

# OUT & About



The Pacific Region  
Outreach Newsletter

## Theme: Grants

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**Upcoming Themes:**  
 Spring — Public Use  
 Summer — Water  
 Fall — Fire  
 Winter — Elected Officials

## Finding the Perfect Funder

Get advice and learn about great grant sources

By Tina Proctor

Often I get a phone call that starts, "Tina, could you please send me a list of funders that would be interested in giving me a grant for a recovery plan for a Preble's meadow jumping mouse?"

"No," I answer, "but I can tell you how to start your own search. Every project is different, based on the partners and project location."

Don't expect to get funds from an outside source for a Fish and Wildlife Service project that lacks partners. You almost always need to partner with other agencies and nonprofits to be considered. In fact, many foundations only give grants to nonprofit organizations, so you will often need to find a non-profit partner to sponsor the grant and be the grant recipient.

An important key to success is to send your proposals to funders who are interested in the kind of project you are doing and willing to give grants in your geographic area. In preparing a grant proposal, you may

need to spend 50 percent of your time searching for appropriate funders. Don't take this task lightly: It is a critical part of the process.

### THE FOUNDATION CENTER

Start by visiting a library with resources from The Foundation Center. Each state has two or more of these grant resource libraries. To find a library near you go to [www.fdncenter.org](http://www.fdncenter.org) and click on cooperating collections. Although there is increasingly more information on the Internet, many foundations can *only* be located by looking through directories of grantmakers found in these libraries.

### GOVERNMENT SOURCES

To find government funders, go to the Catalog of Federal Domestic Assistance at [www.aspe.os.dhhs.gov/cfda](http://www.aspe.os.dhhs.gov/cfda). This catalog, published in June and December, has all 1,425

See FINDING ... Page 12

## Grant Tips from NFWF

Regional director shares the art and science of success

By Krystyna Wolniakowski

The National Fish and Wildlife Foundation (NFWF), established as a grant-making foundation by Congress in 1984, is one of the largest nonprofit foundations in the country to support community-based conservation partnership programs.

NFWF manages its annual federal fund appropriations by leveraging twice as many nonfederal dollars for on-the-ground conservation projects. We do this through our own fundraising efforts and with grantees who "challenge" others to contribute funds and/or in kind services.

NFWF gave out its first challenge grant in 1986, when we awarded

\$490,405 for 15 grants. The Fish and Wildlife Service received eight of these grants.

Through successful partnerships and effective on-the-ground results the program has grown and in 2000, we awarded 670 grants valued at \$72,960,000. Since its inception, our grant program has provided over \$490 million for 4,400 grants!

The Service has continued to be our principal partner throughout this time, and has received \$55 million for nearly 500 grants for projects at more than 200 field stations, national wildlife refuges, and fish hatcheries.

See GRANT TIPS ... Page 5

Out & About is published quarterly for Region 1 Fish and Wildlife Service employees.

## STAFF

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## SUBMISSIONS

We welcome your submissions to **Out & About**. Regular sections in the newsletter are:

- Feature Articles
- Case Studies
- Outreach Accomplishments
- Trainings & Workshops
- Announcements
- Q & A
- Letters to the Editor
- Outreach Resources

Articles should be submitted by E-mail or 3-1/2 inch floppy and run 150 to 500 words. Gear writing to newsletter style; avoid technical jargon. Photos welcome. Publication is not guaranteed, though every effort will be made to use submissions.

Submit articles to Jeanne Clark:  
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Elk Grove, CA 95758  
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E-mail: [jeanne\\_clark@fws.gov](mailto:jeanne_clark@fws.gov)

## SUBMISSION DEADLINES

|        |             |
|--------|-------------|
| Spring | April 1     |
| Summer | May 15      |
| Fall   | August 15   |
| Winter | November 15 |

Out & About has received U.S. Department of the Interior and Fish and Wildlife Service DI-550 approval.

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# Cutting Costs through Partnerships

*Refuge chief talks about Challenge Cost Share Program*

By Jeanne Clark

*Hear from Refuge Chief Carolyn Bohan regarding the Challenge Cost Share Program.*



**W**hy did the Service develop the Challenge Cost Share program? This national program was conceived to help accomplish articulated ideas for the land by bringing in partners and marrying our vision of what we want in respect to land management to what our partners want. It has been embraced by every region in the Service since 1988. Folks on the ground primarily view it as another way to get funding for important projects. But the Challenge Cost Share (CCS) program is really about partnerships. The only way to receive funding is by building a multi-partner relationship to achieve mutually agreeable goals. The finished project and the partnership are both important end results.

