Crafting a compelling application can get your foot in the door

by Pat Munoz (based on articles by Andy Robinson, Kim Klein, and many others)

In the preceding two issues, we dealt with researching foundation prospects and visiting foundations. In this issue, we will cover a third big area of grantsmanship—writing and submitting a proposal. But before you begin your writing, here are a few questions to consider:

Who should develop the proposal?

For volunteer organizations, or those with only one or two staff, the answer is: Whoever has the time and ability! In one organization I worked with, a talented board chair wrote most of the proposals. However, in most cases, it is the executive director who ends up with this job. Whoever is doing the writing, it is very important that the board and/or program staff who will be implementing the project are familiar with, and in agreement on, the basic premises, objectives, and strategies which form the core concept. Input from the intended beneficiaries, when feasible, is also extremely useful.

Does your project fill a real need?

As you conceptualize your project, it’s important to keep asking yourself whether this particular program is the best thing you can do to solve the problem/need you are addressing. Is it possible that you are stretching a point because you know money is available?

Programs that are funding-driven are often less effective than those generated by a bottom-up planning process.

Is someone else already doing it?

It is very important to do a little preliminary research on this score. Talk to other organizations in your field and test the waters. Trying to raise money for a project someone else has a claim on is risky. Foundation staff talk to each other all the time, so they usually know when two organizations are overlapping, and they usually react negatively to duplication and lack of coordination. On the other hand, if you can combine your efforts with those of another organization in a way that creates synergy, that can be a real plus.

Are you ready for the demands the grant will place upon your organization?

If the proposal involves new activities, new staffing, new equipment or facilities, try to anticipate and think through how you will manage them.

If you aren’t ready to meet these demands, you should rethink your proposal.

Are you ready for the demands the grant will place upon your organization?

If the proposal involves new activities, new staffing, new equipment or facilities, try to anticipate and think through how you will manage them. If new staffing is involved, have you included enough funding in the project budget to cover recruitment costs? Are there funds to outfit a new office and buy an additional computer? What about the additional work that administering and reporting on the grant will place on your accountant? It’s impossible to anticipate ALL the repercussions of receiving a grant for a new program, but it’s wise to try to anticipate, and be ready for, the most obvious.

How will additional/future funding be obtained?

It is important to clarify for a prospective foundation (and for yourself) how you intend to supplement their funding (if only a portion of the budget is being requested), and how you intend to fund the project (if it is ongoing) once their funding has been exhausted. Foundations want to build the sustainability of the organizations they support, not make them more dependent. They want to see that you are diversifying your funding base by seeking support from a number of foundations and looking at other sources of support, such as individual memberships, corporations, and fees for services. Give them a plan for what you intend to do, and they will be very impressed.

Once you have answered all these questions to your own satisfaction, you are ready to begin writing. In order to write your proposal you will need the following:

- Your file on the foundation, containing specific, up-to-date guidelines, lists of past grants, copies of any memos recording

(continued on page 2)
Writing a Winning Foundation Proposal

(continued from page 1)

Allow sufficient time.

We all tend to procrastinate, and writing proposals is no exception. Get a good handle on the deadlines of the foundations you are interested in, make yourself a schedule, and begin work on a proposal at least two weeks before it is due. Without fail, there will be some item that will require extra time to obtain, or someone you need to talk to who is away. In general, foundations frown on the use of overnight mail, and some expressly prohibit it. Conversely, foundations are universally impressed when you get your proposal in well ahead of the deadline.

If you know you are going to have to use overnight mail, don’t make the mistake of waiting until the night before the deadline to look at the mailing address! If the address is a P.O. box (which some are), you will have to call the funder and get a street address. You cannot use overnight mail without a street address and a telephone number.

Tailor each proposal to the particular funder.

It is SO important to try to see your project through the funder’s eyes. Before you start writing, review the funder’s file carefully and get a sense of its philosophy and interests. Then focus on aspects of your project that are in tune with that philosophy or those interests. Does the foundation have a specific geographic interest? Are there any other clues in the file that might help you make the proposal more appealing? Try to demonstrate that your project will provide something the foundation values.

Follow the rules.

Funders have differing requirements for proposals with regard to length, format, and content. Some organization require that you submit a two or three page letter rather than a full-fledged proposal. Some provide a standard application form. Some ask that you submit multiple copies of your proposal. Read the grant guidelines carefully, follow them to the letter, and meet all deadlines. If you do not, your proposal may not even be considered.

