TOOLBOX 2

SECURING FINANCIAL AND HUMAN RESOURCES

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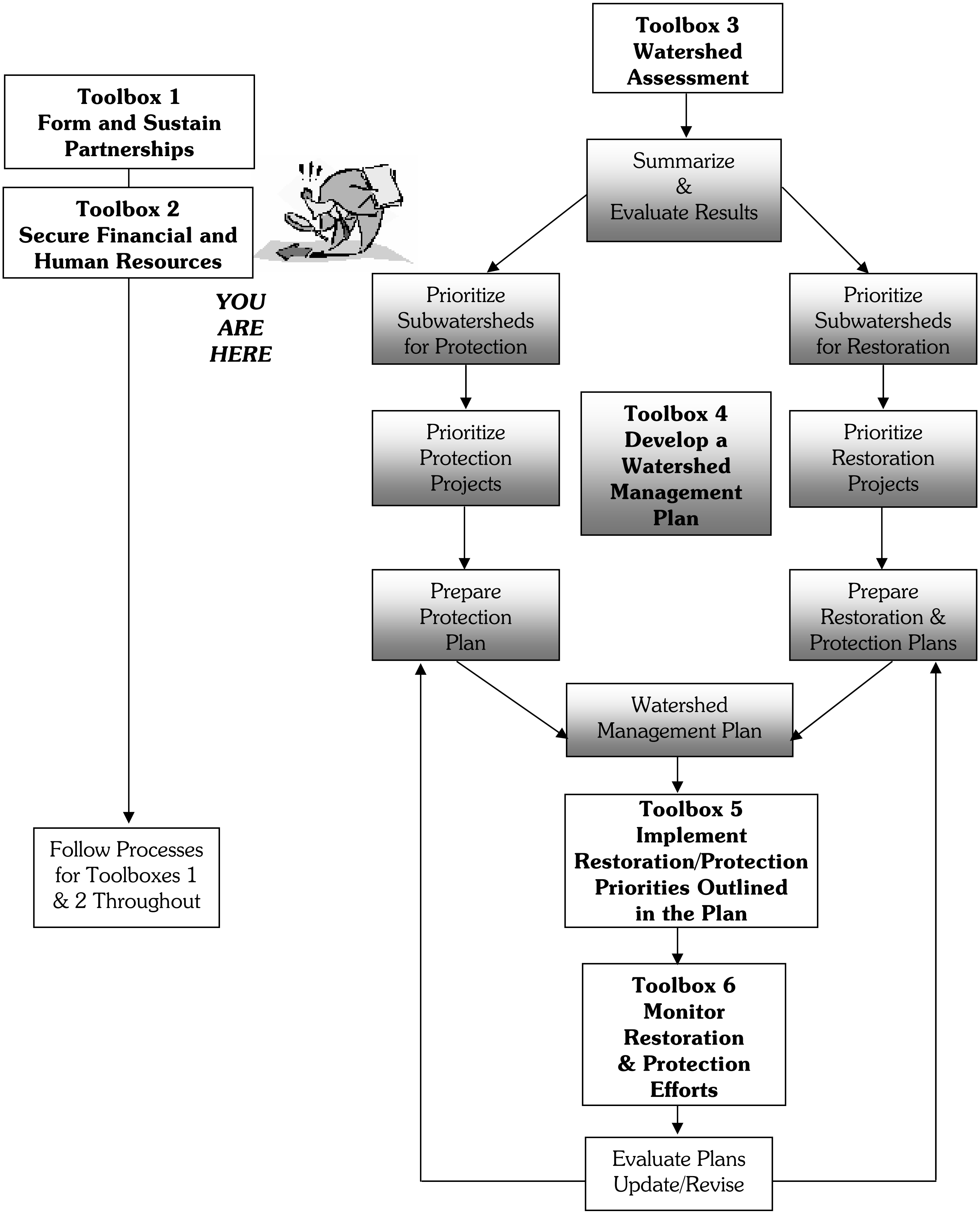
SELF EVALUATION

Please complete the following self evaluation to determine if there are areas for improvement or if you are ready to proceed to the next toolbox.

