Fall 1989 Vol. 12, No. 3

WILDLIFE JOURNAL

Journal of the International Wildlife Rehabilitation Council



Using Booths for Outreach & Fundraising p. 5

Guidelines for Authors for the *Wildlife Journal*

The *Wildlife Journal* is designed to provide useful information to wildlife rehabilitators and others involved in the care and treatment of native wild species with the purpose of returning them to the wild. All featured articles are subjected to a review process and our staff and reviewers work with authors to produce the most accurate information possible in our ever changing field.

The *Wildlife Journal* has various feature categories. We solicit submissions in the form of feature articles, rehabilitation notes, book reviews, news articles related to major events in the field, and selected case studies. Articles on veterinary medicine as it relates to wildlife rehabilitation are also welcome. We would like to expand the *Wildlife Journal* to include wildlife rehabilitation articles from countries outside the United States and welcome inquiries regarding such articles. We have two short features we use for basic information: "For The New Rehabber" and "Simple Things That Make a Difference". They are intended for basic information or new ideas that are easily demonstrated with a short text and photos. We pay authors a $25 honorarium for each article accepted for publication or provide a one year membership or renewal.

Submission Instructions

1. An original and two copies of the manuscript should be submitted to the Editor, IWRC, 1171 Kellogg St. in Suisun, California. The manuscript should include references, photo legends and footnotes, and should be typewritten and double-spaced if possible. Please put the authors name and address on at least the first page of the article so it can be readily identified.

2. The *Wildlife Journal* is prepared on a Macintosh and if papers are already written and on a disc the author should let us know that at submission what type of hardware and software systems were used.

3. Manuscripts are received with the understanding that they have not been submitted to other publications. It is the authors obligation to obtain permission or reprint rights if the submitted copy has been published elsewhere. All accepted manuscripts are subject to editing. Unused manuscripts will be returned.

4. A separate page should be submitted with a short synopsis of information on the background of the author. Included should be the name, address, rehabilitation organization, and phone number for the author. Where appropriate, please list any academic degrees, or special training that is relevant to the article (i.e., physical therapy—RPT, etc.)

5. Black and white photographs are preferred for use in the *Wildlife Journal*. When no other option is available, color slides and prints can be converted but this is costly and to be avoided when possible. Photo credits should be listed with the photographs.

6. Acknowledgments are limited to people who have contributed to the article in a major way.

7. References should be noted in the text with the last name of the author and the year published (i.e., Leighton, 1983) and listed at the end of the manuscript in alphabetical order in the following style:

LEIGHTON, F.A., Peakall, D.B., and Butler, R.G, 1983. "Heinz-Body Hemolytic Anemia from the Ingestion of Crude Oil: A Primary Toxic Effect in Marine Birds". *Science* 20:871-873.

WILDLIFE JOURNAL

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• The IWRC Journal is designed so you can use a 3-hole punch and store back issues in a binder for easy reference.

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Editorial. . .

Walking The Tightrope . . . .

The tightrope many of us walk of dividing our time between animal care and administration is a difficult one. For the last three years, I have ricocheted from one side to the other, moment by moment or month by month. Although the former calls for immediate action, the latter cannot be ignored for too long or your center is not around to take care of the animals coming in next month or next year. In the moment, the animals clearly seem more important - a broken wing or hungry baby cannot, after all, be "back-burnered." As the volunteer staffing becomes more dependable and experienced, it leaves the rehabilitator-turned-fund-raiser/administrator with more time to devote to management - if we are ready for that.

I, for example, tend to careen from one issue to another - wherever the fire is hottest. (Management by crisis, I believe, is the term....) One minute doing intake, the next getting that grant application in to the company I hope will sponsor our next newsletter; going out to pick up an injured eagle and then trying to finish the budget before the board meeting. In no way am I implying that people like me do it single-handedly - but we are often the glue that holds it all together. Someone has to take the step, when animal numbers rise to the point that makes it necessary, of trying to create a cohesive entity out of what may have started as a loose organization of independent rehabilitators.