Keep the proposal short and concise.

Funders receive dozens, sometimes hundreds, of proposals. This is not the time for flowery or repetitive writing. Use short, powerful sentences, and a logical structure. Avoid the conditional tense, and instead use positive verbs like “will” and “can.” Don’t use flattery, overstatement, or fancy adjectives like “unique,” “unprecedented,” or “cutting edge.” Limit yourself to the number of pages stipulated in the funder’s guidelines. If no limit is stipulated, limit yourself to 10 pages or less for the body of the proposal. (Attachments are usually not included in the page count.)
average gift is, and look at past grants made to organizations similar to yours. Think big, but don’t get carried away. If the guidelines allow, ask for two or three years of funding. That way you won’t have to write so many proposals next year!

**POINTER #7**
**Make the proposal flow.**

Your challenge is to incorporate everything the foundation guidelines call for into a logical, cohesive whole. I usually try to use the same headings as those specified in the guidelines. If the guidelines are not very specific, I follow a structure similar to the one outlined on page 7. However, there is nothing magic about this format. Once you are sure that you have included everything the foundation guidelines call for, feel free to rearrange the elements, combine sections, and generally use your creativity to make the whole proposal sing!

**POINTER #8**
**Put first things first.**

Remember that foundation trustees often have hundreds of proposals to read and may only have time to look at your cover letter and summary. Be sure to state clearly and concisely, right at the beginning of the cover letter, AND in the summary, how much money you are asking for and what you want to do with it.

**POINTER #9**
**Involve the funder, when appropriate.**

Remember that people give to people, and foundations are no exception! Having some in-person or telephone contact with foundation staff during the proposal-writing stage, particularly if there has been no previous contact, will enhance your chances for success, as long as you have legitimate questions to ask. You might query the foundation about the proposal review process, or ask about a particular aspect of your proposal that is controversial. If this is your first submission, you can ask foundation staff to provide you with a previously funded proposal to use as a model. Developing a rapport with the person who will receive/review your proposal can only help your cause.

**POINTER #10**
**Proofread the proposal carefully.**

We all make mistakes, and spellcheck doesn’t catch all of them, so reread your proposal one final time when you are rested and able to concentrate, or better still, have another person who is unfamiliar with the proposal (and good at spelling, punctuation, and grammar) give it a read. Check for big things as well as small, like “Does the proposal really hang together?” and “Do the numbers in the budget reflect what you’ve said you will do in the Program Description section?”

**POINTER #11**
**Build overhead into your project budget, whenever possible.**

Because it is so difficult to get funding for general operating support, grassroots groups should always include some of their “operating costs” such as rent, accounting costs, utilities, etc. in project budgets unless the foundation specifically prohibits it. One way to calculate these administrative expenses is by figuring what percentage of the total paid staff of the organization will be devoted to a specific project. If this figure is 20%, then you can legitimately charge 20% of the organization’s total rent, utilities, etc. to the project budget.

Before you put a number into your budget, however, be sure to check the guidelines to see if the foundation has a ceiling for these costs.

**POINTER #12**
**Credentials are important.**

Make sure the foundation knows that your group is capable of doing what you are proposing. In the Organizational History Section, cite similar projects you have carried out. If you have well-known community or national figures on your board, be sure their names are prominently displayed on your letterhead. Attach letters of endorsement from credible community organizations. Include press clippings if these are relevant and enhance your credibility.

(Note: One thing that builds credibility with foundations is to show that other funders have supported you. If the foundation does not ask for a list of other funders, you may want to work their names into your income budget, or some other appropriate section of the proposal. This is only recommended, of course, when the funders you list will give a glowing report should the prospective foundation call for a reference.)

**POINTER #13**
**Work on your budget.**

Unless you are requesting general operating support, you will be submitting two budgets, one for the proposed project and one for the entire organization. The project budget is usually incorporated into the proposal, while the organizational budget (income and expenses) is usually one of the appendices. A sample project budget is given on page 4. The project (continued on page 4)
Writing a Winning Foundation Proposal

(continued from page 3)

budget is usually one of the first things looked at, so make it realistic, easy to understand, and convincing. Be sure to indicate what specific time period it covers (i.e. January 1, 2000-December 31, 2000). Double check to make sure that your figures add up and that the budget reflects the program elements described in the proposal. Keep a record of how you arrived at the costs in case you are asked for details. If you are applying for partial funding of the project budget, indicate how you plan to raise the remainder of the funding.

