only the Beginning

Because members tend to become more loyal and more generous over time, investing in members is much like counting on compound interest. The more the initial investment, the greater the returns in the long run. But, much like a stockbroker who watches over and fine-tunes his accounts, we in the nonprofit sector must always take care of and properly

Weekly Membership Acquisition Report for the week of ______

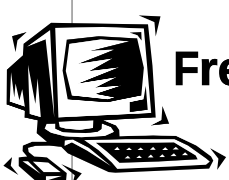
				Mon.		Tues.		Wed.		Thurs.		Fri.		Previous Total		Cum. Total				Large Gifts		
List Name	Code	Quantity Mailed	Mail Date	-#-	-$-	-#-	-$-	-#-	-$-	-#-	-$-	-#-	-$-	-#-	-$-	-#-	-$-	Ave. Gift	Resp. Rate	$500	$250	$100

cultivate our hard-earned new members. This is especially important in light of the fact that acquisition costs are high and a member sometimes begins to pay for himself or herself only after two or three years. After you break even on members, any contributions they make, except for basic maintenance costs, can go toward general operating costs, such as salaries and rent. That's why membership retention is so critical to a successful membership program. In addition, all along the way your members provide an incredible source of political clout, community involvement, volunteer labor, board prospects and other more intangible resources for your group.

As you pursue your direct mail membership acquisition program, remember that you are in control and can pursue the program at whatever level your organization's leadership is comfortable with and your cash flow allows. Whether on a large or a small scale, your efforts will help build a more stable funding base as well as solid public support for your cause. ■

Pat Munoz provides fundraising assistance to River Network Partners, and can be reached at the Eastern Office of River Network, at (202) 364-2550.

Amy O'Connor has her own business, Integrated Development Consulting, based in Salt Lake City, Utah, and can be reached at (801) 533-8375.



Free Membership Database Available in June!

Desktop Assistance has just produced a tool that nonprofits have been clamoring for—an interactive database which will greatly increase an organization's capacity to effectively fundraise and conduct public outreach campaigns.

The database in question—ebase—is an application built with Claris Filemaker Pro. It will operate on any computer running Mac OS (7.x and 8.x) or Windows (3.1, 95 and NT). Because the application is built with FileMaker Pro, ebase is extremely easy to learn, use and customize, making it an ideal choice for organizations that have no staff members trained in database design or management.

Ebase has all the standard features of expensive donor/membership software, plus much, much more. For example, ebase integrates mail, phone, fax and email as automated processes, enabling a nonprofit to select the most cost-effective communications medium. It is truly the answer to a communications or membership director's prayers, and it will be available by June 1 to conservation groups at very low/no cost.

One river organization which has been testing this new software is Idaho River United. For a personal recommendation from someone who has used ebase, call Darci Yarrington, at (208) 343-7481.

To find our how you can get ebase for your nonprofit, call Desktop Assistance at (406) 442-3696, or email your inquiry to ebase@lists.desktop.org. ■

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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NEWS FLASH

New REI Program for Rivers in the Works

Recreational Equipment, Inc.(REI), the Seattle-based outdoor clothing and equipment cooperative, has sunset the REI/National Rivers Coalition grant program it has sponsored for the past eight years. REI is currently developing a new Rivers Program and is engaging the members of the National Rivers Coalition in this process. This new program will be announced in the next few months. Stay tuned for more information. ■

PowerBar Direct Impact on Rivers and Trails Program (D.I.R.T.)

PowerBar supports efforts to protect, preserve and restore outstanding recreational lands and waterways.

The following examples describe potential grant programs: 1) Efforts that increase the number or size of local parks, recreation and wilderness areas. (Examples: designation of wilderness areas and expansion or creation of regional parks and trails); 2) Efforts that create and maintain access to important recreation areas. (Examples: citizen outreach designed to improve access to wilderness areas and the conversion of abandoned open space into useable recreational areas); 3) Efforts that improve and restore natural areas. (Examples: initiatives to increase river flow, restore rivers from mining impacts and clean up trails).

