Developing a Sustainable Finance Plan

NOTICE: This PDF file was adapted from an on-line training module of the EPA's *Watershed Academy Web*, found at www.epa.gov/watertrain. To the extent possible, it contains the same material as the on-line version. Some interactive parts of the module had to be reformatted for this noninteractive text presentation. A self-test is included at the end of the file.

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Introduction

Many watershed organizations could increase their impact through long-term financial planning. In order to most effectively protect America's waters, watershed organizations must develop and implement strategies to obtain, diversify, and leverage sustainable sources of funding.

This training module is designed to help your watershed organization develop and implement a sustainable funding plan. This module:

- Outlines the six key steps of fundraising plan development
- Introduces a diverse set of fundraising options
- Provides case studies of successful finance mechanisms

Our hope is to give both established and new nonprofit watershed organizations a solid methodology for creating finance plans to ensure their own sustainability. This module is intended primarily for nonprofit watershed organizations. State or local governments should visit the EPA Financing for Compliance Page (www.epa.gov/compliance/assistance/financing/index.html).

We use case studies throughout the module to provide real examples of finance strategies employed by nonprofit watershed organizations throughout the country. The title of this module may suggest a template for creating a written funding plan. While a written plan is one outcome, we hope the process of developing the plan—as outlined in six steps—is of even greater value.

Do You Need a Funding Plan?

Funding can often determine how effectively watershed organizations are able to carry out their mission statement. However, many organizations do not know when, who, or how to ask for funds. What's more, they may not know how to market competitive projects to their funders. These organizations have an unorganized mix of grant applications, special events, and member solicitations. By the end of the year, the staff is exhausted and they often do not see desired returns.

The problem with current fundraising efforts is their ad-hoc nature. Often, nonprofit watershed organizations fail to develop finance plans that could help them cope with the changing fundraising environment and unpredictable grant situations. Many watershed organizations, particularly new organizations, would like to be more strategic fundraisers but have competing priorities and simply feel they do not have the time and resources to develop a plan. In fact, one survey done by River Network in 2005 showed that as many as 40 percent of watershed organizations do not have a budget and as many as 74 percent do not have a fundraising plan.

The result of the lack of planning shows up in many symptoms including:

- Board members who are not active in the organization and its fundraising goals
- Staff members who are reluctant to ask for gifts
- Potential donors who are uninformed or unmotivated to support your cause
- Fundraising history records which are inadequate or out-of-date. Current donors who are not retained year to year.
- Projects that are off goals, over budget, and off schedule

Finance planning can actually save organizations both time and resources in long run.

Six simple steps to planning can ensure that you are able to:

- Incorporate fundraisers into your organization's current activities
- Capitalize on the strengths of your organization
- Target resources that are sustainable and likely to be obtained
- Create a plan that can be used year after year to guide your fundraising efforts
- Provide a structure that will guide your organization's day to day decisions

Table 1: Sample Fundraising Plan Chart

Sample Fundraising Plan Chart, ABC River Organization				
Strategy	Goals	Action Steps	Who	When/How Much
1. New Member Acquisition	300 new members, $4,000	1. Do a direct mail campaign to 5,000 prospects. 2. Each board member recruits one person a month. 3. Participants in raft trips become members. (50) 4. Buyers of raffle tickets become members. (20)	1. Staff with help of consultant 2. Board 3. Staff 4. Staff	1. May & Sept./$7,000 2. monthly/no cost 3. summer/no cost 4. fall/no cost
2. Renewals	100 out of 154 (65%), $2,000	1. Call last year's unrenewed members, asking them to renew. 2. Do three mailings to current members, one month apart. 3. Call unrenewed members and ask them to renew.	1. Staff & Volunteers 2. Staff 3. Staff & Volunteers	1. January/$50 2. Jan., Feb., March/$4,000 3. May/$50
3. Special Appeals		$2,000	Staff	Mid-Nov./$400

It's worth the investment!

Citation: Works Cited #1

Assess Your Fundraising Preparedness

Can you articulate how your fundraising activities fit in with your organization's priorities activities?
Yes / No

Do you know the greatest strengths and weaknesses of your organization?
Yes / No

Do you have a budget and fundraising goals?
Yes / No

Do you know about internet giving, earned income strategies, and partnerships with local governments?
Yes / No

Do you know which funding sources are most stable?
Yes / No

Do you know which funding sources have the highest profit to cost ratio?
Yes / No

Have you heard of the pyramid of giving?
Yes / No

Do you know the top characteristics that funders are looking for in your organization?
Yes / No

Do you have a current fundraising or finance plan that includes a multi-year strategy?
Yes / No

Are you satisfied with current fundraising efforts and returns in your organization?
Yes / No

If you answered **no** to 2 or more of these questions, this module is for you!

Steps to Sustainable Fundraising Planning

There are six key steps in developing a sustainable fundraising plan. The six steps, and the principles and examples included within them, are designed to help watershed leaders work with their stakeholders to develop and implement effective watershed finance plans. Some watershed organizations may need less structure than this process suggests, while others may wish to focus on the step(s) that they find most challenging. However, we suggest that all readers visit each step to explore the links and familiarize themselves with the resources available in the module.
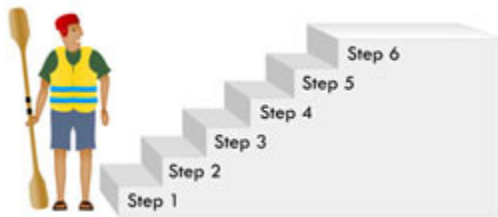
Step 1. Establish your organization's priority activities

Step 2. Assess fundraising capacity

Step 3. Set realistic fundraising goals

Step 4. Identify and evaluate funding sources

Step 5. Evaluate and select funding sources

Step 6. Write and implement a sustainable fundraising plan

(Additional resources for completing each step are located at the end of the module.)

Step 1. Establish your Organization's Priority Activities

The first step in creating a sustainable fundraising plan is to establish your organization's priority activities.

Priority activities stem from your organization's goals which, in turn, stem from the mission statement. Spend some time with your staff or board members reflecting on the organization's mission and goals before you establish your priority activities. Once your priority activities are determined, they will shape not only the purpose of the fundraising, but also what strategies you will employ.

It may also be necessary to review the strategic plan that guides the long-term direction of your mission. (There are additional resources available if your organization needs to write a strategic plan (www.epa.gov/watertrain/sustainablefinance/resources.htm#planning).) This reflection will give you a fresh look at where you should target your efforts. It will also help staff and board members better articulate the connection between fundraising efforts and the organization's mission to your members.

"The success of a fundraising campaign, both in generating funds and in developing effective programs, depends on whether an organization can develop an adequate fundraising strategy. And that strategy involves, first and foremost, the formulation of organizational goals and objectives that are understandable, meaningful and realistic."
-Barry Mastrine, author of 'How to Develop a Funding Strategy[2]

On the next page, we offer some tips and an exercise for setting your organization's priorities.

Citation: Works Cited #2

Priority-Setting Tips and Exercise

Establishing meaningful priorities to guide organizational decisions is a complex process. While it is not possible or appropriate to prescribe a single approach for priority-setting that fits all needs, there are attributes of an effective process that should be considered:

1. Build on existing work. If your organization has already done any evaluation reports or long-term planning, use that work as a baseline. Also, if your organization had set priorities at some point in its past, use those as a starting point.

2. Encourage creative thinking. Challenge your staff, board members, and volunteers to think beyond existing programming, opportunities, partnerships, and funding.

3. Identify points of agreement and disagreement. Use a simple method to have staff members list each of the organization's current or future activities as "highest priority," "lesser priority," or "not sure". Some staff or board members may be reluctant to do this process, but it is important to the discussion to have everyone's points of view on the table.

4. Clarify decision-making roles and expectations. Take time to clarify who should make final decisions on the organization's activities, as well as what is generally expected of board members, staff, and volunteers.

5. Find out what is going on in the rest of your community. Looking at the budgets and activities of other organizations in your community may redefine what is the "unique" role of your organization and how to best move forward.

6. Formally adopt the priorities. Once you have set the priorities, it is a good idea to adopt them formally. Formal adoption facilitates decisions about the organization's direction and allows everyone to take ownership of the priorities.

Below is a decision or criteria matrix for priority setting. It compares alternative actions relative to criteria. This technique is applicable for choosing among alternatives that may or may not meet the basic standards or criteria you set.

Directions: Draw a grid with as many rows as there are alternatives and columns as there are criteria. List alternatives along the side and criteria along the top of the grid. Look at each alternative down the side, one at a time, and compare it to each criterion. For an initial screening, a simple checkmark might do the trick. If you are attempting to sort items of relatively equal merit, a rating scale will provide more discrimination.

Table 2: Example Priority Setting Matrix Criteria

Example Priority Setting Matrix Criteria				
Alternatives	Does the management action protect or restore a high value asset?	Is the management action technically feasible?	How much will it cost?	Is the management action supported by the community?
Public outreach campaign				
Buffer strip planting				
Water quality monitoring				

Note: A free, web-based tool called Plan2Fund Objective Prioritization Tool (OPT) is now available to make this process more collaborative and transparent. The model can generate comparative reports based on your selection criteria, the scores that you give to your objectives according to those criteria, and the weight that you give each criterion.

Plan2Fund OPT Worksheet

http://efc.boisestate.edu/efc/Tools/Plan2FundObjectivePrioritizationToolOPT/OPTModelDetails/tabid/111/ctl/EditWorksheet/mid/582/opts

File Edit View Favorites Tools Help

Environmental Finance Center • Objective...

Rules 1 and 3 get 70% of total decision rule weighting.

Decision Rule:	Primary Objective	Number of planning categories met	Urgency	Achievability	Duration of benefit	Requirement
Weight(%):	35.00%	10.00%	35.00%	5.00%	5.00%	10.00%
Basis of Ranking:	No (0) Low (1) Medium (2) High (3)	Meets 0 (0) Meets 1 (1) Meets 2 (2) Meets 3 (3) Meets 4 (4)	No (0) Yes (1)	None (0) Low (1) Medium (2) High (3)	None (0) Short-term (1) Long-term (2)	No (0) Yes (1)

Objectives

	Primary Objective	Number of planning categories met	Urgency	Achievability	Duration of benefit	Requirement
Retain current flows	High 0.35	Meets 4 0.1	Yes 0.35	High 0.05	Long-term 0.05	Yes 0.1
Resolve water rights conflict	High 0.35	Meets 2 0.05	Yes 0.35	Medium 0.03	Long-term 0.05	Yes 0.1
Conservation program	Medium 0.23	Meets 4 0.1	Yes 0.35	High 0.05	Long-term 0.05	Yes 0.1
Improve communication and coordination	Medium 0.23	Meets 2 0.05	Yes 0.35	Medium 0.03	Long-term 0.05	Yes 0.1
Protection of unimpaired waters	Medium 0.23	Meets 1 0.03	Yes 0.35	Low 0.02	Long-term 0.05	Yes 0.1
Create work group	Medium 0.23	Meets 3 0.08	Yes 0.35	Medium 0.03	Long-term 0.05	No 0
Improve enforcement	Low 0.12	Meets 3 0.08	Yes 0.35	High 0.05	Short-term 0.03	Yes 0.1
Maintain Landcover	Medium 0.23	Meets 1 0.03	Yes 0.35	Medium 0.03	Long-term 0.05	No 0

Done   Internet   100%

Citation: Works Cited #3

Step 2. Assess Fundraising Capacity

Once you have established your organization's overall priorities, the next step is to assess your organization's fundraising capacity.

We define fundraising capacity here as an organization's ability to raise funds in order to perform its overall priority activities and effectively sustain itself over the long term. Your organization's fundraising capacity will affect which funding options you pursue and what activities are feasible for you. Determining your organization's fundraising capacity now will mean that you can choose the most effective funding options when you develop your plan.

On the following pages, we show you how to assess capacity, first through discussion questions and then through a formal assessment called "Strengths, Weaknesses, Opportunities, and Threats" analysis.

Note: A critical piece of this assessment (and one that is often not discussed) is determining if your organization has the capacity to handle the funds once they are received. In other words, if all fundraising goals are achieved tomorrow, will your organization have the resources in place to be able to invest the funds properly to get maximum returns? This discussion is a first step in moving from a simple fundraising plan to having a comprehensive finance plan (more on this in Step 6). Well-managed money gives people more confidence in your organization and provides a sense of accountability.

"Enhancing your self-awareness helps you to be more honest, sincere and congruent. It puts you in touch with your expectations. It increases your awareness of times when you may feel disappointed and impatient. It helps you focus on your goals - outcomes and experiences - that will be rewarding to you."

-Robert Myrick and Tom Erney, authors of 'Youth helping Youth: a Handbook for Training Peer Facilitators[5]

Citation: Works Cited #4 and #5

Key Questions to Assess Capacity

In an informal assessment of fundraising capacity, here are some questions that can begin the discussion:
- Where is your organization now (number of staff, fundraising effort, and level of success)?
- Why are you raising money? How?
- What were your fundraising successes? Why were those efforts successful?
- What were your fundraising challenges? Where have you not been able to obtain money?
- How does your organization keep track of your funders and fundraising options?
- What sustained efforts are needed to achieve long-term financial stability for your organization?

To download a copy of this questionnaire, visit www.epa.gov/watertrain/sustainablefinance/files/capacity_questionnaire.pdf.

Strengths, Weaknesses, Opportunities, Threats Analysis—Getting Started

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is a tool to help understand your organization's ability and capacity to fundraise. This analysis should be done by staff, board members, and volunteers as a group. Together, you will review your fundraising history and discuss your organization's strengths, weaknesses, opportunities, and threats. Based on this information, you will develop strategies to take advantage of strengths and opportunities and minimize the impact of weaknesses and threats.

To conduct the SWOT analysis, first brainstorm the strengths, weaknesses, opportunities, and threats of your organization. Use the sample questions below to get started. We've also included sample ideas so you know if you're on the right track!

Table 3: SWOT Analysis (General)

SWOT Analysis		
Characteristics	Sample Question	Sample Ideas
Strengths	What fundraising strategies do you do well? What skills or assets do your board/staff/volunteers have? What parts of your fundraising effort are you most proud?	We have successful community events. Our individual membership increases yearly. Our board members contribute financially and recruit funders. We have contacts at foundations. We are able to mobilize volunteers to send out the annual appeal.
Weaknesses	What are the gaps in your fundraising strategies? What do you want to change about your fundraising and/or financial situation? What unplanned events have caused financial problems? What do you want to do better? What have clients/supporters asked you to do that you cannot? What fundraising efforts have fallen short of your expectations?	Five board members have never contributed to the organization No one on staff really understands how to use the donor and membership database. We do not have enough reserve funds.
Opportunities	What would be the next step you take in fundraising? What fundraising ideas have you considered? What fundraising strategies have you never tried? What partnership opportunities have been presented to you or exist in your area?	Several other nonprofits in the watershed are interested in forming a partnership. We have never asked any of our donors to consider making a bequest to our organization. A local business has offered to pay us to create GIS maps. We have not asked members to increase their annual donation.
Threats	What is threatening your financial stability? What other organizations are fundraising in your area? What is threatening your donor base in the community? What other organizations are working on similar issues as you? Are they doing it better?	Health insurance costs rose by 25% this year. There are 10 other organizations working to protect your water body. EPA has reduced the amount of grants it is providing this year. Several letters to the editor have questioned the results of your organization's efforts.

Strengths, Weaknesses, Opportunities, Threats Analysis—Bringing It Together

Next, think about how the threats, weaknesses, strengths, and opportunities can be used to develop funding strategies. There are four types of strategies:

- Strength-Opportunity strategy
- Weakness-Opportunity strategy
- Strength-Threat strategy
- Weakness-Threat strategy

Table 4

	Strengths	Weaknesses
Opportunites	S-O Strategies	W-O Strategies
Threats	S-T Strategies	W-T Strategies

Below, we've included a chart to help you define the key questions to ask yourself, as well as a sample strategy.

Table 5: SWOT Analysis (Sample)

SWOT Analysis		
Category	Question	Sample Strategy
Strength-Opportunity Strategies	How can I use my strengths to enable me to take advantage of the opportunities I have identified?	We are already successful at community outreach and have a growing membership. We can employ our successful outreach techniques to educate our growing membership about bequests and planned giving.
Weakness-Opportunity Strategies	What do I need to do to overcome the identified weaknesses in order to take advantage of the opportunities?	We need to train at least one staff member to proficiently use our database in order to begin to be able to ask members to increase their donations.
Strength-Threat Strategies	How can I use these strengths to overcome the threats identified?	We can use our contacts at foundations to diversify the kinds of grants we receive and become less dependent on federal funds.
Weakness-Threat Strategies	How will I minimize my weaknesses to overcome the identified threats?	We need to prioritize building a reserve fund to minimize the impact of increased health care costs in the future.

Step 3. Set Realistic Fundraising Goals

Once you establish your organizational priorities and assess its capacity, it is time to set realistic fundraising goals. The strategic plan discussed in Step 1 is critical to this step. These fundraising goals will help you determine what funds you need to achieve your organization's priorities and ensure its sustainability. In the next two pages, we'll discuss how to create an annual budget and, based on that budget, how to calculate a fundraising goal.

"A budget is as much a management and program planning tool as a financial tool. Vision should drive program creation, and program drives budget creation. A budget is not an end in itself."
-Michael Seltzer, Foundation Center,[6]

Citation: Works Cited #6

Creating an Annual Budget

An annual budget will help you develop a realistic fundraising goal and give context to your fundraising decisions. While we don't go into detail about creating a budget here, additional resources on creating a budget are available in the Web Sites and Tools section on page 66 of the document. Also, here are six tips to consider when creating your budget:

1. Budgets should be developed well in advance of the new fiscal year. The previous years' budgets should be used as a starting point for the next year's budget. Similarly, plan to review your budget and financial statements regularly (once a month is ideal).

2. Include not only **direct program costs**, but also **indirect costs**.
   o **Direct Program Costs:** Direct costs are those that are clearly and easily attributable to a specific program.
   o **Indirect Program Costs:** Indirect costs are more difficult to calculate. Indirect costs are those that are not easily identifiable with a specific program, but are necessary to the operation of the organization. These costs are shared among programs and include all operational and overhead costs. For example, the monthly rent and utilities, the bookkeeper's salary, and office supplies are all indirect costs. In preparing your expense budget, you may itemize all indirect costs in your budget or assess a fixed percentage to the project's total budget.

3. All staff and board members should be involved in creating or approving the budget. Staff members can make valuable contributions to the development of programmatic budgets because they are the closest to daily program operations.

4. Operating **reserves** and **endowments** are worth considering and can improve the fundraising stability of your organization. In general, creating new revenue sources and expanding existing ones will make your organization more sustainable.
   o **Establish an Operating Reserve:** An operating reserve is an organizational "savings account." Its principle purpose is to provide funding to keep your organization operating during periods of crisis. However, reserves are flexible and can be used to finance growth and expansion or to provide upfront money for a reimbursable grant or earned income project. **All organizations should have some kind of operating reserve.**
   o **Establish an Endowment:** An endowment is an organizational "trust fund" or "retirement plan." It is a pot of money that your organization agrees to invest forever. The principal

remains untouched and the earnings can be used to provide a permanent, steady stream of income for your organization. Not all organizations should create an endowment. The first consideration is whether your organization will still be delivering services 50 years from now.

If the answer is yes, then you should meet these additional guidelines:
- Be at least ten years old
- Have a five to ten year plan
- Have had a budget surplus for several years
- Have at least one thousand regular donors
- Have a healthy "major donor" program
- Have a planned giving program so that donors may leave assets to the organization
- Have an established operating reserve

More information on establishing a reserve or endowment is available on the Resources page.

5. Plan for a surplus. A sustainable organization has higher revenues than expenses, which allow your organization to be more resilient to any crisis or unexpected event.

6. Remember to be conservative with your projections. It is better to err on the high side of regarding expenditures and the low side regarding revenues.

Below is an example of a budget. While simplified, it should give you some ideas on getting started.