POINTER #14

Don’t include too many attachments.

Restrict your attachments to those that are specifically requested by the funder, and any others that are absolutely necessary to make your case. As a general rule, foundation staff and board do not have time to look at publications, newsletters, studies, and other nonessential supporting materials.

POINTER #15

Follow up with the funder.

If your project is approved, don’t forget to send an immediate “thank you” to the funder acknowledging receipt of the grant check and expressing your appreciation for this vote of confidence in your work. If you receive a “turndown,” you may want to call and inquire why the foundation chose not to fund you, although if you do, make sure your tone is one of inquiry rather than blame. In any case, don’t be discouraged. It often takes several tries before a foundation decides to fund an organization for the first time. If you have reason to think the funder is a good prospect, send them your newsletter and annual report, invite them to your events, and keep on applying. Persistence usually gets its just reward!

Cover Letter

Once you have completed your proposal, you will need to write a one to two page cover letter. (See sample cover letter on p. 6.) The purpose of the letter is to introduce the proposal that follows, and establish rapport between you and foundation staff. The cover letter should:

• Be on your letterhead.
• Include the amount, timing, and purpose of your request.
• Remind the reader of any previous communications or grants.
• Summarize the need, your solution, and the foundation’s link to the project.
• Use succinct, compelling language.
• Be signed in ink by a person of authority (usually the executive director or board chair).

(Note: Before sending off your letter and proposal, verify the name, title, and address of the foundation officer to make sure you have the correct information and the appropriate person.)

(continued from page 5)

The Small Dam Project

A Collaboration between Trout Unlimited and the River Alliance of Wisconsin

Budget: January 1, 2000-December 31, 2000

Projected Expenses: Cost

Wisconsin salary and benefits $55,000
Washington, DC salary and benefits $25,000
Video production and distribution $30,000
Educational materials development, printing and distribution $15,000
Socio-economic research $20,000
Bio-physical research $10,000
Clearinghouse costs (postage, copying, Web sites) $  7,500

One-year total $162,500

Projected Income:

Received: $35,000, George Gund Foundation
$25,000, National Fish & Wildlife Foundation

Pending: $50,000, Great Lakes Protection Fund
$25,000, Charles Stewart Mott Foundation
$20,000, Milwaukee Foundation
$10,000, Compton Foundation
$10,000, FishAmerica Foundation
$ 6,000, MICRA
$ 5,000, Patagonia
$ 5,000, Ben and Jerry’s Foundation
Bibliography of Selected Resources for Grassroots Grantseekers


The Foundation Center's User-Friendly Guide: A Grantseeker's Guide to Resources, Margaret Morth and Sarah Collins, eds., 1996. 40 pages. $14.95. To order, see above. Explains in easy to understand terms all the print and electronic information available for research. Although the focus is primarily foundations, it covers corporate, government, and individual giving as well as how to write a proposal.

Foundation Fundamentals: A Guide for Grantseekers, Mitchell F. Naufts, ed., 1994. 222 pages. $24.95. To order, see above. Provides a good overview of the process and strategies for raising funds from foundations. Includes information on different types of foundations and how much they contribute in comparison to all giving. Carefully describes how to conduct research (with sample forms from their directories) as well as how to present your idea to funders.


Grassroots Grants: An Activist's Guide to Proposal Writing, Andy Robinson, 1996. 194 pages. $25.00. Chardon Press, P.O. Box 11607, Berkeley, CA 94712, (510)704-8714, chardn@aol.com. Describes just what it takes for grassroots groups to win grants, including how grants fit into a complete fundraising program, using the grant proposal as an organizing plan, designing fundable projects, building the proposal piece by piece, and more. Includes four sample proposals with accompanying critique.

Greening the Grassroots: How Wildlife and Habitat Organizations can Write Winning Grants, Graciella Rossi, 1996. 98 pages. $15 plus $3 shipping. The Humane Society of the United States, 2100 L Street, N.W., Washington, D.C. 20037, (202)452-1100. A lighthearted guide to grassroots grantmanship, with a lot of user-friendly worksheets and samples. Includes articles by Mim Carlson and Andy Robinson, as well as advice from funders and activists. Definitely worth the price!