1. Do you currently have adequate funds to operate?
2. Do you conduct fund raising activities?
3. Have you applied for or received any grants?
4. Do you receive financial support from local partners in your watershed?
5. Are there interested entities willing to provide pro bono assistance? (i.e. contractors, grant writers, non-profits, legal, etc.)
6. Do you have a written plan that clearly states your needs in terms of both financial and human resources?
7. Are your technical assistance needs being addressed?
8. Have you looked for local, regional, state and national donors?
9. Have you contacted a DEP watershed manager or a watershed specialist at the Conservation District for assistance?
10. Have you contacted local schools, colleges and universities that may have students in need of projects or hands-on experience?

If you answered YES to all ten questions you may skip to Toolbox 3.
If you answered No to any of the questions you may feel free to visit
Toolbox 2 for suggestions or proceed to Toolbox 3.

Comprehensive Watershed Management Planning Process



TOOLBOX 2
SECURING FINANCIAL AND HUMAN RESOURCES

Introduction

This toolbox provides general information on the "how to's" of finding the resources – both human and financial - you need to accomplish your watershed efforts. It also discusses getting local and national organizations to be willing contributors towards your goals in improving the quality of your watershed. **Securing financial and human resources is the second step in comprehensive watershed management planning.**

What Are Financial and Human Resources?

Keep in mind that any fundraising program should be based on a diversified funding base, which means a mix of individual, corporate, private foundation, and/or government support. Besides direct financial contributions, also consider pursuing in-kind contributions (goods and services that are normally provided from local sources such as manpower, equipment, rock, etc), recruiting volunteers, combining efforts with other organizations and companies to create cause-related marketing programs, and seek pro bono assistance. People are money!

Remember that it is crucial to the success of the watershed organization to have both public and private sector collaboration.

Why Secure Financial and Human Resources?

A vital key to being a sustainable group is knowing how to secure monetary and human resources to accomplish the goals and objectives of the group. Getting your local community involved as active participants and environmental stewards is a win-win situation, especially if they are willing to provide "on the ground" assistance. All too often watershed planning and implementation efforts fail due to a lack of adequate funding. To avoid this situation each of your watershed plan's objectives should identify a funding mechanism as part of the plan. (See Toolbox 4 for guidance on how to put together a watershed management plan).

Human resources will also be needed to oversee, review, adapt, publicize and implement the plan. Monitoring and evaluation of the plan may require additional human resources. Hiring a consultant may be necessary at some point in the development and implementation of a watershed management plan.

The Process for Securing Financial and Human Resources

Securing financial and human resources follows a simple process that includes a number of activities. The following steps have been attempted AND successfully accomplished in several regions of Pennsylvania.

1) Have a written plan that clearly states your needs in terms of both financial and human resources.
2) Communicate your plan clearly, consistently and continuously.

3) Research sources of both financial and human resources.
4) Solicit contributions utilizing the “Local Approach”.
5) Look for regional, state and national donors.
6) Apply for grants.
7) Combine efforts with other organizations to create cause-related marketing programs.
8) Seek pro bono assistance.

This document will describe each step in this process and provide helpful resources you can access to aid in the completion of your watershed assessment. By taking a little time to follow this process, you will increase the chances that your efforts will have valuable results.

Note: Material for this Toolbox was generously supplied by Bill Worobec of Big Bear Creek.

STEP 1. HAVE A WRITTEN PLAN THAT CLEARLY STATES YOUR NEEDS IN TERMS OF BOTH FINANCIAL AND HUMAN RESOURCES.

Remember, most people will not contribute time or money to an effort that does not have a plan with clear understandable goals, objectives, timeframes and resource needs. Depending on where you are in the watershed planning process, this plan may be your overall watershed plan or if you are just beginning, it could be a strategy defining your purpose, goals and resource needs.

Regardless, having a clear and well thought out plan or strategy for your watershed that you can share with others is absolutely necessary before attempting any type of fundraising.