Working with the animals can be the most rewarding, emotionally - it is probably the call that brought most of us into this field. However, without losing sight of the animals (hands-on care still remains the "juice" that keeps me going on the administrative side), it has become apparent to me that there are rewards on the fund-raising/management side, too. What may be true also is that there are probably lots more rehabilitators and other volunteers interested in, and capable of, doing animal care than fund-raising and administration.

So where's the balance? I would hazard a guess that my center, Willamette Wildlife Rescue and Rehabilitation in Eugene, Oregon, has pretty much followed a pattern shared by many - a progression (not so much *planned* as *pushed* or *dragged*) from a network of individual rehabilitators, operating totally out of our own pocketbooks, to a central care facility with organized fund-raising and major worries. Our annual revenues in each of the first three years are roughly equivalent to our monthly expenses now - and our home care people still have lots of their own expenses - while our animal numbers have increased ten-fold in our five years of operation.

Thus, for the many like me or for anyone concerned with supporting wildlife rehabilitation, this issue of the *Wildlife Journal* is devoted exclusively to fund-raising. All of us who are members of IWRC seem to share an interest in furthering our rehabilitation skills and the quality of the care we can provide our wildlife patients - a commitment to excellence, within the boundaries of our physical and financial resources.

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Introduction

The California Marine Mammal Center Gift Shop/Bookstore has been in existence for over 10 years. From Spartan origins, the Bookstore has grown at a moderate pace to become a very successful operation. It currently earns enough annually to cover stock costs, and the salary of a part-time manager who does purchasing, maintenance and supervision of the store's volunteer staff. In addition, the shop makes a sizable annual donation towards the Center's rescuing and rehabilitating the seals, sea lions, dolphins and whales that strand along 1,000 miles of California coastline.

The CMMC Gift Shop/Bookstore

The CMMC Gift Shop/Bookstore is housed, along with a modest marine mammal museum, in a converted shipping container on the rehabilitation site a few yards from the animal pens. The Bookstore/museum, like the Center, is open every day of the year, free to the public, from 10:00 a.m. to 4:00 p.m. Because the Center itself is located in the Golden Gate National Recreation Area, the Bookstore operates under a Concessions Contract with the National Park Service. Concessions in national parks are strictly limited by their service and it is important to note that the Bookstore (essentially a "for profit" business) Concessions Contract is independent from the Cooperative Agreement (for non-profit organizations operating on federal park property) under which the Center itself operates.

In 1978 it was suggested that a bookstore would be a feasible earned-income option. Peigin Barret, a volunteer who would later become the Center's Executive Director, agreed to the task of setting up a Bookstore in a small corner of the Center's hospital. A graphic artist, Peigin donated 1000 prints of an original sea mammal etching to sell. A local department store donated a display case and the CMMC Bookstore soon opened with the one piece of merchandise.

Peigin recalls, "Our early customers were very nice— nobody ever questioned the fact that this bookstore sold no books!" The poster sales soon netted enough money to buy small items that were sure to sell— "nature impression" rubber stamps were popular in those days and still are. The first few books on marine mammals were soon added to the stock and more volunteers agreed to staff the store and expand its hours. Later came cards, marine mammal pins and earrings, children's books, and a variety of posters. Finally, the CMMC Bookstore cleared enough to afford promotional items such as CMMC T-shirts, hats and mugs.

By 1983-84 animal care expanded to the point of needing to take over the entire hospital building and the bookstore found its current home. A shipping container was donated by Sealand, an overseas shipping company, and volunteers installed windows, doors, shelving, paneling and carpeting.

The low overhead of the CMMC Bookstore is a tremendous advantage. The percentage of the total revenue applied to operational expenses is only four to five percent. Eight percent goes towards the salary of the part-time bookstore manager and fifty-six percent is spent on merchandise. The remaining thirty-one to thirty-two percent is contributed directly to CMMC's animal rehabilitation work. This amount can easily supply the hospital with a year's supply of commonly used drugs or a few months of fish (CMMC's patients can go through as much as 400 pounds of fish per month.)

Over 18,000 people have visited the Center in the past year and almost all pass through the store. Groups of students of all ages visit the store and purchase inexpensive items such as smaller paperback books and coloring books, marine mammal pens and pencils, shoe laces, magnets and mobiles. CMMC only sells items directly relating to marine mammals, marine birds and the ocean environment.

