

# RIVER FUNDRAISING ALERT

Getting Foundation Grants, Part III

Volume 6, No. 3/Fall 1999

## Writing a Winning Foundation Proposal

*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 new staffing is involved,

have you included enough funding in the project budget to cover recruitment

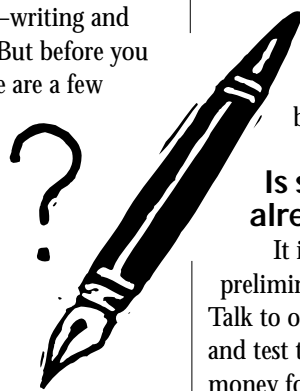
costs? Are there funds to outfit a new office and buy an additional computer? What about the additional work that administering and reporting on the grant will place on your accountant? It's impossible to anticipate ALL the repercussions of receiving a grant for a new program, but it's wise to try to 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 prior grants made to your organization, memos recording *(continued on page 2)*



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

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phone or in-person conversations you have had with the foundation staff or board, newspaper articles about the foundation, and any other pertinent information.

- A background file with notes, statistical data, articles, history, etc. to help you write the need/problem section.

- A basic concept for the project you are trying to fund, including specific objectives and specific activities you will undertake to achieve those objectives.

- A proposed timeline.
- General information about your organization, its mission, goals, and recent accomplishments (a recent annual report is useful).

- Biographical sketches of key personnel who will be implementing the project.

Armed with this information, and the help of a good computer and printer, you can now put together your proposal. A suggested outline is given on page 7. Here are a few pointers for crafting your work:

## POINTER #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.

*(Note: 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.)*

## POINTER #2 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.

## POINTER #3 Follow the rules.

Funders have differing requirements for proposals with regard to length, format, and content. Some organizations 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.

## POINTER #4 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



Before you start writing, review the funder's file carefully and get a sense of its philosophy and interests.

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.)

## POINTER #5 Make your proposal reader-friendly:

- Use plain white, good quality stationary.
- Use a simple, legible typeface throughout.
- Leave wide margins, and double space between sections.
- Use bolding or underlining to highlight key information.
- Set off each section of the proposal with logical, parallel headings.
- Where appropriate, use bulleted lists
- Don't justify right hand margins—a ragged right margin is easier to read.
- Avoid acronyms, technical terms, or jargon (TMDLs, non-point pollution).
- Number all pages except the first.
- Don't bind your proposal or add fancy covers. Foundations often make copies for trustees, and special bindings and folders just get in the way.

## POINTER #6 Ask for the right amount.

Be sure to do your homework here. Check to see what the foundation's

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)*

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(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.

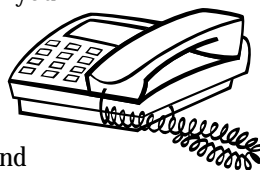
 **POINTER #14**  
**Don't include too many attachments.**



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)

## SAMPLE BUDGET

### The Small Dam Project

*A Collaboration between Trout Unlimited and the River Alliance of Wisconsin*

**Budget: January 1, 2000-December 31, 2000**

<b>Projected Expenses:</b>	<b>Cost</b>
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
<b>One-year total</b>	<b>\$162,500</b>

### 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 Guide to Proposal Writing*, Jane C. Geever and Patricia McNeill, 1993. 191 pages. \$29.95. Foundation Center, 79 Fifth Ave., New York, NY 10036-3076, (800)424-9836. Covers all aspects of putting together a proposal, from setting funding priorities to proposal packaging. Comments from funders are sprinkled throughout the book.

*The Foundation Center's Guide to Grantseeking on the Web*, 1998. 392 pages. \$19.95. To order, see above. Contains an incredible amount of information on electronic resources available to 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.

*Getting Funded: A Complete Guide to Proposal Writing*, Mary S. Hall, 1988. 206 pages. \$23.95. Portland State University, Continuing Education Press, P.O. Box 1491, Portland, OR 97207,

(800)547-8887. A very thorough treatment of the subject.

*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 grantsmanship, 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.

*Winning Grants Step by Step*, Mim Carlson, 1995. 115 pages. \$25. Jossey-Bass, Inc., 350 Sansome Street, San Francisco, CA 94104, (800)956-7739. Provides a clear, step-by-step process and useful worksheets. ▲

## 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!
2. Elements of Style, William Strunk, Jr., and E.B. White, (New York: MacMillan Publishing Co.) or an equivalent style manual.

