a River Network Publication Volume 13 | Number 2 - 2003

River Voices

Getting the money from those who are giving it

The State of Giving

Watershed groups are as different as the places they serve and the people who lead them. But when they are asked to identify the main obstacles to achieving their goals, an overwhelming majority consistently gives the same response: adequate funding. Specifically, they say that in order to succeed they need more dependable, unrestricted income—the kind of support necessary to keep the lights on, the volunteers coordinated, the leadership supported and the phones ringing. But where does the majority of such money come from? The answer may surprise you.

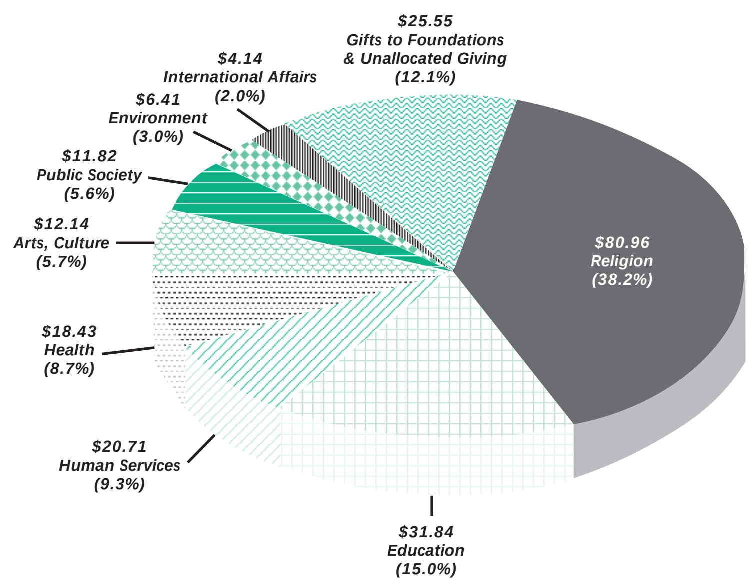
According to *Giving USA*, Americans gave over $212 billion to charities in 2001. Of that, approximately 75% of giving to charitable causes came from individuals. Not foundations, not government, but individuals. Though the environmental sector traditionally receives only about 3% of the giving pie, that's still over $6 billion being transferred from individuals to environmental groups. And it is not the billionaires we read about in the society pages who are the primary supporters of nonprofit causes. In fact, the majority of individual donors are from households making less than $60,000 annually. Furthermore, the potential to increase our piece of the individual-giving pie is growing.

Low range estimates state that over the next 50 years, the wealth transfer will be in excess of $41 trillion; upper range estimates are as high as $136 trillion. All this raises the question: how do ***we*** tap into this money? While some individuals make donations to nonprofits to receive tax benefits, the number one reason people give is ***because they were asked.*** The simplicity of that answer is not meant to undermine the amount of effort it takes to develop successful individual giving programs, but the reality is that if you don't ask, people won't give.

When he was asked why he robbed banks, a famous fugitive is often credited with responding, "Because that's where the money is." By that same rationale, nonprofits should include individual donors as a main component of their fundraising strategy because that's who is giving. And, it is not only who is giving, but more importantly, it is who is giving consistently, year after year. That's not to say you should immediately stop submitting foundation proposals, soliciting corporate support or seeking government funds; rather, you need to develop a realistic, yet diverse, fundraising strategy with individual giving as one of many foci.

cont. on page 4

2001 Contributions: $212.00 Billion
BY TYPE OF RECIPIENT ORGANIZATION



Source: AAFRC Trust for Philanthropy/Giving USA 2002

River Network

Connecting People, Saving Rivers

CONTENTS

River Voices is a forum for information exchange among river and watershed groups across the country. River Network welcomes your comments and suggestions. River Network grants permission and encourages sharing and reprinting of information from *River Voices*, unless the material is marked as copyrighted. Please credit River Network when you reprint articles and send the editor a copy. Additional copies and back issues are available from our national office.

Editors: Katherine Luscher

Editorial Assistance: Jean Hamilla, Alanna Woodward

Design & Layout: Greer Graphics Inc.

NATIONAL OFFICE
520 SW Sixth Avenue, Suite 1130 • Portland, Oregon 97204-1511
503/241-3506 • fax: 503/241-9256
info@rivernetwork.org • www.rivernetwork.org

D.C. OFFICE
4000 Albemarle Street NW, Suite 303 • Washington, D.C. 20016
202/364-2550 • fax: 202/364-2520
dc@rivernetwork.org

VERMONT OFFICE
153 State Street • Montpelier, VT 05602
802/223-3840 • fax: 802/223-6227
vt@rivernetwork.org

RIVER NETWORK IS A NATIONAL ORGANIZATION WHOSE MISSION IS TO HELP PEOPLE UNDERSTAND, PROTECT AND RESTORE RIVERS AND THEIR WATERSHEDS.

From the President

Linda Kliewer

Recently, I was asked to conduct a fundraising workshop for a statewide gathering of watershed groups. I began by asking the more than one hundred people assembled a direct question: "How many of you rely on a single source of revenue to support most or all of your annual operating budget?" Nearly every hand went up. Next, I asked "How many of you are concerned about that?" Again, nearly every hand went up.

Finally, I asked "How many of you have anything in your work plan this year to do anything about it?" Exactly one hand went up.

The first step in solving our dependency problem is admitting that we have one. Many groups, especially in the west, are much too dependent today on state and federal agencies for their ongoing support. Many others, especially in the east, are much too dependent on private foundations.

Public agencies and private foundations will continue to be important sources of income for our community. But dependency on them is unhealthy in the best of economic times. In ***these*** times—when few foundations can afford to give away nearly as much money as they could just a few years ago, and when nearly every state and federal agency is coping with deep budget cuts—dependency on them is potentially fatal.

A solid base of individual supporters provides dependable income that a group can use for whatever is most important in any given year. It allows groups to respond quickly to unforeseen opportunities and threats. Groups that are flexible and responsive tend to become more and more effective at everything—including earning additional financial support—over time.

I believe that the potential of our community to raise more money from individuals is immense—and virtually untapped. Poll after poll shows that the vast majority of people are deeply concerned about water issues. Experience shows that people just about everywhere ***want*** to support pragmatic, results-oriented approaches to water issues. There are more groups doing just this type of work today than ever before.

One of our major goals at River Network is to help watershed protection groups raise much more money from individuals. Over the next few years, this work will take many forms. This issue of *River Voices* is the first.

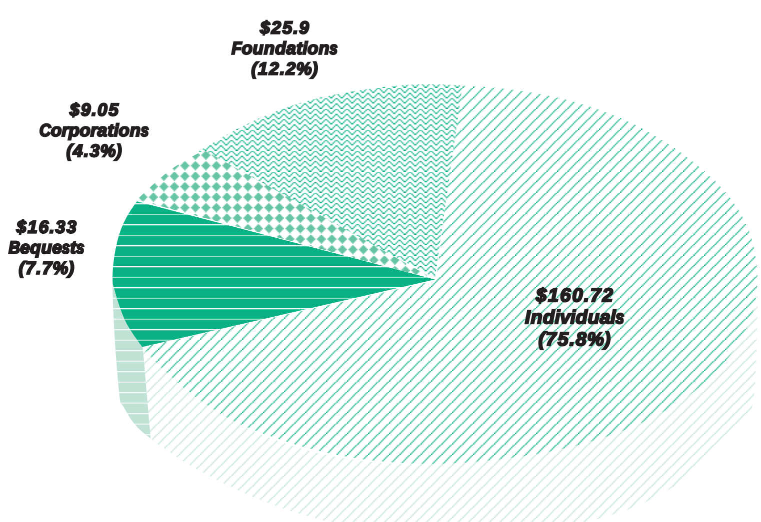
THE STATE OF GIVING, CONT.