Conclusion

CMMC Bookstore items are also sold at environmental and community events at booths where the Center's docents can also recruit new volunteers and talk to the public about CMMC's work and goals. These promotions never fail to raise money through sales and donations as well as attracting new people to the Center. Occasionally, a publisher of a marine mammal book wants to promote its product in some way through the CMMC Bookstore. Once the staff has reviewed the book and agreed with the publisher on some kind of revenue towards the Center's work, CMMC will promote the book with book signing or reading events. In the case of Heathcote Williams' WHALE NATION, the Center's membership was treated to a mesmerizing recitation of the epic poem by a professional actor that the publisher had sent on tour and CMMC quickly sold out of its supply of the book. Events like these have been a good way to promote the Center while strengthening ties to the local community and expressing to the public the value of wildlife rehabilitation and conservation.

Book Review

Dinosaur Brains: Dealing With All Those Impossible People At Work

Albert J. Berstein, Ph.D.
Sydney Craft Rozen
John Wiley & Sons, New York, New York
1989 256 pp. $18.95 Hardbound

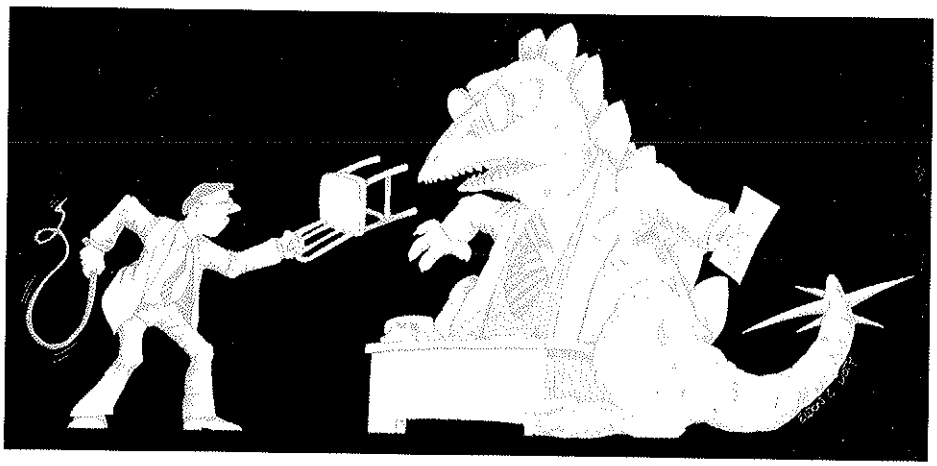
This is a very humorous, yet practical, book for rehabilitators who, in spite of their best efforts to focus on the animals, realize that, in reality they have to work with people. Understanding why people behave the way they do can really help anybody—which is why this book has such a broad appeal.

The authors first explain "dinosaur brain behavior" with chaptors like "The Dinosaur Brain & Lizard Logic," "The Triple F Response, Fight, Flight, or Fright," "If it Hurts, Hiss," "Like Me, Good; Not Like Me, Bad." It then goes on in its many short chapters to give strategies for dealing with dinosaur behavior. There are chapters on avoiding the "Reptile Response," on "Manipulation," Positive Uses of Anger," and "It's Lonely at the Top"—among others.

My favorite is titled the "Captain Kirk Management Style." It describes what happens when the chief executive takes on too much responsibility as his/her exclusive territory—a problem commonly seen in wildlife rehabilitation. The authors define and contrast a manager who delegates with a hero who is indispensable and who must save the day. They also discuss delegation and its relationship to power distribution.

The book is well written, concise, and to the point. It has lots of metaphors that are put to good use. At hardback prices, it is expensive for the wildlife rehabilitator, but I think it is well worth the money if you find your rehabilitation efforts disrupted by human interactions. It helps the reader understand irrational work-related behaviors and avoid them.