Table 6: Sample Budget

Friendly Watershed Council Operating Budget	
Revenue & Support:	Annual Budget
Foundations	$75,000
River Festival	55,000
Corporate Giving/Sponsorships	40,000
Individual & Workplace Giving	40,000
Government Contracts	34,000
Fees for Service	10,000
Board Contributions	10,000
Sale of Materials	5,500
Interest Income	1,000
In-kind Donations	5,000
Other	4,000
Total Revenue	$275,500
Costs & Expenses	
Salaries	$108,275
Taxes & Fringe Benefits	26,550
Consultants	15,500
Workshops/Trainings	12,000
Printing	12,750

Staff Travel	4,000
River Festival	29,750
Telecommunications	8,500
Postage & Shipping	8,500
Materials & Supplies	8,500
Occupancy	13,125
Insurance	11,000
Donor Recognition	1,200
In-kind Expenses	5,000
Total Expenses	$259,650
Net surplus (deficit):	$15,850

Citation: Works Cited #7

Calculating an Annual Fundraising Goal

To establish an overall fundraising goal, there are two simple methods:

1. Create an expense budget and use the amount of your total expenses (plus a modest surplus) as your fundraising goal.

2. Start with last year's income. Add a modest amount to allow for realistic increases in fundraising. Subtract any amount from unusual sources that you don't expect to be repeated this year (e.g. a bequest).

If you already have some expected income and simply want to calculate how much additional fundraising you will need to do, use the following formula:

1. Add up all of the program expenses (both direct and indirect) from your budget, taking into account any cost reduction methods you may have employed.

2. Next, calculate the guaranteed revenue for the next year. Guaranteed revenue is income that has already been secured for the upcoming fiscal year. This revenue could include multi-year grant money, interest income from an endowment, or earned income from renting a portion of your property.

3. You can now calculate your fundraising goal by subtracting your guaranteed revenue from the total of your program expenses:

Additional fundraising goal = expenses (plus 5%-10% surplus) - guaranteed revenue

Below is an example of a calculation of an additional fundraising goal.

Example formula for calculating your fundraising goal.

The figure on the left shows a worksheet for a sample watershed group showing costs and expenses totaling $279,650, a 5% surplus of $13,983, and expected revenue of $275,500. The answer is calculated using $279,650 (expenses) plus $13,983 (5% surplus) minus $275,500 (revenue) for a fundraising goal of $18,133.

Table 7: Reference Worksheet

Calculation Worksheet	
Costs & Expenses	
Salaries	$109,275
Taxes & Fringe Benefits	27,550
Consultants	16,500
Workshops/Trainings	14,000
Printing	14,750
Staff Travel	5,000
River Festival	31,750
Telecommunications	10,500
Postage & Shipping	10,500
Materials & Supplies	13,125
Occupancy	13,000
Insurance	4,500
Donor Recognition	2,200
In-kind Expenses	7,000
Total Expenses	$279,650
5% Surplus	$13,983
Revenue & Support	
Foundations	$75,000
River Festival	$55,000
Corporate Giving/Sponsorships	$40,000
Individual & Workplace Giving	$40,000
Government Contracts	$34,000
Fees for Service	10,000
Board Contributions	10,000
Sale of Materials	5,500
Interest Income	1,000
In-kind Donations	5,000
Total Revenue	$275,500
Fundraising Goals	$18,133

Citation: Works Cited #8

Step 4. Funding Sources

Now that you have established your organization's priorities, assessed your fundraising capacity, and set your fundraising goal, the fourth step is to identify funding sources. Funding strategies vary based on the size of the organization. A wide range of organizations work to enhance and restore our nation's watersheds. They vary from all-volunteer groups working to restore small creeks in their communities to multi-state organizations working to protect large watersheds. Some are just starting to fundraise, while others already have large budgets. It is important to find fundraising options that fit the needs of you and your organization (more about evaluating funding options in Step 5).

In order to try to meet the needs of a variety of watershed organizations, we have listed a diverse set of funding strategies on the next page. We recommend that new organizations take a close look at the core elements (those indicated with a *) and then proceed on to any other options that may interest them. New organizations exhibit some or all of the following characteristics:

- Is managed by a group of volunteers or a very small professional staff
- Was recently formed or is in a period of new growth
- Is run on a limited budget
- Is beginning to implement a strategic division of labor
- Is better at delivering programs and implementing projects than at conducting organizational and administrative tasks
- Has unpredictable sources of funding year to year

"One's philosophy is not best expressed in words; it is expressed in the choices one makes ... and the choices we make are ultimately our responsibility."
-Eleanor Roosevelt

Common Funding Sources

Listed below are a variety of fundraising options. Again, we recommend that new organizations take a close look at the core elements (those marked with an *) and then proceed on to any other options that may interest them. More established organizations may find it useful to browse through the options that meet their specific interests. After reading through each fundraising option, you may want to turn to the case studies presented in this document that illustrate each option. The title of specific case studies and their associated page numbers has been provided at the end of each section.

Membership

For the purposes of funding, building a membership base can be thought of as a continuum. You begin by recruiting people as volunteers and eventually move them into becoming members giving larger and larger gifts. This process is best represented by the pyramid of giving, shown below:

As this figure shows, the number of people decreases as you move to larger and larger gifts, which is why it is necessary to recruit as many volunteers and annual giving members as possible. Also, while this figure focuses on financial benefits from the different levels, don't forget that people at each level come with many other resources, including another voice for your project, special skills, and in-kind assets that may not be represented in your board or staff.

Membership - Volunteers, Basic*

Volunteers are a key way to get citizens involved in protecting watersheds and increase community support for your project. Volunteers can provide a wide array of services, including:

- Assisting with fundraising efforts
- Organizing events
- Providing pro bono legal, financial, or technical support
- Providing valuable connections and contacts to the community

Volunteer hours can also be tracked and valued to provide the matching component required in many private and government grants. In recruiting volunteers, the most important thing to do is to ask for help. Individuals asked to volunteer were much more likely to volunteer (71%) than those not asked (29%). You can either recruit broadly or advertise specific jobs. Either way, make sure that volunteers have specific tasks, adequate training, and supervision.

It is also important to keep in mind that volunteers are a big time investment for your staff. Organizing volunteers for projects or even administrative tasks will mean staff and time energy for organizing, training, and follow-up. You need to have a good system in place to keep track of volunteers, as well as staff members who are able and willing to work with volunteers.

Table 8: Volunteering in the United States, 2000

Volunteering in the United States, 2000	
Percentage of adults who volunteered	44%
Total number of adult volunteers	83.9 million
Average weekly hours per volunteer	3.6 hours
Annual hours volunteered	15.5 billion hours
Estimated hourly value of volunteer time	$15.40 per hour
Total dollar value of volunteer time	$239.2 billion
Percentage of adults asked to volunteer	50%
Percentage of adults who volunteered when asked	71%

Citation: Works Cited #9

Corresponding Case Study:
- Volunteers Contribute Services Worth $12,000 (Page 54)

Membership - Volunteers, Advanced*

Service programs and internships are a key way to expand the capacity of your group and increase community involvement in your efforts. In order to find volunteers who are willing to make larger commitments, your organization may want to participate in formal volunteer programs, such as those listed below:

- **AmeriCorps** is a network of local, state, and national service programs that connects more than 70,000 Americans each year in intensive service to meet the United States' critical needs in education, public safety, health, and the environment. It includes two programs:

  o **AmeriCorps*State and National** supports a broad range of local service programs that engage thousands of Americans in intensive service to meet critical community needs.

  o **AmeriCorps*VISTA** provides full-time members to community organizations and public agencies to create and expand programs that build capacity and ultimately bring low-income individuals and communities out of poverty.

- **Senior Corps** connects Americans over 55 with the people and organizations that need them most.

- The **RSVP** program connects volunteers with service opportunities in their communities that match their skills and availability. Volunteers provide a wide array of expertise in areas such as building houses, immunizing children, enhancing the capacity of nonprofit organizations, and improving and protecting the environment.

- **Internships** are carefully monitored volunteer experiences in which an individual has educational goals and reflects actively on what he or she is learning throughout the experience. Internships provide students (undergraduate and graduate) the opportunity to explore career options, gain valuable experience in their field, and meet learning goals. Interns provide organizations

assistance with programs and special projects. They bring energy and enthusiasm to the office. They may also bring knowledge of a specific field, such as marketing or strong computer skills.

Interns and other people participating in these programs should be hired to fulfill a specific role in your organization. They should have a supervisor who has sufficient time to both oversee the project and provide the mentee with feedback and guidance. Write a job description for the position outlining specific duties, desired skills, length of time, and compensation. The compensation for internships can be hourly wages, a stipend, or credits. Contact the career center at your local university or community college to help recruit candidates.

Corresponding Case Studies:
- Volunteer Recruits 103 More Volunteers (Page 55)
- Members Support Watershed Program (Page 56)

Membership - Annual Giving, Getting Started*

Members are individuals who agree to pay an annual fee and/or perform certain activities in order to belong to your organization. In turn, your organization offers special benefits or privileges to its members. Building a base of individual members has a number of advantages:

- Member dues provide a steady, predictable, unrestricted source of funding.
- Longtime members are excellent prospects for larger gifts, stock donations, and bequests.
- Members can be asked to volunteer or serve on your board.
- Members build your visibility in the community and with political leaders.
- Members provide feedback on your programs.

Before you start a membership program, it is important to consider the following:

- Starting and building your membership program will require an upfront investment of time.
- Collecting individual donations requires a system for managing donation and membership information.
- Outreach materials and newsletters are needed to inform current and potential members about your organization's activities.

Clearly defined membership goals should be set before spending time and money on recruiting new members.

Membership - Annual Giving, Five Steps*

Developing a solid base of membership is a process. There are five major steps:

1. **Identification.** People who are likely to become annual members:
   - Attend your program and events
   - Are members of similar organizations
   - Are friends or family of the board, staff, or volunteers
   - Are sponsors or donors to your special events
   - Have benefited from the work of your organization

   Volunteers are also a reliable source of donations. Households that volunteered gave substantially more than households that did not volunteer. For giving households, the average contributions were $2295 from volunteers and $1009 from non-volunteers in 2000.

2. **Research.** Make sure you know your constituency and who may be likely to support your cause. Also know why they would be likely to give. The top ten reasons people give to an organization are:
   - Belief in your mission
   - A sense of pride in and responsibility for your community
   - Respect for staff leadership
   - Respect for the institution's work
   - Regard for the volunteers
   - Serve on the board or committee
   - History of involvement
   - Influence of the solicitor
   - Great interest in a particular project
   - Fiscal stability of the organization

3. **Cultivation.** Involve your potential members in your organization by sending them newsletters or annual reports, inviting them to special events, and providing opportunities to see your work and volunteer. Allow them a chance to get to know you and your organization.

4. **Solicitation.** If you have done the previous three steps, the solicitation itself should not be difficult (a good rule of thumb is that 80-90% of your time should go in researching, while 10-20% in the actual asking). New members can be recruited in a variety of ways, including:
   - Direct appeals, either face-to-face or through letters
   - Small, more targeted mailings of personalized letters to individuals likely to be interested in your group.
   - Recruitment events (i.e. house parties, educational workshops, field trips)
   - Information booths at events
   - Holiday gift membership packets or limited-time membership premiums (e.g., raffle ticket or sticker)
   - Your organization's Web site

5. **Stewardship.** Make sure that you thank people for their support! Members must feel like they receive benefits. It is important to:
   - Thank your members for all donations, even small ones.
   - Recognize your members publicly, either at events or in publications
   - Keep them informed about your work on regular basis
   - Invite them to all public events

You may also want to hold special "members only" events or provide members with gifts such as t-shirts, tote bags, or mugs.

Corresponding Case Study:
- Annual Appeals Pay Off (Page 56)

Membership - Major Donors*

After establishing a strong base of individuals giving through volunteering and annual membership, your organization is ready to begin soliciting larger donations from individuals. Many organizations derive as much as 60% of their individual member revenues from 10% of their donors. Major donors are individuals that give gifts to your organization above a specific threshold level that is defined by your organization.

The level should be determined by the budget of your organization and the demographics of your area. A major donor program is a way to encourage current donors to increase the amount of their donations over time. It includes recognizing your donors' contributions, thanking them personally, and getting them more involved in your organization.

To undertake a major donor program, your organization needs:

- **A clear mission statement and history of accomplishments**. Before individuals make large gifts to an organization, they need to clearly understand the organization's purpose and see that the group is accomplishing tangible results.
- **A committed base of members.** The best source of major donor prospects is individuals who have joined the organization and have an established commitment to its work through at least annual donations. Donors who have given repeatedly and volunteer with the organization are excellent prospects.
- **Opportunities to involve individuals in the work of the organization.** Most large gifts to nonprofits come from individuals who serve on committees or boards or are involved in some meaningful way in the work of the organization.
- **Staff, board and volunteers who are willing to ask for gifts in person**. Asking for money in person is at least twice as effective as asking by telephone, and almost always results in larger gifts. The ABC Rule of Prospecting states that if the person is able to give, believes in your mission, and is **connected** to the person who asks, there is at least a fifty percent chance of getting a gift.
- A system that allows you to record, retrieve, and analyze information about individuals, including their giving history.

The process of seeking major donor contributions includes the following steps:

- **Identify that 10%-20% of your members that has the potential to become larger contributors over time.** A good place to start is by looking at all your members who have made a one-time gift of $50 or more as potential major donor prospects (unless you have some personal knowledge of the person that makes you think otherwise).
- **Build donor loyalty**. One easy way to make these prospects feel appreciated is to send them an annual report with a note from the director, a copy of a recent news article, or a special bulletin on one of your projects. You may want to call your best prospects and give them some good news, or ask them to get involved in some specific way. One rule of thumb is that you should try to have at least four meaningful contacts a year with these prospects.
- **Ask your prospects to increase their gift to $100 or more** and become "major donors." The amount you ask each prospect for will be based on a number of factors including: their past giving, their level of involvement in the organization, their giving record with other groups (if that is available), and your research on their financial capacity. This is best done in person, because people are more likely to give and almost always give more in response to a face-to-face request.

Citation: Works Cited #11

Corresponding Case Study:
- Breakfasts and Pledge Cards (Page 57)

Membership - Planned Giving*

Figure 1

Planned Giving is the process of making a charitable donation of estate assets to a non-profit organization. It should be considered in conjunction with the donor's estate, financial, and tax planning. Planned giving provides financial benefits for both the donor and the organization receiving the donation.

The current demographics in the United States suggest that over the next several decades there will be a tremendous intergenerational transfer of assets. It is predicted that between 1998 and 2052, a wealth transfer of at least $41 trillion will occur in the United States. This situation provides nonprofit organizations with the opportunity to encourage donors to use their assets to benefit a vision they believe in (through your organization) and at the same time enhance their own estate and financial plans. Your organization can use this money to maintain a **reserve** or start an **endowment**.

- **Establish an Operating Reserve**: An operating reserve is an organizational "savings account." Its principle purpose is to provide funding to keep your organization operating during periods of crisis. However, reserves are flexible and can be used to finance growth and expansion or to provide upfront money for a reimbursable grant or earned income project. **All organizations should have some kind of operating reserve.**

- **Establish an Endowment**: An endowment is an organizational "trust fund" or "retirement plan." It is a pot of money that your organization agrees to invest forever. The principal remains untouched and the earnings can be used to provide a permanent, steady stream of income for your organization. Not all organizations should create an endowment. The first consideration is whether your organization will still be delivering services 50 years from now. **If the answer is yes, then you should meet these additional guidelines**:

    - Be at least ten years old
    - Have a five to ten year plan
    - Have had a budget surplus for several years
    - Have at least one thousand regular donors
    - Have a healthy "major donor" program
    - Have a planned giving program so that donors may leave assets to the organization
    - Have an established operating reserve
    - More information on establishing a reserve or endowment is available on the Resources page.

Planned giving includes:

- **Outright gifts**, such as stock, property, and real estate that the organization can use immediately. The donor benefits by avoiding capital gains tax on assets that have increased significantly in worth. The donor also receives a tax deduction based on the current value of the donation.

    Example: If a donor bought stock at $600 that is now worth $1000, s/he can make an outright donation of the stock and receive a $1000 charitable deduction on his/her income tax with no income tax. If s/he had cashed the stock first, this person would have had to pay income tax on the $400 again, even if s/he donated all the proceeds.

- **Bequests** are gifts through a donor's will. The donor to retain the asset through his or her lifetime and the organization receives the gift after the donor's death. Typically, bequests can be created and changed at any time during life and can be restricted if desired. Bequests make up the majority (85-90%) of planned gifts. They are also the highest generator of planned gift money for nonprofits nationwide.

- **Life Income Gifts** allow the donor to give the asset to your organization while continuing to receive income for life. This can be done through a variety of means, such as:

  - **Charitable gift annuities.** The gift immediately becomes the property of the nonprofit. The nonprofit pays a fixed income, part of which is not taxable, to the donor for the rest of his or her life.
  - **Deferred gift annuities.** A donor makes a gift now receives an income tax deduction, but does not receive income until a fixed date (such as retirement). Since the gift has compounded over time, this can provide a significant amount of income.
  - **Retained life estates.** A donor gives his or her residential property to the nonprofit organization, but has full rights to the estate while still living. The donor receives an immediate deduction on the remainder interest value of the estate

These gifts are often the most complicated, and the details should be handled by a professional. However, these options can also be very beneficial to the donor because they can still receive income on the asset and the asset can be managed by a professional with no extra cost to them.

Citation: Works Cited #13

Board Fundraising*

One of the primary responsibilities of the board is fundraising. This includes both donating money and in-kind gifts to the organization and participating in efforts to obtain outside funds. When all board members give, it demonstrates that all are committed and active in the organization. An organization that can report 100 percent board giving can leverage more donations from other sources. Also, board members often have connections or contacts in the community that make them ideal fundraisers. If they are out advocating for your organization, it will add credibility to your work.

You **can** expect board members to:

- **Make a financial donation to the organization**. This should be expressed early and clearly to all prospective board members. You should not set a minimum or maximum gift level for board members because each member will have a different ability to give. Many organizations suggest that each board member give an amount that is a "stretch" for him or her.
- **Solicit contributions**. The "asking" can be done in a variety of ways. They can write grants, identify donors, recruit new members, plan or host fundraising events, network with foundations and businesses, participate in meetings with perspective donors, and write appeal letters. Board members should take on responsibilities based on their skills, connections in the community, and level of comfort with asking for donations. Work with each board member to determine their individual talents, skills, and resources.

However, you **cannot** expect board members to:

- **"Go out and fundraise" without any clear direction**. Board members must be trained and given the background necessary to feel comfortable asking for money for the organization. Make sure to provide them with all the materials and information they need. Make sure they know and can articulate the organization's mission, goals and objectives, programs, and financial needs.
- **Act as a staff member**. Remember, board members are not paid staff members, but volunteers who are showing a great commitment to your organization. While you can ask them to help with fundraising efforts and solicit colleagues, make sure that your expectations are realistic and you are not stretching them too thin!

Aside from donating to the organization, here are some examples of ways that board members can get involved:

- Those with special skills (cooking, writing, kayaking, etc.) can offer "How to" workshops and charge admission. This is especially effective if they are well known.
- If the board member is a trustee of a foundation or knows a trustee, ask for help in writing a proposal to the foundation.
- Ask a generous board member to propose a board match. For example, have them challenge the board by saying "I'll donate $1,000 if the rest of the board can come up with $2,000"
- Ask a board member who owns a restaurant or outfitting company to host a fundraising event.

Citation: Works Cited #14

Staff Fundraising*

While fundraising is sometimes delegated to one person on staff (often the executive director), fundraising should be a component of every staff member's work. The role of staff members (and, if your organization is established, your development committee) in fundraising includes:

- Leading the board's participation in fundraising campaigns, including accompanying board members to donor meetings and ensuring follow-up
- Encouraging and thanking volunteers for their time
- Embedding fundraising into their programming and outreach
- Training the board on fundraising and updating board on current programs
- Developing policies for fundraising
- Soliciting board members and cultivating major donors

Citation: Works Cited #15

Special Events*

Successful special events do more than raise money; they are also a way to:

- Increase your organization's visibility in your community and to the media
- Recruit new volunteers and members
- Energize your board, staff, and volunteers
- Thank people who have worked hard for your organization
- Kick-off a new program or celebrate the successful completion of a project
- Attract the interest of people who would not normally give to your organization

The key to a successful special event is being organized and planning ahead. When planning a special event you should consider the following:

- **Volunteer and Staff Resources:** What talents, interests, and contacts can they bring to planning the event? How much time do they have available? Is there someone to lead and manage the effort? Can you form an event committee?
- **Financial Resources:** Have you created an expense budget? Do you have the necessary funds to front the expense? Will this particular event help you reach your fundraising goal? Can you attract corporations to attend or sponsor the events (see "Corporate Contributions" for more information)?
- **Organizational Image:** Does the event fit well with your organization's image and personality? Does it reflect or detract from your message? Is it the best way to achieve your goals?
- **Audience:** Will this event interest the audience you are hoping to draw? Does it fit well with their ability to pay or donate?