CONT. FROM PAGE 1

If the watershed movement is to sustain itself, we need to begin developing successful individual giving programs. Government money comes and goes with shifts in the state and federal administrations. Corporate money may come with strings attached and foundations generally do not provide continual support to the same group year after year after year. But individuals who, because they were asked, who because they believed enough in your group to make an investment in it, and because they were treated and thanked properly, will potentially continue to support your work for many years. Not only that, but over time, individuals are likely to *increase* the amount they contribute. So get out your rolodexes, your address books and dusty donor lists and start creating the list of people you'd like to invite (or reinvite) to enjoy the honor of supporting your river conservation efforts.

2001 Contributions: $212.00 Billion

BY SOURCE OF CONTRIBUTIONS



Source: AAFRC Trust for Philanthropyl/Giving USA 2002

Membership Programs That Work

By Wendy Wilson
River Network

Individual donor programs have always been important to nonprofit groups, but in today's fundraising climate they are paying big dividends to most and keeping the doors open for many. Members tend to pay dues out of *earned income* rather than *investment income*, so in tough investment cycles they can give as long as they are employed. In tough times, individuals are more likely than foundations to increase their giving in response to a compelling program, the knowledge of how much you need them and a strong membership appeal.

Alumni associations and Girl Scouts set the gold standard for individual donor programs. They know who they are looking for and they come back to find them year after year. They are essentially selling "team spirit" at a premium price. We all know those front row tickets are expensive and the cookies aren't that great. And because these groups represent something more important than their product, we buy from them anyway.

Your program should reflect your "team" and the values that are important to the fans who support that team. One way to identify those values is with a simple survey tucked into your membership renewal. You can use the survey to find out who your members are, how your organization meets their needs, and where to find other people like them. This information will help you determine what message you want to send to prospective members about who you are and why they should participate.

Personal contact and competent record keeping are also important. No matter how big your membership is, whether your annual meeting is held in a phone booth or a football stadium, you must be able to thank donors and stay in touch. Without a decent list maintenance system and accurate records, your membership program won't make money. Simple rules prevail: send a thank you as soon as you get a donation; keep track of name changes; acknowledge extraordinary gifts with a quick phone call.

Photo credit: NFRIA

Photo credit: NFRIA

River walks, float trips and community BBQs are ways to celebrate your river and thank (and recruit) members.

You can go beyond those first steps by considering how to run your membership program more like a sports program.[1] Your team is your board, volunteers and staff. There is an annual cycle of activities for your fans (members) that must be organized just like a sports program. There are scheduled dates when everyone comes

CONT. ON PAGE 6

[1] Thanks to Kim Kline of the *Grassroots Fund Raising Journal* for this great analogy.

CONT. FROM PAGE 5

together to participate and play their assigned positions. There are "boosters" out there year round promoting your program, and beginners, intermediate and advanced players are consistently recruited, trained, practiced and encouraged. If you are doing all of these things, then making a profit from your year-end appeal should be as easy as organizing a pep rally.

Every successful membership program has a membership plan. It is essentially your organization's marketing plan folded inside your strategic or business plan. It should identify the lists you will use, the dates that are important to signing up members, the percentage return you need on direct mail to meet your goals, and the overall average contribution you expect from each segment of your membership base. In simplified terms, your plan might look something like this chart.

Sample Membership/Individual Donor Plan

ACTIVITY	NUMBER OF NAMES	RATE OF RETURN	NUMBER	AVERAGE DONATION	TOTAL INCOME
Renewal mailings (sent three times a year)	500	.70	350*	$35	$12,500
Prospect mailings (exchange & purchase)	10,000	.01	100*	$25	$2,500
In-house prospect list (collected at river festival plus lapsed donors)	2,000	.05	100*	$30	$3,000
Special Appeals (spring and fall)	500 * 2 mailings	.07	70	$20	$1,400
Year end Appeal (December)	500	.08	40	$30	$1,200
Annual Dinner (November)	-0-	-0-	120	$25	$3,000
Merchandise Sales (includes summer mailing)	2,500	.04	100	$15	$1,500
Total Average Annual Gift Per Member	-0-	-0-	550 members	$45	$24,850
Board Major Donor Phone Drive	50 prospects	50%	25 major donors	$250 average	$6,250
Total Gross Income from Individual donors			575 donors		$31,100

* Used to calculate total number

This example shows only gross income before expenses. Building a membership base is a great investment for your organization, but there are costs involved. You will make money. And you can't calculate the bottom line for just the current budget year. Long-term program success is more important than profiting off of every individual prospect mailing. Generally, prospect mailings are not expected to make money and may end up costing you out of pocket. One way to reduce your risk is to send a "test" mailing to a portion of any new direct mail list. Mail to a sample—just 1,000 to 2,000 names—to make sure your message and package gets the type of response you expect. The bottom-line calculation is that the acquisition cost of a new member must be less than your average annual gift per member ($45 in the example above) excluding major donors.

Photo credit: NFRIA

Whenever you host an event, make sure to capture the names and addresses of the participants…and then follow-up with an invitation to join your organization.

Try filling in the membership assessment test (see pg 22) and see how your membership program stacks up. After you've done what you can to improve the structure and plan for your membership program, remember to have some fun with your membership program.

Look for a new ripple or special knack that makes your program special for the volunteers and fun for the donors. Some groups raffle off a silly auction item every year, others offer a wild-salmon dinner party for the volunteers who recruit the most new members. Whatever appeal feels right for your "fans," you can take inspiration from the Girl Scouts. That little girl in the Brownie uniform trying to get you to buy her cookies has a big job. And as much as you support the values of scouting, you can't resist when her super-serious description of Do-si-dos and Tag-a-longs makes you laugh.

Internet Fundraising

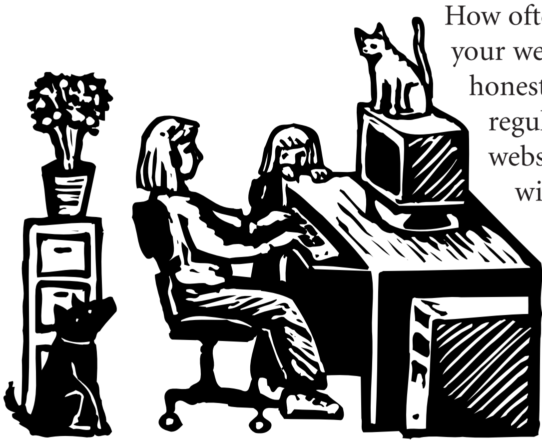
It's Still About People

By Jeffrey Potter,
Director of Outreach
& Communications
Wisconsin Wetlands
Association

For those of you secretly happy about the dot.com "bust," I have some bad news—the internet won't go away. Now, before you get all flustered, I want to promise you that this won't be a technology lesson filled with geek-speak—we're still focusing on fundraising here. The internet and email can be overwhelming, the networks and upgrades daunting, and the fads and fashions annoying—but the medium remains one of the most powerful and cost-effective communications tools available to individuals and nonprofits. And, the bonus for nonprofits: it is a very cost effective tool. Anyone with an email account or a website can reach hundreds of millions of people around the world for just a few hundred dollars a year.

More than 80% of nonprofits have a web presence, but fewer have made the move to accepting online donations, and even fewer have designed successful, donor-oriented websites. My own group, Wisconsin Wetlands Association, has been online since 1999 and has been accepting online donations since last year. However, like many groups, our staff is limited—we wanted to find a low cost solution that wouldn't require much maintenance. What we learned, I'll share here, briefly…

Before searching for an online donor service you need to re-evaluate your current website. How often is the content on your website updated? Be honest…If you don't regularly use your website to *communicate* with the public, you can't count on regular visits to your website. Is your web address easy to remember, printed on your letterhead and business cards, and included in all your email correspondence? Can you monitor traffic to your website with a counter—do you know how many people visit your site each month and why they visit?