-Jan White-



Using Booths For Outreach & Fundraising

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Introduction

When you set up a fundraising booth at the county fair or other event, remember that you are representing your center. You want to let the public know who you are, what wildlife rehabilitation is, where to bring injured wildlife and that you want to raise money for your organization. Our center has had booths at a number of different types of locations:local malls, Sierra Club Days, local Junior College Open Houses, Future Farmers Days, 4-H Fairs, local county fairs. These events last anywhere from one day to two weeks.

Booth Considerations

In considering a booth you need to keep in mind the theme of the events you would be attending. Will your organization fit with the theme and will it be profitable for you to attend? You would probably not want to attend an airplane show, antique show or car show, but craft fairs, local environmental organization meetings or anyplace where community organizations can be represented would be a good opportunity for fundraising and public education.



Some events require a fee for the space or a percentage of your sales. We do not attend events that require such a fee, since we have found that we often work at a loss with these types of events. We have never paid for booth space and, in fact, one of the three-day fairs that we attend gives us a $100.00 donation to cover our traveling. Managers of some events will waive set-up or booth space fees with a little communication on your part, especially if you can tell by looking at the map of available booth spaces that a booth in an outer area would suit your needs.

Location is another area to consider. In our experiences at the County Fair, 4-H or Future Farmer Fairs, we have found that being near livestock works well for us and the live birds we bring. Being in the commercial or crafts buildings or on the midway have not been as successful for us. Areas to consider are near an entrance/exit, food booths or restrooms. These are areas that get good foot traffic, but where we are not overshadowed by other booths.

The size of the booth should also be considered. Because we bring live birds to all our events we require a minimum space of 10 x 20 feet but I find that, when trying to sell merchandise as well, a 10 x 30 foot space works best for us. You should take some time in considering booth location when taking live animals due to the stress they may feel with too much traffic around the booth. We use 3 birds at a small booth and as many as 5 in a large booth. Birds are always located at the back of the booth, except when a volunteer may have a bird on the fist. Since our local county fair occurs during the middle of summer--during everyone's busy season- we take a basket of baby birds needing continual feeding along with our resident raptors.

Editors note: In some states it is illegal to have releasable protected species on display. One should check with the state authorities.

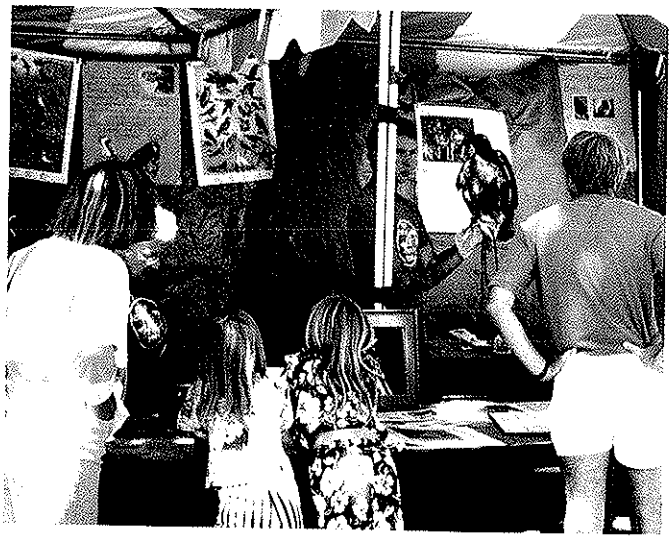
Using Education Birds in Booths

We use non-releasable raptors from our educational program at the booth. We have always had good success drawing the public to our booth when they are there. Many people walk by and think the birds are stuffed, but then one of the owls will blink or move his head and you will hear "Oh, my goodness, they're alive" and you have them hooked. My favorite story is a woman who walked by and said to her friend "Oh, that's horrible--they make lamps out of them." We said "No, they are alive" and just then one of the owls blinked. She was embarrassed, but came over and began talking to our volunteer. Before she left she dropped $10.00 in our donation jar.

In setting up the booth we use a number of different types of posters about the Center. Posters cover things like membership levels, bird anatomy, flight movements, Adopt-A-Bird, volunteering, pellets and how much food an owl will eat each night. We also have a poster that corresponds to each raptor (e.g., Red-tailed Hawk, Screech Owl, Turkey Vulture) with information on species name, size, wing span, weight, habitat, and type of foods they eat. Species posters are changed daily and correspond to the bird on the perch.