- **Timing**: Is there enough time to plan the event well? Will the timing compete against other events or any holidays? Does this event suit the season? Can the event be repeated?

There is a long list of potential events you could organize to raise funds. Some ideas are:

- Annual dinners
- House parties
- Silent or live auctions
- River festivals
- Guided river trips
- Benefit concerts

If your organization is new, you should start small and choose one or two events a year that you can easily handle. Steer away from big concerts or benefits, which are usually more beneficial to established organizations.

Corresponding Case Study:
- Scenic Hudson's Great River Sweep (Page 63)

Sample Timeline of a Special Event*

8 weeks in advance: Hold meeting with volunteers and staff to draw up income and expense budget, assign responsibilities, prepare timeline. Secure date and place for party.

6 weeks in advance: Recruit co-hosts for party; locate artwork for invitations.

5 weeks in advance: Draft invitations.

4 weeks in advance: Print invitations.

3 weeks in advance: Mail invitations.

1 week in advance: Plan menu and program for party; line up volunteer help (bartender, decorator, cleanup crew, person to be at door to greet people and take checks, etc.). Order food.

3 days in advance: Call invitees who have not responded (optional).

2 days in advance: Prepare guest list and review with staff and board; brief staff and board on who is attending and who they should make a point of talking to; prepare name tags, using large lettering and a special designation for board and staff.

2 hours in advance: Arrive at party site to assist host in getting ready; put out organizational literature and name tags.

1 day after event: Send out thank-yous to host(s) and volunteers, and a letter to each person attending, thanking them for coming and welcoming them as new members (and perhaps enclosing their first newsletter).

Hold a meeting with volunteers and staff to review what went right and what went wrong; complete an Event Evaluation Form.

Citation: Works Cited #16

Corresponding Case Study:
- Scenic Hudson's Great River Sweep (Page 63)

Federal Grants and Loans*

There are many federal grant programs that fund watershed related initiatives. In order to determine which source of grant funding is most appropriate for your program or project, it is important to do some research before writing your proposals. Before you begin to search for grant opportunities and write grant proposals, consider these pros and cons.

Pros

- **There are lots of options.** Government agencies give a lot of money to watershed groups annually. You are likely to find a few that will support your group.
- **Grants come in large amounts.** A grant can give an organization a large infusion of money to create a new program or redefine an old one.
- **Credibility.** A grant signals that someone outside your organization is willing to invest in your success. This can increase your credibility with the media, prospective donors, businesses, and other grant-giving organizations.
- **Leverage.** Some grants, specifically challenge grants, are designed to help raise more money by matching dollar for dollar the donations that are given by members. Other grants require a match from the grantee.

Cons

- **Lousy odds**. There is a lot of competition for grant funding and many successful applications are only partially funded.
- **Long waits.** It can take several months for the applications to be reviewed and processed and for applicants to be notified. If you are successful, additional paperwork will be required. For example, you may be asked to make amendments to the workplan and/or budget. Grants are not usually an appropriate option if you need money in a short amount of time.
- **Restricted money.** The majority of grants are directed toward specific projects, not general support. This greatly limits your flexibility. A grant is a contract and you are legally bound to use the money are described in your proposal workplan. Any significant changes will need to be negotiated with the funding organization.
- **Who's accountable to whom?** Grants can shift power over your programs to someone outside the organization. If you are not careful, your work can get distorted in the pursuit of money.
- **Paperwork.** Increasing demands for accountability require you to devote significant time to measuring and reporting results.

Before writing your proposal, you should consider these tips provided by EPA's Office of Grants:

- **Rule #1:** Believe that someone wants to give you the money! Be convincing and confident in your argument, and do the research to convince the funder why your project is important.
- **Start with the end in mind.** Look at your organization's big picture. Who are you? What are your strengths and priorities? Keeping that vision in mind, create a plan not just a proposal.
- **Do your homework:** Research prospective funders. Look at what types of projects and organizations they have funded in the past. Try and search locally first.
- **If you need the money now, you have started too late.** A successful grant proposal is one that is thoughtfully planned, well prepared, and concisely packaged. Understand the length of the application and review process.
- **Look at grant range and average size.** For a first time applicant, the grantmaker will usually consider an average grant but not one at the top of their range. Also, learn how the money is distributed and if matching funds are required. For example, some grants will provide grantees money upfront. Others grants are reimbursable and require that the organization has enough money to absorb the upfront costs.
- **Read the application requirements and follow them carefully.** While format and other guidelines may seem trivial, grantors like government agencies may not consider proposals which do not meet the application requirements exactly.

In addition to grants, loans such as the Clean Water State Revolving Fund and Drinking Water State Revolving Fund are available for assistance with capital projects.

Foundation Grants*

There are many foundation grant programs that fund watershed related initiatives. In order to determine which source of grant funding is most appropriate for your program or project, it is important to do some research before writing your proposals.

Before you begin to search for grant opportunities and write grant proposals, consider these pros and cons.

Pros

- **There are lots of options.** Foundations give a lot of money to watershed groups annually. You are likely to find a few that will support your group.
- **Grants come in large amounts.** A grant can give an organization a large infusion of money to create a new program or redefine an old one.
- **Credibility.** A grant signals that someone outside your organization is willing to invest in your success. This can increase your credibility with the media, prospective donors, businesses, and other grant-giving organizations.
- **Leverage.** Some grants, specifically challenge grants, are designed to help raise more money by matching dollar for dollar the donations that are given by members. Other grants require a match from the grantee.

Cons

- **Lousy odds.** There is a lot of competition for grant funding and many successful applications are only partially funded.
- **Long waits.** It can take several months for the applications to be reviewed and processed and for applicants to be notified. If you are successful, additional paperwork will be required. For example, you may be asked to make amendments to the workplan and/or budget. Grants are not usually an appropriate option if you need money in a short amount of time.
- **Restricted money.** The majority of grants are directed toward specific projects, not general support. This greatly limits your flexibility. A grant is a contract and you are legally bound to use the money are described in your proposal workplan. Any significant changes will need to be negotiated with the funding organization.
- **Who's accountable to whom?** Grants can shift power over your programs to someone outside the organization. If you are not careful, your work can get distorted in the pursuit of money.
- **Paperwork**. Increasing demands for accountability require you to devote significant time to measuring and reporting results.

Here are 10 tips for writing foundation grants:

- **Do your homework.** Good research can help you narrow down the pool of potential funders to those most interested in the types of programs and projects outlined in your plan. For the foundations that you select, understand their mission, activities, culture (ex. how they prefer to be contacted), and funding history (ex. average grant size and grant range).
- Make sure that you **state your plan right at the beginning** of the cover letter (and in your summary). You must be specific about how much money you are requesting and what you plan to do with it. Often, trustees may not have the time to go through the entire proposal.

- During the process constantly **ask yourself if your project fills a need**. Make sure that your organization is not simply following the money.
- **Check to see if someone else is already doing the project.** Many foundations like to see collaborations between organizations.
- **Understand the length of the application and review process.** Allow sufficient time to write the proposal.
- Check the list of staff and board and **see if you have any personal contacts** that would be useful.
- **Learn how the money is distributed** and if matching funds are required. For example, some funders will provide grantees money upfront. Others grants are reimbursable and require that the organization has enough money to absorb the upfront costs. Also, it is important to be able to say how you plan to supplement their funding in the future.
- **Read the application requirements and follow them carefully.** Tailor each proposal to a particular funder. While format and other guidelines may seem trivial, grantors will not consider proposals which do not exactly meet the application requirements. Be concise in your proposal and adhere strictly to the page limit. Proofread and watch for mistakes.
- Whether you get the grant or not, it is critical to **follow up with the funder** in a timely manner. Remember, you are building a long-term relationship with the foundation. Persistence is key!
- **Identify how you will measure the success of your projects.** Foundations need to show measurable results. Think about how you will measure success in your project and identify those measures upfront.

A helpful tool for organizing your grants is an internal budget spreadsheet, an example is provided here by Chesapeake Bay Foundation www.epa.gov/watertrain/sustainablefinance/files/cbf_budget_template.xls.

Citation: Works Cited #17

Corresponding Case Study:
- Partnering to Secure Grants (Page 52)

Business and Corporate Contributions*

For new organizations, business contributions can be as simple as asking local vendors to donate goods (see "in-kind donations" for more information on donation of goods and services) or money to your organization. Local businesses may be more willing to donate if you can find a way to give them high visibility in your community.

If you are approaching a corporation, the situation is more complex. Over the last 15 years, corporations' motivation for giving has changed. In the past, corporate donations were largely philanthropic, based on altruism and good will. Today, more and more corporations use donations as marketing tools based on strategic business decisions. They give for specific purposes and require tangible results. Corporate contributions include monetary donations and in-kind gifts and services.

Taking this into consideration, it is important to:

- **Understand the goals, needs, and interests of the business**. Research their corporate history, giving history, current goals, target markets, organizational structure, and current cause interests.
- **Get in at the right level**. Determine who makes the donation decisions in the company. In some corporations, multiple departments (community relations, marketing, corporate foundation, and program departments) donate money or in-kind services. For corporations with both a corporate headquarters and local affiliates, determine who to approach for donations. Influential employees speaking to management on your behalf can be very effective.
- Know your own organization's goals so that you **know how you can fit the businesses' needs**. This is why it is important to develop a plan before you pursue funding.

- **Build the relationship.** Establish contact and create the relationship. Your first contacts should be informational interviews, so that you can later customize your proposal.
- **Be prepared to address how you can help the company meet its mission, reach its market, or foster its image**. Nonprofits can offer marketability, a means to reach their customer base, expertise and services, good public relations, employee involvement, and loyalty; businesses want to buy all of these.
- **Maintain and invest in the relationship**. Make sure you always thank donors for their support! Keep corporate donors informed of your activities. Provide donors with customized reports of what you did with their gifts and what you would do with continued support. Invite them to visit or participate in your projects. Think about what you can offer the corporation and its employees, such as an educational canoe trip or a lunch time slide show.

Citation: Works Cited #18

Corresponding Case Study:
- Potomac Conservancy, MD, Partners with Ford (Page 49)

Special Appeals*

Special appeals solicit contributions beyond annual dues from members or from a broader group of individuals. They identify a specific need of the organization, such as a new program or new equipment, and ask for their assistance in meeting that need.

Before sending a special appeal, you should consider the following:

- **Your organizational capacity.** Only organizations with a successful membership renewal program should consider undertaking a special appeals program.
- **Timing.** It is important to schedule special appeals when they will have the least possible impact on membership renewals. April (tax time) and summer and are not good times for special appeals.
- **Who to include.** You can include all members. However, you may want to exclude people who have given within the past month and major donors. You may also want to expand your appeal to others in the community who may have a particular interest in the special need that is the focus of your appeal.
- **How you will respond.** Prompt and meaningful thank you notes are essential. For a special appeal, you also want to update donors about the progress of the special project that they supported. This can be done through an additional mailing or your organization's newsletter.

Citation: Works Cited #19

Corresponding Case Study:
- Appeal Saves Juvenile Lobsters (Page 62)

In-kind Donations*

In-kind donations can include a wide variety of goods and services donated by businesses, individuals, or other nonprofit organizations. These gifts allow your scarce cash resources to be used for other purposes. Similar to all fundraising, obtaining in-kind gifts requires that you know what your organization needs and then clearly communicate those needs to potential donors. Make donations as easy as possible for donors; for example, offer to pick up donated materials or try to fit your request into the donors' routine or schedule. Always find a way to recognize and thank donors. Just like membership renewals, you want in-kind donors to continue to donate to your organization.

Here are some of the most common categories of in-kind donations:

- **Office Space.** Outside of salaries, office space probably represents the largest cost most organizations have to cover, so it is worth exploring the possibilities for obtaining donated space.
- Office equipment, furniture, and supplies.
- **Prizes and Premiums.** Prizes for raffles and auctions, as well as premiums to help increase response rates and gift size in member appeals and new member solicitations, are good candidates for in-kind donations.
- **Services.** Volunteers can assist with answering telephone and stuffing mailings. Professionals can provide services like bookkeeping, public relations, legal advice, proposal writing, or water quality analysis. Federal and state government agencies sometimes provide professional services such as planning, facilitation, or outreach services to nonprofit organizations.
- **Food and Drink.** It is often possible to get food and drink, as well as space, donated for meetings or special events.
- **Travel, including overnight accommodations.** Some organizations are able to get airline tickets, or frequent flyer miles, donated. Many nonprofits encourage their employees to stay overnight with friends or members, especially in expensive cities like New York, San Francisco, or Washington, D.C.

Citation: Works Cited #20

Earned Income

Earned income is the strategy of generating income from mission-related sales.

Many nonprofits sell merchandise (t-shirts, bumper stickers, and hats) and publications. Some are undertaking even more sophisticated business ventures, such as charging for:

- River outings and eco-tourism trips
- Advertising space in publications
- Expertise and knowledge (e.g. GIS, native landscaping, scientific research, curriculum development)
- Workshops or seminars

Although earned income strategies have been around for some time, they are still widely debated. The main question is: how do nonprofits distinguish themselves from for-profits if they start profit-making and business ventures? Some groups believe that earned income is inherently against the mission of a nonprofit, while others believe that entrepreneurial strategies will sharpen the focus of their mission and allow them to be less dependent on charitable giving and grants. To decide if earned-income strategies are appropriate for your organization, you should look at the benefits and disadvantages:

The benefits of implementing an earned income strategy include:

- Generating unrestricted funds that can be used for general operating support.
- Expanding your donor base - customers are good prospects for additional donations.
- Reducing reliance on grants.
- Promoting creative and strategic thinking.
- Creating publicity and advocacy opportunities.
- Building skills and leadership in market research, graphic design, advertising, promotions, accounting, and customer service.

However, there are potential disadvantages of this strategy and these include:

- Diverting time and energy away from programs.
- Needing start-up capital to initiate the venture.
- Losing money - your organization always runs the risk of losing money.
- Losing credibility if you contract services or sell products to organizations whose missions are counter to yours.

If you are considering specific earned income strategies, here are some questions to ask yourself before beginning any venture:

- Do you have passion about the project? Your heart has to be in the mission for you to succeed!
- Do you have a clear purpose that can be articulated in a business plan?
- Do you have the resources (time, money, staff energy) to see the project to completion? Is everyone on board with this plan?
- Does this venture fit into the organization's mission statement and priority activities?
- Can you be at the top of the market with this product? Is this product creative and is there a demand for it in your constituency?

Finally, if you decide to proceed with the earned income strategy, make sure to get good legal advice so you understand the guidelines for earning income as a nonprofit.

Citation: Works Cited #21

Corresponding Case Study:
- Watershed Education Pays Off (Page 51)

Workplace Giving

Workplace Giving allows employees to make donations to charities through a payroll deduction. Donors pledge a certain amount per pay period, which is deducted from their paycheck and donated to a designated charity.

There are three ways that an organization can participate in workplace giving campaigns:
- **Joining a state environmental federation:**
  A federation is a coalition of individual charities with similar missions that align to minimize administrative costs and coordinate activities. Joining a federation allows the organization to participate in a variety of federal, state, municipal, and corporate workplace giving campaigns.
- **Joining a local social action fund:**
  A social action fund is a multi-issue federation that takes in members from across the public interest spectrum. Joining a social action fund also allows the organization to participate in a variety of federal, state, municipal, and corporate workplace giving campaigns.
- **Participating in workplace fundraising as an independent organization:**
  This involves applying to the Combined Federal Campaign and other workplace giving programs as an unaffiliated organization.

The Combined Federal Campaign (CFC)

The federal government's Combined Federal Campaign (CFC) is the largest workplace giving campaign.

To be eligible to participate in the CFC, each charity must:

- Be a tax-exempt nonprofit organization as designated under section 501(c)(3) of the Internal Revenue Code.
- Provide specific information about their auditing, governance and program functions.
- Provide a completed and signed copy of their IRS Form 990 for their most recent fiscal year.

Charities may apply to participate in the CFC individually (as an unaffiliated organization), or they may be represented by a federation or social action fund. If a federation or social action fund to which a charity belongs is approved for CFC participation, the member charity need not apply individually. However, it will likely still need to meet these criteria because they are used by most federations and social action funds.

Corresponding Case Study:
- Workplace Giving Contributes to Sustainable Funding (Page 64)

Capital Campaigns

A capital campaign is a one-time fundraising initiative over a long time span to raise significant funds for a specific purpose, such as:

- Purchasing or renovating a building
- Buying a major piece of necessary equipment
- Building an endowment.

There are five general steps to executing a successful capital campaign.

1. **Assess the readiness of your organization to carry out the campaign.** Determine the level of support you will receive from your board and volunteers and what outside expertise you might need (e.g., marketing, consultants, or Web designers). Develop a preliminary budget and plan. Capital campaigns require a lot of time, planning and commitment from your staff, board, and volunteers.
2. **Conduct a feasibility study**. The goal of the study is assess the amount that your organization might expect to raise during the campaign and to identify potential campaign leaders and donors.
3. **Prepare for the campaign.** Develop your case statement (more on case statement development in Step 6) and marketing materials, train leaders and volunteers, and assess major donor prospects.
4. **Target large funding sources**. The majority of funds, from 50%-80%, can be raised from major donors.
5. **Focus on known donors.** While general gift fundraising can occur through direct mail campaigns, phone solicitation and larger fundraising projects always start with donors who have given before. The cost-effectiveness of a capital campaign decreases dramatically after known donors are solicited.

Corresponding Case Study:
- Development of a Capital Campaign (Page 50)

License Plate Programs

Specialty license plates allow car owners to demonstrate their support for a cause by paying a fee above and beyond the normal registration fee. In some states, this is a one time fee and in others it is an annual fee. In exchange, they receive a vanity license plate promoting the cause. A designated nonprofit organization receives a portion of proceeds from the sale of these specialty license plates.

Each state has its own process for developing specialty license plate programs. Generally, it requires legislative approval and an upfront administrative fee to defray the cost of the license plate design, development, promotion, and distribution. The state administers the program for the nonprofit organizational

skills, and in-kind assets that may not be represented in your board or staff.
Corresponding Case Study:

- License Plate Revenue Supports Environmental Education (Page 53)

Online Giving

The Internet is becoming an essential tool for fundraising. The Internet can allow you to fundraise in many ways including:

- Gaining additions to your mailing list through the "sign our guestbook" feature
- Researching information about potential donors, particularly foundations and corporations
- Giving people a chance to donate online
- Communicating your mission and information about activities to members and potential members
- Networking with other organizations
- Sending out e-newsletters to your members to keep them informed

Keep in mind that creating a Web site often means a significant amount of money upfront and requires monthly maintenance to keep it interesting and up-to-date. For that reason, it is important to check with staff and board members to make sure you have the resources (money, staff time, and staff expertise) to proceed.

Online giving is one form of fund-raising over the Internet that is becoming increasingly popular. There are several varieties including:

- **Electronic fund transfers**. Once a donor gives written authorization, credit card or checking account information is put into the organization's database. The information is relayed to a processing company that ensures that there is enough money in the donor's account to cover the pledge and then transfers the pledge. Cost of installation of this system ranges from $1500 to $2000, and transactions are typically $2-$4.
- **Giving sites**. In these "philanthropy portal" Web sites, donors can make gifts to a number of organizations all on one Web site. Visitors also find out about volunteer opportunities with the organization, so this a great way to recruit more volunteers as well. However, the research has shown that these Web sites bring in fewer donations than your organization's own Web site.
- **e-Commerce**. These sites gather together a number of retailers and donate to charity part of the proceeds from customers shopping online. Typically, about 5% of the proceeds go the charity. If you choose this option, your organization should be careful in picking the right Web site and consider the retailers and audience involved and the type of publicity your organization will receive.
- **Online charity auctions**. Many nonprofits are turning to this strategy, after seeing the success of other online auction sites. You can sell more items of varying prices, and the auction can last for a longer time and attract more people.
- As these techniques of fund-raising are relatively new and donors still have safety concerns, online giving has not become a major source of funding for many organizations. Still, these options are worth considering because they are likely to become more lucrative in the future.

Citation: Works Cited #23

Partnerships with Local Governments

An essential part of fundraising is building and sustaining strong partnerships with local elected officials and government agencies. Local government partners can provide support to nonprofit organizations in a number of ways, including:

- Offering expertise to projects (e.g., GIS support, engineers, accounting)
- Providing staff for projects
- Loaning office space and equipment
- Supporting grant applications
- Giving matching funds for grants

In addition, local governments may have access to certain types of funding that are unavailable to nonprofits such as income and property tax revenue.