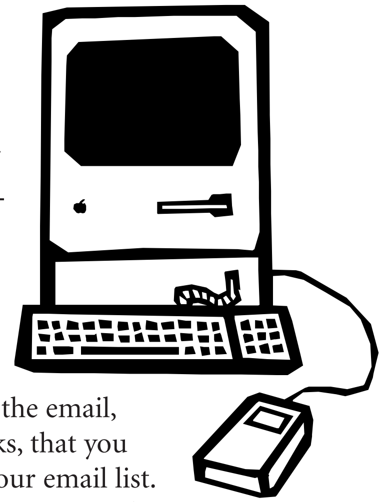
There is no guarantee, but there are things that you can add to your site to satisfy potential and current donors. Make sure that your mission statement, group history, programs and news items are all online and easy to find. Donors who give online say the number one thing they look for in a nonprofit website is the mission statement. This fits with traditional fundraising thought: donors give to groups that share their interests. The number two thing donors look for online is financial statements—donors want to know how their money is being spent. Surprisingly, only 18% of nonprofits on the web offer financial information online. If your organization already publishes an annual report, post it online. Smaller groups might consider publishing a brief assessment of finances like percentages for the use of funds, something that current and potential donors can understand.

Now, assuming that your website is colorful and dynamic, well publicized and has visitors, how do you collect donations online? Fortunately, there are a variety of options and resources available for nonprofits. For starters, you can put a simple donation form online—something that people can print out and mail in with a check. This is the cheapest method and is useful for people who don't like to enter their credit card numbers online. Of course, many people *do* like using their credit cards online, so you need to investigate secure external services. Start by giving your current web service a call, they might have a reasonable credit card service available, and if they're a local provider, they might even have discounts for nonprofit organizations. If not, there are plenty of online companies that offer services, some of which are non-profits themselves. Whomever you choose, you want to make sure that the service is secure, verified by a major security verification service like Verisign or TrustE.

When it comes to setting up the donation page for your website, many services offer standard templates (which range from bland to quite nice) and custom services (where they design a template to match your website design). While custom templates are nice, they can be expensive. Personally, I feel that the value of online collections is their low cost—when you start adding expensive custom features, some of the benefits of webraising (web+fundraising) are lost. Costs for maintaining a credit card service online vary. If your group is new to online collections, look for a percentage-based fee—you only pay for the service when a donation comes in (traditionally 3 to 6%). Flat fees (from $12 to $50/month) can save you money, but only after you've generated a regular stream of online contributors. Regardless of the service you choose, concentrate your energies on your case for support. Make sure that potential donors find an effective message, clear instructions for giving, and speedy thank you screens. You also want to make sure you can account for the contributions quickly, sending thank you letters, "premiums" and receipts within a reasonable time period.

While some organizations may chaff at the idea of paying for credit card services, there are a host of benefits that extend beyond direct donations. If your group holds regular workshops, sells t-shirts or publications, or has other fee-based services the ability to accept credit cards can be very useful.

If you're uncertain about setting up web-based donation collection, consider using email as an additional tool for reaching new and current members. If your group already sends out an "electronic" newsletter, you might maintain a regular "blurb" about joining the organization at the bottom of the email. If you do have web-based collections, certainly every email you send out should have a link for collections online. For the ultra low-tech method, you might simply make a form in the email, including where to send checks, that you can mail out twice a year to your email list. You want to make sure that you respect the privacy of your email addressees—you don't want to get a reputation for sending unwanted email (spam). Your board might want to develop a privacy policy or statement for web and email-based collections.



Is online-fundraising any different than conventional fundraising? Yes and no. Perhaps the biggest difference is in demographics. The most generous and largest segment of donors in the U.S. are our senior citizens, those aged 60 to 75-years-old. However, this same age group is the least likely to make online contributions. The folks most comfortable with online transactions, ages 18-34, are the least likely to give to charity. This could be a generation gap, but young or old, I'm inclined to use the statistic to stress the importance of personal contact in fundraising. Traditionally, repeat and upgrade donors make a connection with the people behind the organization. When talking about major gifts, the cliché goes "People don't give to *causes*, they give to *people* with causes." Online donations should not be seen as the solution to your organization's fundraising challenges. Personal meetings, phone calls and letters are still the most successful methods of raising dollars. However you want to approach online collections, it is just one more tool in the fundraising box.

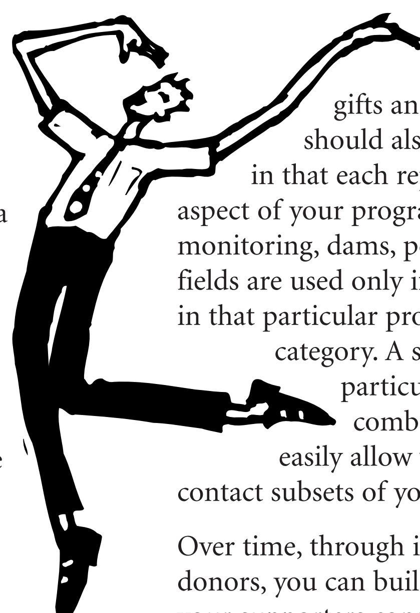
Maximizing the Benefits of Your Institutional Memory

By Richard W. Fox

While there are many aspects of success, I believe three of the essential ingredients for any group to succeed are **a caring and knowledgeable staff**, **an informative newsletter** and **a user-friendly database**. Many groups have the first two, but have a hard time achieving the third.

Quite a few river and watershed groups start off small and have little need for a database except to print labels, so they turn to the software that they already know—that often being Excel or Word. These function for generating labels, and some data managers have gotten extremely creative at coding the names to represent all kinds of information about that supporter. Unfortunately, usually only the creator knows what the codes actually mean, so use of the stored information is highly limited.

It also misses out on the primary benefits of a true relational database—being the institutional memory of the organization. A good database should be easy to use, and support many of the needs of the organization including fundraising, coordinating direct mail programs, building community support, increasing publicity and managing volunteers.



An "easy to use" database means that it should be easy to input data and easy to extract data and make reports. Many databases are so difficult to use that only one person in the organization knows how to use it, and often they become protective of the data in fear that someone will damage the system or inadvertently lose data. The truth is—***if only your techies know how to operate your system, you are in trouble.***

Your database should be at the center of building long-term relationships with your supporters. This is important for all your supporters, but most important for developing relationships with your major donors, which should generally receive special attention at every possible contact opportunity.

For this to happen, it is essential that you have a field that delineates someone who is a supporter (i.e. anyone who gives you a cash or in-kind gift) versus someone who just happens to be on the database. Also you need to designate your major donors (we define them as anyone who gives more than $100 at a time) and top donors (anyone who gives more than $250 at a time).

Major donors always get special attention, including first class stamps, personalized letters and hand written notes, etc. You should raise the entry dollar amount for the top donors until you have less than 50 in this category. You need to know who these folks are. They are your personal gold mine…your pool of prospects for substantial gifts and you should be looking for reasons to be contacting them.

Your database should record supporters gifts and gift history, but it should also have "*yes*" fields built in that each represent an individual aspect of your program (e.g., water quality monitoring, dams, pollution, etc). These *yes* fields are used only if they have an interest in that particular program or personal category. A simple query on a particular *yes* field or combination of fields will easily allow you to identify and contact subsets of your supporters.

Over time, through interactions with your donors, you can build up a profile of how your supporters connect with your organization. If you see an interesting article or have some important legislative information, create a simple search on top donor and the related program aspect yes field and send them a copy of the article. Sending them something besides an appeal is a good way to build your relationship with top donors—and it trains them to open your mail.

Your database is critically important for all outward communication with the world, and it should certainly have the capacity to easily print labels, as well as appeal and thank you letters direct from your database.

It is equally as important for internal communication. A good database should have an easy to use query or search function. You should be able to extract information easily and create a wide assortment of reports that change as the group grows and your needs evolve.

A user friendly database is one of the most important decisions and investments that the staff will ever make. It is also something you don't want to lose. Some people become lackadaisical about backing up their data, and some have paid a severe price as a result. Systems do crash, files do become corrupt and on a fairly regular basis…which make regular backups absolutely essential and one of the most important administrative responsibilities you will ever have. Even backups can be damaged and sadly, buildings do occasionally burn down…so always make two backups and take one off-site.

Richard Fox is the National Director of Trees, Water & People and has been working to protect rivers and watersheds and providing capacity building assistance for more than 30 years. He has also created a customized supporters database and a foundation tracking database that he distributes to nonprofit groups for a small fee. Richard can be reached via email at twp@treeswaterpeople.org.