Other items that will help attract people to the booth are your brochure or pamphlet, your latest newsletter, annual statistics, adopt-a-bird, and your business cards. A scrapbook that includes animal photographs and newspaper articles about the organization and/or one that shows your volunteers performing the various duties that are required to keep your facility running are also popular. Have a volunteer sign-up book, where you get names, addresses, and phone numbers. You should have a date set for training classes immediately following the event. It is also helpful to invite visitors at your booth to become members on the spot.

Donation jars are a necessity. We use as many as four at a booth. Decorate them with wildlife pictures and the word "Donation" or something like "Your donation helps save injured wildlife." Take the time to make them attractive.



If we are selling merchandise at our booth we include the following: T-shirts (with our logo and 2-3 other bird design shirts), wildlife books, coffee mugs, decals, buttons, and rolls of stickers (the latter three are great because they are inexpensive items for children to purchase).

Other Draws

Another draw to your booth would be to have a raffle. Make a poster to advertise the raffle and have some of the prizes there. Let the public know that the money is being raised for a specific project. If you have an adoption/sponsorship program, make sure your raffle uses the highest level adoption as a prize. Last year we sold enough tickets to cover our prize for an eagle adoption. Be creative with items.

The placement of merchandise, posters, and information will vary depending on space and shape of booth. I suggest that donation jars be spaced about every 4'. Spread out informational posters interspersed with brochures, newsletters, statistics, volunteer sign-up book, scrapbook and any other free hand-outs. We usually put most of our merchandise at one end of the table with a few of the items at the opposite end. If you have too much on the table people will not stop nor will they buy anything or take your brochures.

Place posters behind the birds. As stated earlier, we position our birds at the back of our booth. We use pegboards as a background so that posters may be hung at different levels. Birds are perched on block perches with astroturf tops. These are then tied down to the tables. Under the perches we use short astroturf carpets (brown as it does not show fecal matter). Use of bow perches can cause a bird to bait (attempt to fly) off the edge of the table frightening the bird and the public.

We attach a skirt across the front edge of the table so that we may use the area under the front tables as storage. We generally use brown butcher paper on the top of the outer tables as this allows the items and information to stand out.

Booth Training for Volunteers

We have a short volunteer training session prior to each event. We feel that this way we have volunteers who give out consistent information about the Center and what we do. Review with your volunteers such information as: number of years in operation, how you are funded, by whom you are

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Fundraising For Wildlife Rehabilitation Organizations

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Introduction

The majority of wildlife rehabilitation facilities rely on public support and therefore need to concern themselves with fundraising. A major challenge encountered by many fledgling rehabilitation operations is that they are started by individuals with little or no experience in business, especially the financial aspects of running a business.

Before you embark into the world of raffles, bake sales, corporate grants, and other funding resources, it is advisable to learn as much as you can about non-profit management and finance. This will spare you a lot of future frustration and allow you to set some realistic fund-raising goals. The purpose of this article is to encourage you to strengthen your fund-raising base through long-range planning and diversity.

Where to Start

We are fortunate to live in a time when abundant resources are available to help the non-profit manager. The Support Center of America is a non-profit organization founded in 1971 to strengthen the non-profit sector. The Support Center, headquartered in Washington, D.C., with 12 branch offices nationwide, annually provides management assistance, business volunteers, and training to thousands of non-profit organizations. To learn more about the Support Center and its services, write to The Support Centers of America, 1410 Q Street, NW Washington, DC 20009.

The National Society of Fundraising Executives provides excellent resources specifically for non-profit fund-raising. Membership in this organization is expensive, but appears to be well worth it. You can request a packet of information regarding their services from NSFRE, 1101 King Street, Alexandria, Virginia 22314.

A fairly new publication, "The Non-Profit Times," is available, free of charge, to full-time executives of non-profit organizations. The Non-Profit Times includes articles about non-profit management issues and ads for goods and services for non-profits. For more information, write to The Non-Profit Times, Circulation Department, P.O. Box 468, Bladensburg, Maryland 20710-0468.