Conversely, nonprofits have much to offer local governments as well. For example, nonprofits have access to other types of funding that are unavailable to governments, particularly foundation funding. Partnerships can help build the internal capacity in local governments and help them leverage grants (i.e. lend them credibility when demonstrating new technologies). Also, local governments may need the expertise of environmental nonprofits. By partnering, local governments and nonprofits can work toward mutual goals while maximizing resources and minimizing costs.

You can also partner with local governments to raise funds to achieve your goals through two main mechanisms: taxes and penalties. Note that these mechanisms often build external capacity, meaning that your group is not receiving the funds directly. However, the increased visibility from partnering with a government agency and achieving results can strengthen your organization's credibility, increasing your potential to fundraise.

1. Taxes

Taxes provide more than 40% of all state and local government revenue and are generated from three major sources: income, property, and sales. State legislatures regulate the taxing authority of both state and local governments. Citizen approval is sometimes required for local tax increases. Generally, taxes are deposited into the government's general fund. However, it is possible for state and local governments to designate a portion of tax revenue for a specific purpose. Twenty-three states earmark some tax revenues for environmental purposes. There are two major types of taxes:

- **Property Taxes**
  Property taxes use a rate structure that assesses taxes in proportion to the estimated value of the property. Communities typically use property taxes to finance general operation and capital needs, but many have established property tax rate structures that provide funding for environmental activities. For example, 163 local governments in New Jersey have used property taxes to establish land conservation programs.

- **Sales Taxes**
  Sales taxes are levied on the selling price of goods and services. Forty-five states have sales taxes; state governments generate the majority of their revenues with sales taxes. Thirty-two states allow counties, municipalities, or special districts to levy local option sales taxes. Sales taxes are often structured to dedicate funds for specific uses, including environmental uses. In some cases, the use of tax revenues is directly related to the activity taxed.

2. Penalties

Penalties are charges levied against governments, businesses, or individuals that violate federal or state environmental laws and regulations. These violations can be settled with monetary payments or with the completion of Supplemental Environmental Projects (SEPs). SEPs are environmentally beneficial projects

that are part of the settlement of a civil or administrative enforcement action. They may be completed in addition to or in lieu of monetary payments.

Monetary fines from cases prosecuted by state officials have been awarded to nonprofits. Most states dedicate fines from environmental enforcement case to environmental programs. Many, including Delaware, Florida, Massachusetts, Pennsylvania, New Jersey, New York, and Washington, have established trust funds to receive environmental fines and distribute the revenues.

Corresponding Case Studies:
- Inter-local Agreement (Page 59)
- Real Estate Transfer Tax (Page 60)
- Property Tax (Page 61)
- Supplemental Environmental Projects (Page 61)

Step 5. Evaluate and Select Sources

Now that you have seen the variety of funding sources available, the fifth step is to evaluate those sources and choose the ones that best meet your needs.

There are four main factors to consider in making your decision:

- **Environment.** Knowing your fundraising environment will help you make smart choices.
- **Diversity.** Choosing a diverse set of public and private funding options will ensure stability of your organization.
- **Estimated Returns.** Knowing how much to expect from your sources will ensure that you can meet your fundraising goals.
- **Sustainability.** Choosing funding options that are likely to continue will improve the long-term viability of your organization.

In the following pages, we will go through each of these factors in detail, and provide a set of questions you should ask yourself before choosing any source of funding.

Citation: Works Cited #24

"Today, diversification of support is vital, and no organization can hope to finance its work successfully from any one source." - The Foundation Center[24]

Your Fundraising Environment - Factors

Knowing your fundraising environment means understanding how events and trends outside of your organization will affect your funding strategies. Below is a list of environmental factors you should consider and some examples of each one:

1. **Demographic trends.** America is getting older. The immigrant population is increasing.
2. **Changing socio-economics.** Americans on average are better educated, though significant gaps in educational achievement still persist. Religious and cultural diversity are on the rise.
3. **Economy.** The stock market is increasingly uncertain. Many previously governmental services are being provided by nonprofits or for-profit organizations.
4. **World events.** The impact of disasters like Hurricane Katrina or the tsunami in South Asia are increasing.
    Global conflicts are increasing, increasing spending to defense and anti-terrorist activities and decreasing domestic spending.
5. **Competition.** There are currently more than 1.4 million registered nonprofits (see figure below), with an estimated additional 8-9 million nonprofits not registered. Due to the speed and the reach of mass technology, people can see events occurring worldwide instantaneously and can often be overwhelmed by human suffering to the point of being immobilized by "compassion fatigue."
6. **Geographic Area.** Some parts of the country are protected watersheds or non-attainment areas, which could affect targeted funding.
7. **Environmental Trends.** It's also a good idea to know about watershed-specific trends such as:
    *   How fast is your watershed population growing?
    *   What is the state of the economy in your watershed?
    *   What are the big issues of concern in your area?

Citation: Works Cited #25

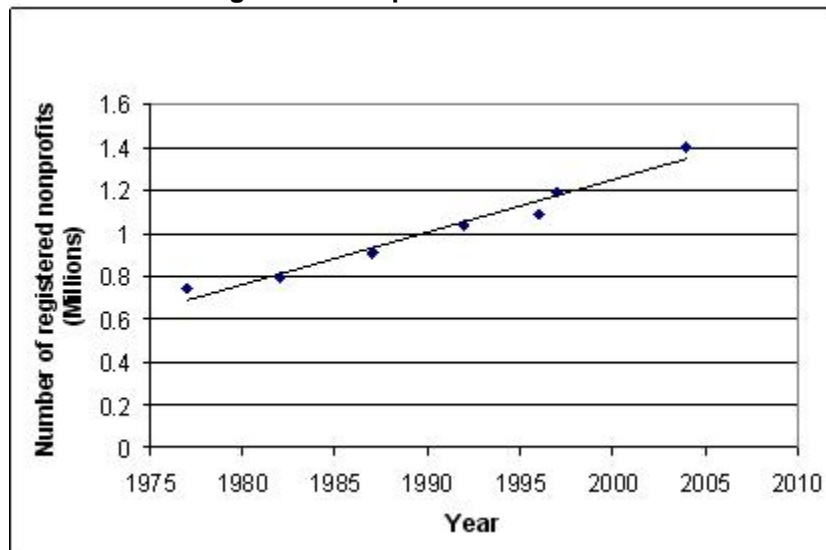**Number of Registered Nonprofits in the US from 1977-2004**

Table 9

Your Fundraising Environment - What Are They Looking For?

Nonprofits are increasingly being asked to prove their benefit to the environment. It is not enough to address problems; nonprofits must deliver results. Given this fundraising environment, one of the main things that donors are looking for is **accountability**.

This means they want to see an organization that:

- States its mission, purpose, and goals clearly
- Shows evidence of and articulates the needs of those being served
- Explains how its programs work, how much they cost, and what benefits they produce
- Shares financial information such as costs of governance, operations, and programming
- Is open and inclusive in procedures, programs, and processes
- Takes leadership on behalf of the public interest

Citation: Works Cited #26

Your Fundraising Environment - Strategies

To meet the needs of donors today, here are 10 examples of strategies you might want to consider:

1. Have a Web site that is up-to-date, appealing, and has an electronic giving function. Donors will often check Web sites to determine the legitimacy and viability of an organization (particularly important for young donors). If possible, consider chat rooms, blogs, and/or videos.
2. Have staff and Web sites that are bilingual to meet the needs of your constituents, particularly in regions where cultural diversity is high.
3. Be as inclusive as possible. Think about programs that cater to retirees and young adults, both of whom are a great source of volunteers and donors. Also, make a special effort to involve women and minorities in your programs and staff. Ask yourself regularly if your organization is unintentionally practicing behaviors or making assumptions that discourage multicultural groups from supporting your cause.
4. The public is weary, so expect and anticipate questions. Maintain a high degree of integrity in your financial accounting, partnerships, and programs to show that you are working towards your stated goals.
5. Create opportunities for volunteering or social networking (particularly important for younger generations).
6. Work hard on maintaining your current donor base. Obtaining a new donor is much more expensive than keeping an old one. Communicating with current donors regularly is critical.
7. Clearly illustrate the impact your organization has on your community. Consider marketing partnerships.
8. Be transparent about how funds are raised and used. Be upfront about fundraising costs. Never report a zero fundraising cost.
9. Evaluate the total organization and its outcomes on a regular basis. Make sure the results are publicly available.
10. Partner with foundations, corporations, and other nonprofits in your community that share your goals.

Clearly, this is not an exhaustive list of strategies, and all of these may not be feasible for your organization, but the list should help you get started.

Citation: Works Cited #27

Diversify your Sources

Watershed organizations should pursue a variety of funding sources to support their projects. Groups that rely on a single source, such as government grants, place themselves in a vulnerable position. As your organization starts growing, think about diversifying to a few reliable sources.

In choosing diverse funding sources, do your research: know what works in your area, what other groups may be competing for funding, and what resources are available. As mentioned in Step 1, look to your mission and strategic plan for developing fundraising ideas that would complement your organization's vision.

Estimated Returns

When choosing the best funding strategies for your group, it is important to know what kind of returns you can expect from a particular funding strategy. One of the best ways to figure out costs associated with different funding options is to ask other groups in your area. Here are some factors that can affect your organization's fundraising costs and returns:

1. **Age of your organization.** New organizations can expect to see fewer returns from their funding sources than established organizations. For example, success with particular grants in previous years may determine success with those grants in future years.
2. **Competition for funds.** If there are similar organizations in your area, you may see a decreased return on investments.
3. **Source of funds.** Small gifts from individual donors will mean higher fundraising costs, at least in the short term. In contrast, grants, major gifts, and donations from corporations will mean lower costs. (However, individual donations are more sustainable, as we will see on the next page!)
4. **Different methods.** Different methods have different returns. **Below in Table 10 is an estimation of returns from a few funding sources:**

Table 10

Source of Funds	Expected Costs
Membership	$0.20 to $0.30 per $1.00 raised
Special Events	$0.50 to $1.00 per $1.00 raised
Corporations/Foundations	$0.20 per $1.00 raised
Direct Mail (acquisition)	$1.25 to$1.50 per $1.00 raised
Direct Mail (renewal)	$0.20 to $0.25 per $1.00 raised

5. **Non-monetary returns.** While some of these strategies may be higher in cost than others, they often have important non-monetary benefits, such as recruiting new members, maintaining current membership, media exposure, and heightened awareness of your watershed.

Fundraising costs has become a hot topic in the nonprofit sector. Not only are nonprofits facing increased scrutiny on their operating and fundraising costs, but they are also facing increased competition from other groups in their area. As a result, nonprofits often feel the need to show low fundraising costs and assure donors that their money is going towards programming and projects. Still, organizations must be honest about their fundraising costs to develop trust among their donors.

Citation: Works Cited #28

Sustainability

In choosing your funding sources, it is important to remember that they are not all equal. Particularly because your organization faces time and resource constraints, it is important to target resources that will promote the sustainability of your organization and maximize funding year to year. Before we go further, let's find out how much you know about fundraising by looking at two fundraising models:

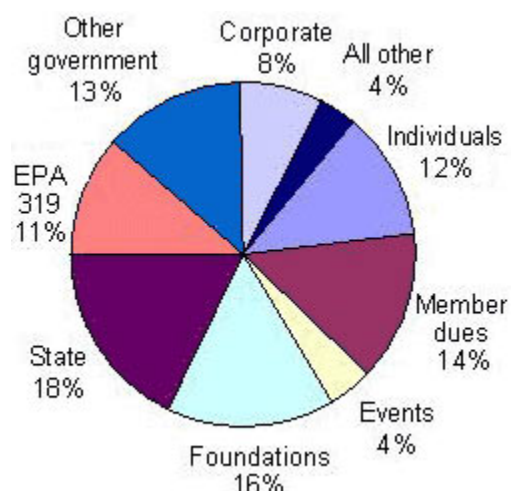Which of the following is a more stable fundraising model?
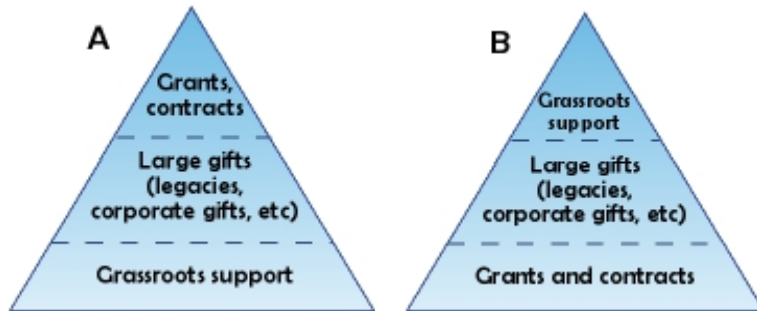
The key here is that while government and foundation grants are important sources of funding for many types of projects, **donations from individuals, local industries, and private businesses are especially important**. Although they may initially require a higher investment in staff time and resources, these private sources of funding should be the base of your financial support because they are more stable and have fewer restrictions than grants. In the long term, they will actually save staff time in researching options. Grants are unpredictable; their availability can change due economic conditions and changes in political priorities (see figure below). Further, grant money is typically restricted to specific projects.
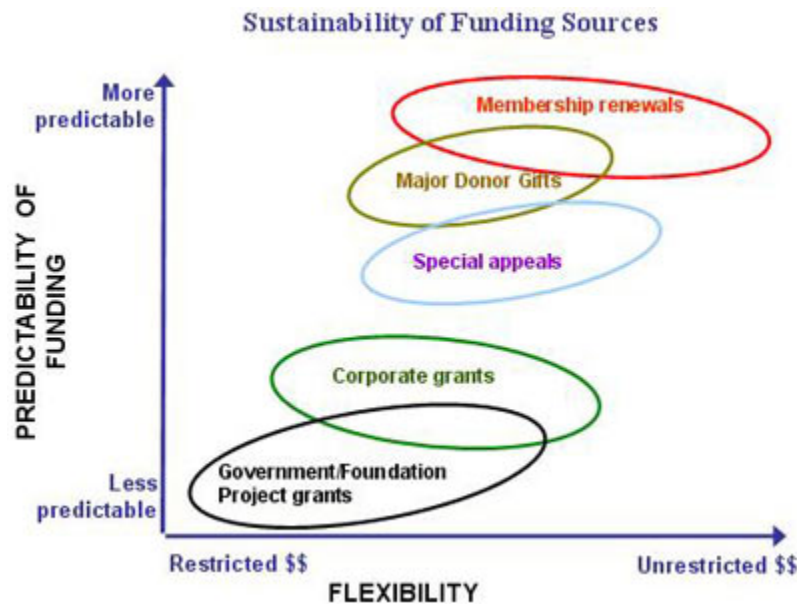
Compare that graph to how watershed groups across the country are currently receiving their funds (see figure below which depicts results of a 2005 River Network Study). Individual contributions account for less than half of their funding. Clearly, a great opportunity exists for organizations to improve their funding stability and flexibility long-term.

Sources of Income for Nonprofit Watershed Organizations (2005)

Citation: Works Cited #29

Model A is More Stable!
Watershed organizations should pursue a variety of funding sources to support project and operating expenses.

While government and foundation grants are important sources of funding for many types of projects, grassroots support (donations from individuals, local industries, and private businesses) is especially important.

These private sources of funding should be the base of your financial support, because they are more stable and have fewer restrictions than grants. Grants are unpredictable; their availability can change can due economic conditions and changes in political priorities. Grant money is typically restricted to specific projects.

Your sustainable fundraising plan should outline strategies to build a strong base of grassroots support. A few potential sources are:

- Donations of cash through membership, special appeals, major donor campaigns, and bequests
- Donations of goods and services by businesses
- Reductions in the cost of materials purchased from local businesses that support watershed projects or fundraisers

Key Questions to Evaluate Funding Options

One of the biggest challenges associated with fundraising is selecting which sources to pursue. In addition to keeping the funding environment, diversity, estimated income, and sustainability of your funding sources in mind, you must consider feasibility. Each alternative has pros and cons. Some funding sources require considerable time, such as special events, but may yield long-term donors. Others, like government grants, may provide a large infusion of cash but be less reliable. Here are a few questions that will help you think about which fundraising sources and their associated activities are appropriate for your organization:

1. Can this fundraising activity be integrated into program activities that are already planned? Fundraising should be embedded in all of your organization's activities, rather than as a separate part of your organization. Whenever staff members are doing programming, they should always

ask themselves how they can incorporate a fundraising component, recruit members, or maintain strong relationships with existing members.

2. Will this strategy result in non-monetary benefits? (e.g. media exposure, new partnerships)?
3. Do we have the resources (upfront money, people, skills, partners, and planning time) to carry it out? Remember to consider implementation and feasibility while developing your strategy. Even the most innovative ideas will fail if not implemented properly.
4. Has this strategy worked well for us or groups like ours in the past?
5. Will our target constituencies respond well to this strategy? What is the worst thing/best thing that could happen?
6. Can we get everyone (staff members, board members, volunteers, etc.) involved in our fundraising strategy?

To download a copy of this questionnaire, visit www.epa.gov/watertrain/sustainablefinance/files/funding_questionnaire.pdf.

Citation: Works Cited #31

Step 6. Write and Implement your Sustainable Fundraising Plan

Now that you have completed the first five steps of the module, you are ready to write your fundraising plan.

As you worked through the first five steps of this module, you learned how to:

- Establish your organization's priorities
- Assess your fundraising capacity
- Set realistic fundraising goals
- Identify a variety of potential funding sources
- Evaluate which funding sources and activities are appropriate for your organization

Now it is time to create your own fundraising plan. Ideally, this plan should be updated regularly and integrated into your annual workplan. On the following pages, we go through a step-by-step process of creating this plan.

> *"Your plan needs to establish goals that get you closer to that future of financial stability and fundraising efficiency."*
> *-Gill Foundation[32]*

Citation: Works Cited #32

Creating your Plan - The Basics

1. Write out a statement of purpose for the fundraising plan that ties your plan to your organization's mission and priorities that you established in Step 1. For example:

    The 2005 Fundraising Plan for **Friends of the Watershed** enables all of us to gather the resources to meet our mission to protect and enhance the health and heritage of our watershed.

    You should also create a case statement for your organization. A case statement outlines the mission and history of your organization. It also explains why you are seeking funds and how you plan to use the money. This document is critical to your organization's fundraising success and should be developed jointly by staff and board.

    To download a copy of "How to Write a Great Case Statement" visit www.epa.gov/watertrain/sustainablefinance/files/case_howto.pdf.
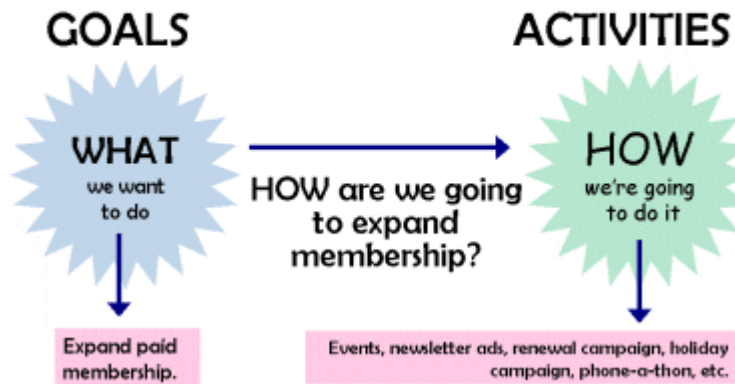
2. Give a brief description of funding history and lessons learned that you determined in Step 2. Note your strengths, weaknesses, threats, and opportunities, as well as the strategies you plan to employ to capitalize on your strengths and minimize your weaknesses.

3. Create a copy of the budget and fundraising goals you developed in Step 3 to include you in your plan. Make sure to specify exactly how much you need to raise.

    Examples of fundraising goals are:

    *   Introduce an annual major gifts program for **Friends of the Watershed** with a first year goal of $50,000.

    *   Steadily increase revenue from membership and major gifts to help reduce **Friends of the Watershed** dependence on public funding sources.

    *   Over the next two years, position **Friends of the Watershed** for a capital campaign to expand its endowment. In the coming year, **Friends of the Watershed** will increase its income overall budget by roughly 22% by continuing to expand its base of foundation supporters, building a major donor program, exploring workplace funding, and expanding its efforts in all other fundraising areas.

4. In Step 5, you selected the sources of funding that best matched your organization's goals. Taking into consideration your fundraising environment, selected sources, estimated returns, and sustainability of your options (from Step 4), write down a description of each option, including the following:

    *   A short description of why you picked that option and how it fits your goals

    *   Specified instructions, including a timeline, on how to carry it out and who will be responsible

    *   Detailed description of how you plan to handle the upfront costs (it might be helpful to create a separate budget for each option)

    *   Names of who will begin carrying out the project and who will hold the group accountable for the next steps

    *   A description of how these funds can be leveraged to receive additional funding (if applicable)

You can visually tie your fundraising goals to your organization's activities, as shown in the figure below.