**Can you elaborate about the importance of partnerships?** Even if you had plenty of money in your budget for on-the-ground projects, you should still look for outside participation to realize some of these goals. A refuge is not an island; it should be part of the community. The CCS program encourages and rewards this by offering financial incentives for projects that meet many needs.

**How much money is available annually?** Nationwide, about \$3.9 million is allocated annually. Region 1 typically receives \$400,000 to \$500,000 for the program. The regional allocations are based on historical allocation amounts, performance measures, and healthy debate among the regional chiefs and the chief of the National Wildlife Refuge System.

**Do you "dedicate" funds for specific projects?** Yes. Beginning in FY 1998, the CCS program received a \$600,000 increase specifically for recreational fishing projects; of this, \$90,000 went to Region 1. Recreational fishing funds continue to be available annually. This year every region set aside at least \$50,000 to be used to build partnerships for outreach and visitor service activities related to the Refuge Centennial.

**Can you receive funding for more than one year?** Yes, this is usually the only way we

can accomplish what we set out to do. A single year of funding, or time, might not be enough.

**What kinds of projects do you select?** The program allows a lot of latitude, from developing restoration and endangered species programs to enhancing environmental education and improving visitor access for people with disabilities.

**What makes a good project?** We are looking for innovative programs, interesting ways of accomplishing goals, and especially, strong partnerships. We are finetuning goals and standards for the 2001 program right now.

**If you have more partnerships, do you have a better chance?** Generally, yes. The more partners, the more your project demonstrates that it satisfies a lot of needs.

**What are some of the common mistakes applicants make?** Don't ask for a huge amount of money; be realistic in amounts of money you request. Make sure the role of other partners is clear. Avoid run of the mill efforts; try to submit projects that are interesting and innovative.

**Can you offer some extra tips for success?** Use the "Promises" document for guidance to help choose good projects. Also, talk to your ecosystem team to get feedback and assistance for your project. On a regional level we're looking at the role of ecosystem management in helping to establish priorities and create complementary approaches from program to program. This year we asked ecosystem teams to help us prioritize CCS projects. They're an important ally. **O**

*Jeanne Clark is the editor of Out & About and public outreach coordinator for Stone Lakes NWR.*

# New Life for an Old Building

*SHPO grant helps restore the Feichter House*

By Lou Ann Speulda and Virginia Parks

The Feichter House on the William L. Finley National Wildlife Refuge is listed in the National Register of Historic Places. Built in 1855 by John Feichter, the house is a rare example of Classic Revival architecture and one of the oldest houses that is still standing in Oregon’s Willamette Valley.

The federal government made a covenant with the American people to care for historic properties when it enacted the National Historic Preservation Act. So when a routine inspection of the Feichter House revealed severe deterioration, it was necessary to immediately stabilize the structure.

The Feichter House provides a case study in what can be accomplished by pooling the Service’s limited resources with outside funding and partners.

Fortunately the house’s critical needs perfectly coincided with a new matching grant program available through the State Historic Preservation Office (SHPO). Every state has a SHPO, so yours may have similar programs.

As required by the grant program, the building is listed in the National Register of Historic Places. The refuge provided the base funding for the necessary 50/50 match and had a work plan in place that justified the need for professional restoration workers. The

Region 1 Cultural Resources Team submitted the application and the project received \$10,000 from the SHPO grant program.

Our main goal was to restore the house in a manner compatible with its original construction.

There are very few people who have the skills to work with nineteenth-century building materials and techniques, such as hand hewn sill logs, mortise and tenon joint construction, or hand-made bricks.

We were fortunate to find an historic preservation specialist and a brick mason, and to get assistance from a member of the Conboy Lake NWR staff in Washington.

The Cultural Resources Team coordinated the work and furnished hands-on assistance. Refuge staff provided many hours of help, from lifting and hauling logs to solving logistical problems.

One problem was finding logs to replace the foundation sills. When no suitable trees could be found at Finley NWR, we discussed solutions to the problem with Harold Cole, the Refuge Manager at Conboy Lake NWR.

Cole contacted a local timber company, which offered to donate the necessary logs — a real cost saving to the project and a great example of cooperation between field stations.

While there are still many tasks to accomplish before the restoration work is finished, the Feichter House is no longer in peril. In the meantime Benton County Historical Society, another partner in this project, uses the house for special events and tours that bring new audiences to the refuge. The house tours offer visitors an excellent opportunity to learn about Oregon history through this tangible connection to the lives of the Feichter family.