General Database Tips from River Groups:

- ***Don't get a complicated system if you don't have a database administrator on staff—databases are living things and constantly need to be enhanced and staff always have questions.***
- ***It's imperative to think through what you need it to track before you set one up.***
- ***It can be hard to maintain if you are relying on an outside consultant.***
- ***Ensure that staff with access to the database have a clear understanding of the organization's confidentiality and distribution policies.***
- ***Databases require constant management and attention.***
- ***Integrating listserves with your database is a powerful tool. You'll end up wishing email addresses were assigned to people at birth, so that people wouldn't change them as frequently as they change their underwear.***
- ***If you hire an ASP or consultant tech support important, be sure the company is stable and will be around in the future.***
- ***Automated databases are a MUST for any organization. While they can be frustrating and difficult to learn, a good database will save you huge amounts of time.***
- ***Documentation. Ensure directions to the design and use of the database are updated frequently. (Database manager just quit, and I can't figure the darn thing out)***

River & Watershed Organizations Discuss Databases

How the Data Hits the Road

By Ben Strand
River Network

Based on a recent database survey of River Network Partners, the majority of groups remain split between the heavyweights Access and Filemaker Pro (FMP). A third contender is the "free" product ebase, which is an open source program created and maintained by users in the nonprofit sector. Ebase runs on Filemaker Pro, and while it's not necessary to purchase a copy of FMP, for any customization of layouts and fields, you need to buy a licensed copy of FMP.

Below is a cumulative review of the feedback we received on the major software packages. The information below will be most useful for small to medium sized organizations that have accumulated less than 30,000 records in their systems. Larger groups who surpass this threshold reported that they had custom-built systems and dedicated staff responsible for their upkeep.

Filemaker Pro

PROs

It works well for us now that we have a customized format.

It does everything we want from tracking donations, volunteer hours, times we contact them, standard letters, all our auction donations/forms, etc.

CONs

Setting up the format was not easy and required assistance from a consultant.

License fees, especially for the FMP server can be prohibitive. Check their website for periodic nonprofit rebates.

Microsoft Access

PROs

Easy to sort and manipulate the data for labels, mail lists, etc. Integrates with Microsoft Software (Word, Excel, Outlook).

We use it to track member types, committee and event participation, contributions, invitations to events, newsletter mailing list, etc.

Almost every business computer comes bundled with Access. No extra costs if you can set up/find a good system to implement.

CONs

Very difficult to learn (and easy to screw up). Lots of capability, but we don't know how to harness it!

Training, training, training. Hard to comprehend without hands-on classes for staff in charge of programming/maintaining.

Paid a consultant $3,000 to build custom system.

Ebase

PROs

Low cost yet powerful system for managing members and donors.

Considerably less expensive than commercial fundraising databases.

Very expandable/modifiable. Can create "modules" specific to your organization (like an auction module).

Great listserves for peer to peer and peer to developer questions, with quick responses.

Very easy to learn, and it seems to be quite flexible in terms of adding fields and formatting outputs.

CONs

It can take a bit of work to set up and learn.

We prefer v.1 and recommend it over v.2, unless the group is large and can afford substantial tech support to get the system up and running properly.

Requires purchase of Filemaker Pro to customize effectively.

Reporting can be difficult for those who do not understand relational databases.

See Resources and References, page 25, for helpful links…

Communicating With Your Members

By Suzi Wilkins-Berl
River Network

The current economic downturn in the U.S. has resulted in fewer (and smaller) grants from foundations and from state and federal governments. As a result, most river and watershed groups are reexamining their funding sources in order to continue their important work. Increasingly, they are turning to their own membership and looking for new ways to secure additional funding from this group.

"Before our group spends a lot of time and money seeking new members, we need to get a better handle on our existing members," says Deborah Shepard, executive director of the Altamaha Riverkeeper in Georgia. "While iterating our five program areas, we plan to survey our current membership to see what they think is important, where we should be directing our efforts and, most importantly, where they might assist with our work. By engaging them more directly—by helping them see how they're directly linked to the river—we believe that they will increase their support."

So before you rush to send out the next appeal to your members, consider how and when you're communicating with them. Here are some simple tips that may help you improve communications with your membership:

1.) **Do a survey.**

If you haven't recently, find out what your members think about your organization and how they value their local waterways. Use this information to shape your message.

2.) **Develop a plan and budget.**

Figure out how and when you want to contact your members. Recognize that it costs money to sustain your membership and put it in your budget.

3.) **Think about your message.**

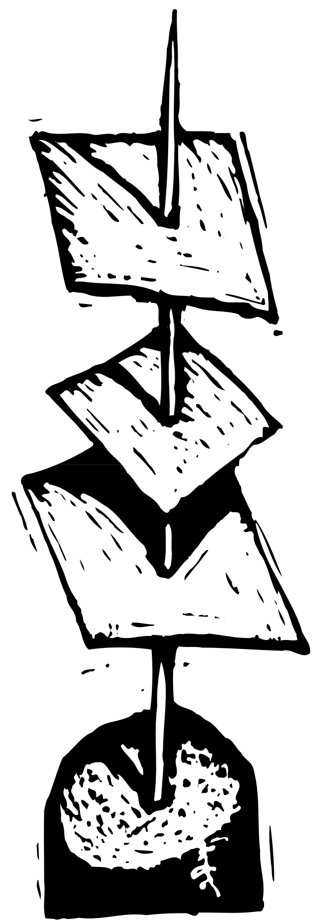
Keep it simple and jargon-free. Then repeat, repeat, repeat! Don't forget to share good news. Your communications shouldn't always be "doom and gloom" or an ask for money.

4.) **Use one "look" and stick to it.**

By using the same logo, font, color scheme, etc., your members will instantly recognize your materials and your hard work won't end up in the recycling bin.

5.) **Communicate regularly with your membership.**

Avoid cramming it all into a once-a-year newsletter. Try shorter or seasonal reader-friendly updates.



VOLUNTEER MONITORING AS A MEMBERSHIP DEVELOPMENT TOOL

By Abby Markowitz
Tetra Tech, Inc

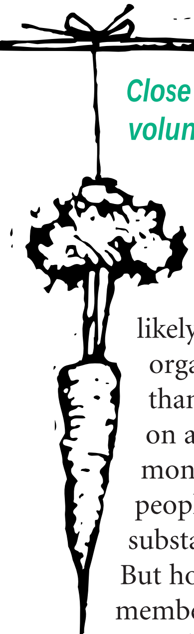
How does your organization define *membership*? Are *volunteers* and *members* the same thing? Generally a *member* of an organization is defined as someone who has made a basic financial commitment through some sort of regular (usually, yearly) dues. Community and watershed-based organizations cannot survive over the long-term without strategies for recruiting and retaining a strong, and ever expanding, membership base. Volunteer monitors—and the monitoring program itself—can be among your organization's most valuable assets in building and growing that base of members.

There are lots of reasons that a strong membership base is important. Memberships (and other grassroots funding) provide a major source of *unrestricted* funds. Monies that are not tied to a specific grant or contract deliverable can be used for the indirect expenses, organizational development and overall advocacy work important to our organizations. Members themselves—actual people who have contributed money—build the constituent base and strengthen the credibility of an organization. Another important—and much overlooked—value of membership is the *process* itself. When membership development strategies are integrated into program work (like a volunteer monitoring project) and connected to the volunteers themselves, the process is an excellent way to foster program ownership and leadership skills among volunteers. In addition to becoming members themselves, volunteer monitors should be directly involved in crafting and implementing membership goals and strategies.

The big picture: connect the monitoring project—and the volunteers—to the organization

Often volunteer monitoring projects have multiple partners and identities separate from the coordinating organization. It is essential, for membership development, that everyone understands the relationship between the project and the organization. Volunteer monitors need to see themselves connected to the overall organization—not just the specific monitoring project. Volunteer training sessions should incorporate information about how the project is funded and managed. Develop simple fact sheets or presentations that list and describe the various costs and activities involved in the project—especially those costs not covered by grants/contracts. Put this information in the larger context of the organization as well. How big a part of the organization's program work is the VM project? How many of the organization's volunteers are connected to the project? What percentage of the organization's resources are allocated to the project? If organizational membership increased by 5 or 10% how would that translate to direct or indirect resources for the VM? Make sure that your volunteers understand the kind of indirect resources/support the organization provides to the monitoring project beyond equipment, training, data management, etc. (such as volunteer recruitment/retention, administration, grant writing and other funding activities).