Friends of the Watershed:
Connecting Goals and Activities

GOALS

ACTIVITIES

WHAT
we want
to do

HOW are we going
to expand
membership?

HOW
we're going
to do it

Expand paid
membership.

Events, newsletter ads, renewal campaign, holiday
campaign, phone-a-thon, etc.

Creating your Plan - Timing

5.   Create a 12-16 month fundraising calendar that shows when you will carry out each fundraising activity. Spread fundraising over an entire year and plan fundraising well in advance of when you will actually need the funds. This provides a steady stream of income. Remain aware of available funding sources and the amount of lead and staff time necessary to obtain these funds. Fundraising should occur year round; do not only choose fundraising methods that occur at one time in the year. Below is a sample calendar. You can also use a calendar worksheet, an example of which is provided by River Network herewww.epa.gov/watertrain/sustainablefinance/files/rnfr_planex.pdf.

Sample Fundraising Calendar
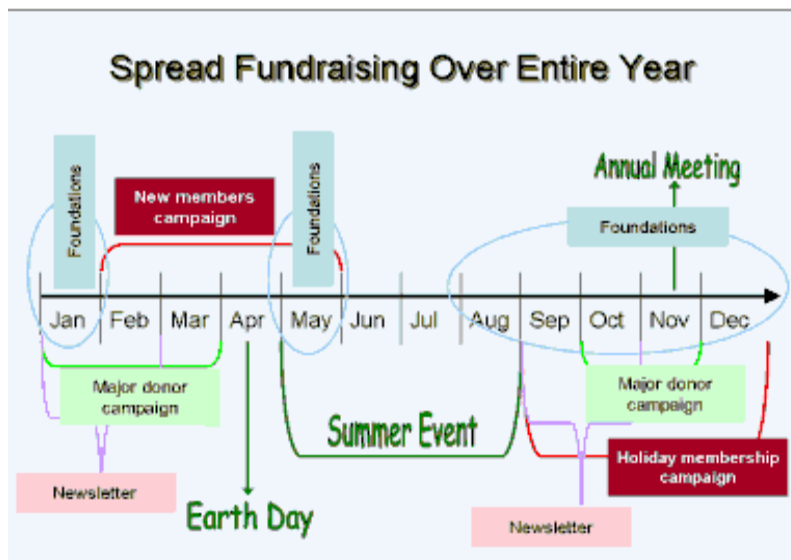
Citation: Works Cited #33

Creating your Plan - Evaluating your Fundraising Efforts

6.   Write down what you hope to accomplish from these strategies. Your goals will include obtained funds, but may also include media exposure, new resources, recruitment of volunteers/members, etc. Be as specific as possible.

7.   Since your fundraising plan should be a dynamic document, set up a time in six months or a year to assess your plan. This assessment is a time to evaluate your progress, update funding opportunities, and make necessary changes to your strategy. In evaluating the plan every year, you can use the capacity assessment questions from Step 2 as well as the benchmark questions below:

- Do you have a surplus at the end of the year? If so, is it larger than last year's?
- What is your donor renewal rate? How does that compare to previous years?
- How long could your organization survive without new donors?
- Is your donor base growing? How many donors are upgrading (increasing their donations) and how many are downgrading (decreasing their donations)?
- How are you doing in comparison to other watershed organizations in your area?
- Does your organization have a reliable supply of discretionary funds?
- Does your organization have an adequate supply of project funds?
- Does your organization have a sufficiently large and engaged constituent base?
- What is the percentage of actively fundraising board members?
- Are you able to both receive and pay money promptly?

To download a copy of this questionnaire visit www.epa.gov/watertrain/sustainablefinance/files/questionnaire1.pdf.

Next Steps—Moving from Fundraising to Finance

Remember that fundraising is just one component of the larger financing plan of your watershed organization. Financing involves establishing mechanisms for managing funds in order to get a maximum return on your investment. Three critical questions have to be answered:

- Who is going to pay?
- What instruments are necessary for attracting and allocating capital?
- What institutions will transfer the value?

In other words, it is not just about having the money, but having the means (adequate staff, equipment, resources, etc.) to use the money most effectively. In creating your fundraising plan, don't forget that how you plan to use and manage these resources to meet your goals should always be a top priority.

Self Test

Now that you have completed the six steps to creating a fundraising plan, you are ready to complete our short self-test to gauge how much you have learned through this exercise! Choose the correct response to each question below. After you have completed the quiz, you can compare your answers to the correct answers that follow the quiz.

1. **When establishing your organizational priorities, it is important to**
   A. Start from scratch
   B. Disregard what other organizations are doing in your community
   C. Formally adopt the priorities
   D. Only look at existing programs

2. **The S-W-O-T Analysis refers to**
   A. The Strengths-Weaknesses-Opportunities-Threats Capacity Analysis
   B. Establishing that there is bug problem in your building
   C. A Special-Watershed-Opportunity-Training
   D. Analysis of a British slang term for an inoffensive person who nevertheless offends his peers by giving too much attention to his schoolwork

3. **When creating a fundraising budget,**
   A. include direct and indirect costs
   B. get both staff and boardmembers involved
   C. plan for a surplus
   D. all of the above

4. **The "pyramid of giving" refers to**
   A. an ancient tradition started in the Nile
   B. a fun special event you can do on the river
   C. building your membership base to larger and larger gifts

5. **You should strive for donations from 60% of your organization's board.**
   A. True
   B. False

6. **Planned giving refers to**
   A. donation of a stock
   B. gifts where the donor receives a fixed income from the organization
   C. donation of a title deed for a property after death
   D. all of the above

7. **The key to a special event is**
   A. getting everyone out on the river
   B. planning
   C. finding a popular performer
   D. making sure to have a silent auction involved

8. **The most stable funding source is**
   A. membership
   B. grants
   C. corporate donations
   D. special appeals

9. **Which funding source (on average) has the highest cost to profit ratio?**
   A. membership (renewal)
   B. membership (acquisition of new members)

C. corporate donations
D. foundation donations

10. **What are the top characteristics that funders look for in your organization?**
    A. States its mission, purpose, and goals clearly
    B. Shows evidence of and articulates the needs of those being served
    C. Is open and inclusive in procedures, programs, and processes
    D. All of the above

Self Test – Answer Sheet

> The correct answer with an explanation is provided for each question below.

1. **When establishing your organizational priorities, it is important to**
    C. Formally adopt the priorities
    Once you have set the priorities, it is a good idea to adopt them formally. Formal adoption facilitates decisions about the organization's direction and allows everyone to take ownership of the priorities.

2. **The S-W-O-T Analysis refers to:**
    A. The Strengths-Weaknesses-Opportunities-Threats Capacity Analysis
    The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is a tool to help understand your organization's ability and capacity to fundraise.

3. **When creating a fundraising budget**
    D. all of the above
    Thinking about direct and indirect costs, planning for a surplus at the end of the year, and getting all staff and board members involved is critical to your budget.

4. **The "pyramid of giving" refers to:**
    C. building your membership base to larger and larger gifts
    The "pyramid of giving" refers to the process of building a membership. You begin by recruiting people as volunteers and eventually move them into becoming members giving larger and larger gifts. The number of people decreases as you move to larger and larger gifts, which is why it is necessary to recruit as many volunteers and annual giving members as possible.

5. **You should strive for donations from 60% of your organization's board.**
    B. False
    You should strive for donations from 100% of your board! When all board members give, it demonstrates that all are committed and active in the organization. This is an important message to potential donors. Would you want to give to an organization if its own board members are unwilling to contribute money? An organization that can report 100 percent board giving can leverage more donations from other sources.

6. **Planned giving refers to:**
    D. all of the above
    Planned giving can be donations of stocks, property deeds, or gifts that allow fixed income from the organization.

7. **The key to a special event is:**
    B. planning
    The key to a successful special event is being organized and planning ahead. Remember, when planning a special event you should consider volunteer and staff resources, financial resources, organizational image, audience, and timing.

8. **The most stable funding source is:**
   A. membership
   While grants and corporate donations are important sources of funding for many types of projects, donations from individuals, local industries, and private businesses are especially important. Although they may initially require a higher investment in staff time and resources, these private sources of funding should be the base of your financial support because they are more stable and have fewer restrictions than grants. In the long term, they will actually save staff time in researching options. Grants are unpredictable; their availability can change due economic conditions and changes in political priorities.

9. **Which funding source (on average) has the highest cost to profit ratio?**
   B. membership (acquisition of new members)
   See the chart below for expected costs per $1.00 raised.

   Table 11

Source of Funds	Expected Costs
Membership	$0.20 to $0.30 per $1.00 raised
Special Events	$0.50 to $1.00 per $1.00 raised
Corporations/Foundations	$0.20 per $1.00 raised
Direct Mail (acquisition)	$1.25 to$1.50 per $1.00 raised
Direct Mail (renewal)	$0.20 to $0.25 per $1.00 raised

10. **What are the top characteristics that funders look for in your organization?**
    D. all of the above
    A funder wants to see an organization that:
    States its mission, purpose, and goals clearly
    Shows evidence of and articulates the needs of those being served
    Explains how its programs work, how much they cost, and what benefits they produce
    Shares financial information such as costs of governance, operations, and programming
    Is open and inclusive in procedures, programs, and processes
    Takes leadership on behalf of the public interest

Congratulations!

Congratulations! You have now finished the **Developing a Sustainable Finance Plan** training module! We hope that you found some ideas and tools in the module that will help your organization develop a long-term finance plan. Watershed organizations like yours help achieve the goals of the Clean Water Act by improving water quality, protecting biodiversity, and preserving human and watershed health, and we hope that finance planning will sustain your organization for many years to come!

Following are sample finance plans and resources for many of the topics that were covered in the module, as well as the referenced works. Please take a look at these resources if they are of interest to you.

Step 6: Write and Implement Plan
Step 5: Evaluate and Select Funding Sources
Step 4: Identify Funding Sources
Step 3: Set Fundraising Goals
Step 2: Assess Capacity
Step 1: Establish Priorities

Sample Finance Plans

We have had several requests to include sample fundraising and finance plans in the module. While none of these examples is a "perfect" example of a plan that goes through all of the steps outlined in the module, each one exemplifies certain concepts that we have covered.

1. Partnership for the Delaware Estuary Financing Feasibility Study
   (www.epa.gov/watertrain/sustainablefinance/files/delep.pdf)
   This is a great example of a capacity assessment and evaluating different options available to your group.
2. Morro Bay National Estuary Program Financial Development Plan
   (www.epa.gov/watertrain/sustainablefinance/files/morro_finance.pdf)
   This is a great example of a capacity and fundraising history assessment, as well as plans for the selected options
3. Sample Fundraising Plan Chart
   (www.epa.gov/watertrain/sustainablefinance/files/sample_fundraising.pdf)
   This is an example of a chart you can include in your fundraising plan as an overview of the sources you plan to seek, what funds you have already received, and what proposals are pending.
4. Red River Watershed Associate Fundraising Plan
   (www.epa.gov/watertrain/sustainablefinance/files/rnfr_planex04.pdf)
   This is an example plan created by River Network which clearly defines the tasks, responsibilities, and timing of each fundraising activity.
5. ABC River Organization Sample Fundraising Plan
   (www.epa.gov/watertrain/sustainablefinance/files/rnfr_planex.pdf)
   This is a sample chart and fundraising calendar created by River Network to demonstrate how to put your plan into table format and how to create a simple fundraising calendar

Case Studies

Thanks to all of these organizations for sharing their stories!

Case studies are **listed by Funding Mechanism** with an explanation of how the funding was used in parenthesis and **referred to by organization name** (the actual title of the Case Study may be different).

Business and Corporate Contributions
- Potomac Conservancy, Potomac Watershed Partnership, Ford
  (General funds and public relations)

Capital Campaign
- Center for the Inland Bays
  (Office and environmental education center)

Earned Income
- Hackensack Riverkeeper
  (General funds)

Foundation Grants
- Narragansett Bay Watershed, Save the Bay
  (Habitat assessment and restoration projects)

License Plate Programs
- Indian River Lagoon
  (Habitat restoration and environmental education)

Membership—Volunteers, Basic
- Community Commons
  (Expand volunteer program and activities)

Membership—Volunteers, Advanced
- Community Commons
  (Expand volunteer program)

- AMD&ART
  (Capacity building and community engagement)

Membership—Annual Giving
- Partnership for the Delaware Estuary
  (General funds)

Membership—Major Donors
- Idaho Rivers United
  (General funds)

Partnerships with Local Governments
- Tampa Bay Estuary Program
  (Restoration projects)
- Peconic Estuary Program
  (Land conservation and related purposes)
- Ocean County, NJ
  (Watershed protection and land preservation)
- Coastal Bend Bays and Estuaries Program
  (Restoration projects)

Special Appeals
- Casco Bay Estuary Project
  (Research)

Special Events
- Scenic Hudson River
  (Cleanup)

Workplace Giving
- Accokeek Foundation, Environmental Fund for Maryland
  (General funds)

Case Study: Potomac Conservancy

Potomac Conservancy Partners with Ford

From 2002 to 2005, the Potomac Conservancy and the Potomac Watershed Partnership have partnered with Ford to improve the water quality of the Potomac River and its tributaries. Thanks to Ford's premiere sponsorship of Growing Native, a quarter of a million volunteers have learned about the important connection between healthy, forested lands and clean water, and have collected enough native hardwood tree seed to plant 44,000 acres of forest.

The Potomac Conservancy pursued Ford's sponsorship because the Growing Native program seemed a natural tie in to the corporation's Environment and Community Good Works principles. For the Potomac Conservancy, partnering with a corporation offered an attractive opportunity to secure funding for general support, while also receiving assistance with its public relations effort to comprehensively brand its Growing Native program. From Ford's perspective, being associated with a signature conservation program would improve brand loyalty.

This partnership has been a grand success; the broad reach and impact of Growing Native would not have been possible without Ford's contribution of $130,000. In addition to Ford's generous donation of money, it provided public relations assistance. Ford assisted Potomac Conservancy make a connection that landed Ford's Growing Native seed collection event on Fox-5 television. It marketed Growing Native at some of its local dealerships. Employees also donated their time. In three of the four years, more than 20 Ford employees joined the Potomac Conservancy for a public event. They collected hundreds of pounds of native seed to contribute toward the program.

Despite the benefits of this partnership, it was difficult at times. Perhaps the greatest challenge was realizing that some of the sponsorship benefits the Potomac Conservancy had promised Ford took much more time and money to execute than anticipated. In addition, involving Ford staff in volunteering to the

full extent that they desired was not easy. This was due to problems maintaining timely communication and planning of seed collection events given the unreliability of weather. Finally, the full amount of public relations assistance that Potomac Conservancy hoped to receive from Ford never materialized due to understaffing at the corporation.

In seeking corporate sponsorship, Potomac Conservancy's best advice to other nonprofits is to reach a comprehensive understanding of each party's role in advance of embarking on the partnership. Organizations should take great care in assessing the resources that will be involved in delivering sponsorship benefits so that they do not over-promise. Finally, both parties should communicate on as frequent a basis as possible. Taking these thoughts into consideration will greatly improve the chance that the partnership will be successful for both parties. And such success can often lead to an extension or renewal of the relationship and its associated benefits, which are sure to grow stronger with time.

For additional information, visit the Growing Native Web site (www.growingnative.org).

Corresponding Step 4 Funding Source
- Business & Corporate Contributions (Page 28)

Case Study: Center for the Inland Bays, Delaware

Development of a Capital Campaign to Establish an Office and Environmental Education Center (Center for the Inland Bays, Delaware)

The Center for the Inland Bays (CIB), a community-based, non-profit watershed organization, needed a larger office where they could host environmental education events within their watershed. A building was donated by the State, an architect was hired, and a development specialist retained. However, the Center's efforts floundered for several years. What had they missed? They discovered the importance of several critical steps: creating a campaign management plan, writing a case statement, prospecting potential donors, and recruiting a leader to spearhead the campaign.

Challenges
In 1999, CIB recognized a need to establish a home in the watershed. They formed a building committee charged with identifying and securing a site. The committee had made little progress when, in 2003, CIB was offered a 10 year, no-cost license agreement for a state-owned facility at Delaware Seashore State Park. CIB would be responsible for funding and managing the renovations, as well as any liabilities that occurred.

In 2003, CIB announced its capital campaign and pursued "low-hanging fruit" grants from locally-based corporations, government agencies, and foundations including DuPont, Sussex County, and other small Delaware foundations. They received approximately $175,000 and used these funds to hire an architect, construction manager, and part-time development coordinator. To pursue additional funds, they held a fundraising luncheon for elected officials, developers, and other real-estate interests. Unfortunately, there were no further commitments or financial support!

At this point, CIB had acquired the facility, obtained some funding, and hired an architect, yet were stymied. With the building falling into disrepair and the campaign stalled, CIB stepped back and realized they had to make some changes quickly!

Stepping Back and Changing Course

CIB hunkered down and did the hard, thankless work required for a successful capital campaign: planning. This included:

- Conducting a pre-campaign assessment—how was CIB perceived in the community? What was the potential for major support, what was a realistic goal? Was leadership and staff ready to do what was necessary for success?
- Writing a case statement—why should people fund the project? What information did prospective donors need? (Square footage? handicap accessible? budget?)
- Creating a campaign management plan - what were the tasks/outputs/milestones and timeline for achieving the campaign goal?
- Prospecting potential donors—who can give? How much? (e.g., past and present Board and staff members, past and present donors, past and present volunteers, foundations, corporations, agencies at various levels of government)

CIB took additional steps to facilitate their progress. They reduced the cost of the building through "value engineering" options (costs came down from $1.24M to $850K), hired a new consultant to develop the campaign, organized a capital campaign committee, recruited an honorary campaign chair (former governor Russ Peterson), and increased media coverage (with a formal announcement of a goal of one million dollars). The new capital campaign committee targeted key individual donors and also requested $600,000 before the legislative bond bill committee (since the facility was state-owned).

Success

Photo is the "after" picture of CIB's facility taken when construction was completed.

The results of the new campaign were staggering:

- Private donations doubled the existing money to $350,000.
- The general assembly approved a $750,000 bond in 2006, which was $150,000 more than CIB had requested! In fact, CIB was the only nonprofit in the state to obtain bond bill funding that year.
- They were also able to extend their license to the property to "30 years or practical life."

CIB was able to complete construction and have a donor reception to thank all of their generous supporters for a successful capital campaign.

For more information, please visit Delaware Center for the Inland Bay's Web site at www.inlandbays.org.

Corresponding Funding Source
- Capital Campaigns (Page 32)

Case Study: Hackensack River

Watershed Education Pays Off for the Hackensack River

Hackensack Riverkeeper's Eco-Programs generate funds by combining river recreation with watershed education. The Eco-Programs, which include Eco-Cruises (narrated naturalist tours aboard the organization's pontoon boats), Eco-Paddles (guided paddling trips and canoe / kayak rentals) and Eco-Walks (guided naturalist hikes), provide the public with an up-close look at the lower Hackensack River and its watershed. Participants are asked to donate between $5 and $25 each, depending on the program and the age and number of people taking part. Group rates are also available.

Eco-Programs are central to Hackensack Riverkeeper's mission to restore river-based recreation on the Hackensack and to educate visitors about the river, the impact of polluted runoff, and ways they can help restore and protect it. "Eco-Program participants are often very surprised to find such a beautiful natural resource in this urban area," explained Captain Bill Sheehan, Riverkeeper and executive director. "They learn about our efforts to protect the river and are motivated to help. Some actively contribute to making

the river a nicer place by taking part in our river clean ups. Others recommend our Eco-Programs to their friends. Participation keeps growing every year."

In 2004:

- More than 3,300 people participated in 208 Eco-Cruises on Riverkeeper's two specially rigged pontoon boats.
- More than 1,550 people paddled canoes or kayaks either on guided tours or by renting boats for independent exploration. Riverkeeper runs the only boat rental business on the Hackensack River.
- More than 750 people participated in 48 Eco-Walks.

This circle of success has generated more and more money for the Hackensack Riverkeeper. Last year, the Eco-Programs provided enough income to fund an entire full-time staff position (approximately $40,000). "Our program more than pays for itself, plus we are able to educate countless people about the river," added Sheehan.

Eco-Programs run from April through November. For more information, visit hackensackriverkeeper.org.