Another useful tool is an "internal" fundraising plan or strategy. This document is used by your group to help target your fundraising efforts. This strategy would identify who to target, how, by whom, and when. You should include targeted levels of funding (how much money will we need annually?) and projected needs for human resources (how many “man-hours” do we need for various projects or activities?). What expertise do we need and who can provide it.

You may want to develop a tiered level of funding and human resources that could be used to carry out objectives in your watershed management plan. For example, a riparian buffer restoration plan could include three levels of implementation, with levels of implementation determined by available funds and people willing and available to do the job. Level 1 could include voluntary planting efforts by communities in buffer areas and soliciting tree donations from local nurseries. Level 2 could include providing trees and technical assistance to individual landowners in targeted riparian areas. Level 3 could be watershed organization members purchasing trees, organizing and conducting the entire planting, maintenance and monitoring plan.

STEP 2. COMMUNICATE YOUR PLAN CLEARLY, CONSISTENTLY AND CONTINUOUSLY.

Being able to clearly articulate what the project is about, its importance to the local community, and how much your organization will need in terms of funding and human resources will greatly increase your chances of securing the resources you need to make your vision of an improved watershed a reality.

STEP 3. RESEARCH SOURCES OF BOTH FINANCIAL AND HUMAN RESOURCES.

Financial resources

Begin to identify potential sources of financial resources by looking:

- On the Internet.
- At government agencies and other sources of funding provided on a regular and competitive basis. (See Appendix E of this document for a list of funding sources with contact information and a brief description of what the funds may be used for in relation to watershed management).
- In your own backyard (local business and industry).
- At other non-profit entities and technical assistance providers (located in Appendix C)
- In grant-making directories which are available at many libraries.

Human Resources

Begin to identify potential sources of human resources by:

- Contacting other non-profit entities and technical assistance providers (located in Appendix C of this document).
- Writing "job descriptions" for volunteer services you need and advertise in local newspapers and through word of mouth to recruit people with the skills you need.
- Contacting local developers or contractors who may be willing to provide services free of charge to your organization.
- Canvassing local elementary, middle, high schools and trade or vocational schools in the area that may have an interest in joint projects.
- Contacting local colleges and universities that may have graduate students in need of projects or hands-on experience.

STEP 4. SOLICIT CONTRIBUTIONS UTILIZING THE "LOCAL APPROACH".

It is important to do your homework up front about the businesses that you are trying to receive financial support from. Find out what their focus is and what they are all about! This will assist you in connecting with them on a more personal level.

Timing and knowledge is everything. It is important to begin working on getting contributions towards your project prior to applying for any grant monies. Start at your local level for in-kind contributions. The following are tips for securing local in-kind contributions:

- Know your project. Be able to clearly articulate what the project is about, why it is a problem that needs attention, and its importance to the local community.
- Define the project's location.

- Describe your vision.
- Request a specific, in-kind contribution.
- Legitimize your organization; people need to feel yours is the right group to address the issue/concern.
- Speak to the highest ranking person within the organization you are soliciting - schedule an appointment to meet face to face.
- Stress that donations are tax deductible
- Try to connect by providing examples of direct benefit to their business, organization, etc.
- Stress the community "partnership" aspect and encourage their participation as a team member.

Publicizing of your project thru the media is important as well. Relay to the potential donor that their participation in the project will be duly noted and publicized. EVERYONE loves a little publicity, and this may be an extra incentive to either contribute monetarily, or push up their sleeves and physically join in!

STEP 5. LOOK FOR REGIONAL, STATE AND NATIONAL DONORS.

Locate the donor and ask for their public relations department, advertising, endowment or foundation department. Through interactions with their personnel, determine their focus. Many of these organizations already are concerned and involved with trying to make an "environmental difference".

A typical introductory conversation with potential donors should:

- Develop a rapport: how do THEY benefit?
- Describe the problem
- Highlight your solution
- Describe your uniqueness
- Summarize public support
- Specify partners. Identify big ones, and include the Commonwealth
- Define your request clearly
- Identify timeframes to receive donations
- Ask for a specific commitment
- Promote the media attention aspect

STEP 6: APPLY FOR A GRANT.