If you have a historic building that needs TLC, contact the Cultural Resources Team. We can work together to find the talent and financial resources to preserve your piece of American architectural history. **O**

*Lou Ann Speulda is an historian and Virginia Parks is an archaeologist on the Region 1 Cultural Resources Team.*

*“The house’s critical needs coincided with a grant program available through the State Historic Preservation Office.”*



*A State Historic Preservation Office grant helped pay for nineteenth century restoration specialists.*

Photo by: USFWS

## Looking for New Cheese!

Popular book offers insight about funding and change

By Rick Coleman

“...you can find ways to leverage new sources of financial support.”

Have you waited year after year for your annual funding allocation to be increased to meet your dreams? Are you disappointed every year when these limited resources seem to shrink, rather than grow to meet more and more needs? Do you wonder how to stretch your funds just to get the basic work done?

You can continue to focus your hopes on this sole source of funding, or you can find ways to leverage new sources of financial support. You can look for “new cheese!”

The theme of this issue of *Out & About* — Grants — begs for an endorsement of the terrific self-improvement book, “*Who Moved My Cheese?*” by Spencer Johnson, MD. This gem of a book is a wonderful short story about two mice and two people living in a maze, sharing cheese at a specific location.

Cheese is a metaphor for what we want to have in life (money, a job, a relationship, health, recognition, a talent, etc.). The “maze” in the story represents where we spend time in our life, looking for what we want. Even if you find “it” sometimes, after a while, “it” no longer supports you the way it once did and you need to move on to look for new sources of sustenance.

My favorite part of the book are messages on the maze wall left by previous travelers to help those who follow: *Change Happens - they keep moving the Cheese; Adapt to Change Quickly - the quicker you let go of old cheese, the sooner you can enjoy new cheese; and Enjoy Change! savor the adventure and the taste of new cheese.*

In the context of grants, these lessons remind us of how important it is to broaden support for the Service’s work and mission. We need to seize new opportunities and celebrate new-found support.

Last year, External Affairs ventured into the world of grant making by creating an Outreach Small Grants Program. We were proud and pleased to fund 15 of the 29 proposals we received. Your response demonstrated that employees in this region are eager to find “new cheese.” We hope to be able to offer an Outreach Small Grants Program again, in the future.

Meanwhile, this issue is filled with “how to” articles, references, and resources that can get you started in the grant arena or give you new ideas to pursue. The new cheese is out there! Start your search! **O**

*Rick Coleman is the assistant regional director for External Affairs.*

Displays, Exhibits,  
and Publications

**RESOURCES**

### Get on two free grantwriting information mailing lists

The Foundation Center  
79 Fifth Avenue  
New York, NY 10003  
800/424-9836  
[www.fdncenter.org](http://www.fdncenter.org)

The Grantsmanship Center  
P.O. Box 17220  
Los Angeles, CA 90017  
800/421-9512  
[www.tgci.com](http://www.tgci.com)

### National Fish and Wildlife Foundation

NFWF has two grant opportunities for refuge support groups. Grants are due March 30 and August 31. See grant [www.nfwf.org](http://www.nfwf.org)

### National Environmental Education & Training Foundation

NEETF is a foundation of environmental learning that improves America’s economic, societal and ecological future. See [www.neetf.org](http://www.neetf.org)

### Conservation Assistance Tools

FWS is a partner in this searchable database hosted by Sonoran Institute online at [www.sonoran.org](http://www.sonoran.org) It focuses on community-based conservation, cultural, and natural resource projects, strategies and tools.

### Lewis and Clark Bicentennial Sourcebook

Check the Department of Interior’s website for assistance for state and community projects at [www.doi.gov](http://www.doi.gov). Lewis and Clark Bicentennial projects are included.

### Local Hotel/Motel Taxes

If you work at a popular refuge or hatchery, you probably know that some folks may spend the night in your community because of their refuge visit. Most communities have a local hotel/motel tax program that makes money available for local projects. Consider this source of funding and contact Yvette

Donovan at Ridgefield NWR at 360/887-4106 for advice: She has received several grants through her local program.



# Getting Grants or Soliciting Donations?

*Learn the difference to avoid trouble!*

By Susan Saul

There is a significant difference between applying for a competitive grant and soliciting a donation. While Congress has given the Fish and Wildlife Service the authority to accept donations, it has not given the agency authority to solicit them.

This limitation prevents Service employees from approaching persons, businesses, or organizations uninvited to request donations. On the other hand, you can provide information on your funding needs, the authority of the agency, and the procedures to accept donations to anyone who asks.

The Department of the Interior's Donation Activity Guidelines spell out prohibited sources of donations, which are meant to

avoid the appearance that an outside person or entity is attempting to buy influence or advantage with the agency. These prohibited sources also apply to competitive grants. You can access the guidelines on the web at <http://www.doi.gov/ethics/eth-don.html>

These guidelines are not intended to discourage outreach and partnerships. They are meant to avoid situations that could reflect adversely on the agency.