Program Planning & Proposal Writing, Norton J. Kiritz, 1980. 48 pages. $4 plus $3 shipping. The Grantsmanship Center, P.O. Box 17220, Los Angeles, CA 90017, (213)482-9860. One of the most widely used and respected guides to effective proposal writing.


And don't forget!
To write better letters and proposals, you will need:

1. A good dictionary and thesaurus. No, the ones on your computer software are not enough!


Writing a Winning Foundation Proposal

(continued from page 4)

Finally, don't stop here! Most experts recommend that you approach at least three funders for every grant you need. Once you have completed your proposal to one funder, adapt it, redo the cover letter, and send it out to at least two other good prospects. Don't worry about receiving too much funding—it almost never happens, and if it does, it's easy to call the funder, explain the situation, and work out an alternate arrangement!

In summary, writing foundation proposals is not difficult. As a grassroots activist, you already have the most important ingredients—passion, enthusiasm, and a desire to make the world a better place. With a little practice, you, too, will be writing outstanding proposals that will help bring in the funds to fuel your organization.

Pat Munoz is a Watershed Program Manager for River Network and the former Vice President of Development of American Rivers. She can be reached at (202)364-2550, email pmunoz@rivernetwork.org.
May 13, 1996

Ms. Christine B. Shelton  
Executive Director  
Town Creek Foundation  
P.O. Box 159  
Oxford, MD 21654

Dear Ms. Shelton:

Enclosed is a proposal to the Town Creek Foundation from River Network requesting a grant of $15,000 to help launch Watershed 2000, our five-year campaign to empower river and watershed activists throughout the country.

There is a growing realization that the worst problems affecting rivers today stem from land use decisions throughout entire watersheds, including streamside development, farming practices, logging, and urban runoff. The breadth of these problems requires a new approach: “in the watershed” citizen advocates forging partnerships with private landowners, farmers, corporations, and public agencies.

Through Watershed 2000, River Network will help existing river groups acquire the skills they need for this new, collaborative approach. Watershed 2000 is an integrated program of organization building, information services, networking, and campaign development to enable these grassroots groups to address watershed issues over the long term. By building a national network of grassroots organizations, we think we can lay the foundation for a “watershed renaissance” in this country.

I hope the Town Creek Foundation will be able to help. Please contact me if you have any questions about Watershed 2000 or River Network.

Thank you for your consideration of this request.

Sincerely,

Phillip Wallin  
President

Enclosures (1)
Suggested Format for Foundation Proposals
(Always refer to the funder’s guidelines for specifics)

I. Proposal Elements (A cover page is optional)

Summary (5%)*
- Summarize entire proposal, highlight key elements
- Include a sentence about the organization’s credibility
- Specify the total cost of the project, funds committed, and the amount requested in the proposal

Introduction/Organizational History (10-15%)*
- Include brief history and mission statement of applicant
- Summarize current activities and recent achievements
- Explain why you are the right organization to undertake this project

Problem (Need) Statement (20%)*
- Clearly define need or problem you are addressing and why it is urgent
- Frame problem as an opportunity, be hopeful
- Use statistics and numbers where appropriate

Your Solution/Program Description (40-50%)*
- Describe specific, measurable objectives of your program
- Include strategies, methods, specific activities you will undertake
- Emphasize elements in which the foundation has an interest
- Include a timeline and description of key staff where appropriate

Evaluation (5%)*
- Describe how you will monitor and evaluate the success of your project

Budget (10%)*
- Provide a stand-alone financial summary of the project
- Include a budget narrative, if needed

Funding Request/Conclusion (5%)*
- Call for action, ask foundation for specific amount
- Describe other prospects and sources, future funding strategy if the project is ongoing

II. Attachments
(Always refer to the foundation’s guidelines to see what they require)
- IRS 501(c)(3) letter is a must
- Recent financial statement, list of board members, with affiliations, current organizational budget (income & expenses) are standard
- Include relevant credibility boosters such as newsclips

*Suggested percentage of proposal devoted to this particular element
Grantseeking. Here you’ll find articles and advice on topics such as: using hard and soft data in proposals, the strengths and weaknesses of standardized proposal formats, integrating outcome evaluation into the program planning process, and how much to charge a consultant for writing proposals.