Another way to learn about wildlife rehabilitation management and fundraising is to visit other centers. Make an advance appointment to meet with the center director or financial officer. You can also initiate newsletter exchanges with other centers, which allows you to share information about direct mail and other fundraising activities.

The IWRC conferences and other rehabilitation meetings usually offer fundraising information and speakers, as well as opportunities to network with other rehabilitators about fundraising and management.

You can analyze the successful fundraising techniques used by large non-profits in your area such as hospitals, conservation organizations such as The Nature Conservancy, rescue squads, etc. Collect their direct mail appeals and newsletters and analyze them for their content. See if you can adapt their information and fund-raising ideas to work for your organization. Meet with members of their staff to ask for advice regarding your plans.

The bottom line here, as Jan White likes to say, is "don't re-invent the wheel." There are thousands of monetarily successful non-profit organizations with thousands of free ideas waiting to be duplicated. An executive director at a wildlife rehabilitation center recently volunteered at another non-profit's auction just so she could observe. The information she acquired gave her the knowledge and experience she needed to present to her board of directors a successful proposal for an auction.

You can also receive a lot of inspiration and encouragement by reading biographies of successful entrepreneurs such as "One Smart Cookie," the story of Debbie Fields, founder of Mrs. Field's Cookies, or "Grinding It Out," by Ray Kroc, the founder of MacDonald's. A very inspirational book I just finished reading is "All You Can Do Is All You Can Do But All You Can Do Is Enough!" by insurance entrepreneur A.L. Williams. Stories of triumph over what sound like insurmountable struggles on the road toward a dream will bolster you up when you get discouraged on the way toward *your* goal.

Fear is a negative force which prevents the majority of us from achieving our goals and getting what we want from life. I have found motivational business management audio tapes to be the key to personally giving me the necessary courage to continuously venture into the frightening world of soliciting donations. My brother gave me an audio tape by a man named Earl Nightengale when I was in college and it changed my whole outlook on the world around me and my part in it. I play positive attitude, motivational tapes while driving to an appointment with a potential donor. They bolster my confidence and prepare me mentally for the meeting. Check your local library or bookstore for motivational/business management audio tapes or you can request a catalog from Nightengale-Conant Corporation, 7300 North Lehigh Avenue, Chicago, Illinois 60648 or call 1-800-323-5552.

Beware of professional fundraisers. You may not need them. If you choose to use an outside fundraiser, be sure that a qualified attorney, accountant, and your Board of Directors reviews the contract prior to entering into any agreement. Donors are becoming increasingly curious about the percentage of their contributions which goes into fundraising and administrative costs.* Credibility and accountability are two key factors in all successful fundraising campaigns. Many non-profit organizations have entered into agreements with professional fundraisers only to discover later that they could have done the same thing on their own.

The Most Valuable File Drawer In Your File

Several years ago a successful fundraising executive gave me a bit of advice. He suggested that I select a file drawer which would contain vital information for fundraising. The drawer was to contain file folders, each with copies of frequently requested documents. Over the past five years, this file has become full with over 50 powerful fundraising documents. This collection of documents has allowed us to prepare grant proposals and to answer donor inquiries with lightening speed. Let's examine what could go in your fundraising resource drawer.

First and foremost, start with some basic fundamentals such as a clearly-defined mission statement. This short and concise statement should be the base from which your entire organization operates. The mission statement of the Wildlife Center in San Rafael, California is "to increase man's understanding and respect for wildlife." This is an excellent example. It gives you a clear idea of how the organization views its position within the "Big Picture" of the world. It doesn't tell you how it is going to accomplish its mission; it only states the intent of the mission. You can go into more detail about how you plan to accomplish the mission in an outline or list which follows the statement of your mission, perhaps on a one-page document. A well-conceived mission statement is an invaluable resource during planning sessions or when you have difficult problems to hash out. You can go back to your mission to get some perspective and, hopefully, a suggested course of future action.