Citation: Works Cited #22

Corresponding Funding Source
- Earned Income (Page 30)

Case Study: Narragansett Bay Watershed

Partnering to Secure Grants to Protect the Narragansett Bay (RI) Watershed

Forming partnerships are often crucial to successful grant applications. Combining forces and committing to collaboration (and sharing credit!) make for more attractive funding proposals and a stronger voice for watershed protection and restoration. In this example, the Pew Charitable Trusts funded a proposal submitted by Save The Bay, a 501(c)(3). This nonprofit strengthened its application by demonstrating a strong partnership with the Narragansett Bay Estuary Program, a university-based watershed restoration effort. In turn, Narragansett Bay used their partnership with Save the Bay to leverage additional State and federal grant funds.

The Narragansett Bay Estuary Program, located within a state university system, and Save The Bay, a 501(c)(3) non profit organization, have similar interests in addressing habitat protection and restoration in Narragansett Bay and its watershed. Recognizing the overlap in their interests, the two organizations looked for opportunities to collaborate. In 1996, Save the Bay and Narragansett Bay Estuary Program embarked on a series of projects to construct an inventory of the State's coastal habitats which would include bringing the data into GIS mapping systems. Both partners took advantage of their organizational structure and staff skills to secure funding and implement habitat restoration projects.

Save The Bay successfully applied to the Pew Charitable Trust for grant funding that was available to partners in the Restore America's Estuaries coalition. Pew Charitable Trusts contributed $200,000 to

support habitat assessment and restoration projects in Narragansett Bay undertaken by Save the Bay and the Narragansett Bay Estuary Program. The two groups used the foundation money as match for State and federal grants, which provided an additional $400,000 for Narragansett Bay habitat restoration efforts. With this money, the two organizations were able to map critical eelgrass beds, salt marsh habitat areas, and coastal features; hire technical staff to identify potential restoration sites, develop restoration plans; and launch an extensive public information campaign. This collaboration also helped form the Rhode Island Habitat Restoration Team - an ad hoc, but highly effective partnership, that has shaped goals, identified projects, and attracted additional funding for coastal habitat restoration including the creation of a dedicated state fund for restoration projects.

This eelgrass mariculture facility was constructed in 2004 with EPA Targeted Watershed Initiative grant funds. It is one of the results of a partnership effort between NBEP, University of RI Graduate School of Oceanography, and Save The Bay to restore critical bay habitat.

For more information on the Narragansett Bay Estuary Program please visit the Narragansett Bay Estuary Program Web site (www.nbep.org).

Corresponding Funding Source
- Foundation Grants (Page 27)

Case Study: Indian River Lagoon

License Plate Revenue Supports Environmental Education and Habitat Restoration in Indian River Lagoon (Florida)

The Indian River Lagoon National Estuary Program, sponsored in Florida by the St. Johns River Water Management District, led the development and management of the Indian River Lagoon specialty license plate revenue program. First, the Program collected petitions containing the signatures of 12,000 registered Florida vehicle owners who agreed they would purchase the specialty plate when available. Second, the Program obtained the support of a Florida State Representative and a State Senator who agreed to sponsor the Bill to create the specialty plate in both the House and Senate in the next legislative session. Third, the Program paid a $15,000 one-time administration fee to the Florida Department of Motor Vehicles. Short and long-term marketing strategies were also developed as required by the Department of Motor Vehicles.

The Indian River Lagoon National Estuary Program is responsible for the promotion of the Indian River Lagoon license plate and management of the grant program supported by its revenues. Several corporate partners have supported the Indian River Lagoon's promotional campaign for the license plate. Many McDonald's franchises throughout the lagoon's watershed helped gather signatures at the start of the campaign. The Anheuser Busch Corporation donated $15,000 to help pay for the production and labor costs of more than 70 billboard advertisements, and the Florida Outdoor Advertising Association donated $60,000 worth of billboard advertising space. For three months a local car dealership provided all new car buyers with Indian River Lagoon license plates.

For each lagoon license plate sold or renewed, the Indian River Lagoon National Estuary Program receives fifteen dollars. During the first seven years, the license plate raised more than $4 million. The

Program continues to receive about $400,000 annually. Because the vehicle owners pay the fee annually, this program provides a relatively stable source of continuing funding.

At least eighty percent of the Indian River Lagoon's specialty license plate proceeds support stormwater retrofit and/or habitat restoration projects and up to twenty percent support environmental education projects focusing on the lagoon. License plate revenues do not support salaries, studies, or other administrative costs. Habitat restoration projects have included the reconnection of impounded salt marshes, shoreline stabilization, spoil island and mangrove restoration, and stormwater treatment retrofits. Environmental education projects have included exhibits, videos, and support for lagoon learning centers. Many diverse lagoon projects have been accelerated or made possible as a result of the revenue derived from the sales of lagoon license plates, and these funds have leveraged more than the total revenue raised in matching funds.

The largest obstacle for the Indian River Lagoon's specialty license plate program has been the competition from more than 100 other specialty license plate designs offered for sale in the state of Florida. In response, the program needed to initiate an extensive marketing campaign and offer a design that was unique. The Indian River Lagoon National Estuary Program was successful in both of those areas. The initial marketing campaign was a success as a result of strong corporate partners. Current marketing strategies include direct mail promotions to plate owners, and targeted advertising in regional and statewide angler magazines. The Indian River Lagoon license plate was the first in Florida to feature a fish, the Snook, which has appealed to anglers from throughout the state. Currently, the lagoon license plate ranks 17 out of 103 specialty plates available for drivers to choose from in Florida.

For more information on this unique funding opportunity, please visit irl.sjrwmd.com

Case Study: Community Commons

Volunteers Contribute over $12,000 worth of Services in One Year to Community Commons

Community Commons
Frederick, MD

From September 2004-August 2005, Community Commons in Frederick, MD hosted an Americorps volunteer as its Volunteer Coordinator. She worked to recruit volunteers, build the volunteer program, and reach out to interested community members. During her service, the Volunteer Coordinator took the following steps toward building a stronger volunteer program:

- Expanded Community Commons' recruitment efforts by soliciting volunteers through local services, newspapers, and organizations, including Volunteer Frederick, a local volunteer clearinghouse; the Community Commons newsletters; Boy Scouts of America; Frederick Community College; 4-H; and the Master Gardeners of Frederick County. In addition, postings on national and international Web sites, such as Idealist.org, justvolunteers.org, volunteermatch.org, and craigslist.org, attracted new people that may not have normally volunteered with Community Commons.
- Developed a handbook, orientation, and training for new volunteers.
- Wrote position descriptions for a variety of activities, such staffing a booth at Earth Day, preparing membership mailings, writing articles for Community Common's newsletter, presenting homeowner workshops to local organizations, serving on the board or committees, and distributing the Monocacy Water Trailway map and brochure.

As a result of the efforts of the Volunteer Coordinator, Community Commons recruited 106 new volunteers in one year. A total of 320 people volunteered, completing 704 hours of service valued at

$12,355.20 (at a rate of $17.55 per hour). All of these helped to build a sustainable program where volunteers are excited to give their time and have necessary guidance and attention.

Community Commons, Inc.
49 South Carroll Street
Frederick, MD 21701
Phone: (301) 662-3000
Fax: (301) 662-3674
Web site: www.communitycommons.org
E-mail: info@communitycommons.org

Corresponding Funding Source
- Membership: Volunteers, Basic (Page 17)

Case Study: Community Commons, MD

Americorps Volunteer Recruits 103 New Volunteers for Community Commons (MD)

Community Commons, a non-profit organization in the Monocacy (MD) watershed, hired an America Corps to manage some of its on-the-ground conservation work. As a small office, hiring an Americorps staff person helped Community Commons reach its goals and objectives and develop and grow its volunteer program.
In order to hire an Americorps volunteer, Community Commons first applied to Volunteer Maryland, a program of the Governor's Office of Service and Volunteerism. This application was similar to applying for a grant. After Communities Commons was selected as a Service Site, it was responsible for recruiting, interviewing, and filling the Volunteer Coordinator position. Americorps volunteers serve for one year.

Successes
Community Commons felt hosting an Americorps volunteer was successful, because its Volunteer Coordinator really cared about the people she supervised. She went out of her way to acknowledge them for their community service. She created a Volunteer Handbook and a volunteer orientation program. During her year of service, she recruited 106 new volunteers and managed 320 new and existing volunteers. Thanks to her efforts, a number of these individuals are trained to provide service to Community Commons on a regular basis.
In addition, Americorps was cost effective. Employing an Americorps volunteer cost Community $4500 for the staff person for the year plus cost of regular office and equipment expenses (e.g., computer and printer; extra phone line and additional monthly charges; regular supplies like printer cartridges and paper). In comparison, the program staff person was making about $30,000, not including payroll taxes and health benefits. So, employing an Americorps volunteer was a huge savings when compared to the cost of hiring a full time volunteer coordinator.

Challenges
In Community Commons' experience, it was difficult to find a diverse applicant pool; many local environmentalists or conservationists who had inquired about employment opportunities in the past were not interested in this position. The Americorps Program is perfect for people interested in serving their community. However, volunteers receive only a modest stipend and an educational award. Therefore, it isn't appealing to everyone.

Lessons Learned
The Americorps program has restrictions; in particular, Community Commons' volunteer could not fundraise, perform administrative tasks, or attend events that require participants to pay a registration fee. This was very limiting to Community Commons and to the Americorps member. While she wanted to help by answering phones and filing or to attend a canoe trip that had a registration fee, she could not. Additionally, she wanted to learn how to write a grant and was not allowed.

For more information, visit the Community Commons Web site (www.communitycommons.org) or e-mail Community Commons (info@communitycommons.org).

Corresponding Funding Source
- Membership: Volunteers, Advanced (Page 18)

Case Study: AMD&ART

Employing AmeriCorps and VISTA (Volunteers In Service To America) to Support Watershed Program Operations and Projects

Staffed entirely by VISTA and AmeriCorps volunteers, the Acid Mine Drainage (AMD) & Art project has raised over $400,000 in funds through the efforts of VISTAs and other grant writers. The AMD&ART project is an interdisciplinary blend of AMD remediation, wetlands restoration, and community engagement. Funds have been used to conduct public outreach and involvement, wetlands restoration, and acid mine drainage remediation as well as foster public art. VISTAs are able to write grant applications and conduct capacity building activities, while AmeriCorps volunteers can provide assistance directly to the community. The VISTAs work for up to three years and are committed caring people with a college degree, some volunteer experience, good references, and flexibility. Host entities can be nonprofit organizations and state or local agencies addressing the problems of low-income communities. The host entity pays about $10,000 for three VISTAs. The VISTAs receive about $10,000/year for living expenses plus a $4,750 education stipend for each year of service (two year maximum). Health and other benefits are covered by the Federal Corporation for National Service.

For more information, please visit the AMD&ART Web site (www.amdandart.org).

Corresponding Funding Source
- Membership: Volunteers, Advanced (Page 18)

Case Study: Partnership for the Delaware Estuary

Annual Appeal Pays Off for the Partnership for the Delaware Estuary

As a nonprofit organization, the Partnership for the Delaware Estuary found that it is critical to have a broad base of funding support that includes both restricted and unrestricted funding sources. The Partnership struggled with early disappointing returns from their annual appeals. They learned to fine tune their efforts, however, and have since made annual appeals a key part of their funding strategy.

Since the Partnership's incorporation in 1996, it realized the importance of unrestricted funding and worked to develop strategies to raise this type of funding. When the Partnership began its annual appeal program, it faced a number of challenges. It was a new organization. In addition, it works in a large, tri-state region to protect a resource (the Delaware Estuary) that was not well known. In order to build support for the Partnership, the director and staff strategically established relationships with Delaware Estuary stakeholders through its program activities. The Partnership found that organizations and individuals involved with its activities were much more likely to offer it financial support.

In 1999, the Partnership instituted its annual appeal campaign using funding from a foundation grant for capacity building. It used a mail house to send out a generic appeal letter to the 25,000 people on the organization's mailing list. These people received the Estuary Program's quarterly newsletter and an appeal for donations. Unfortunately, the results of this large mailing were disappointing.
In 2000, the Partnership decided to scale back the appeal mailing. It sent personalized appeal letters, an annual activity report, and an appeal return envelope to past donors and to a select group from the mailing list (less than 1,000 people).

In 2001, the Partnership further targeted its annual appeal with the help of a fundraising consultant. For its 2001 appeal, the Partnership segmented the mailing list into four different target groups: past givers,

lapsed and never givers, board member contacts (with the letters signed by the board member), and board members. Each group received different letters and program materials. The Partnership also decided to give a set of estuary-themed note cards (purchased wholesale from a publisher) to any donor that made a contribution of over $75. This model returned the best results- 57 gifts totaling $9,969 for an average gift of $175.

Since 2001, the Partnership has continued to segment the annual appeal mailing. People who supported it in the previous year are asked to consider increasing their gift annually. The Partnership also conducts a second mailing in the spring to past givers who did not respond to the fall letter. Those who donate over $75 receive a specially designed set of note cards.
Becoming more strategic about their annual appeal campaign combined with establishing the Partnership's reputation in the region has resulted in a steady increase on the return from the annual appeal campaign. In 2005, the Partnership received a total of $29,779 in donations from 183 people, for an average gift of $163.

Several years of trial and error have taught the Partnership some valuable lessons. It costs money to make money and can take many years to see a positive return. Costs that are typically incurred include staff time, printing, postage, and giveaways. An annual appeal is not a quick fix for raising unrestricted revenue, but rather a fundraising mechanism that can build and pay off over time. Appeals should be as specific and personal as possible. They should be sent on a consistent schedule. The general thinking is that people are more likely to give toward the end of the calendar year, because they are in a giving mood and are looking for tax deductions. Finally, recognizing donors is very important. The Partnership lists everyone who donates to the annual appeal in its activity report.

For more information, please visit the Delaware Estuary Web site (www.delawareestuary.org).
Corresponding Funding Source
- Membership: Annual Giving, Five Steps (Page 19)

Case Study: Idaho Rivers United's (IRU) Major Donor Program

Breakfasts and Pledge Cards: Idaho Rivers United's (IRU) Major Donor Program

After IRU's foundation support dropped with stock market declines in 2001, Bill Sedivy, Executive Director of IRU decided to intensify his efforts to diversify the organization's funding base. He solicited a grant from a small family foundation that would keep on giving - course fees for three staff and three board members to attend a two-day, $6,000 "Raising More Money" workshop led by fundraiser and trainer Terry Axelrod (now Benevon). At the workshop, the group learned about Benevon's very specific approach to engaging, cultivating and soliciting supporters for major gifts— fundraising breakfasts and pledge cards— and were provided with materials they could use in implementing the approach.

Breakfast Logistics
IRU holds four major donor fundraising breakfast at a restaurant each year. At these events cold cereal, fruit, and pastries and lots of hot coffee are served, and last an hour, starting promptly at 7:30 a.m. and ending no later than 8:30 a.m. The audience is seated at tables of 10; each table recruited by a "Table Captain" who is a board member, volunteer, or supporter who has offered to invite his/her friends to the event. The tables usually reflect the interests and identity of the "Table Captains," so one table might be all fishermen, another businessmen, and a third whitewater boaters. The events bring people together from all walks of life and from all economic levels and engage them in an enjoyable way in Idaho Rivers United's work to protect and restore rivers throughout the state.

There is time for chit chat from 7:00 to 7:30 a.m., and again after the program, but once the hour-long event starts, it is very tightly orchestrated. After a short introduction by a hosting board member or volunteer, Bill, gives his "visionary leader - IRU 101 speech." During this 10-minute talk, the executive director shows slides of Idaho rivers, tells the audience who IRU is, what it does, why it does it, and how members of the audience can help with their time, energy and financial support. This is followed by brief testimonials from two or three prominent, local figures who have participated in or benefited from the work of the organization, i.e., businessmen, fishermen, ranchers, kayakers or outfitters. The testimonials are

designed to be personal and emotional, making members of the audience realize why, and how much they love Idaho's rivers and the organization dedicated to protecting them.

Finally, a board member, prominent business person, or long-time supporter makes the "ask," assuring his peers that this is a good "investment," and passing out pledge cards asking guests to consider joining the Middle Fork Salmon Society with a five-year financial commitment of $250 or more annually. The pledge cards give other options as well, such as joining as a member at various levels, making a one-time gift, or simply receiving more information about the organization.

Assembling the Audience
Much of the work involved in orchestrating these breakfast events lies in working with the "Table Captains." First, they must be recruited - and finding just the right people among board members, volunteers, donors and members who can reach out to their friends and colleagues in a particular community is no easy feat. Once 8-10 captains have been enlisted, IRU sends them a packet of materials and works closely with them as they invite 10-15 friends to attend the breakfast. Table captains are coached to assure their guests that the breakfast is free and that they will be under no obligation to donate, but are aware that support for an "outstanding organization" will be solicited.

Follow Up
There is also a good deal of work involved in following up with breakfast attendees. About 70% of the people attending the IRU breakfasts pledge some kind of gift, and they receive a personal thank you, as well as detailed information on how to make good on any pledges made. IRU has learned to make giving easy for their donors, providing a number of options ranging from electronic deductions from bank accounts, to credit cards, to invoices mailed quarterly or annually to a specified address. This attention to detail has paid off handsomely, and IRU has a better than 90% fulfillment rate on the pledges it receives at these events. In addition, IRU follows up with all breakfast attendees, whether they donate or not, with personalized letters, invitations to other events and opportunities to help out with program work.
IRU's donor breakfasts are usually held in restaurants, hotels, or theaters and are occasionally catered by volunteers. The cost of food, beverages and meeting space has ranged from $10-$15/person, so total direct costs for the four annual events (for an average of 100 people each) are in the neighborhood of $4,000-$6,000. To this must be added the annual staff time involved, and this amounts to about a quarter of the development director's time plus at least a week of the executive director's time. Still, the total resources invested amount to less than $20,000 and for a reliable, annual return of more than $75,000, this seems like a reasonable investment.

Benefits
Income is predictable, and Bill Sedivy says he sleeps better as a result. "This program has changed our lives at IRU," Bill says. "I can look down the financial road and see a future for IRU five years from now." The funds are also "unrestricted," i.e., they can be used where they are needed most, whether for an emergency advocacy campaign to stop a damaging project on a river or to help pay the rent and keep the lights on when other revenue streams slow down.

Through the "team captain" structure, the program engages board members and volunteers in an important way and makes them better ambassadors and spokespersons for the organization. Finally, IRU has noticed significant growth in its member base in the last years which it attributes at least partially to the breakfasts: i.e., increased visibility gained through the breakfasts, increased contacts with prominent figures in the communities where the breakfasts are held, and a general community "buzz" which the breakfasts help to create.

IRU has shifted its revenue base, and where formerly 60% of IRU's income came from foundations, now foundations account for only about 40% of revenue and 60% comes from a combination of individual donors and members and other money that donors and businesses contribute through events, river trips or sponsorship of specific program work. Over five years, the breakfast events have brought in more than $400,000 in unrestricted revenues and pledges, have contributed to the tripling of annual major donor revenue and have helped increase membership from 2,100 in 2002 to over 3,200 today. At the same time, in large part due to this program, IRU's total budget has grown from $300,000 in 2002 to $600,000 in 2007.

IRU's Program is in its fifth year now, and its first class of 5-year donors, founding members of the "Middle Fork of the Salmon Society," are up for renewal. With these donors, IRU staff will take an even more personal route, meeting in person or by telephone to discuss the donor's affiliation with the organization, and asking each in person (or in a personal letter, where a meeting is not possible) to renew, or if possible, increase their financial commitment for another five years.

Citation: Works Cited #12

Corresponding Funding Source
- Membership: Major Donors (Page 21)

Case Study: Tampa Bay Estuary

Tampa Bay Estuary Program Builds Partnerships and Raises Funds with Local Governments through an Inter-local Agreement

Established in 1990, the Tampa Bay Estuary Program (TBEP) has worked diligently to involve local governments and Tampa Bay area citizens in its activities. TBEP adopted a formal Inter-local Agreement in February 1998 that committed 15 partners to achieving the goals of the program's bay restoration plan. Partners included city, county, and state governments, a water management district, a regional planning council, a port authority, the U.S. Environmental Protection Agency (EPA), and the U.S. Army Corps of Engineers.

Goals of the bay restoration plan focus on restoring and sustaining a healthier bay that will support both recreational and commercial uses. Goals are related to improving water and sediment quality, restoring seagrass beds and coastal habitats, and reducing bacterial contamination. Partners also committed to improving fish and wildlife regulation and enforcement, managing dredging and dredged material, and increasing public education and involvement.