The Foundation Center
http://fdncenter.org
The Foundation Center’s web site offers a free “short course” on the step-by-step process of crafting a good proposal. This two-part article includes a sample expense budget and a list of additional readings available for free at any Foundation Center or Cooperating Collection location throughout the U.S. To access the short course from the home page, select “Online Library” and under “Online Training” choose “Proposal Writing Course.”

Proposal Checklist
http://views.vcu.edu/views/ospa/grant/ProposalCheck.html
This site offers more than 100 probing questions that any top-notch proposal writer would ask him or herself at each step of the proposal writing process. Such questions include: Have you projected outcomes and determined how to evaluate them? Is the language intelligible to the non-specialist? and Does the budget meet funder requirements for detail, format, and description of non-funder costs (cost-sharing or matching)? Print out this list and keep it handy!

Elements of a Grant Proposal
www.silcom.com/~paladin/promaster.html
Similar to the Proposal Checklist described above, this article offers checklists for the important elements of a proposal. In addition, this document provides advice and explanations of concepts.

Oryx Press
www.oryxpress.com/miner.htm
This web site offers a lengthy and detailed article entitled “A Guide to Proposal Planning and Writing.” While Oryx Press weaves advertisements for their publications into the article, the over-all content of the document is excellent.
Below are a few funding opportunities you might want to look into:

**Beldon Fund.**

The Beldon Fund has completed new grant guidelines that include several new program areas. They will concentrate their grantmaking on programs which focus on “Key Places” and “human health and the environment.” They will provide long-term and concentrated support specifically to FL, MI, MN, NM, NC, and WI, and support innovative advocacy at all levels of government to mitigate and prevent environmental threats to human health. Other program areas include: “religion and the environment,” “corporate power and the environment,” and “global warming.” The Fund’s decision-making is based on five key values: commitment, leadership, flexibility, advocacy, and inclusion. They support proposals that develop and promote public policy solutions, foster leadership, advocacy skills training, institutional development, and organizational growth, use cost-effective media campaigns, use public opinion research and message development, strengthen the capacity to organize environmental activists, tighten the connections among national organization, state-based organization, and local organizations and between environmental and non-environmental organizations, and broaden the base of environmental support by building closer ties to communities of underrepresented groups, hunters and anglers, business, and others with a strong interest in environmental protection. They provide one year or multi-year grants for both general support and specific projects. Letters of inquiry are accepted at any time and must be submitted prior to a proposal. The next board meeting will be in mid-January.

For guidelines, more information, or any questions, check out their website www.beldon.org or call 1-877-BELDON. Letters of inquiry should be addressed to William J. Roberts, Beldon Fund, 380 Lexington Ave., Suite 1700, New York, NY 10168.

**Carolina Power & Light.**

The Carolina Power & Light Foundation was formed in 1992 as a vehicle to initiate projects to improve the communities in which it does business, primarily NC and SC, and find solutions to the problems faced by these communities. The foundation focuses their funding on education, economic development, and the environment, specifically new and ongoing programs in these areas. They offer one-year or multi-year funding, with a five-year maximum. The next deadline for proposals is November 1, 1999. Contact Merilee Jacobson at (919)546-6441 for more information.

**National Marine Fisheries Service (NMFS).**

The Community-Based Restoration Program was established by the National Oceanic and Atmospheric Administration (NOAA) Fisheries Restoration Center to provide financial support for communities to engage in local marine and estuarine habitat restoration. The Center encourages hands-on locally driven projects for the restoration of coastal fisheries habitats and is a strong supporter of restoration partnerships. Emphasis is on bottom-up, grassroots approaches to restoring fishery habitat nationwide. Typically, awards are for one year, range from $5,000 to $50,000, and are made on a competitive basis. NOAA will work closely with communities to strengthen the development and implementation of projects. No deadlines have been set yet because funds will not be available until the first of November.

For more information or any questions, contact Robin Bruckner or Chris Doley at (301)713-0174.

**Northeast Utilities.**

Northeast Utilities’ Environmental Community Grant Program is designed to support local community and grassroots environmental projects in CT, MA, and NH. Projects must:

- protect or preserve the environment,
- provide education on environmental issues of local interest to adults or children, and/or
- improve the environment by reclaiming and rehabilitating damaged environments or through organized cleanup projects.