Another vital document is the budget. A budget should be updated annually as the organization develops and is the document which tells donors how you plan to spend their money. It is also helpful to include not only how you plan to spend the money, but also from where you hope to get the money, special events, memberships, bequests, etc. Remember that successful organizations raise money for specific, targeted purposes, not merely for the sake of raising money.

We developed a method of coding our documents which has proved invaluable here at Chesapeake Wildlife. The code at the bottom left corner of our misson statement is 9:MISSION-8/89. This means that a copy of the mission statement document is on computer diskette # 9; that it is indexed by the title "mission" on the hard drive of our computer; and that the most current version was updated in August of 1989. This coding system has saved a lot of time when we needed to locate a particular document.

While on the subject of computers, it is advisable to set up an adequate recordkeeping system early in the development of your organization. It may be kept in ledgers, computers, whatever. When considering your options for a recordkeeping system, be sure to plan for a system which will meet the needs of your organization as it grows and develops. Many organizations fail to plan ahead and lose a lot of time redesigning entire systems and re-entering data.

Another helpful document to compile is an annual report. It is a review of your most recently completed year of service. It can include documents such as your most recent audited financial statement;

**Editors note: In some states disclosure of such company information is required in all written materials and telephone solicitations when using a professional fundraiser.*

letters of support from donors; letters of support from people who were grateful that you were there to help them; lists of board members, staff; etc.

Lastly, I recommend that you prepare a strategic plan for your organization's future which details where the organization plans to be in one year, five years, ten years. The strategic plan can include a collection of documents such as a budget, with a corresponding sheet indicating projected sources of funds; a mission statement; special fund campaign plans and rationales, a breakdown of future staffing requirements, an outline of phases of special projects over the next five years, letters of support, lists of donors, lists of volunteers, etc.

This plan should also indicate how you plan to reach your goals. Its true value lies in that it gives everyone--not only donors, but your staff, volunteers, and yourself--a roadmap for reaching the success you desire.

The annual report and the strategic plan can go hand in hand as your guides to achieving ambitious goals for your organization. It should be obvious to you by now that you can begin to create an annual report and strategic plan from the resource documents which make up the component parts of your fund-raising file.

A variety of other supporting documents can go into your fund-raising resource drawer such as: your IRS 501(c)(3) letter of determination; your most recent financial statement; lists of your board of directors, advisory board, and staff; resumes of your board and staff members; a list of your corporate donors; a list of grants received; a list of past interns and their respective schools; newsletters; copies of newspaper clippings or magazine articles; a one-page history of your organization, and so on.

Some Good Ideas...

The following will give you an idea about a few of the profitable fundraising options currently being used by rehabilitation centers. One vital key to remember is that successful businesses and successful investments are based on plans which include diversity. Take, for example, stocks. Many businesses, personal fortunes, investment porfolios and non-profits collapsed as a result of Black Monday. These organizations had put all of their eggs in one basket and the basket vaporized into thin air when the stock market collapsed. The purpose of this section is to expose you to a variety of areas in which you can diversify your organization's fund-raising plan and to encourage you to do just that.

Planned Giving

I purposely began this section with planned giving. Planned giving has been called the best fund-raising method available today to secure the financial future of an organization. It is the least used method of fund-raising at most fledgling non-profit organizations. It is also the scariest and most complex fund-raising method. I've taken several courses on planned giving through The Support Center. One of the instructors produced an excellent planned giving brochure while serving as director of development at a major university in Washington, DC. It gave donors examples of planned giving options using actual donor case histories. Most importantly, the brochure clearly outlines the benefits available to donors through planned giving.

A donor who initiates and pays the premiums for a half million dollar life insurance policy on himself with your wildlife rehabilitation center as the beneficiary is an example of planned giving. Benefits to planned giving donors may include eliminating capital gains taxes on appreciated property, creation of an immediate tax deduction, reduction of estate taxes, production of an early lifetime income, and increasing distributions to beneficiaries at the time of death, to name just a few.

What appears to be the most difficult part of planned giving for most of us is that we are delving into uncomfortable areas such as death, taxes, and someone else's money. You will feel confident to approach potential planned giving donors only when you have become fluent in the benefits and mechanics of planned giving. You will then be free to approach major donors because you will have something truly valuable to offer them.