As part of the agreement, local government partners and the water management district pledged to provide financial support to TBEP. Since 2000, they have collectively provided at least $415,000 in cash each year as match toward EPA's portion of cooperative agreement funding.

The following factors contributed to TBEP's success in reaching consensus in the Inter-local Agreement. The water management district's representative on the TBEP Policy Board, conceived the idea of an Inter-local Agreement and served as a strong champion of the agreement. An experienced contract attorney, the water management district's representative drafted the agreement and was instrumental in building consensus among stakeholders and overcoming obstacles in the process.

Bay-area partners have been working together on bay management and protection for 25 years, dating back to the first Bay Area Scientific Information Symposium (BASIS) in 1982. Several milestones followed BASIS that built a tradition of regional cooperation among bay area scientists and resource managers and enabled consensus on the Inter-local Agreement.

It was also helpful to include incentives for participation into the agreement. For example, participation in the Estuary Program may have been spurred, in part, by a desire to ensure that the program followed a non-regulatory approach to resource management. Regulators agreed to extend reasonable flexibility in permitting projects of TBEP partners that helped achieve goals of the bay restoration plan.

Further, a track record of affordable implementation demonstrated that the agreement would be a good investment for the partners. It was estimated that the added cost each year to TBEP's partners for implementing the restoration plan was insignificant compared to their overall budgets.

For more information on the Tampa Bay Estuary Program please visit www.tbep.org.

Corresponding Funding Source
- Partnership with Local Governments (Page 34)

Case Study: Peconic Watershed

Building Community Support for a Real Estate Transfer Tax in the Peconic Watershed

Since 1993, the Peconic Estuary Program has conducted extensive public involvement and outreach in its watershed. The outcome of this work has been strong partnerships with organizations and individuals in their community. Community based support was crucial to the establishment of a two percent (2%) real estate transfer tax dedicated to conserving land and other related purposes, including historic preservation. Real estate transfer taxes are assessments made by states or local governments on real estate transfers based on the sale price of the property and paid by the buyer of the property.

Implementing the real estate transfer tax required three major steps. First, the New York Legislature needed to pass enabling legislation. State- and national-level real estate and builder lobbies opposed the real estate transfer tax and delayed passage of the enabling legislation for more than a decade. In 1998, the New York Legislature finally voted to allow Long Island's five east end towns to hold referenda on establishing a real estate transfer tax. Second, each town developed a Community Preservation Plan to identify priority parcels for acquisition and easements. Third, each town needed to pass local referenda to approve the tax. Again, real estate and builder lobbies opposed the referenda and spent $300,000 to fight its passage. Despite their efforts, all the towns successfully gained voter approval, passing with at least a 60% majority.

A large community-based coalition including the Committee for the East End Community Preservation Fund, Peconic Estuary Program, Suffolk County, five towns, local businesses, realtors, and builders, citizens and others presented a compelling case to voters that preserving open space would protect estuarine resources, groundwater quality, and the character of Long Island's East End. This case was based in part on studies done by the Peconic Estuary Program, including an economic valuation of the estuary and its impact on the local economy, detailed information of current land use, and projections of development and population trends. Together, they were able to rally support for the enabling legislation and the referenda.

The 2% Real Estate Transfer Tax is the most successful land protection program on Long Island, raising over $169 million through January 2004. Using an average of 2% tax revenues and multiplying it through the life of the fund (end of 2020), total additional revenue should be approximately $556 million.

While many critical landscapes have been protected with funds from the 2% real estate transfer tax and other sources, current land acquisition funding is not sufficient to keep up with development rates. It is estimated that less than 10% of the parcels identified as critical in the Peconic watershed could be protected with future 2% tax revenues. Fortunately, large amounts of land can be protected through means other than land acquisition, for example: clearing restrictions, clustering requirements, rezoning, overlay districts, easements, purchase of development rights, and overall better land use practices. It is estimated that the implementation of clearing restrictions and clustering requirements would protect an additional 3,491 acres in the Peconic watershed; acquiring an equivalent amount of land would cost an estimated $382 million.

Resources: Peconic Estuary Program. 2004. Critical Lands Protection Plan (www.peconicestuary.org/CLPS_Report.pdf)

For more information on the Peconic Estuary Program, please visit www.peconicestuary.org.
Corresponding Funding Source
- Partnership with Local Governments (Page 34)

Case Study: Ocean County, NJ

Ocean County, NJ Funds Watershed Protection with a Dedicated Portion of its Property Taxes

Voters in Ocean County, NJ approved a Natural Lands Trust financed by a new property tax of 1.2 cents per $100 of valuation. The property tax raised more than $4 million in 2000 and is expected to raise $4 million annually for the protection of the Barnegat Bay's watershed and agricultural lands. The county uses funds raised by the tax to purchase and maintain open space, farmland, sources of drinking water, and groundwater recharge areas. The new tax was initiated based on the results of public opinion surveys conducted by the Trust for Public Lands showing that home owners were willing to pay this amount to further watershed protection measures. Therefore, it received broad support. Only natural lands or easements on natural lands will be purchased by the Trust, and public access will be guaranteed. No development will be allowed on the purchased properties. Eighteen other counties and 144 municipalities in New Jersey have developed similar programs.

For more information on Ocean County's Natural Lands Trust Fund, please visit www.tpl.org/tier3_cdl.cfm?content_item_id=947&folder_id=707.

Corresponding Funding Source
- Partnership with Local Governments (Page 34)

Case Study: Coastal Bend Bays & Estuaries Program

A Supplemental Environmental Project (SEP) for the Coastal Bend Bays & Estuaries Program (Texas)

Koch Pipeline Company provided the Coastal Bend Bays & Estuaries Program (Corpus Christi, TX) with $1.5 million for supplemental environmental projects as part of a settlement with the State of Texas and the U.S. Department of Justice. Koch Pipeline agreed to this settlement after the company had more than 300 spills of crude oil, gasoline, and other oil products between 1990 and 1997 in Texas, Oklahoma, Kansas, Missouri, Louisiana, and Alabama. In the settlement, Koch Pipeline agreed to pay a $30 million civil penalty, make a voluntary contribution of $5 million for supplemental environmental projects, and improve its leak-prevention programs.

The Coastal Bend Bays & Estuaries Program was pleased to be allocated $1.5 million during the settlement process. Its selection as a recipient of supplemental environmental project funding was likely a result of the fact that the largest of Koch's spills, a 100,000-gallon oil spill in 1994, caused a twelve-mile slick within the area served by the Coastal Bend Bays & Estuaries Program on Nueces and Corpus Christi Bays. Two additional factors may have contributed to the selection of the estuary program as a recipient for these funds. First, the Coastal Bend Bays & Estuaries Program has a long history of public involvement, including strong relationships with both industry and state government; the program was well known by both Koch and the Texas Commission on Environmental Quality. Second, all parties to the settlement recognized that the Coastal Bend Bays & Estuaries Program could implement habitat restoration projects with very low overhead costs.

The Coastal Bend Bays & Estuaries Program used the supplemental environmental project funds for three land acquisition and habitat protection projects. First, the estuary program worked with The Nature Conservancy of Texas, the Texas Commission on Environmental Quality, the City of Corpus Christi, and the US Fish and Wildlife Service to conserve land with high ecological value or development pressure through either acquisition or conservation easements. Second, the estuary program partnered with the Texas General Land Office to protect six existing rookery islands and restore approximately six acres of colonial Waterbird rookery island habitat in Nueces Bay. Third, the estuary program, in conjunction with the Texas General Land Office and the USDA Natural Resources Conservation Service, planted smooth cord grass along eroding shorelines to reduce erosion and create marsh habitat. The CBBEP was able to use the $1.5 million SEP to secure an additional $2.5 million in matching funds.

There were three major obstacles to this supplemental environmental project. First, the State of Texas, the U.S. Department of Justice, and Koch Pipeline had to conclude that the Coastal Bend Bays & Estuaries Program was a suitable recipient of project funding. As noted above, the program's connection to a 1994 oil spill undoubtedly influenced this decision. However, the program's track record of communication with the business community and successful project implementation likely impacted this decision. Second, the Texas Commission on Environmental Quality requested that the Coastal Bend Bays & Estuaries Program develop a plan for $1.5 million in project funding within one month. The estuary program was able to meet this deadline with a streamlined planning process and many hours of hard work. Finally, the Coastal Bend Bays & Estuaries Program had to implement its supplemental environmental projects with these resources within 18 months. The time pressure was a particular challenge with land acquisition projects that required negotiation of a purchase price. Therefore, it was essential to have strong partners to meet this deadline.

For more information on the Coastal Bend Bays & Estuaries Program, please visit www.cbbep.org.

Corresponding Funding Source
- Partnership with Local Governments (Page 34)

Case Study: Portland Harbor, ME

Special Appeal to Save Juvenile Lobsters in Portland Harbor (ME)

Local lobstermen expressed concern that the dredging project moving forward in Portland Harbor would disrupt lobster habitat. To evaluate this theory, immediate research was necessary. The Chair of the Board for the Casco Bay Estuary Project, a City Manager, wrote special appeal letters to harborfront property owners, businesses, and the cities of Portland and South Portland asking for financial support for research to address lobstermen's concerns and keep the harbor dredging project on schedule. In addition, the director of the Casco Bay Estuary Project requested support from the Maine Department of Transportation. Within three weeks, the Casco Bay Estuary Project was able to raise $56,000 to conduct the lobster research and a relocation effort.

Prior to the dredging of Portland Harbor, the Casco Bay Estuary Project used the money from this special appeal to study lobster habitat using underwater video surveys of the proposed dredge areas. Lobsters were thought to live near the shore in warm weather and move to deep-water burrows offshore in the winter. Therefore, most stakeholders believed that a winter dredging operation would have only a minimal impact on lobster populations. The videos revealed that the harbor provides winter habitat for a significant population of juvenile lobsters that burrow in the Portland harbor mud. Consultants then developed a dredging mitigation plan that included an innovative lobster relocation effort. Before dredging began, a coalition of lobstermen, state regulators, and staff and volunteers from the Casco Bay Estuary Project and Friends of Casco Bay moved 34,012 small lobsters from the dredge area. This group also tagged 4,000 lobsters to help evaluate the project's success.

For more information on the Casco Bay Estuary Program, please visit the Casco Bay Web site (www.cascobay.usm.maine.edu).

Corresponding Funding Source
- Special Appeals (Page 29)

Study: Scenic Hudson

Scenic Hudson's (NY) Great River Sweep

Events that your organization holds on a regular basis provide excellent opportunities to combine programmatic and fundraising efforts. This example, contributed by Scenic Hudson, demonstrates how it has reduced riverside trash while increasing its corporate and individual donations.

In 1998, Scenic Hudson created the Great River Sweep, an all-volunteer cleanup of Hudson River shorelines, tributaries, and public places, in response to the plea of a child concerned about the trash floating in the Hudson River. Now this event is held annually in April in coordination with Earth Day. The project is considered to be "gateway environmentalism," because it has broad appeal to communities and donors and serves to introduce the public to Scenic Hudson's mission and brand.

To empower grass-roots change, Scenic Hudson recruits and supports hundreds of community leaders and thousands of citizens each year to organize and participate in cleanups. Each cleanup is unique, yet also branded to reflect Scenic Hudson's values. From 1998-2005, it united more than 30,000 people from Manhattan to the Adirondacks to remove 400 tons of riverside trash and won multiple awards, including a U.S. Environmental Protection Agency "Environmental Quality Award."

The Great River Sweep supports the organization's fundraising goals through recruiting corporate sponsors to financially underwrite the event. Sponsors range from large corporations to regional businesses; they enjoy association with the group's environmental mission through inclusion of their logo and name on promotional materials and visibility through media outreach. As a regional project, some sponsors gain visibility beyond the reach of their typical advertising efforts. Many sponsors also encourage their employees to volunteer with the Sweep because of its community relations benefits.

While corporate sponsorships have been the financial mainstay of the Great River Sweep, Scenic Hudson initially found it more challenging to use this event to gain visibility and increase individual donations to the organization. Local ownership of the event - the most important aspect of its grass-roots effectiveness -overshadowed the visibility of Scenic Hudson and made it difficult for it collect contact information from participants, who were potential donors. The event organizers worked hard to reestablish synergy between community and marketing goals. They employed internet based software for pre-event registration, distributed hats and t-shirts with the Scenic Hudson logo to participants, and pursued in-kind donations of marketing opportunities. Now in addition to reducing trash on the Hudson River, the event helps Scenic Hudson recruit new members, build credibility for its advocacy mission, and increase donations to its individual giving program.

For further information, contact:

Scenic Hudson
One Civic Center Plaza
Suite 200
Poughkeepsie, NY 12601
Phone: (845) 473-4440
Web site: www.scenichudson.org
E-mail: info@scenichudson.org

Corresponding Funding Source
- Special Events (Page 24)

Case Study: Accokeek Foundation

Workplace Giving Contributes to Sustainable Funding at the Accokeek Foundation (MD)

Almost 50 years ago, the Accokeek Foundation was established to preserve the land directly across the Potomac River from George Washington's Mount Vernon. The Foundation stewards 200 acres of Piscataway Park, a national park on the shore of the Potomac River. Its programs educate people of all ages about responsible land management-past, present and future. This case study highlights how the Accokeek Foundation is obtaining funding from workplace giving campaigns.

The Accokeek Foundation constantly seeks to diversity its funding base and to develop new sources of revenue. Therefore, in 1993, the Accokeek Foundation helped to found the Environmental Fund for Maryland (EFM), a coalition of environmental organizations accepting contributions through the Combined Federal Campaign (CFC). The Accokeek Foundation's mission is certainly aligned with that of many environmental organizations. Participating in the EFM provides the opportunity to raise money and collaborate with many like-minded partners. EFM is spearheading an effort to include environmental organizations in other workplace giving campaigns, to increase the number of opportunities to reach potential donors.

From 2001 to 2005, the Accokeek Foundation received about a total of about $19,000 through its participation in EFM; some years were stronger than others. The organization's volunteers usually participate in several CFC events each year. They set up display boards and deliver handouts informing participants about the Accokeek Foundation and the other EFM members. The funding the Accokeek Foundation receives from the CFC is used for general operating support.

Like most organizations, the Accokeek Foundation is working to develop a more strategic communication strategy for following up with CFC and other donors. This is challenging, because information about donors is not promptly provided to EFM and the Foundation. Therefore, acknowledgements cannot be provided promptly. In some cases, donors opt to remain anonymous or do not provide full contact information, so it is not possible to provide follow up information and thank donors. The Foundation is also working to incorporate information about the CFC and workplace giving into its outreach efforts. The Accokeek Foundation is looking at ways to increase CFC outreach during the Foundation's 50th anniversary in 2007.

For more information, please contact:

The Accokeek Foundation at Piscataway Park
3400 Bryan Point Road
Accokeek, MD 20607
Phone: (301) 283-2113
Fax: (301) 283-2113
Web site: www.accokeek.org

Corresponding Funding Source
- Workplace Giving (Page 31)

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Web Sites and Tools

- **Watershed Funding** (epa.gov/owow/funding.html) is a Web site created by the Sustainable Watershed Finance team at EPA. It includes resources and tools for both funders and fundees.

- **Catalog of Federal Funding for Watershed Protection** (cfpub.epa.gov/fedfund) is a searchable database of financial assistance sources (grants, loans, cost-sharing) available to fund a variety of watershed protection projects.

- **Charity Channel** (charitychannel.com/DiscussionForums/tabid/3245/Default.aspx) hosts subscription-based lists dedicated to some aspect relevant to nonprofit/NGO-sector professionals, including fund development and support. It is possible to preview the lists before paying the fee.

- **The Charity Navigator** (charitynavigator.org/) provides free financial evaluations of America's charities. It provides insight on what donors look for in an organization.

- **Combined Federal Campaign (CFC)** (opm.gov/cfc/) provides information on the largest workplace giving campaign, including specific resources for charities interested in participating in the CFC.

- **Compass Point nonprofit services** (compasspoint.org/research/) provides timely electronic newsletters for board members, books on nonprofit finance, research reports on topics like nonprofit staffing.

- **Directory of Watershed Resources** (efc.boisestate.edu/efc/) is a searchable database of resources available to assist with a variety of environmental projects. The database, created by the EFC Network, includes information on federal, state, private, and other funding sources and assistance. Users can search for programs through a targeted search, keyword search or through an index of federal, state and private sources

- **Environmental Finance Center (EFC) Network** (epa.gov/efinpage/) is a university-based program that provides financial outreach services to regulated communities. The Network consists of ten EFCs that provide advisory services; education, publications, and training; technical assistance; and analyses on financing alternatives.

The EFC Network currently includes:

- University of Southern Maine (efc.muskie.usm.maine.edu/)
- Syracuse University (www.maxwell.syr.edu/efc/)
- University of Maryland (efc.umd.edu/)
- University of North Carolina at Chapel Hill (www.efc.unc.edu/index.html)
- University of Louisville (cepm.louisville.edu/contact.htm)
- Great Lakes EFC at Cleveland State University (urban.csuohio.edu.edu/glefc/)
- New Mexico Institute of Mining and Technology (nmefc.nmt.edu/home.php)
- California State University at Hayward (efc9.org)
- Boise State University (efc.boisestate.edu/efc/)

- **Environmental Financing Information Network (EFIN)** (epa.gov/efinpage/efin.htm) is an outreach service offering electronic access to many types of environmental financing information for state and local environmental programs and projects. EFIN maintains a Web site of environmental financial tools, including links to A Guidebook of Financial Tools.

- **Environmental Support Center (ESC)** (envsc.org/) strives to improve the quality of the natural environment, human health, and community sustainability by increasing the organizational effectiveness of local, state, and regional organizations working on environmental issues and for environmental justice. ESC offers a variety of training opportunities, loans, and grants to help these organizations become better managed, funded and equipped.

- **Fundraising Success Magazine** (fundraisingsuccessmag.com/) provides nonprofits with the most useful and pertinent information, strategies and expert advice to help them generate the necessary fundraising revenue to fulfill their mission.

- **Grassroots Fundraising Journal** (grassrootsfundraising.org/) offers articles with practical, how-to instruction on fundraising strategies such as direct mail, special events, major gift campaigns, and online fundraising. It also offers tools to help you build a board of directors that is willing to raise money, choose a database to track donors, manage your time effectively, and ultimately develop a successful fundraising program.

- **Guidebook of Financial Tools** (efc.boisestate.edu /efc/Tools /GuidebookofFinancialTools/ tabid/83/ Default.aspx) is a reference work intended to provide an overview of a wide range of ways and means that are useful in paying for sustainable environmental systems. It presents approximately 340 financial tools that include traditional means of raising revenue, borrowing capital, enhancing credit, creating public-private partnerships, and ways of providing technical assistance as well as financing tools that are, or might soon be, available to address significant environmental priorities.

- **Help for Nonprofits Community Driven Institute Library** (help4nonprofits.com/H4NP.htm) provides articles on a variety of topics includes boards/governance, fundraising, and marketing.

- **Institute for Conservation Leadership (ICL)** (icl.org/) empowers leaders with training and builds volunteer institutions that protect and conserve the environment. ICL does this by helping leaders lead better, building connections between groups with similar goals, and supporting groups' progress with fundraising, board development, and other activities. Its Complete Fundraiser Program (icl.org/programs/complete.php) is a 12-month program which provides fundraising skills, training, and consulting support to participants and their organizations as they implement new fundraising efforts and transition to more systematic and sustainable fundraising.

- **Internet Prospector** (internet-prospector.org/) is an online, monthly newsletter for nonprofit fundraisers. It provides information on fundraising and links to various types and sources of funding.

- **Management Assistance Program for Nonprofits' Nonprofit Fundraising and Grantwriting** (managementhelp.org/fndrsng/np_raise/np_raise.htm) provides information and links on a variety of fundraising related topics.

- **NonProfit Times** (www.nptimes.com) is a free newspaper that covers nonprofit news and fundraising advice.

- **Plan2Fund** (efc.boisestate.edu /efc /Tools /Plan2Fund /tabid /104 /Default.aspx) is a watershed planning tool developed by the Environmental Finance Center (efc.boisestate.edu/ efc/Home /tabid/37/ Default.aspx) at Boise State University that helps your organization develop and implement a long term financial strategy to meet strategic goals. Plan2Fund walks users through estimating the costs of their watershed program plan's goals and objectives, assessing any local matches, and determining funding needs to meet users' goals and objectives. Download a copy of Plan2Fund at sspa.boisestate.edu /efc /Tools_Services /Plan2Fund /plan2fund_registration.htm.