Grants range between $250 and $1,000. The next round of grants will be awarded in April 2000.

For more information or a grant application, check out their website at www.nu.com/partners/envgrant.htm, or contact the NU Environmental Regulatory Affairs Group at (860)665-5296.
Fundraising Training Opportunities
A listing of resources available across the country

**Educational Funding Strategies**: 79 Somerset Dr., Suffern, NY 10901, (914) 368-2950, mlgros@aol.com or http://www.icu.com/efs/home.htm The following three courses will take place online.

- Researching Grant Opportunities Through the Internet: Eight week course starting on either Oct. 6 or Dec. 1. Tuition: $195.
- Grant Proposal Writing Basics: Eight week course starting on either Oct. 6 or Dec. 1. Tuition: $195.

**Estes Associates**: 41 Spoke Dr., Woodbridge, CT 06525, (203) 393-3159.

Planned Giving and Simple: Norwalk, CT, Oct. 7; Boston, MA, Oct. 28; Philadelphia, PA, Nov. 4.

 Tuition: $275.

**The Foundation Center**: (800) 424-9836, http://fdncenter.org. Each of the following Foundation Center regional offices offer local training opportunities: New York, NY, (212) 620-4230; San Francisco, CA, (415) 397-0902; Washington, DC, (202) 331-1400; Cleveland, OH, (216) 861-1933; Atlanta, GA, (404) 880-0094.

Grantseeking on the Web: October 13, October 20, November 12, and November 17.

 Tuition: $175.

Proposal Writing Seminar: Washington, New York City, Oct. 15; Boston, MA Oct. 21; Los Angeles, CA, Oct. 27; New York City, NY, Nov. 3; Washington, DC area, Nov. 5; Atlanta, GA, Nov. 10; Dallas, TX, Nov. 16; New York City, NY, Nov. 19; New York City, NY, Dec. 1; San Francisco, CA, Dec. 3; Orlando, FL, Dec. 8; New York City, NY, Dec. 14.

 Tuition: $175 ($150 for each additional attendee from your organization).

**The Fundraising School**: Indiana University Center on Philanthropy, 550 W. North St., Suite 301, Indianapolis, IN 46202-3162, (800) 962-6692, www.philanthropy.iupui.edu. Partial scholarships are available for organizations with annual budgets under $300,000.

 Fund Raising for Small Nonprofits: Indianapolis, IN, Oct. 11-13; Tuition: $295.

Principles & Techniques of Fund Raising: Indianapolis, IN, Oct. 18-22 or Nov. 15-19; Minneapolis, MN, Oct. 18-22; San Francisco, CA, O ct. 4-8 or Nov. 15-19; Mexico City, Mexico (course taught in Spanish), Nov. 22-26. Tuition: $695.

Preparing Successful Grant Proposals: Indianapolis, IN, Nov. 11-12. Tuition: $395.

**The Grantsmanship Center**: 1125 W. Sixth St., Fifth Floor, P.O. Box 17220, Los Angeles, CA 90017, (213) 482-9860, norton@tgci.com, www.tgci.com. A limited number of 50 percent scholarships are available to organizations with operating budgets under $200,000.


Grantsmanship Training Program: Monticello, AR or Georgetown, DE or Indianapolis, IN, Oct. 4-8; Bakersfield, CA or Kihei, Maui, HI or www.tgci.com/fedrgtxt/99-17900.txt Roanoke, VA or Mesa, AZ, Oct. 25-29; Dayton, OH or M emphis, TN or Olympia, WA, Nov. 1-5; Albany, GA or Baltimore, MD or Garden City, KS or Los Angeles, CA or Pittsburgh, PA, Nov. 8-12; Watervliet, NY or Cleveland, OH or Santa Cruz, CA or Winnsboro, LA, Nov. 15-19; Eaton town, NJ or Elizabethtown, KY or Kodiak, AK or Logan, UT, Nov. 29-Dec. 3; Raleigh, NC or Houston, TX, Dec. 6-10; Los Angeles, CA or Bloomfield Hills, MI or Port Angeles, WA or Batesville, AR, Dec. 13-17.