If you have any questions regarding donations, contact Jory Jensen or Jeff Hardgrove, Division of Personnel Management, at 503/231-6141.

*Susan Saul is an outreach specialist in External Affairs.*

## Upcoming Events

### California Duck Days

**When:** February 16-18  
**Where:** Davis, CA  
**Contact:**  
 Mary Kate McKenna  
 1 800/425-5001  
[www.duckdays.org](http://www.duckdays.org)

### Klamath Basin Bald Eagle Conference/ Festival

**When:** February 16-18  
**Where:** Klamath Falls, OR  
**Contact:** Klamath County  
 Dept. of Tourism  
 1 800/445-6728

### Salton Sea International Bird Festival

**When:** February 16-19  
**Where:** Holtville, CA  
**Contact:**  
 Carolyn Benson  
 760/344-4591

### Wild on Wetlands

**When:** March 10-11  
**Where:** Los Banos, CA  
**Contact:** 209/826-5188  
 or 800/336-6354

## Grant Tips...

Continued from Page 1

**Understand NFWF requirements.** The proposal, budget preparation, and five required peer reviews may be viewed as "bureaucratic and cumbersome" at times. Unlike endowed foundations in the U.S., NFWF manages federal funds and must follow strict federal reporting guidelines. We continue to find ways to streamline our process to make it easier, but bear with us so we can maintain our accountability

**Know what you want to do.** Identify the problem you want to address and develop your work plan with clear steps. Your process must lead to measurable, quantifiable results, such as miles of stream restored or acres of habitat protected, that can be achieved in one-to-two years. Be sure to include follow-up monitoring methods in your proposal.

**Check the website before you write your proposal.** We update our most current grant programs on our website ([www.nfwf.org](http://www.nfwf.org)) with specific application deadlines. Call or email your nearest regional office if you have any questions (also listed on our website).

**Expect to pass peer reviews.** Each of the proposals needs to be peer-reviewed by five people representing federal, state, and community leaders to assure they are

addressing an important issue and based in good science. NFWF specialists also review the proposals before sending them to our Board of Directors for approval.

**Form creative partnerships.** Fundraising can be "friendraising!" Use this opportunity to attract volunteers and community and business leaders to join in the project design and implementation. Their ideas and contributions (cash or hard work) create more "ownership" of a project, ensure its long term success, and help achieve mutual conservation goals.

**Fundraising is competitive.** NFWF will never have enough grant funds to support all the important conservation issues that need to be addressed. We only fund about 35 percent of proposals we receive. The most successful ones usually include partnerships that can continue implementing the conservation ideas and practices long after the grant is over or the project is completed.

Have questions? Be sure to check our website for the office in your region. And watch for additional articles in future issues of *Out & About*.

*Krystyna Wolniakowski is director of NFWF's Pacific Northwest Region.*

## Scenic Byway Conference

One of the TEA-21 pots Nathan Caldwell discusses on page 8 of this issue involves National Scenic Byway projects.

If you need some help with interpretive planning or ways to capitalize on your scenic byway location, plan on attending the National Scenic Byways Conference August 26-29, 2001, in

Portland, Oregon, or the pre-conference workshop August 24-25, 2001, in Bend, Oregon.

For information, go to [www.byways.org/conference/2001/index.html](http://www.byways.org/conference/2001/index.html).

If you'd like to attend, fill out the FWS conference database form at <http://sii.fws.gov/r9refuges/index.htm>. Some FWS funds may be available for conference attendance.

## Steal This Idea!

Consider borrowing this idea for your own centennial planning. Crater Lake National Park is celebrating its centennial in 2002. One of the park's centennial projects is to invite a series of artists to capture the park using various art forms, from watercolors to textiles.

Two dozen artists will each spend a couple of weeks living and working at the park. Their work will be displayed at Southern Oregon University's Museum of Art during 2002 and will help communicate the values of the park, which are not all intellectual.



## Grantwriting Course

The BLM National Training Center offers Grant Writing for Conservation, a course created for federal natural resource agency staff and partners. This course will teach you how to locate grant sources, put together a winning grant, use writing skills to get your point across, and create a budget and manage your grant.

A survey returned by 35 percent of participants in the first 12 courses showed that they had received over \$2 million in grants since taking the course. Visit the National Training Center website at [www.ntc.blm.gov](http://www.ntc.blm.gov) or contact Diane Nelson at 602/906-5548.

## Brant Golf?

From start to finish, the Dungeness NWR "Migration of the Black Brant" exhibit for the Dungeness River Festival was a volunteer challenge and huge success!