- **Plan2Fund Objective Prioritization Tool (OPT)** (efc.boisestate.edu/opt) is a watershed planning tool developed by the Environmental Finance Center (efc.boisestate.edu/efc/Home/tabid/37/Default.aspx) at Boise State University that helps your organization develop and implement a long term financial strategy to meet strategic goals. Specifically, Plan2Fund OPT helps you develop priorities for an implementation plan using decision rules that you create. This web-based decision model can generate comparative reports based on the decision rules you invent, the scores that you give to your objectives according to those rules, and the weight that you give each decision rule.

- **River Network** (rivernetwork.org/) works to protect and restore America's rivers by building the capacity of grassroots organizations and acquiring threatened riverlands. River Network offers publications, fundraising tips, technical assistance and resources, and opportunities to network with other groups across the country. River Network's Resource Library provides tools on how to raise more money, build stronger organizations, and protect rivers and their watersheds.
    o The River Advocates Fundraising Guide (www2.rivernetwork.org/fundraisingguide) contains information, case studies, and lists of resource on a wide range of fundraising topics.
    o The Directory of Funding Sources (rivernetwork.org/resource-library.php?ResourceID=643) lists over 300 private, corporate and federal funding sources for river and watershed groups.

- **Tech Soup: the technology place for nonprofits** (techsoup.org/) provides a range of technology services for nonprofits, including news and articles, discussion forums, and discounted and donated technology products.

- **Training Resources for the Environmental Community** (trec.org/research/index.htm/) provides multiple reports for nonprofit environmental groups.

Annual Membership

- "**The Ten Most Important Things You Can Know About Fundraising**," by Kim Klein, 2004. Grassroots Fundraising Journal 23 (1).(grassrootsfundraising.org/howto/v23_n1_art03.pdf) Klein walks through ten things you should know about soliciting donors effectively.

- **Fundraising Basics: a complete guide (Second Edition)**, by Barbara L. Ciconte and Jeanne G. Jacob, 2005. Chapter 6 of this book (pp 86-92) explains how to create an annual campaign and motivate increased giving. Chapter 7 (pp 94-119) details donor renewal and direct mail.

Board and Staff Fundraising

- **Big Gifts for Small Gifts: A Board Member's 1-Hour Guide to Securing Gifts of $500-$5,000,** by Andy Robinson, 2004. This book offers board members useful tips to become confident fundraisers.

- **Fundraising Basics: a complete guide (Second Edition),** by Barbara L. Ciconte and Jeanne G. Jacob, 2005. Chapter 2 of this book (pp 8-24) details the roles of board, staff, and volunteers in fundraising for the organization.

- "**How Board Members Can Become Effective Fundraisers**" by Tony Poderis, 2007. (raise-funds.com/111203forum.html). This article details how to give board members the tools and guidance they need to be effective at raising funds for your organization.

Budget

- "**Organizational Slack (or Goldilocks and the Three Budgets)**" by Woods Bowman, 2007. The Nonprofit Quarterly 14(1). (www.thecentrepoint.ca/email_brdcasts/centrepoint_focus/fall_2007/organizational_slack.pdf) This is a great article that addresses surplus and an organization's financial capacity.

Capacity Assessment

- **Strategic Analysis (Environmental Scan and SWOT)** (managementhelp.org /plan_dec /str_plan /str_plan.htm #anchor970692) provides additional information on SWOT and information on another strategic assessment tool, Environmental Scan.

Capital Campaigns

- "**12 Things you should know about setting a capital campaign goal**." by Tony Poderis, 2007. (raise-funds.com /998forum.html) This article provides advice for the capital campaign goal-setting process.

- "**Capital Campaigns: building for now**," by Tony Poderis, 2007. (raise-funds.com/1099aforum.html) This article provides some useful tips in creating a capital campaign."

- **Fundraising Basics: a complete guide (Second Edition)**, by Barbara L. Ciconte and Jeanne G. Jacob, 2005. Chapter 14 of this book (pp 291-314) describes the process of creating an effective capital campaign.

Corporate and Business Donations

- "**Building Business Members in River and Watershed Organizations**," by Don Elder, 1996. River Fundraising Alert v3n2, 1996. (rivernetwork.org/resource-library.php?ResourceID=641) This article discusses the challenges in partnering with business organizations and ensuring you are staying true to your organization's mission.

- **Fundraising Basics: a complete guide (Second Edition),** by Barbara L. Ciconte and Jeanne G. Jacob, 2005. Chapter 10 of this book (pp 157-194) describes the process of writing proposals to corporations and forming long-term relationships with businesses.

- **Securing Your Organization's Future: A Complete Guide to Fundraising Strategies**, by M. Seltzer, 2001. Chapter 16 of this book (pp 409-451) describes how to approach corporations for support.

Earned Income

- **New Social Entrepreneurs: The Success, Challenge, and Lessons of Nonprofit Enterprise Creation** by Jed Emerson and Fay Twersky, 1996. This is a free book that can be read or downloaded at redf.org/download/nse/redf_intro.pdf

- **Nonprofit Organizations in a Market Economy: Understanding New Roles, Issues, and Trends***, by David C. Hammack and Dennis R. Young, 1993.

- **Securing Your Organization's Future: A Complete Guide to Fundraising Strategies**, by M. Seltzer, 2001. Chapter 14 of this book (pp 335-207) describes how to decide to have a earned income strategy and provides background on the range of nonprofit enterprises.

- **Social Enterprise Alliance** (se-alliance.org/index.cfm) supports the efforts of nonprofit organizations and funders to advance earned income strategies. This Web site contains publications, resources, and case studies on social entrepreneurship and earned income strategies.

Estimating Returns

- **Fundraising Basics: a complete guide (Second Edition)**, by Barbara L. Ciconte and Jeanne G. Jacob, 2005. Chapter 5 of this book (pp 80-85) mentions ideas for evaluating cost effectiveness and offers guidelines for costs of various types of fundraising activities.

- "**Rating and Evaluating Prospects: Whom Do You Ask For How Much**," by Tony Poderis, 2007. (raise-funds.com/498forum.html) This article provides some guidance on establishing how much money to seek from grantmakers and individual donors.

Federal and Foundation Grants and Loans

- **Catalog of Federal Funding for Watershed Protection** (cfpub.epa.gov/fedfund/) is a searchable database of financial assistance sources (grants, loans, cost-sharing) available to fund a variety of watershed protection projects.

- **Clean Water State Revolving Fund** (epa.gov/OWM/cwfinance/cwsrf/index.htm) provides a short description of the types of watershed projects that CWSRF funds and provides links for CWSRF contacts, states' Web pages, project success stories, and relevant factsheets.

- **Drinking Water State Revolving Fund** (epa.gov/safewater/dwsrf/index.html) provides a short description of the types of watershed projects that DWSRF funds and provides links for DWSRF contacts, program guidance, information for tribal/territorial programs, and relevant factsheets.

- **Federal Grants: Clean Water Act** (epa.gov/owow/nps/cwact.html) offers guidelines and forms for applying for Clean Water Act Section 319 grants.

- **The Foundation Center** (foundationcenter.org/) offers a comprehensive database on U.S. grant-makers and their grants. It has a free search tool, and you can receive additional information on grant-makers for a monthly fee. For established organizations interested in family foundations, the 990 Finder (foundationcenter.org/findfunders/990finder/) allows you to research the 990 forms of organizations.

- **Foundation Search** (foundationsearch.com/) includes a database driven tool for identifying funding sources and analyzing their historical giving trends. This includes locating grants by type, value, year, recipient, donor and other criteria. Foundation Search also includes a comprehensive source of indexed and fully searchable IRS Form 990PF returns representing all United States' private foundations - over 87,000 - and spanning their most recent tax reporting years. Fee for membership.

- **Fundraising Basics: a complete guide (Second Edition) ,** by Barbara L. Ciconte and Jeanne G. Jacob, 2005. Chapter 11 of this book (pp 197-223) explains the solicitation process for applying for foundation grants.

- **Grants.gov** (grants.gov/) offers a database to find and apply for Federal government grants. There are over 1,000 grant programs offered by all Federal grant making agencies. Grants.gov allows organizations to electronically find and apply for more than $400 billion in Federal grants.

- **Grantsmanship Center** (tgci.com/) offers good training classes and very practical advice on government and foundation grant writing. Search their article archives on the Web site.

- **Nonprofit guides** (npguides.org/) are free web-based grant-writing tools for nonprofit organizations, charitable, educational, public organizations, and other community-minded groups.

- **Securing Your Organization's Future: A Complete Guide to Fundraising Strategies**, by M. Seltzer, 2001. Chapters 15 (pp 363-408) and 17 (pp 453-483) describe how to approach foundations and government for grant support.

- **Targeted Watershed Grants** (epa.gov/owow/watershed/initiative/) offers guidance about applying for EPA's Targeted Watershed Grants Program, which is a competitive grant program that provides funding to community-driven, environmental results oriented watershed projects. The program also provides capacity building grants to service provider organizations that can deliver training and tools for all watershed organizations across the country.

Fundraising Environments

- **Fundraising Basics: a complete guide (Second Edition),** by Barbara L. Ciconte and Jeanne G. Jacob, 2005. Chapter 1 of this book (pp 1-6) discusses the current state of philanthropy in the US and explains how to create a philanthropic environment for your organization.

General Publications

- **The Five Strategies for Fundraising Success, by Mak Warwick, 2000.** This book provides strategies for successful fundraising, as well as extensive sections on estimating costs and evaluating success through benchmarks.

- **Fundraising for Social Change (Fourth Edition),** by Kim Klein, 2000. This book provides organizations that have budgets of less than $1 million (including much less than that) with the information they need to establish, maintain and expand a successful community-based fundraising program.

- **Grassroots Grants: An Activist's Guide to Grantseeking, 2nd Edition,** by Andy Robinson, 2004. Andy Robinson walks you through the challenges of incorporating grants into a complete fundraising program, using grant proposals as organizing plans, designing fundable projects, building proposals piece by piece, and fostering effective communication with funders who support the activist community. This edition contains all new budgets and model proposals, interviews with funders from the grassroots community and timely information about grantseeking on the Internet.

- **The Nonprofit Membership Toolkit, by Ellis M.M. Robinson, 2003.** Step-by-step, the Nonprofit Membership Toolkit shows how to create, manage, and sustain a dynamic membership program. Written for both new and well-established organizations, this book is grounded in proven marketing techniques.

- **Securing Your Organization's Future: A Complete Guide to Fundraising Strategies,** by M. Seltzer, 2001. This book offers a step-by-step approach to guide organizations to achieve long-term financial well being. Throughout the text, worksheets help you to formulate a plan for your

organization's needs. Available from the Foundation Center's Marketplace. (fdncenter.org/marketplace/index.jhtml).

Indirect Costs

- **Understanding Indirect Costs** (tgci.com/magazine/03summer/indirect1.asp) by Henry Flood and Richard W. Phelps in The Grantmanship Center Magazine, Summer 2003.

- **EPA's Office of Grants and Debarment Desktop Resource: Sample Indirect Cost Proposal Format for Nonprofit Organizations** (epa.gov/ogd/recipient/sample1.htm) In developing you programs' budgets, remember to include both primary programs, such as environmental education, stream restoration, and support programs, such as fundraising and administration.

In-kind Donations

- "**FAQ: What are in-kind gifts and how can I find out more about them?**" by the Foundation Center, 2007. (foundationcenter.org/getstarted/faqs/html/inkind.html) This Web site goes through the basics of in-kind donations and offers resources to help you get started.

License Plate Programs

- **University of Washington's License Plate Program** (uwfoundation.org/license_plates/license_plates.asp) is a Web site that provides an example of how a license plate program is marketed to potential buyers.

Major Donors

- **Fundraising Basics: a complete guide (Second Edition),** by Barbara L. Ciconte and Jeanne G. Jacob, 2005. Chapter 9 of this book (pp 141-155) explains how to research and approach prospective donors.

- **The Millionaire Next Door,** by Thomas J. Stanley and William D. Danko, 2003. William and Danko summarize findings from their research into the key characteristics that explain how the elite club of millionaires have become "wealthy" and what characteristics they tend to have in common

Online Giving

- **Charity Finders** (charityfinders.com) is an example of an organization that helps nonprofits build their Web sites to further their mission. They offer simple Web site building tools, workshops, and consulting.

- **Firstgiving** (firstgiving.com) is an example of a Web site where individuals raise money online for any nonprofit organization in the US. Fundraisers set up an online fundraising page using a simple template and send it with a personal message to family and friends to ask for support.

- **Fundraising Basics: a complete guide (Second Edition) ,** by Barbara L. Ciconte and Jeanne G. Jacob, 2005. Chapter 4 of this book (pp 44-67) explains how to use technology in fundraising and the mechanics of online giving.

- "**Fundraising Online Using Internet/Web**," by Free Management Library, 2007. (managementhelp.org/fndrsng/np_raise/np_raise.htm#anchor911975) This Web site provides a variety of links to articles regarding online giving, ranging from the basics to advanced donation systems.
- Securing Your Organization's Future: A Complete Guide to Fundraising Strategies, by M. Seltzer, 2001. Chapter 13 of this book (pp. 307-333) describes how to start an internet fundraising program

Operating Reserves and Endowments

- "**Reserves and Endowments: Creating a Financial 'Nest Egg'**" by Pat Munoz, 2003. River Fundraising Alert 10(2). (www2.rivernetwork.org/library/fra2003v10n2.htm) This article provides more in-depth descriptions of how to build reserves and endowments, as well as references to additional information.

Partnerships with Local Governments

- **Stormwater Utility in Anne Arundel County**. Materials from the Chesapeake Bay Journal (bayjournal.com/article.cfm?article=2901) and the South River Federation (southriverfederation.net/WatershedRestorationFund.php) show how Anne Arundel country watershed groups worked with voters to support a storm utility proposal that would fund backlogged river restoration projects.

- "Natural Lands Trust Fund, Ocean County, NJ: **Property Tax Increases and Bonding Authorization Referendum**" by The Trust for Public Land, 2007. (tpl.org/tier3_cdl.cfm?content_item_id=947&folder_id=707) This article provides an example of using taxes to preserve open lands.

Planned Giving

- **Barrett Planned Giving** goes through a definition of planned giving, some of the major types, and the greatest myths about planned giving. (barrettplannedgiving.com/planned_giving_defined.html)
- *Fundraising Basics: a complete guide (Second Edition)*, by Barbara L. Ciconte and Jeanne G. Jacob, 2005. Chapter 15 of this book (pp 319-333) describes how to create a planned giving program and identifying the best prospects.

- **PG Calc** provides its clients with products and services for charitable gift planning and planned gift administration. (pgcalc.com/pginfo/pginfo.htm)

- **Planned Giving Today** (liebertpub.com/pgtoday) is a monthly publication serving the planned giving community. PGT provides education and information about planned giving, and helps gift planners.
- *Securing Your Organization's Future: A Complete Guide to Fundraising Strategies*, by M. Seltzer, 2001. Chapter 12 of this book (pp 273-305) describes the various types of planned giving and offers advice on launching a planned giving program.

Special Appeals

- "Special Appeal Letters Are Worth It! How to Interest Your Membership in Contributing More than Once a Year" by Pat Munoz, 1996. River Fundraising Alert 3(4). (www2.rivernetwork.org /library /fra1996v3n4.pdf) This article discusses how to decide if a special appeal is appropriate and how to write a great special appeals letter.

Special Events

- **Fundraising Basics: a complete guide (Second Edition),** by Barbara L. Ciconte and Jeanne G. Jacob, 2005. Chapter 12 of this book (pp 225-250) delineates the planning process for a special event, including budgeting and follow-up after the event.

- **The Grass Roots Fundraising Book: How to Raise Money in Your Community** by Joan Flanagan, 1982. It includes very useful checklists and descriptions of events that small organizations can handle.

- **Securing Your Organization's Future: A Complete Guide to Fundraising Strategies,** by M. Seltzer, 2001. Chapter 8 of this book (pp 179-207) describes how to decide to have a special event and offers worksheets to assist in the planning process.

- **Special Events: Proven Strategies for Nonprofit Fundraising,** by Alan Wendroff, 1999. This book provides the fundamentals of organizing and holding special events and emphasizes the role of special events in an organizations development program.

- **Successful Special Events: Planning, Hosting, and Evaluating,** by Barbary Levy and Barbara Marion, 1997. Workshop style instruction on conducting special events, including how to keep volunteers involved and avoiding disasters.

Strategic Planning and Priority Setting

- **Alliance for Nonprofit Management** (allianceonline.org/FAQ/strategic_planning) provides resources to improve the management and governance capacity of nonprofits, including a series of frequently asked questions on strategic planning.

- **Watershed Plan Builder Tool** (epa.gov/owow/watershedplanning/) helps set goals and priorities for your watershed before getting to the financial aspect by helping you develop a watershed plan step by step.
- Management Assistance Program for Nonprofits' Strategic Planning (in nonprofit or for-profit organizations) (managementhelp.org/plan_dec/str_plan/str_plan.htm) provides information and links on strategic planning topics including: overview of the planning process, sample plans, and how to ensure implementation.

- **Nonprofit Genie** (genie.org/) includes information and resources for the nonprofit community on a variety of topics, including strategic planning.

- **Plan2Fund Objective Prioritization Tool (OPT)** (efc.boisestate.edu/opt) is a watershed planning tool developed by the Environmental Finance Center (fc.boisestate.edu/efc/Home/tabid/37/Default.aspx) at Boise State University that helps your organization develop and implement a long term financial strategy to meet strategic goals. Specifically, Plan2Fund OPT helps you develop priorities for an implementation plan using decision rules that you create. This web-based decision model can generate comparative reports based on the decision rules you invent, the scores that you give to your objectives according to those rules, and the weight that you give each decision rule.

- **River Network** (www2.rivernetwork.org/howwecanhelp/index.cfm?doc_id=93) provides an extensive Resource Library that includes information about strategic planning, as well as other tools to help you learn how to raise more money, build stronger organizations, and protect rivers and their watersheds. Two particularly good resources are
  - "**Addressing the Challenge of Strategic Planning with Inclusive, Watershed Councils ~ The Tualatin River Watershed Story**" (rivernetwork.org/resource-library.php?ResourceID=569)

  - "**Forming and Implementing Your First Action Plan**" (rivernetwork.org/resource-library.php?ResourceID=577).

- **Yamhill Basin Council Minutes November 14, 2002**. (co.yamhill.or.us/ybc/2002minutes/nov14minutes02.pdf) provides a simple priority setting process that took place during a meeting of a watershed group.

Volunteers

- **Independent Sector's Value of Volunteer Time** (independentsector.org/programs/research/volunteer_time.html) provides information on how to calculate the value of volunteer time.

- **National Park Service's Community Toolbox** (nps.gov/phso/rtcatoolbox/org_volunteers.htm) includes a section on volunteers and provides information on how to recruit and manage volunteers.

- **Network for Good** (networkforgood.org/Npo/volunteers/default.aspx) provides resources for nonprofits interested in recruiting volunteers including articles, research, tools and success stories.

- **River Network's Resource Library** (www2.rivernetwork.org/howwecanhelp/index.cfm?doc_id=93) contains links to various resources on how to recruit, manage and retain volunteers.

- **VolunteerMatch** (volunteermatch.org/) connects volunteers with nonprofit organizations. Nonprofit organizations can register and post volunteer opportunities for free.

- **AmeriCorps** (americorps.org/) is a network of local, state, and national service programs that connects more than 70,000 Americans each year in intensive service to meet the United States' critical needs in education, public safety, health, and the environment. It is a program of the Corporation for National and Community Service and includes:
    - **AmeriCorps*State and National** (americorps.org/about/programs/state_national.asp)

    - **AmeriCorps*VISTA** (americorps.org/about/programs/vista.asp).

- **Senior Corps** (seniorcorps.gov/) connects Americans over 55 with the people and organizations that need them most. **The RSVP program** (seniorcorps.gov/about/programs/rsvp.asp) connects volunteers with service opportunities in their communities that match their skills and availability.

- **Internship Site Supervisor Handbook** (colby-sawyer.edu/campus-life/career/internships/supervisor_handbook.html) (written by **Colby-Sawyer College**) (colby-sawyer.edu/) provides information on to make internships meaningful experiences. It includes information on preparing for an intern, training, mentoring, and evaluation program.

Workplace Giving

- Regional environmental federations: umbrella environmental federations, such as Earth Share of New England (greenfornewengland.org/).

- State environmental federations: There are many state environmental federations, such as the New Jersey Environmental Federation (cleanwateraction.org/njef/), Arkansas Environmental Federation (environmentark.org/), and The Environmental Federation of Oklahoma (newsite.envirofdok.org/).