Close the gap between volunteer and member



Not all volunteers are members and not all members are volunteers. In general, people are more likely to make a commitment to an organization by writing a check than volunteering time and energy on a regular basis. Volunteer monitors are among those special people who have already dedicated substantial time to the organization. But how many of them are paid-up members of the organization? Have you asked your volunteers to become members? Don't assume that because these folks donate their time you can't ask them to make a financial commitment as well. In my experience, the main reason that volunteer monitors are not members is that no one has asked them to become a member! It is also my experience that, when asked, volunteer monitors will become members at a substantially higher percentage than any other group of people associated with the organization. The reason for this is that monitors have a direct and ongoing connection to the organization. It is easy for them to understand—when connected to their own experience as volunteers—how necessary membership funding is to the organization.

Target the volunteer monitoring project as a membership development tool

A VM project is a ready-made focus for membership campaigns because there are so many tangible aspects that people can support with a membership contribution. When asking people to become members (regardless of the type of campaign—in-person, phoning, direct mail), cut the issue in terms of the VM project by providing a "shopping list" of what various levels of support can do. For instance, people can become members by "adopting" a monitoring site or a part of the project itself—a $50 membership may pay for equipment for a particular monitoring site over the course of a year. A $25 membership may pay for data management resources for the year for that site. Joining the organization with a $100 membership might support the development of an online data reporting mechanism. Connecting the "adopt-a-site" idea to a holiday membership drive can also be effective by asking existing members to give adopt-a-site memberships as gifts.

Involve volunteer monitors directly in membership development

Perhaps the most important way to use the VM project in membership development is to engage the volunteers themselves in the process of crafting and implementing strategies. The health of any volunteer monitoring program is directly related to the health of the "parent" organization. A committee of volunteer leaders whose role is to help guide the program—including bringing in new members and resources—should be a component of every volunteer monitoring program. These volunteers can design initiatives to integrate membership development into the regular work of the program (recruitment, training, reporting, presentations, etc.). Also, remember that the strongest selling point your organization has is the commitment and the success of your volunteers. The writer Samuel Taylor Coleridge wrote, "What comes from the heart, goes to the heart." By sharing and articulating their own experiences, volunteer monitors can inspire others to get involved by joining the organization (and perhaps even volunteering).

MEMBERSHIP RECRUITMENT AND RETENTION ADVICE FROM THE RIVER CONSERVATION COMMUNITY

VOICES FROM THE FIELD

The Gulf Restoration Network recently held a "dine-out" fundraiser with local restaurants and raised about $2,500. It was a great way to recruit local restaurants and chefs as major donors to the organization. In exchange for publicity, each restaurant donated either $500 or 10% of their sales from the "dine-out" night. We asked each restaurant to give out brochures with membership envelopes, but it is too soon to tell if that will bring in some individual members as well.

Jen Brock
Gulf Restoration Network (LA)

Personal contact for recruitment is always the most successful.

Robin Steinkraus
Flathead Lakers (MT)

Dock to dock canvassing in the Riverkeeper boat as well as door-to-door canvassing.

Donna Lisenby
Catawba Riverkeeper (NC)

To communicate with new and existing members (in addition to our quarterly newsletter), we have established a free Yahoo email group to share information about issues and events of interest in our watershed. Any time sometime joins the council we invite them to join the listserve. We established it two years ago with existing members, but have been actively promoting it for only about six months. Currently we are up to about 480 subscribers. Just posting a simple announcement to our listserve has generated regular attendance of 30-50 people for our monthly Saturday morning river walks. It's a great way to communicate with our members, recruit volunteers and generate their ongoing support because we are showing them that we are active!

Jessica Pitelka Opfer
Clinton River Watershed Council (MI)

The mailing labels we use on our newsletters have a yellow highlighted line that is either blank (for current members) or has the sentence "Your membership has expired. Please renew today!" (for lapsed members). The label is placed directly on the other side of our cut-out membership sign-up form in the newsletter. It works rather well. It is also nice when members have messy handwriting when filling out their membership information, because the mailing label with legible information is right on the other side.

Teresa Steely
North Fork River Improvement Association (CO)

One thing that we do is partner with a local kayaking outfitter—individuals receive a free membership when they go on a trip.

Jennifer Schill
Potomac Conservancy (VA)

We have or participate in events from which we obtain mailing information from the participants and then solicit them for membership/donations. Success rate is more than 10%.

Richard Cogen
Ohio River Advocacy (OH)

In over 30 years of marketing, I have never found a magic key to unlocking potential members pocketbooks. Here is what we do, and it has resulted in more than doubling memberships within the last year. We went from 39 to over 100 members. Even more importantly, renewed members are taking more ownership in the FRWC by significantly increasing their contributions. First, we try to involve them in a volunteer project. Then communicate with them. Involve them again. Communicate with them. Place a phone call and ask about membership. Send the brochure. Let them decide how much. Don't even bring up a number or you lose. Place them on your listserv and mailing lists. Stay in front of their face, but always smile. I think you get the picture. It's a lot of work, but it will pay off. Also, be sure to look for companies that have matching gift or other programs that will net more money. We plan to conduct our first Volunteer Appreciation Day in conjunction with RiverFest this year. Recognize your volunteers and members when you can.

Glenn Lefeber
Flint River WAtershed Coalition (MI)

Direct mail campaigns work well for us, as do events (waterfront festivals, environmental days, street fairs, river fairs, etc). We are just now trying out online new member acquisition.

Michael "Otis" Lavitschke
River Alliance of Wisconsin (WI)

We offer Members Only turtle watches which are VERY popular; they help us to increase our membership tremendously.

Syl Brady
St. Croix Environmental Association (VI)

We have worked with the Conservation Coalition, a for-profit organization that provides direct mail support for conservation groups. They purchase lists from large conservation groups, magazines, stores, etc. in bulk and share them among the organizations in a given mailing (they mail 3 times per year). They also can pool printing runs, often at a lower cost than having it done on your own. If direct mail is your game, the Conservation Coalition can probably do it fairly inexpensively. We got a 1.5% return the one time we used them.

Carl Paulsen
New Hampshire Rivers Council (NH)

We have 2,330 member households—every one is current and has renewed in the last 12 months. The approach to a strong membership must be holistic, and include having a strong outreach effort, a strong program and a committed Board/Volunteer effort.

Julia Somers
Great Swamp Watershed Association (NJ)

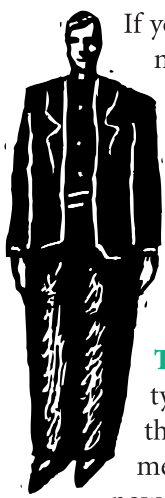
Learn from the Faithful:

Reliable Money in Hard Times

By Andy Robinson

These days, we're all looking for more predictability and reliability in our funding. Those of us who depend on foundation grants are particularly nervous, and with good reason. When the stock market plummets, foundation assets take a big hit, and consequently they have a lot less money to give away.

The solution is obvious: less dependence on grants. This isn't as difficult as it sounds. Even after several years of stock market growth, foundation dollars account for only 12% of charitable giving. In principle, rational fundraisers would spend 12% of their time and energy chasing foundation dollars, and 88% of their time and energy searching elsewhere. Unfortunately, many of us are behaving irrationally.



If you're looking for a rational role model, look no further than your neighborhood church, synagogue, or mosque. Faith-based organizations collect almost 40% of charitable dollars. Historically, faith-based giving has grown steadily regardless of the economy. Why are faith fundraisers so successful?