## Writing a Winning Foundation Proposal

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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.*



Helping People Organize  
to Protect and Restore  
Rivers and Watersheds

TRUSTEES

Sally Bethea  
Upper Chattahoochee  
Riverkeeper Fund  
Atlanta, GA

Sarah Chappell Armentrout  
Tom's of Maine  
Kennebunk, ME

Mason Browne  
Timberland Growth  
Corporation  
Westborough, MA

James E. Coleman, Jr.  
Carrington, Coleman,  
Sloman & Blumenthal  
Dallas, TX

Jim Compton  
Compton Foundation  
Saratoga, CA

Robert T. Coulter  
Indian Law Resource  
Center  
Helena, MT

Kevin Coyle  
National Environmental  
Education & Training  
Foundation  
Washington, DC

Nancy Harris-Campbell  
San Francisco, CA

Peter Kirsch  
Cutler & Stanfield  
Denver, CO

Ken Margolis  
River Network  
Portland, OR

Tim Palmer  
Kelly, WY

Dan Valens  
Corvallis, OR

Jim Waring  
Miller, Boyko and Bell  
San Diego, CA

Wendy Wilson  
Idaho Rivers United  
Boise, ID

National Office:  
P.O. Box 8787, Portland, OR 97207-8787  
520 SW 6th Avenue, Suite 1130, Portland, OR 97204-1535  
(503) 241-3506; (800) 423-6747  
Fax: (503) 241-9256  
rivernet@igc.apc.org  
www.rivernetwork.org

Eastern Office:  
4000 Albemarle St NW, Suite 303  
Washington, DC 20016  
(202) 364-2550  
Fax: (202) 364-2520  
rivernet2@aol.com

Northern Rockies Office:  
44 N. Last Chance Gulch #4  
Helena, MT 59601  
(406) 442-4777  
Fax: (406) 442-8883  
montanazac@aol.com



## SAMPLE COVER LETTER

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)**

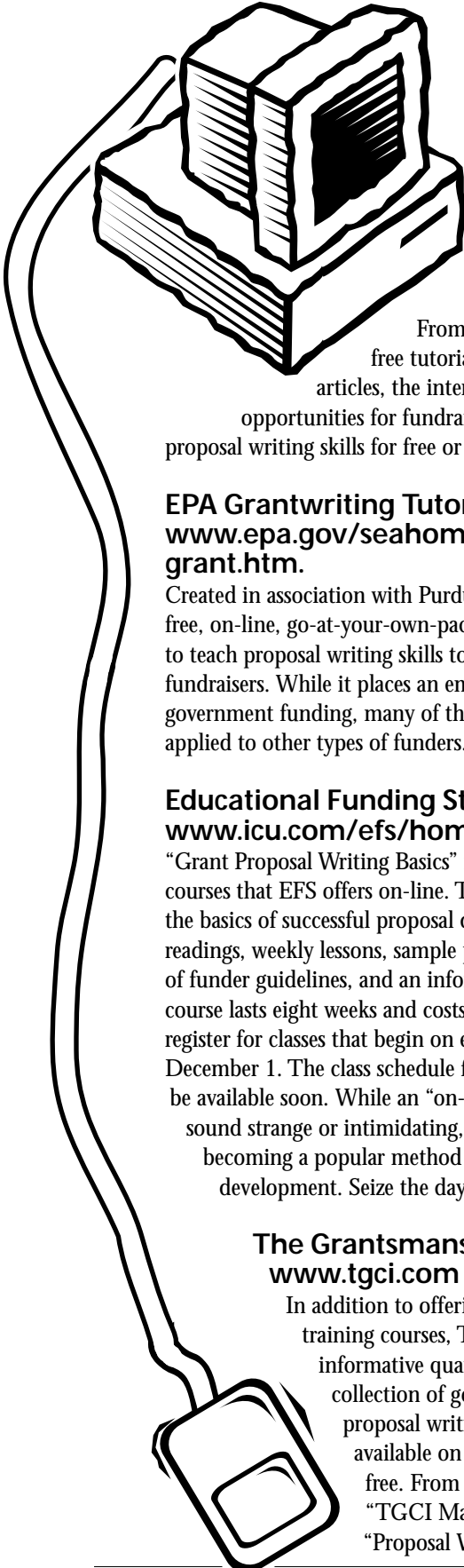
- IRS 501(c)(3) letter is a must
- Recent financial statement, list of board members, with affiliations, current organizational budget (income & expenses) are standard
- Include relevant credibility boosters such as newsclips

\*Suggested percentage of proposal devoted to this particular element

# On-Line Information

## *Learn about proposal writing on the web*

by Alison Cook, River Network



From on-line courses to free tutorials to endless pages of articles, the internet offers excellent opportunities for fundraisers to enhance their proposal writing skills for free or at a very low cost.