Note: 501(c) (3) status is required to apply for a grant. If your organization does not have 501(c) (3) status, you will need to work through your county conservation district or some other "umbrella" group that has 501(c) (3) status.

When a group is able to get two or three high profile projects funded, it becomes easier to attract new partners and get media attention. Completing a grant process takes hard work, but it's worth it when funding is awarded and ideas are turned into reality. The following tips will guide you through the process.

a) **Do your research.**

Thoroughly research the goals, values and mission of a foundation or government agency in order to link your organizational or project objectives to the funding institution's larger purpose. Look at annual reports or examples of other projects that have received funding. Then select only those donors whose institutional philosophy and programmatic objectives most closely align with yours. Also carefully note submittal requirements including steps, deadlines, format, number of copies, and contact numbers.

b) **Meet with the funding group**.

If the application process includes meeting face-to-face with the donor, be sure to arrive prepared and ready to show how providing support to your organization is just an extension of the grantor's own interests. Be careful about who you choose to attend this meeting. Attendees from your organization may include a board member, a volunteer who has a connection to the funding group, a strategic partner in the community or another person who can both adequately represent your goals and would be of interest to the funding group.

> Matches are very important and demonstrate "leveraging."

If applying for a Growing Greener grant, you will need to meet with your DEP Regional Watershed Manager. See Appendix B of this document for a listing of the Watershed Managers.

c) **Prepare a proposal**.

A government agency usually has very specific requirements as to what a proposal should contain and how it should be presented. This information will be changed annually and may be found in the donor's annual report, on its website, or in another publication. See Appendix G of this document for the current guidance on applying for Growing Greener grants.

Make sure your proposal is well written and free of jargon.

Common elements found in proposals include:

- Executive Summary: A brief description of the need or problem, how the organization intends to address it, an overview of the organization and its areas of expertise, funding requirements and how the program will be sustained.
- Organizational Structure: A concise description of the organization, its history, programs and population served.
- Needs Statement: Tell exactly why the project is needed, why the organization is able to address the problem and what a grant will empower the group to do.
- Project Description: A statement that describes goals, activities and projected timeframe, measurable outputs, staff who will be involved and short and long-term outcomes.

- Evaluation: What you expect to learn from the project and how you will measure success. Include data collection and analysis methods (See Toolbox 3 of this document for help with this) and how the results will be distributed.
- Conclusion: This should be a summary that emphasizes why funding is important and how there is a special connection between this particular project and the grantor. The proposal should conclude by naming partners, supplying letter of support from partners and others and explaining how the initiative will be sustained over time.

d) **Stay in touch.**

If you get the grant, share the good news by publishing a press release and letting members know. Make sure to invite the funding agency to any special event and share any relevant press clippings about the project. The grant will most likely require ongoing evaluations and progress reports, which should be completed as required and on time.

It is important to reiterate how crucial it is to the watershed group to consult in advance with the respective DEP watershed manager. They are a wealth of information as to what projects are more likely to be funded, and if your grant application is on track with the Department of Environmental Protection's goals and objectives. Consult with them!

STEP 7. COMBINE EFFORTS WITH OTHER ORGANIZATIONS.

Whenever possible, join with other groups to address plan objectives and actions. You may find it advantageous to join forces with another watershed organization from an adjoining watershed, a school group, a local university group, or a municipality. Partnerships not only save financial and human resources, but also expand community responsibilities and ownership of the watershed to multiple stakeholder groups.

Having multiple partners contributing to a project also may enhance your fundraising efforts, particularly with government agencies and non-profits.

STEP 8. SEEK PRO BONO ASSISTANCE.

There may be a number of professionals in the area willing to give of their time and expertise to protect and restore the watershed in which they work or live. You can begin the process of seeking pro bono assistance by checking with watershed organization members to see what special skills they have. Some examples of pro bono assistance you may seek in the community include:

- Assistance from local developers and contractors in grading a site for a stream restoration project or tree planting assistance for a riparian buffer project.
- Legal services from a local law firm in attaining tax-exempt status and incorporating.
- Local high school or vocational school students for project requiring labor or data collection.
- Local colleges or universities regarding areas of expertise.