They ask. And ask. And ask. The typical small nonprofit operates like this: "You know, we solicited our members six months ago. We can't ask now. It's too soon. They might be offended." If churches approached their fundraising in the same fashion, they would go out of business. Many pass the plate *every week.*

They ask everybody. When it comes to soliciting contributions, faith-based organizations make little distinction between rich and poor. No one is screened in or out due to their *assumed* ability, or lack of ability, to give. (After all, how many of us have studied our neighbor's bank account?)

It's expected. There is little shame or guilt regarding "the ask." Indeed, it's assumed that everyone who participates is a donor or potential donor who would benefit by giving. People enjoy giving, especially when they see their money put to work.

They provide lots of giving options. In addition to the weekly gifts solicited by some denominations, most congregations request an annual gift from their members. Then there's the building fund, overseas relief fund, social justice fund, youth development fund…you get the idea. Everyone is expected to give, but donors have choice in how they direct their gifts.

They create opportunities for donor interaction. Faith institutions see their constituents several times per month: at worship services, family programs, religious study, community action projects, etc. Congregations work to address their members' spiritual needs, build social networks, create opportunities for community involvement, and promote an ethic of interdependence. While some people claim that churches have a "captive audience," this is a dubious argument—the vast majority of congregants participate by choice. If they didn't receive benefits from their involvement, including interaction with a peer group that shares their values, they wouldn't show up week after week.

Volunteers ask for the gifts. Most church fundraising is built on the backs of volunteers who not only pass the plate, but lead the annual canvass of the congregation and organize fundraising events. The highest form of fundraising is peer to peer—that is, one donor soliciting another—and faith-based groups have perfected this model. At its most effective, this strategy includes a campaign structure (goals, teams, deadlines, accountability) and substantial volunteer training.

They do a great job building relationships. They know their people really, really well. When it's time to ask for the gift, these relationships pay off. While most of us can't see our donors and prospect weekly, we can and should make the effort to know them better.

In addition to raising money, they give it away. In 1996, faith-based organizations gave away more than $7 billion for non-religious purposes. In my experience, there's karma in fundraising—if you're not giving, you're not getting. Faith organizations are successful, in part, because they share the wealth.

Faced with lean times, we must learn from the masters. Those of us raising money for secular organizations would be wise to study the techniques and attitudes of the faith community. To sum up the most important lessons,

- Once you've identified your donors, don't be afraid to ask more often. While you probably can't get away with asking every week, most nonprofits can and should approach their supporters for contributions three to four times per year.

- The closer you get to the donor, the more money you raise. Typically, 60% of your donor income is provided by the top 10% of your donors, and the larger gifts are almost always raised face to face. These "asks" may feel like a lot of work, but they remain the most efficient way to raise money.

- If you're involved with a locally-based group, consider personal solicitation for all requests of $250 and up. If that's unworkable, visit as many prospects as you can. For the rest, use a combination of highly personalized mail—hand-signed letters with lots of personal notes, hand-addressed envelopes, first class postage—and a follow-up phone call. As all faith organizations understand, personalization pays off.

- Don't make assumptions about prospects based on your extraordinarily limited knowledge of their finances. Ask anyone who might be interested, regardless of what you know (or *think* you know) about their income. After all, $250 per year works out to about $20 per month, which is affordable for a wide range of prospects. To conduct preliminary research, collect newsletters, annual reports, and programs from other local nonprofits. By reviewing their published donor lists, you can sometimes discover the range of gifts your prospects are contributing other groups.

- Eighty percent of the work in fundraising is after you get the gift; in other words, maintaining and strengthening relationships with your donors. Very few grassroots groups budget the time or money to stay in touch with their constituents and involve them in the work. The better you know your folks, the greater your odds for renewing (and increasing) their gifts. Put the relationship ahead of the money, and the money will follow…as long as you follow up and ask.

You may not be able to equal the success of mosques, synagogues and churches—after all, their participants demonstrate levels of commitment that few secular groups can match—but we can all learn from their methods. After all, many folks who don't profess a particular faith still have faith in our ability to create a better world—and that's why your group exists, right?

Andy Robinson is a trainer and consultant based in Plainfield, Vermont. His books include Grassroots Grants and Selling Social Change (Without Selling Out), *published by Jossey-Bass (www.josseybass.com/nonprofit). Versions of this article appeared previously in* Contributions and Resources, *the newsletter of the Environmental Support Center.*

Using the Media to Increase Membership

By Glin Varco
RiverSmart Coordinator
River Network

With the recent explosion in information technology, it can be hard to make your voice heard above the rest. However, effective media outreach can place your organization in the public's eye and help you connect with new, potentially supportive audiences.

"Working with the media throughout Idaho has strengthened our organization overall. It has increased our ability to make positive changes in policy and helped us reach out to new constituencies," said Jessica Hixson, Development Specialist with Idaho Rivers United.

And good publicity can supplement direct mailings and boost attendance at community events or volunteer outings. Here are some tips to keep in mind when working with your local media:

1.) Develop a tagline.

Sum up your organization in one phrase and put it into circulation. This will make it easier for people to remember you by and for your organization to quickly identify itself.

2.) Send out a press kit.

Pull together background information on your organization and a one-pager on your top issues. Identify editors, reporters and producers who cover local watershed issues and send each a copy.

3.) Build up your media relations.

Follow up your press kit with calls to your local media contacts. Make it known that you can be an expert resource so when a story breaks, the journalist will know who to call. And don't hesitate to regularly pitch your own news.

4.) Host a public event or media event.

A river clean-up or outdoor celebration is a great way to get attention. Be sure to invite the local media. Or offer to take reporters out on the river or for a hike nearby, giving them a first-hand look at their local waterways.

5.) Run Public Service Announcements (PSAs).

Most media outlets will run PSAs to show their community support. And often radio stations and newspapers are looking for interesting "fillers" for unused space. Check first to see what format they require.

REACH NEW MEMBERS WITH ***RIVERSMART***

RiverSmart is a new national public education campaign presented by River Network and Swiss Re. The campaign is aimed at helping the public make some simple changes in their everyday behavior that will help to conserve water and prevent run-off pollution. Our RiverSmart Grassroots Tool Kit includes television, radio and print PSAs, as well as a how-to-guide to help your organization through the process of placing the PSAs, developing relations with local media and building community support for your campaign. Each PSA includes space for your organization to insert your logo and contact info.

With RiverSmart, your can promote your organization and reach out to new supporters as well as raise public awareness. In short, the Grassroots Tool Kit is a complete PR campaign delivered to your door for use in your community! The RiverSmart Grassroots Tool Kit is free for River Network Partners. To order, contact Glin Varco at 503/241-3506 x41.

Assessing Your Individual Membership Program

By Pat Munoz
and Wendy Wilson
River Network

The following quiz will provide you with a "quick and dirty" way to tell how you're doing with your membership program. Check off each item that applies to you, then score 1 point for each item checked. Add up your score and check it against "What Your Score Means" on page 24.

PREREQUISITES FOR A MEMBERSHIP PROGRAM

___Does your organization expect to be around for the long haul?

___Is your board and staff committed to building a base of individual members?

___Do you have the staff or volunteer time to track and respond to member contributions?

___Are you visible in your community/watershed/state/region?

___ **Score** (possible 4)

GENERAL CONSIDERATIONS

___Do you have a written annual plan with measurable goals for new member recruitment and renewals?

___Do you have a system (preferably computerized) for tracking member contributions?

___Can you and your board members describe in one or two sentences what your organization is trying to accomplish?

Do you have good data on:

___who your members are (male/female, young/old, etc.)?

___what their interests are (nature-lovers, kayakers, canoers, anglers)?

___why your members "belong" (benefits, good work you do, etc.)?

___where your members are from (one particular city, inside the watershed, outside the watershed, etc.)?

___ **Score** (possible 7)

ACQUISITION

___Do you maintain an "in-house" list of prospects (volunteers, people who call for information, event attendees, people who sign your petitions, etc.) and mail to them regularly?

___Do you maintain expired members on a separate list and mail to them regularly, asking them to rejoin?

___Does your board and staff regularly ask people to join your organization (and report their successes at board and staff meetings)?