PowerBar D.I.R.T. Program grants range from $2,000 - $5,000 and are available to organizations across the country. Typically, the program works around four annual deadlines each year. If interested, send a letter that outlines the threat to your area, your campaign strategy, proposed action steps and a brief description of your organization. This letter must be no longer than four pages in length. No telephone inquiries, personal visits or faxed proposals, please. The next deadline is June 12. Grants will be awarded on July 31. For more information write to Powerfood, Inc; Attn: DIRT Program; 2150 Shattuck Ave.; Berkeley, CA 94710 or check out their homepage at http://www.powerbar.com

The Brainerd Foundation

The Brainerd Foundation is dedicated to protecting the environmental quality of the Pacific Northwest (i.e. Washington, Oregon, Idaho, Montana, Alaska and British Columbia). The foundation supports grassroots-oriented projects that motivate citizens to become involved in efforts to protect the environment. They provide two types of grants; “program grants” and “opportunity fund grants”.“Program grants” are separated into three categories; 1) *Endangered Ecosystems* - developing stewardship policies and practices that protect endangered Northwest forest and river ecosystems; 2) *Toxics and Communities*- protecting Northwest communities from destructive environmental impacts related to extractive mineral development, and to prevent the pollution of water, air, and land by pulp and paper processing; 3) *Communications and Capacity Building* - increasing the Northwest conservation movement’s capacity to protect endangered ecosystems, reduce toxic pollution, and improve community well-being by providing technical support, communications assistance, and other forms of organizational support.

The average program grant ranges from $10,000 to $20,000, and may be applied to a range of disciplines including but not limited to: public education, grassroots outreach, computer networking, media strategies, litigation and scientific and economic studies. Priority is given to projects that build broad citizen support for environmental protection. The foundation also encourages efforts that incorporate innovative organizing strategies and reach beyond traditional environmental constituencies. Grants are usually awarded for a period of one year. Letters of inquiry are required for program grants, and are accepted throughout the year. Invited proposals should be submitted about six weeks prior to board meetings, which will occur this year on July 2 and October 9, 1998.

“Opportunity fund grants” are awarded on an emergency basis only. These grants range from $250 to $2,000 and are for emergencies falling within the foundation’s program areas. Applicants must submit a two-page request form, which is provided by the foundation upon request. For more information, you can check the web site at http://www.Brainerd.org. You can also contact the foundation via e-mail at info@Brainerd.org, or by phone at (206) 448-0676. Their address is 1601 Second Ave., Suite 610; Seattle, WA 98101-1541.

Do Something BRICK Award

Do Something is a national non-profit organization that encourages young people to be leaders in improving their communities including environmental work. Each year, Do Something, funded by Blockbuster Video, awards 10 “BRICK awards” to individuals under the age of 30 who have served as outstanding leaders. These awards are in the form of grants to support their community work. The national grand prize winner recieves a grant of $100,000 that is distributed over a two year period. The other nine winners each receive a grant of $10,000 that is awarded over a one-year period. The BRICK Award also helps winners generate local and national media coverage of their work through *Mademoiselle Magazine* and MTV.

Applications are due on May 1, 1998. For more information or an application, you can e-mail them at: brick@dosomething.org. You can also visit their website, www.dosomething.org, to print out applications. The street address is: Do Something BRICK Award, 423 West 55th St., 8th floor, New York, NY, 10019. ■

Fundraising Training Opportunities

A listing of resources available across the country

The Foundation Center: (800) 424-9836, http://fdncenter.org. Each of the following Foundation Center regional offices offer local training opportunities: New York, NY, (212) 620-4230; San Francisco, CA, (415) 397-0902; Washington, DC, (202) 331-1400; Cleveland, OH, (216) 861-1933; Atlanta, GA, (404) 880-0095. The following seminar is an all-day event which includes breakfast, lunch, and a free copy of *The Foundation Center's Guide to Proposal Writing*:

Proposal Writing Seminar: Colorado Springs, CO, Apr. 17; New York, NY, Apr. 28; Atlanta, GA, Apr. 29; Philadelphia, PA, May 8; Orlando, FL, May 15; Washington, DC, May 20; New York, NY, June 3; San Francisco, CA, June 5.

The Grantsmanship Center: P.O. Box 17220, Los Angeles, CA 90017, (213) 482-9860. There are partial scholarships and group discounts available for the following programs:

Building Your Annual Fund: Chandler, AZ, May 18-20; Detroit, MI, June 29-July 1.

Grant Proposal Writing Workshop: Macomb, IL, Apr. 13-15; Loretto, PA or Boston, MA, May 27-29; Baltimore, MD or Dallas, TX or Owensboro, KY, June 29-July 1.

Strategic Fundraising Training: Seattle, WA, Apr. 20-24; Indianapolis, IN, Apr. 27-May 1; Albany, NY, May 4-8; Honolulu, HI, June 1-5.

Hartsook and Associates: 1501 Castle Rock, Wichita, KS 67230, (316) 733-7100, <rhartsook@aol.com>.