Helpful Resources

1. ***Community Tool Box*** of the National Park Service's Rivers, Trails and Conservation Assistance Program.

   This is a collection of techniques to help you get organized and turn your vision into reality.

   You can order the toolbox at:

   National Park Service
   Rivers, Trails and Conservation Assistance Program, Community *Tool Box*
   1849 C Street, NW
   Mail Stop 1010
   Washington, DC 20240
   www.nps.gov/rtca

   National Park Service
   Philadelphia Office Northeast Region
   200 Chestnut St.
   Philadelphia PA 19106

2. ***Watershed Stewardship, A Learning Guide* EM 8714**

   A thorough notebook that will guide your organization through Creating Successful Groups, Watershed Science and Monitoring and Evaluating, Managing and Improving Watersheds.

   You can order this from:

   Publication Orders
   Extension & Station Communities
   Oregon State University
   422 Kerr Administration
   Corvallis, OR 97331-2119
   Phone: 541-737-0817

   The cost is $42.00

3. Go to www.greenmediatoolshed.org for tips on external communication.

4. ***The Conservation Technology information Center (CTIC)*** at Purdue University has a large selection of materials to assist watershed organizations on a variety of topics. Many of the materials can be viewed at:
   www.ctic.purdue.edu/Catalog/WatershedManagement.html#Guides

   You can also use the address and phone number below for ordering:

   The Conservation Technology Information Center
   1220 Potter Drive, Rm. 170
   West Lafayette, IN 47906
   Phone: 317-494-9555
   Fax: 317-494-5969

   There is a cost for the materials.

5. ***Make "IT" Work for You Watershed Organization*** is a ***"Fact Pack"*** of the Pennsylvania Organization for Watersheds and Rivers (POWR).

   This booklet provides tips for finding resources on the Internet. You can order it and other "Fact Packs" for watershed organizations at:

   POWR
   610 North Third St.
   Harrisburg, PA 17101
   Phone (717) 234-7910
   Fax (717) 234-7929
   e-mail: info@pawatersheds.org

   http://www.pawatersheds.org/ click on "publications" and then "fact packs"

6. ***Forming a Non-Profit 501(c)(3) Federally Exempt Corporation in Pennsylvania to Pursue Environmental or Citizen Activism*** Prepared by the Community Environmental Legal Defense Fund (CELDF) Thomas Alan Linzey, Esq.

   This manual details the pros and cons of incorporation and provides sample articles of incorporation. You can get a copy of the manual at:

   Community Environmental Legal Defense Fund (CELDF)
   2859 Scotland Road
   Shippensburg, PA 17257
   Phone (717) 709-0457
   tal@cvns.net
   http://www.celdf.org

7. The ***Watershed Assistance Center of the Western Pennsylvania Conservancy*** has numerous publications available for watershed groups. They also provide direct technical assistance to watershed groups. You can contact them at:

   Watershed Assistance Center
   246 S. Walnut St.
   Blairsville, PA 15717
   Phone (724) 459-0953
   Fax: (724) 459-4721
   http://www.paconserve.org/rc/wac.html

8. The ***Consortium for Scientific Assistance to Watersheds*** (C-SAW) is a team of specialists who provide eligible watershed groups or local project sponsors Program Management and Scientific Technical Assistance through the Pennsylvania Department of Environmental Protection's (PADEP) Growing Greener Program. The service is at no cost to eligible groups. To request assistance contact the RC&D Council in your area:

   a. Capital Area 717 948 6633
   b. Endless Mountain 570 265 5288 ext. 5

c. Headwaters 814 375 1372 ext. 4
d. Mid – State 717 248 4901
e. Penn Soil 814 266 8160 ext. 5
f. Penn's Corner 724 834 9063 ext. 3
g. Pocono Northeast 570 282 8732 ext. 4
h. Southeastern PA 215 541 7930
i. Southern Alleghenies 814 263 7900 ext. 5

For more information on C-SAW, go to http://pa.water.usgs.gov/csaw