___Do you recruit members on your web site?

___Do you provide a membership form in all your publications?

___Do you recruit members using mailings to the lists of similar organizations (direct mail)?

___Do you "share" your member names with other groups in exchange for theirs?

___Do you hold events designed to recruit new members?

___Do you collect signatures or recruit members at the events of others (community fairs, river festivals, etc.) or at busy public spots (stores, businesses, river access points)?

___ **Score** (possible 9)

MEMBER BENEFITS/CULTIVATION

___Do you have a "Welcome Letter/Kit" for new members?

___Do you thank new and renewing members within a week?

___Do you offer your members discounts on your events, publications and services?

Do you communicate with your members via:

___Newsletter/email updates/annual report?

___Invitations to events?

___Personal updates from board members or volunteers

___Other?______________________________

___Do you have inexpensive, mission-related premiums (maps, decals, bandanas, water bottles, reusable mugs) for your members?

Do you provide volunteer opportunities for your members?

___Field Trips/ River Monitoring?

___Event organizing?

___Issue work (research, lobbying, etc.)

___Other? ______________________

___Do you recognize your members by name in your newsletter and/or annual report?

___Do you hold at least one event each year where members can meet you face to face and socialize with each other?

___ **Score** (possible 14)

RETENTION

___Is your overall renewal rate 60% or higher?

___Is your overall renewal rate 70% or higher?

___Do you have an established period of time after which you consider a member "expired"?

___Do you give your members at least three opportunities to renew before considering them "expired"?

___Are your "Renewal Letters" clearly distinguishable from your special appeals?

___ **Score** (possible 5)

INCREASING INCOME FROM MEMBERSHIP

___Do you periodically review your annual membership dues and, if warranted, increase them?

___Do you have different categories of membership so that members can voluntarily increase their giving as they become more acquainted with your work?

___Do you "personalize" your renewal letters and reply cards so that the amount members are asked for reflects their highest past gift?

___Do you attempt to increase your members' total annual giving by offering them additional opportunities to give, such as special appeals, items they can purchase, raffles, special events?

CONT. ON PAGE 24

Assessing your Membership, cont

cont. from page 23

Do you promote the opportunity for your members to:

___Become monthly donors?

___Enroll your organization in their company's matching gift program?

___Put you into their wills?

___Do you send out at least two requests for funds over and above membership dues each year to ALL your members?

___ **Score** (possible 8)

RECORD KEEPING AND ANALYSIS

___Do you know how much it costs you to acquire a member?

___Do you know how much it costs to maintain a member?

___Do you know approximately how many new members you acquired last year?

___Do you know which method of recruiting new members is most cost effective for your organization?

___If you use direct mail, do you know which list(s) are most productive?

___Do you know the initial "source" for each of your members (Mrs. Smith's party, Canoe Club mailing list, etc.)

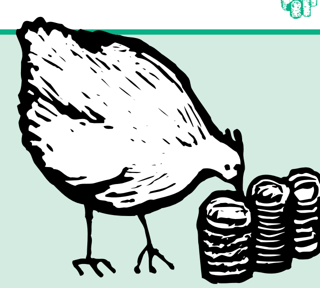
___Do you know what your renewal rate is for first-year members?

___Do you know what your overall renewal rate is?

___ **Score** (possible 8)

TOTAL SCORE ___ *(possible 55)*

What Your Score Means:



PREREQUISITES: A perfect score of 4 here is ideal, since all of these items are very important to anyone embarking on a membership program. A score of 3 is passing. If your score is less than 3, you may need to do some groundwork before initiating or expanding your program.

GENERAL CONSIDERATIONS: 6-7 is excellent; 4-5 is good. If your score is less than 4, consider doing more planning and/or more data collection. Both are important in cultivating current members and recruiting new ones.

ACQUISITION: A score of 8-9 is outstanding, 6-8 is good. Anything under 6 indicates that you may need to increase your efforts. You might consider attending a training or asking a membership consultant to audit your program and suggest changes.

MEMBER BENEFITS/CULTIVATION: 10-14 is excellent; 7-9 is passing. Anything below 7 indicates that you may need to increase your cultivation efforts.

RETENTION: A score of 5 is outstanding, 3-4 is good. Anything under 3 means that you probably need to put more time and effort into your renewal program.

INCREASING INCOME: If you score less than 5 on this one, you should think about making some changes—you may be missing opportunities to increase your income without significant additional effort.

RECORD KEEPING AND ANALYSIS: If you score under 4 here, you are missing the boat. In order to build your membership program, you must track responses and analyze results.

TOTAL SCORE: If your total score is between 45 and 55, you're doing a great job; 35-44 means you're doing a good job, but there's room for improvement; if you score under 35, you should probably look for some help with your program.

RESOURCES & REFERENCES

PUBLICATIONS

The Grassroots Fundraising Journal helps nonprofit organizations learn how to raise more money to support their important work. A great resource for practical, how-to instruction on fundraising strategies such as: direct mail, special events, major gift campaigns, phone-a-thons, tools to help build a board of directors that is willing to raise money, choose a database to track donors, and manage time effectively. 3781 Broadway, Oakland, CA 94611. Toll free: 888/458-8588 or 510/596-8160. www.grassrootsfundraising.org.

ICL - The Institute for Conservation Leadership designs and conducts programs to assist environmental and conservation leaders in developing skills, networking and accessing resources. The Institute works with local, state, regional and national groups throughout the broad conservation and environmental community. 13 South Willson Ave., Suite 9, Bozeman, MT 59715. www.icl.org.

The River Fundraising Alert is River Network's quarterly journal designed to help river and watershed organizations support themselves financially. Annual subscriptions $40. River Network, 520 SW 6th Avenu, #1130, Portland, OR 97204. 503/241-3506. www.rivernetwork.org.

The New England Grassroots Environment Fund is designed to increase engagement and participation in grassroots environmental initiatives and to build and connect healthy, sustainable communities in New England. New England Grassroots Environment Fund PO Box 1057, Montpelier, VT 05601. 802/223-4622. www.grassrootsfund.org.

TREC - Training Resources for the Environmental Community is a social change organization committed to sustainable environmental integrity and diversity in Western North America. As activists serving activists, we catalyze the environmental community through leadership development, capacity building and leveraging resources. P.O. Box 1978 Vashon Island, WA 98070-1978. 206/463-7800. www.trecnw.org.

The Nonprofit Membership Toolkit

By Ellis M. Robinson and Kim Klein. Step-by-step, The Nonprofit Membership Toolkit shows how to create, manage and sustain a dynamic membership program that will help your organization thrive. $35.00 Jossey-Bass/Wiley, Customer Care Center – Consumer Accounts, 10475 Crosspoint Blvd. Indianapolis, IN 46256. 877/762-2974. www.josseybass.com/WileyCDA.

WEB

Affinity Resources LLC serves private schools, small colleges, churches, health and human services organizations and other not-for-profits. They provide both development counsel and hands-on website support. They offer a wide variety of information, as well as counselors and teachers whose job is to help you improve your development skills. You can also utilize this site to compare Online Donation Engine Providers. 877/320-2299. www.affinityresources.com.

GuideStar is a website produced by Philanthropic Research, Inc., a 501(c)(3) public charity founded in 1994. GuideStar's mission is to revolutionize philanthropy and nonprofit practice with information. They are one of the most comprehensive online resources for fundraising of any kind. Philanthropic Research, Inc., Attn: GuideStar Customer Service, 427 Scotland Street, Williamsburg, VA 23185. www.guidestar.com.

Groundspring.org's mission is to improve the effectiveness of the nonprofit sector by providing information technology solutions that facilitate and enhance communication and engagement between nonprofit organizations and their stakeholders. Groundspring.org offers software tools and services, training and consulting that help nonprofit organizations raise funds and communicate with their stakeholders online. Check out their downloadable manual on electronic fundraising. Presidio Building 1014, P.O. Box 29256, San Francisco, CA 94129-0256 415/561-7807. www.grounspring.org.

Techsoup, powered by CompuMentor, is one of the nation's oldest and largest nonprofit technology assistance agencies, TechSoup.org offers nonprofits one-stop shopping for their technology needs, including funding software and insights into online fundraising. 435 Brannan St., Suite 100 San Francisco, CA 94107. 415/512-7784. www.techsoup.org.