### **EPA Grantwriting Tutorial: [www.epa.gov/seahome/grants/src/grant.htm](http://www.epa.gov/seahome/grants/src/grant.htm)**

Created in association with Purdue University, this free, on-line, go-at-your-own-pace course is designed to teach proposal writing skills to nonprofit fundraisers. While it places an emphasis on government funding, many of the lessons can be applied to other types of funders.

### **Educational Funding Strategies: [www.icu.com/efs/home.htm](http://www.icu.com/efs/home.htm)**

"Grant Proposal Writing Basics" is one of several courses that EFS offers on-line. This course teaches the basics of successful proposal development through readings, weekly lessons, sample proposals, examples of funder guidelines, and an informal workbook. The course lasts eight weeks and costs \$195. You can register for classes that begin on either October 6 or December 1. The class schedule for the year 2000 will be available soon. While an "on-line" course may sound strange or intimidating, they are quickly becoming a popular method of skills development. Seize the day and give one a try!

### **The Grantsmanship Center [www.tgci.com](http://www.tgci.com)**

In addition to offering a number of training courses, TGC publishes an informative quarterly newsletter. A collection of good articles on proposal writing from past issues is available on their web site for free. From the home page, select "TGCI Magazine" and then "Proposal Writing/

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 her self 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](http://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](http://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. ▲



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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](http://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 Merrilee 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.



by Anne Gilliam

### **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](http://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, mlgross@aol.com or <http://www.icu.com/efs/home.htm> The following three courses will take place online.

*Fund-Raising Fundamentals.* Four week courses beginning on either Oct. 6, Nov. 3, Dec. 1. Tuition: \$95.

*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 Plain 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, NY, 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](http://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, Oct. 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](mailto:norton@tgci.com), [www.tgci.com](http://www.tgci.com). A limited number of 50 percent scholarships are available to organizations with operating budgets under \$200,000.

*Grant Proposal Writing Workshop.* Claremont, CA, Oct. 18-20.

*Grantsmanship Training Program.* Monticello, AR or

Georgetown, DE or Indianapolis, IN, Oct. 4-8; Bakersfield, CA or Kihei, Maui, HI or [www.tgci.com/fedrtxt/99-17900.txt](http://www.tgci.com/fedrtxt/99-17900.txt) Roanoke, VA or Mesa, AZ,

Oct. 11-15; Austin, TX or Grangeville, ID or El Paso, TX, Oct. 18-22; Baton Rouge, LA or

Atlantic Beach, NC or Faribault, MN, Oct. 25-29; Daytona Beach, FL or Memphis, 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; Eatontown, 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.

*Strategic Fundraising Workshop.* Newark, NJ, Oct. 18-22; Akron, OH, Nov. 15-19.

**Institute for Conservation Leadership:** 6930 Carroll

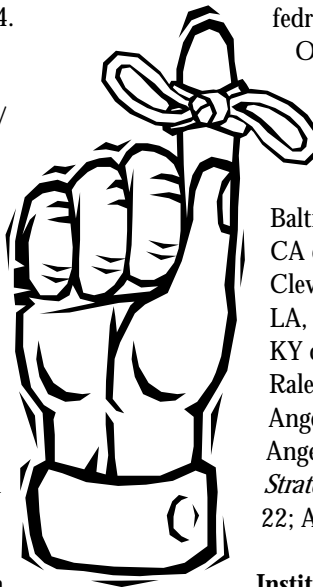
Ave., Ste. 420, Takoma Park, MD 20912, (301) 270-2900, [peter@icl.org](mailto:peter@icl.org). The following workshops will be lead by fundraising trainers Andy Robinson and Dianne Russell.

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.* New Brunswick, NJ, Oct. 2; Atlanta, GA, Oct. 9; Denver, CO, Oct. 15; Austin, TX, Nov. 13.

**Training Resources for the Environmental Community**

**(TREC):** 23824 Vashon Highway Southwest, P.O. Box 13438, Burton, WA 98013-0438, (206) 463-7800,



mailto:trec@trecnw.org.

*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, DC.

"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.

**October 6:** Washington, DC. "Asking for Money." Sponsored by the Social Action and Leadership School for Activists, (202) 234-9382, ext. 229, scott@hotsalsa.org, [www.salsa.org](http://www.salsa.org). Registration is \$25 for one seminar or \$100 to attend any seminars offered in the fall.