**Institute for Conservation Leadership**: 6930 Carroll Ave., Ste. 420, Takoma Park, MD 20912, (301) 270-2900, peter@icl.org. The following workshops will be lead by fundraising trainers Andy Robinson and Dianne Russell. Participants will assess their organization's fundraising “readiness,” identify the most effective methods for raising money, and learn how to engage volunteers and board members in the organization's fundraising efforts. Registration is $40 and includes a copy of Grassroots Fundraising by Kim Klein, a resource manual, and lunch.

Grassroots Fundraising: Newark, NJ, Oct. 2; Atlanta, GA, Oct. 9; Denver, CO, Oct. 15; Austin, TX, Nov. 10; Dallas, TX, Nov. 16; New York City, NY, Nov. 19; New York City, NY, Dec. 1; San Francisco, CA, Dec. 3; Orlando, FL, Dec. 8; New York City, NY, Dec. 14.

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New Fundraisers Training and Consulting Series: Funding for your Future.
Seattle, WA, a three-day intensive program in January 2000 followed by three two-day sessions tentatively scheduled for March 13-14; May 8-9; and September 18-19. Lead by top-notch trainers Kim Klein, Ellis Robinson, and Andy Robinson. Open to environmental and conservation nonprofits active in the Pacific Northwest seeking to diversify and stabilize their fundraising. A minimum financial commitment of $1,600 - $3,000 is required from each organization.

Other Opportunities:

October 4: Washington, D.C. “Accessing Local Funders.” Sponsored by the Social Action and Leadership School for Activists, (202) 234-9382, ext. 229, scott@hotsalsa.org, http://www.salsa.org. Registration is $25 for one seminar or $100 to attend any seminars offered in the fall.


Executive Director Development Program
The Institute for Conservation Leadership is holding its 9th intensive training and support program for executive directors of nonprofit environmental organizations. This eight-month program begins with a five-day workshop on Oct. 17-22, 1999, in Ortonville, MI (near Detroit), continues with on-going one-on-one advice and subsidies for mentoring and professional development, and ends with a three-day “Leadership Team” workshop in June of 2000 for the executive director and a board member. Total cost of the program— including both workshops, follow-up support services, materials, lodging, and meals— is $800. ($500 for a limited number of groups with budgets under $75,000).

For information or an application, call Baird Straughan, ICL Associate Director, at (301)270-2900. Email: baird@icl.org.

RIVER FUNDRAISING ALERT

The “River Fundraising Alert” is one of the services available to River Network Partners. Other publications and services include “Funding Sources for Grassroots River and Watershed Conservation Groups,” how-to references, sample materials, and individualized assistance. River Network is dedicated to building the capacity of river and watershed organizations to support themselves financially.

Editors: Pat Munoz, Alison Cook, Anne Gilliam, Kathleen Krushas

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

For more information on the contents of this publication contact:
River Network, Eastern Office
4000 Albemarle St. NW, #303
Washington, D.C. 20016
(202) 364-2550
Fax: (202) 364-2520
E-mail: rivernet2@aol.com
www.rivernetwork.org
Deadlines for October 1 - December 31, 1999

Listed below are deadlines for some funders with an interest in river and watershed preservation efforts. Before submitting a proposal to any funder, be sure to obtain their guidelines and read them thoroughly and, if possible, discuss your project with a program officer.