Following a design developed at Carson National Fish Hatchery for a salmon migration miniature golf course, refuge volunteers developed and built a three-hole miniature golf course focusing on the spring migration of black brant from Baja California and Mexico to Izembek NWR in Alaska.

By using the mini-golf course and written handouts, patient volunteers helped over 2,000 visitors gain a basic understanding of black brant migration and the many perils they face during their migration.

## Radio Refuge Tour

With a turn of the knob to 93.1-FM, visitors at Sacramento NWR can now enjoy hearing wildlife viewing facts and tips on the air, all while viewing an array of wildlife located along the refuge's six-mile auto tour route.



The 10-minute continuous loop recording was the brainchild of a local Eagle Scout, who approached the refuge staff with his idea. His scout troop washed many cars to raise the funds needed to purchase the radio transmitter, CD player, antenna, and sign required for the project. He worked with refuge staff on the script and enlisted a Sacramento TV Channel 13 news anchor to record it.

## Lewis & Clark

Looking for some Lewis & Clark Bicentennial inspiration? The U.S. Forest Service website at [www.fs.fed.us/r1/lewisclark/lcic.htm](http://www.fs.fed.us/r1/lewisclark/lcic.htm) may provide the needed motivation. The site includes information about a training academy located at the Lewis & Clark Interpretive Center in Great Falls, Montana with lots of workshops that will inspire you.

The cost is modest and the offerings are diverse, from Temporary and Traveling Exhibits on a Shoestring to Getting Press for Your Event.

## “Winning with the News Media”

Ten tips from a popular reporter

By Joan Jewett

It's the start of another year and, like many of you, I'm setting my goals for the next 12 months.

This year, like every year since I started this job, the same item tops the list: Improve the region's media relations.

Why is that so important? Because the media are our best way to educate the public about natural resources, conservation, and the Service's fine work.

With that in mind, I thought this was an appropriate time to haul out my favorite “how-to” media guide and share its wisdom. While the Service's public affairs specialists are often the first line of contact with reporters, it is the scientists, project leaders, and top officials with specialized knowledge who reporters really want to interview.

That's where my favorite survival manual, *Winning with the News Media*, fits in. Written by former TV reporter Clarence Jones, its subtitle appropriately is *A Self-Defense Manual When You're The Story*. The book is full of insights, useful information, and is a fun read, too.

To get you inspired, I've highlighted Mr. Jones' “Ten Commandments of Media Relations” and added my own in parentheses:

1. *Be open and cooperative.* Never lie. (Most of what we do in the Service is public information and reporters are great defenders of the public's right to know. And lying is the worst sin of all to reporters, especially if you are a public official.)

2. *Personalize the organization.* (Use words like “we,” “our,” and “us,” instead of “the agency.”)

3. *Develop media contacts.* (If you've liked a reporter's work, call and tell them. They love it. Then suggest other stories, related or otherwise.)

4. *Take good stories to them.* (See above)

5. *Respond quickly.* (Reporters work on tight deadlines. Always make sure their calls are returned promptly by you or someone else in the office. Don't wait until the end of the day.)



6. *Never say, “No Comment.”* (Reporters immediately assume you are hiding something. Instead, say something like, “I'd like to be able to help you but I can't comment on that.” If legal proceedings or negotiations prevent you from being able to comment, explain that.)

7. *It's OK to say “I don't know.”* (Never fake an answer. Reporters don't expect you to know everything. But tell the reporter you will get the information for them and then get it.)

8. *Confess and repent.* (Media morality holds that lying and covering up are worse than making a mistake or committing a crime. If you've been caught in a mistake, admit it, promise to correct it, and then do.)

9. *Use the big dump.* (When you have bad news, dump it all at once. Do not let it dribble out because it will prolong the stories and multiply the damage.)

10. *Prepare.* (Have someone in your office who is trained to speak to the media. Or call the regional public affairs office for help. That's what we're here for.)

If you're interested in learning more, read Mr. Jones's book or better yet, attend a media training course at the National Conservation Training Center. Through effective media relations, we can do a better job of educating the public and accomplishing our mission of conserving the nature of America. **O**

*Joan Jewett is chief of Region 1's public affairs office.*

“When you have bad news, dump it all at once. Do not let it dribble out...”

# TEA-21, Anyone?

Getting a handle on this broad funding program

*“Generally the proposal must relate to an existing or planned transportation facility...”*

By Nathan Caldwell

Do you need a new boardwalk, a welcome kiosk, or other interpretive facilities? Then consider slaking your thirst from the Transportation Equity Act for the 21st Century “TEA-21” pot.