HELPFUL DATABASE LINKS

ebase: www.ebase.org.

MicroSoft Access: www.microsoft.com/office/access.

Filemaker Pro: www.fmpro.com.

TechRocks: Through consulting and training services and information and data management tools—TechRocks helps organizations effectively achieve program results and organizational sustainability. www.techrocks.org.

NPower: their mission is to ensure all nonprofits—regardless of size, scope or geography—can use technology to expand the reach and impact of their work. www.npower.org.

Dot Org Media: produces content for the nonprofit sector, covering technology strategy, online advocacy, e-fundraising and Internet presence. www.dotorgmedia.org.

IBM: IBM's support of the environment promotes the optimal use of leading-edge technology to conduct environmental research to offer new knowledge and enhanced understanding of these important issues. www.ibm.com/ibm/ibmgives/grant/environment.

Gifts in Kind: is the world's leading charity in product philanthropy. www.giftsinkind.org.

RECOMMENDED READING

Fundraising for Social Change
by Kim Klein

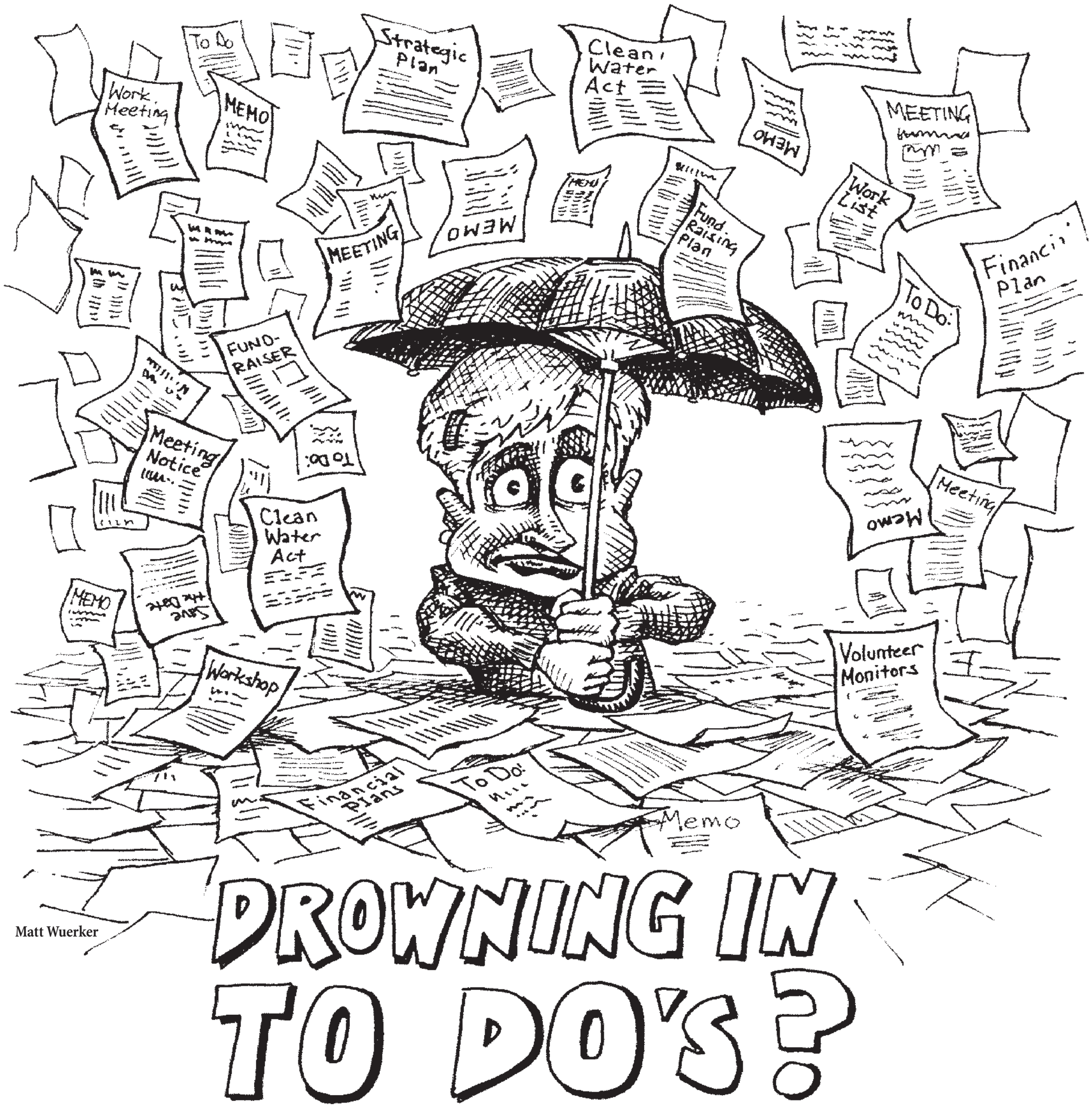
Raise More Money: The Best of the Grassroots Fundraising Journal
by Kim Klein

Stir It Up: Lessons in Community Organizing and Advocacy
by Kim Klein

Grassroots Grants: An Activist's Guide to Proposal Writing
by Andy Robinson

Selling Social Change (Without Selling Out): Earned Income Strategies for Nonprofits
by Andy Robinson

LET RIVER NETWORK HELP YOU KEEP YOUR HEAD ABOVE WATER.



Matt Wuerker

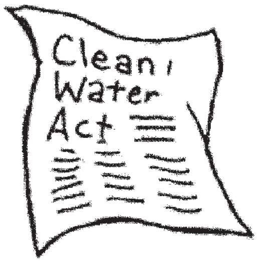
Join the River Network Partnership and connect to the information and resources you need to stay afloat!

- **Access our River Source Information Center with the 1-800 hotline:** Let us help you research a particular issue and put you in touch with the necessary contacts and resources through one-on-one consultations.
- **Log onto our Partner-only website:** Browse the updated postings of funding sources, upcoming events and trainings, and download river clipart.
- **Receive the myriad of Partner benefits**, including subscriptions to *River Voices* and *River Fundraising Alert*, a copy of the *Directory of Funding Sources for River and Watershed Conservation Organizations*, and a copy of either *Starting Up: A Handbook for New River and Watershed Organizations* or *How to Save a River*…and more!

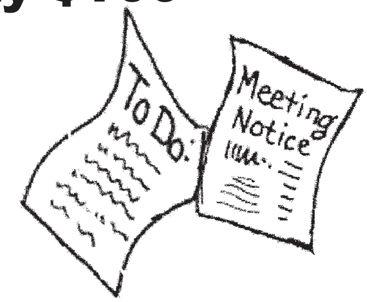
www.rivernetwork.org

SIGN ME UP!

Annual Partner Dues are only $100



- ❑ Organizational Partner
- ❑ Agency/Tribal Partner
- ❑ Individual Partner



Name ______________________ Phone (   ) ______________

Org/Agency ______________________ Email ______________

Address ____

City ______________________ State ________ Zip ________

❑ My check is enclosed

Please charge my credit card: ❑ VISA ❑ MasterCard

Card# ______________________ Exp. Date ________

Signature/Name on card: ______________________________

You will receive your initial set of Partner materials, including your choice of: (check one)

- ❑ *How to Save a River*
- ❑ *Starting Up: A Handbook for New River and Watershed Organizations*
- ❑ *River Talk!*
- ❑ *Testing the Waters*
- ❑ *The Clean Water Act: An Owner's Manual*

Please make your check payable to River Network and return this form to:

River Network, 520 SW 6th Ave., Suite 1130, Ptld., OR 97204-1511 Phone: 503/241-3506

River Network works to support you and your needs. We provide training and technical assistance to our Partner groups. River Network does not promote legislation or represent your organization in legal matters.

River Network
Connecting People, Saving Rivers
520 SW Sixth Avenue, Suite 1130
Portland, Oregon 97204-1511

ADDRESS SERVICE REQUESTED