<table>
<thead>
<tr>
<th>Funder</th>
<th>Region</th>
<th>Deadline</th>
<th>Phone/Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ben &amp; Jerry's Foundation*</td>
<td>National</td>
<td>Oct. 1</td>
<td>(802)651-9600</td>
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<tr>
<td>Haymarket People's Fund</td>
<td>CT, ME, NH, RI, and VT</td>
<td>Oct. 1</td>
<td>(617)522-7676</td>
</tr>
<tr>
<td>Mountaineers Foundation</td>
<td>Pacific Northwest</td>
<td>Oct. 1</td>
<td>(206)689-6214</td>
</tr>
<tr>
<td>Philip Morris Companies</td>
<td>National</td>
<td>Oct. 1</td>
<td>(800)883-2422</td>
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<tr>
<td>William P. W. Barton Trust</td>
<td>MA and New England</td>
<td>Oct. 1</td>
<td>(617)248-5000</td>
</tr>
<tr>
<td>Davis Conservation Foundation</td>
<td>New England</td>
<td>Oct. 10</td>
<td>(207)781-5504</td>
</tr>
<tr>
<td>Jessie B. Cox Charitable Trust**</td>
<td>New England</td>
<td>Oct. 15</td>
<td>(617)557-9775</td>
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<tr>
<td>Haymarket People's Fund</td>
<td>MA</td>
<td>Oct. 15</td>
<td>(617)522-7676</td>
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<tr>
<td>Lazar Foundation*</td>
<td>AK, ID, Western MT, OR, WA, and BC, Canada</td>
<td>Oct. 15</td>
<td>(503)225-0265</td>
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<tr>
<td>McKnight Foundation**</td>
<td>AR, IA, IL, KY, LA, M N, M O, M S, T N, &amp; WI</td>
<td>Oct. 15</td>
<td>(612)333-4220</td>
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<tr>
<td>Sweet Water Trust*</td>
<td>New England</td>
<td>Oct. 15</td>
<td>(617)482-5998</td>
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<tr>
<td>Land Trust Alliance (Organizational)**</td>
<td>AK, AZ, ID, MT, N M, N V, O R, U T, WA, &amp; W Y</td>
<td>Oct. 29</td>
<td>(206)522-3134</td>
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<tr>
<td>The Cricket Foundation</td>
<td>New England</td>
<td>Oct. 31</td>
<td>(617)570-1130</td>
</tr>
<tr>
<td>A Territory Resource (Technical Assistance)</td>
<td>ID, MT, OR, WA, and W Y</td>
<td>Nov. 1</td>
<td>(206)624-4081</td>
</tr>
<tr>
<td>Carolina Power and Light Fdn.</td>
<td>N C and SC</td>
<td>Nov. 1</td>
<td>(919)546-6441</td>
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<tr>
<td>Henry P. Kendall Foundation</td>
<td>New England, Maritime Provinces of e. Canada and Pacific NW</td>
<td>Nov. 1</td>
<td>(617)951-2525</td>
</tr>
<tr>
<td>Canaan Valley Institute</td>
<td>Mid-Atlantic highlands of M D, PA, VA, and WV</td>
<td>Nov. 9</td>
<td>(800)922-3601</td>
</tr>
<tr>
<td>The Joyce Foundation</td>
<td>IA, IL, IN, M I, M N, O H, WI, and Canada</td>
<td>Nov. 10</td>
<td>(312)782-2464</td>
</tr>
<tr>
<td>Appalachian Community Fund</td>
<td>W V and Appalachian counties of KY, east TN, and sw VA</td>
<td>Nov. 15</td>
<td>(423)523-5783</td>
</tr>
<tr>
<td>Land Trust Alliance (Great Lakes Matching Grants)</td>
<td>Great Lakes Basin Area of IL, IN, M I, M N, O H, WI, and Ontario, Canada</td>
<td>Nov. 19</td>
<td>(202)638-4725</td>
</tr>
<tr>
<td>A Territory Resource (Technical Assistance)</td>
<td>ID, MT, OR, WA, and W Y</td>
<td>Nov. 30</td>
<td>(206)624-4081</td>
</tr>
<tr>
<td>The Bullitt Foundation</td>
<td>Rainforest region of southern AK, ID, western MT, OR, WA, and BC, Canada</td>
<td>Dec. 1</td>
<td>(206)343-0807</td>
</tr>
<tr>
<td>The Frost Foundation</td>
<td>LA and N M</td>
<td>Dec. 1</td>
<td>(505)986-0208</td>
</tr>
<tr>
<td>Greenville Foundation</td>
<td>West of Rocky Mountains</td>
<td>Dec. 1</td>
<td>(707)938-9377</td>
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<tr>
<td>The Joyce Foundation**</td>
<td>IA, IL, IN, M I, M N, O H, WI, and Canada</td>
<td>Dec. 8</td>
<td>(312)782-2464</td>
</tr>
<tr>
<td>Virginia Environmental Endowment</td>
<td>Primarily VA, also KY, WV, &amp; Martins Ferry, OH</td>
<td>Dec. 15</td>
<td>(804)644-5000</td>
</tr>
<tr>
<td>A Territory Resource (Technical Assistance)</td>
<td>ID, MT, OR, WA, and W Y</td>
<td>Dec. 31</td>
<td>(206)624-4081</td>
</tr>
</tbody>
</table>

*deadline for invited proposals
**deadline for letter of inquiry, pre-application, or proposal