When Congress passed this \$35 billion program in 1999, it made several pots of Federal Highway Administration (FHWA) money available to refuges, hatcheries, FWS offices, and support groups for these types of facilities. It also made these pots more accessible by allowing applicants to use federal funds as part of the matching money.

The four TEA-21 pots most likely to be tapped for public use are *Transportation Enhancement*, *Scenic Byways*, *Public Lands Highway Discretionary*, and *Recreational Trails*. The funds for each of these programs are administered by state agencies. Generally the proposal must relate to an existing or planned transportation facility, such as a federal or state highway, overpass, or highway extension, etc.

All of the pots, except Public Lands Highway Discretionary, require hard matching funds. This means cash, not in-kind work.

## TRANSPORTATION ENHANCEMENT

This program comes in two flavors: local and statewide/regional. It is designed to improve or enhance existing or planned transportation facilities. Selected projects are usually closely associated with those

facilities. You must qualify for at least one or more of 12 categories of enhancement; projects involving interpretation fall under the scenic beautification and landscaping category.

Oregon Coastal and Steigerwald NWRs are now receiving or will receive funding for two projects located on state highways in Oregon and Washington from this TEA-21 pot.

## SCENIC BYWAYS

This pot is administered as part of the National Scenic Byway Organization (NSBO), a part of the FHWA. This program is normally run by a state transportation or tourism department, or both.

In addition to qualifying for just one of eight project types, your project must also be on or very near a formally designated All-American Road, National Scenic Byway, State Scenic Byway or State Tour route.

Check the NSBO website at [www.byways.org](http://www.byways.org); it includes a link to each state’s list of designated roads. Steigerwald Lake NWR in southern Washington, which is located on a state designated scenic byway, received funding for interpretive panels.

## PUBLIC LANDS HIGHWAY DISCRETIONARY FUND

These funds help provide access to federal lands for a wide variety of uses, including visitor centers.

See TEA-21 ... Next Page



Photo by: Nathan Caldwell©

An Oregon Coastal NWR TEA-21 project offers birdseye views of a popular seal and sea lion haul out site.



Photo by: Paul Boyle©

TEA-21 funds can help finance visitor facilities, such as boardwalks and viewing platforms.

## More TEA-21, Anyone?

*Read the leaves before you apply!*

By Nathan Caldwell

To boost your chances for success, there are several important things you ought to find out before submitting your TEA-21 program application. The following tips focus on this program. For another 13 suggestions on how to improve your chances, see Secrets of the Trade on page 11 in this issue.

**Who is administering the program?** You should know both the agency and the person administering it.

**Do you have an eligible project?** After reading the program guidelines, talk to the program administrator to see if your project qualifies. If the sponsoring agency is giving a workshop on its application process, attend it to learn more and meet the people who are administering the program. Make sure they know about our public use and outreach programs.

**How far along is your project?** Except for Scenic Byways, where you can specifically apply for planning funds, the further along your project, the better chance for funding.

**How much funding is available?** Learn the recommended size for projects before preparing your application; no one will pour their whole TEA-21 pot into your cup!

**How will you receive funds?** Most of the TEA-21 programs are reimbursables. This



means you pay for the work and then submit a bill for reimbursement. You will also need to have an agreement between the Service and funding entity to actually transfer funds to your station. Remember, this process can take time.

**Need help?** Still can't read the TEA-21 leaves, or don't have the time or staff to brew up an application? Your friendly TEA-21 and Grants Coordinator in the Regional Office can explain these programs, tell you if your project qualifies for funding, provide local program contacts, discuss program variations in your state, and more. He has been known to help write and edit applications and draft agreements for field station staff! Please contact me by email or at 503/231-2025.

*Nathan Caldwell is the regional TEA-21 and grants coordinator in EPIC.*

### Tea-21 Anyone...

Continued from Previous Page

While they are administered by each state's transportation department, you need your congressional delegation to have it earmarked in the yearly transportation appropriation. Get outside help to do this to avoid the appearance of lobbying for funds.

Hakalau Forest on Hawai'i and Ridgefield NWR in southwest Washington have received funds from this pot.

#### RECREATIONAL TRAILS

This program is for recreational trails (and motorized or water trails) that link destinations and is normally a smaller pot than others. Most states distribute these funds through their state parks department.

The emphasis here is on recreation, not interpretation, so use these funds to build the trail and find other money for the interpretative facilities. If your project is included in your state's Statewide Comprehensive Outdoor Recreation Plan, which is revised every five years, it will help greatly in rating your application.

Look for additional information on the FHWA website, [www.fhwa.dot.gov](http://www.fhwa.dot.gov), or at your state transportation or park departments' websites. Please also feel free to email or call me at 503/231-2025.