The Integrated Fund-Raising Campaign: Kansas City, MO, April 24; Phoenix, AZ, May 1; San Diego, CA or Oklahoma City, OK, May 15.

Support Centers of America: call the national office at (415) 974-5100 for the Support Center near you. The following classes are taking place at the Support Centers for Nonprofit Management in San Francisco, (415) 541-9000, and New York, (212) 924-6744. Fees are calculated on a sliding scale based on organizational budget size.

Raising More Unrestricted Money From Individuals: New York, April 14.

Women Donors: Where the Money Is: New York, April 15.

Nuts and Bolts of Fundraising: San Francisco, April 22.

Making the Corporate Connection: New York, April 29.

The Color of Money: New York, May 19.

Major Gifts: New York, May 21.

Other Opportunities:

April 21: Tucson, AZ. "The Nuts and Bolts of Fund Raising." Sponsored by Arizona Human Services/Arizona Guide to Giving. Contact Marilyn Boess, AHS/AGG, PO Box 5456, Glendale, AZ 85312-5456, (602) 412-8650.

April 28: Chicago, IL. "Effective Direct-Mail Solicitation for Smaller Non-Profit Organizations." Sponsored by the Illinois Association of Non-Profit Organizations. Contact IANO, 8 South Michigan Ave., Ste. 3000, Chicago, IL 60603, (708) 386-9385.

May 8: Miami Shores, FL. "Fund Raising for Non-Profits." Sponsored by the Florida Association of Nonprofit Organizations and Barry U. Contact Marina Pavlov, FANO, 7480 Fairway Dr., Ste. 206, Miami Lakes, FL 33014, (305) 557-1764, www.special-event.com/FANO.

May 12: Baton Rouge, LA. "The Fundamentals: Fund Raising 101 for Newcomers to Development," and "Rethinking Major Gifts." Sponsored by the National Society of Fund Raising Executives-Greater Baton Rouge Chapter. Contact NSFRE-GBRC, 3838 West Lakeshore Dr., Baton Rouge, LA 70808, (504) 388-5469, <sharmo2@lsu.edu>.

May 15: San Francisco, CA. "Fund Raising Day: Buck Raisers of the 21st Century — Power Up Today, Prepare for Tomorrow." Sponsored by the National Society of Fund Raising Executives - Golden Gate Chapter and the Development Executives Roundtable. Contact NSFRE-GCC, 816 East 4th St., San Mateo, CA 94401, (415) 344-1403, http://www.nsfre.org.

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 HYPERLINK mail to: cookalison@aol.com. ■

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ADDRESS CORRECTION REQUESTED

FUNDING DEADLINES

Deadlines for April 15 - June 15

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
J.B. Cox Charitable Trust	New England	April 15	(617) 557-9775
National Fish & Wildlife Foundation	National	April 15	(202) 857-0166
Roy A. Hunt Foundation	New England	April 15	(412) 281-8734
Florence and John Schumann Foundation	National	April 15	(201) 783-6660
Snee-Reinhardt Charitable Foundation	Northern MD, Southwestern PA, Northern WV	April 15	(412) 471-2944
USX Foundation	National	April 15	(412) 433-5237
Virginia Environmental Endowment	VA, KY, WV, OH	April 15	(804) 644-5000
William P. Wharton Trust	New England	April 15	(617) 248-5000
EPA Envir. Justice Grants	National	April 20	(703) 841-0483
Patagonia, Inc.	National	April 30	(805) 643-8616
New England Grassroots Environment Fund	MA,ME,NH,VT	May 1	(802) 223-4622
Cricket Foundation	New England	May 1	(617) 570-1130
McKnight Foundation	Mississippi River States	May 15	(612) 333-4220
Strong Foundation for Environmental Values	N. CA and Pacific NW	May 15	(415) 543-2152
Sweet Water Trust	New England	May 15	(617) 482-5998
A Territory Resource	ID, MT, OR, WA, WY	May 31	(206) 624-4081
Lyndhurst Foundation	AL, GA, NC, SC, TN	May 25	(423) 756-0767
French Foundation	New England	May 31	(617) 722-7340
The Frost Foundation	NM and LA	June 1	(505) 986-0208
Homeland Foundation	Far Western states	June 1	(714) 494-0365
Maki Foundation	Rocky Mtn. Region	June 1	(970) 925-3272
PowerBar D.I.R.T. Grants	National	June 12	(see *Spotlight* p.6)
Max and Anna Levinson Foundation	National	June 15	(505) 982-3662

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