**October 8:** Chicago, IL. "Practical Planned Giving: Designing and Implementing a Successful Planned-Giving Program in the Smaller Development Office." Sponsored by Sinclair, Townes & Company, (404) 688-4047, [info@sinclairtownes.com](mailto:info@sinclairtownes.com), [www.sinclairtownes.com](http://www.sinclairtownes.com). ▲

## LEADERSHIP OPPORTUNITIES

### Environmental Leadership Program Offers New Training Opportunity

*Application deadline is October 15, 1999!*

The Environmental Leadership Program (ELP) is a nonprofit initiative to promote leadership development and training opportunities for professionals who are relatively new to the environmental field. ELP's ultimate goal is to nurture a new generation of environmental leadership that is characterized by diversity, innovative thinking, coalition building, and effective communications. To reach its goal, ELP has created a new Fellowship Program which provides intensive leadership and skills training with opportunities for mentoring, project seed money, and technical support. Each year 20-30 fellows will be selected to participate in four intensive training retreats over three years. Fellows will be selected from a broad spectrum of disciplines, professions, educational experiences, and cultural and ethnic backgrounds.

For more information and an application form visit ELP's web site at [www.ELPnet.org](http://www.ELPnet.org). ▲

### 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),

## RIVER FUNDRAISING ALERT

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

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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.

This program is aimed at the many executive directors who assume their jobs with experience as activists, but little training as managers. 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](mailto:baird@icl.org). ▲



**River Network**  
P.O. Box 8787  
Portland, OR 97207-8787

ADDRESS CORRECTION REQUESTED

## FUNDING DEADLINES

### 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.

<b>Funder</b>	<b>Region</b>	<b>Deadline</b>	<b>Phone/Email</b>
Ben & Jerry's Foundation*	National	Oct. 1	(802)651-9600
Haymarket People's Fund	CT, ME, NH, RI, and VT	Oct. 1	(617)522-7676
Mountaineers Foundation	Pacific Northwest	Oct. 1	(206)689-6214
Philip Morris Companies	National	Oct. 1	(800)883-2422
William P. Wharton Trust	MA and New England	Oct. 1	(617)248-5000
Davis Conservation Foundation	New England	Oct. 10	(207)781-5504
Jessie B. Cox Charitable Trust**	New England	Oct. 15	(617)557-9775
Haymarket People's Fund	MA	Oct. 15	(617)522-7676
Lazar Foundation*	AK, ID, Western MT, OR, WA, and BC, Canada	Oct. 15	(503)225-0265
McKnight Foundation**	AR, IA, IL, KY, LA, MN, MO, MS, TN, & WI	Oct. 15	(612)333-4220
Sweet Water Trust*	New England	Oct. 15	(617)482-5998
Land Trust Alliance (Organizational)**	AK, AZ, ID, MT, NM, NV, OR, UT, WA, & WY	Oct. 29	(206)522-3134
The Cricket Foundation	New England	Oct. 31	(617)570-1130
A Territory Resource (Technical Assistance)	ID, MT, OR, WA, and WY	Nov. 1	(206)624-4081
Carolina Power and Light Fdtn.	NC and SC	Nov. 1	(919)546-6441
Henry P. Kendall Foundation	New England, Maritime Provinces of e. Canada and Pacific NW	Nov. 1	(617)951-2525
Canaan Valley Institute	Mid-Atlantic highlands of MD, PA, VA, and WV	Nov. 9	(800)922-3601
The Joyce Foundation	IA, IL, IN, MI, MN, OH, WI, and Canada	Nov. 10	(312)782-2464
Appalachian Community Fund	WV and Appalachian counties of KY, east TN, and sw VA	Nov. 15	(423)523-5783
National Fish and Wildlife Fdtn.	National	Nov. 15	(202)857-0166
Land Trust Alliance (Great Lakes Matching Grants)	Great Lakes Basin Area of IL, IN, MI, MN, OH, WI, and Ontario, Canada	Nov. 19	(202)638-4725
A Territory Resource (Technical Assistance)	ID, MT, OR, WA, and WY	Nov. 30	(206)624-4081
The Bullitt Foundation	Rainforest region of southern AK, ID, western MT, OR, WA, and BC, Canada	Dec. 1	(206)343-0807
The Frost Foundation	LA and NM	Dec. 1	(505)986-0208
Greenville Foundation	West of Rocky Mountains	Dec. 1	(707)938-9377
The Joyce Foundation**	IA, IL, IN, MI, MN, OH, WI, and Canada	Dec. 8	(312)782-2464
Virginia Environmental Endowment	Primarily VA, also KY, WV, & Martins Ferry, OH	Dec. 15	(804)644-5000
A Territory Resource (Technical Assistance)	ID, MT, OR, WA, and WY	Dec. 31	(206)624-4081

\*deadline for invited proposals

\*\*deadline for letter of inquiry, pre-application, or preproposal