*Nathan Caldwell is the regional TEA-21 and grants coordinator in EPIC.*

#### National Wildlife Refuge System Birthday

**When:** March 14  
**Where:** Nationwide  
**Regional Contact:**  
Susan Saul  
503/872-2728

#### Othello Sandhill Crane Festival

**When:** March 23-25  
**Where:** Othello, WA  
**Contact:**  
Chamber of Commerce  
866/SANDHILL

#### Aleutian Goose Festival

**When:** March 23-25  
**Where:**  
Crescent City, CA  
**Contact:**  
800 343-8300  
707/465-0888  
[www.delnorte.org/soar](http://www.delnorte.org/soar)

#### John Scharff Migratory Bird Festival

**When:** April 7-9  
**Where:** Burns, OR  
**Contact:** Harney  
Chamber of Commerce  
541/573-2636  
[www.harneycounty.com](http://www.harneycounty.com)

#### Godwit Days

**When:** April 27-29  
**Where:** Arcata, CA  
**Contact:**  
Arcata Mainstreet  
707/822-4500  
[www.godwitdays.com](http://www.godwitdays.com)

## Endowment Funds a Money Maker

*Another way for refuge support groups to help*

By Tom Harvey

You work at a refuge and are about to receive a donation of land to manage as part of the refuge. This is good, right? Then you find out that an endowment fund goes with the donation to manage the land in perpetuity. This is good, too, right?

You stop and think about all of the great things that money can buy, over time, to improve and manage the donated land. Equipment. Supplies. Labor. Interpretive facilities. This is even better, right?

Then you think about the logistics of actually receiving this chunk of change and how it needs to be managed to generate reliable income and the warm glow fades. This is exactly the situation that we faced, a few years ago at Stone Lakes NWR, located near Sacramento, California. We were about to receive a donation of a 150-acre mitigation bank from our partner, the California Department of Transportation (Caltrans), complete with a \$400,000 endowment to manage the property.

The first dose of reality we faced was a legal constraint of Caltrans requiring that the endowment first pass to another public agency. This meant that right off the bat, the Service's 19 percent overhead rate for handling the money could not be avoided. Second, the Service has no mechanism for administering an endowment, let alone invest it and watch it grow.

For long-term management of the endowment I approached our refuge 501(c)(3) support group, the Stone Lakes National Wildlife Refuge Association, and asked if they would be willing to manage the fund. I wasn't aware of any other refuge support groups that had done this, so I needed to spend a substantial amount of time coordinating with the contracting folks in the Regional Office to develop the necessary cooperative agreements.

The association jumped at the chance to help us in this unusual way. They were already partnering with us to raise close to \$100,000 in grants (including a FWS challenge cost share grant) to build the refuge's first facility — a wildlife viewing platform.



Photo by: Paul Boyte©

*Endowment funds managed by the Stone Lakes NWR Association earn operating expenses for this mitigation bank wetland.*

Eventually the funds were transferred via a cooperating agreement. The association then established a financial committee, on which I serve as a non-voting advisory member, to interview financial consultants with experience in managing such endowments.

We interviewed several and selected one whose proposal provided the necessary diversification to protect the principal, generate guaranteed annual income, and opportunities for growth to increase the endowment.

We rely on the association's financial consultant to manage the fund to meet our annual management and maintenance expenses. So far, his skills and a previously friendly stock market have allowed our fund to grow considerably.

An added bonus for the association, which supports us in many traditional ways, is that they are allowed to take out a small percentage to cover their overhead expenses. This creative arrangement has made winners all around.

The endowment, coupled with an association willing to assume this important fiduciary responsibility, has proven to be an innovative and effective way to raise funds for managing projects that benefit the refuge, as a whole. And that's good, too, right? **O**

*Tom Harvey is the project leader for Stone Lakes NWR.*

*"We rely on the association's financial consultant to manage the fund to meet annual expenses..."*

## Secrets of the Trade

*Thirteen tried and true grantwriting tips*

By Jeanne Clark

Anyone who writes grants wins some and loses some. You do research, write a lot of drafts, submit a final product, and then wait. Whether your project is selected or not, each submission offers an opportunity to learn. Here are some valuable lessons I've gleaned from my own successes and failures:

1) **Carefully read the request for proposal.** Highlight every requirement and follow the guidelines exactly! Note format requirements: length, size of font, number of copies, binding, etc. Don't expect to find all of the information you need in the "format" section; required information may also be "hidden" in the introductory text, guidelines, selection or scoring criteria, etc.

2) **Include the grant organization's goals in your request.** Don't tell them why you need money. Show them how your project will help meet their goals and how their funds can be leveraged to meet the goals of other agencies/programs, as well.

3) **Use a team approach for writing and submission.** Develop a grant writing team that includes people who contribute to technical sections. When appropriate, invite experts outside of the Service to contribute.

4) **Make sure the writing is clear and easy to read.** Use a good writer/editor to coordinate the submissions, style edit the writing, and eliminate unnecessary repetition. Make sure to use language that your reviewers will understand.

5) **Make your proposal easy to read.** Use boldface, bullets, different fonts, etc., within the limits of the requirements and good taste. Don't use a fancy cover, photos,



art, graphics, etc. to hide weak writing or a weak case. Avoid looking too "rich."

6) **Designate a "less involved" person as proofreader.** Did the spell check catch all of your errors? Is it easy to understand? Did you miss something important? Are appendices and map references accurate?

7) **Get good letters of support.** Letters of support can make a big difference if your proposal and others are essentially equal. Who would impress your reviewers? Prepare "talking points" to help letter writers prepare letters that are relevant to their organization and different from one another.

8) **Don't wait until the last minute.** Create a work timetable for getting all of the sections of the proposal completed — and stick with it. Also, make requests for letters of support early in the process; some elected officials get scores of requests, so you want them to get yours first! Identify sources for information you will need, such as maps, county plans, or recovery plans, and secure them right away.

9) **More is not better!** Most reviewers appreciate short, concise submissions. They may also eliminate proposals that seriously violate page limits.

10) **Carefully check all budget tables and dollars figures BEFORE you submit.** It's embarrassing to have them discover your calculation errors. Or to find one on your own and have to correct it after the review process has started.

11) **Pay attention to all scoring criteria that are described in the Request for Proposals.** If one section is worth 30 points and another is worth 5, put more energy into the section with the highest value.

12) **Emphasize your agency's credibility/track record.** List other grants you've received to show you are experienced in grant management.

13) **Follow up on rejections.** The best way to cut your losses is to find out why your grant wasn't selected so you do better the next time you submit one. **O**

*Jeanne Clark is the editor of Out & About and public outreach coordinator for Stone Lakes NWR.*

*"Highlight every requirement and follow the guidelines exactly!"*

# Turning Sweat into Dollars

*Grants and NWR week event at Turnbull NWR*

By Sandy Rancourt

Turnbull NWR celebrated National Wildlife Refuge Week with some community sweat. In one project 36 volunteers weeded and built rodent barriers around saplings to restore riparian habitat. In another at refuge headquarters, the Navy Seabees donated 70 hours to renovate a classroom, exhibit hall, and office space, and construct a bookstore for the Friends of Turnbull NWR.

Volunteers have donated 1,040 hours to the renovation project, to date. The Service has chipped in, too: The refuge and its Friends group received a \$20,000 challenge cost share grant to help with renovation expenses. **O**

*Sandy Rancourt is a supervisory park ranger at Turnbull NWR.*



Photo by: USFWS

*Volunteers provide the sweat and a challenge cost share grant helps pay the way to complete refuge headquarters renovations.*

*“The refuge and its Friends group received a \$20,000 challenge cost share grant. ...”*

## Finding...

Continued from Page 1

government assistance programs, both financial and nonfinancial. The Environmental Protection Agency also has a good website that includes grant information and a grant writing tutorial at [www.epa.gov](http://www.epa.gov)

Be creative in your searches. Does your project have an educational component or will it have health benefits? Broaden your horizons to include departments other than Interior and Agriculture during your searches.

### COMMUNITY FOUNDATIONS

A community foundation is a charitable organization set up to give grants to improve the quality of life in a specific geographic area. These local funders are a good resource for grant information and are worth getting to know.

To find the community foundations in your state, go to The Grantsmanship Center website at [www.tgci.com](http://www.tgci.com) and click on Community Foundations. Choose your state on the United States map that is pictured.

### PRIVATE FOUNDATIONS

Finding the right foundation among the 44,000 private foundations in the U.S. seems

like a daunting task. To begin visit [www.environmentalgrants.com](http://www.environmentalgrants.com) to learn how to order the Environmental Grantmaking Foundations Guide in print or CD-ROM. It currently profiles nearly 900 foundations that give environmental grants.

Also visit [www.sonoran.org](http://www.sonoran.org) to access a free Internet searchable database that offers information on grant and technical assistance sources for community-based natural resource projects. Click on the Conservation Assistance Tools jigsaw puzzle at the bottom of the web page.

Be sure to check Resources on page 4 of this issue for other grant sources and funding information.

Once you have located a possible funder, get their grant guidelines and closely follow them. Be sure to show how your proposal meets their objectives.

Remember, by law they have to give their money away — so it might as well be to you! **O**

*Tina Proctor is the partnerships coordinator in Region 6.*



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