Special Events

Auction - Goods and services are solicited and auctioned off to the highest bidder. Successful auctions are based on three main ingredients. The first is attractive prizes. Prizes can range from an airplane ride with your local traffic-monitoring newscaster to limited edition wildlife artwork to trips for two to exotic destinations. The second ingredient is the selectionof your auctioneer. The auctioneer must fit the people who attend the event. An auctioneer who generally auctions livestock will not likely fit the bill at an elegant black-tie auction. The third ingredient, and probably the most important, is advance planning. An auction is a major event which requires months and months of planning with a diversity of details to be monitored.

Don't overlook the value of silent auctions. In a silent auction, items are placed on a table with a sheet of paper where bidders can write in their bids. A large silent auction of lower to medium range offerings combined with a small live auction which features large exciting items is usually a winning combination.

Receptions - Short events in which people gather to celebrate an event or honor an individual. Receptions can range from informal gatherings to black-tie affairs.

Goods And Services

There are many ways to translate donated goods and services into revenue-producing income. Here are a few of the most profitable.

Raffle - Tickets are sold for a chance to win a prize or prizes. Paul Gumbinger of Gumbinger Associates, San Mateo, California, who was the architect for the rehabilitation facilities at the Penninsula Humane Society in San Mateo, California, told me of the extremely profitable and highly organized raffle plan of his Rotary Club. In 1986, they raffled a new Mercedes 190E together with a one-week vacation in Germany including air fare. Six hundred tickets were sold at $100 each. The net to the club after expenses (printing of tickets, postage and kickoff and drawing parties) was approximately $25,000. In 1987, they raffled a new Jaguar XJ7 together with a one-week vacation in England including air fare. Seven hundred fifty tickets were sold at $100 each (in fact, they had more requests for tickets!). The net to the club after expenses was approximately $35,000. I can see the possibility for a great theme for a rehab. center raffle "Wildlife Center raffles Jaguar."

Flea Market/Garage or Rummage Sale- Items, most of which are used rather than new, are offered for sale. The largest flea market sponsored to benefit wildlife rehabilitation efforts is the Beastie Bargain Bonanza, co-sponsored by two of the most successful wildlife rehabilitation centers, the California Marine Mammal Center and the Wildlife Center in San Rafael, California. Items for the sale, such as automobiles, trucks, furniture, oriental rugs, books, toys, clothing, sporting equipment, art objects, musical instruments, hardware, out-of-print books, china, quilts, and linens are collected year-round for the sale. A raffle and special tables for celebrity sales and gourmet bakery delights are also features of this mammoth flea market.

In-Kind Donations - These are the goods and services which are donated, such as a free computer, an afternoon of gratis service from an electrician, control mice donated from a research lab, etc. In-kind donations can broaden your base of support in ways you may have never considered. Again, as with the mission statement, you need to have a clear idea about what you need. If you heat your facility with a woodstove in the winter you could put out a press release asking for donations of wood. Most wildlife rehabilitation centers have a need for medical supplies. Try preparing a medical wish list and sending it to local hospitals.

At Chesapeake Wildlife we issue quarterly press releases. We have several standard releases which we send out annually. One of these was adapted from an article in a Nature Conservancy publication. It requested donations of land, cars, trucks, and other major in-kind donations. We have received numerous vehicles from this release. We were able to sell the vehicles for funding of our program.

Direct Mail

Thousands of appeals for funding are made by non-profit organizations through direct mail annually. If you're like the rest of us, your name has become forever entered on numerous conservation and animal organization's direct mail lists. As a result, you probably receive more than your fair share of direct mail. Start to view these mailings as a resource. Pay particular attention to the appeals from local groups. Call and speak with their executive directors or director of development and inquire about the success and costs of their campaigns.

Membership

These yearly fees are paid to support the general operating expenses of the organzation. Members are usually enticed into membership with a variety of incentives such as receipt of newsletters, special member-only events, membership gifts such as patches and totebags, having their name prominently displayed at the center, etc. The annual appeal for membership is generally a stable and somewhat predictable source of funding.

Beware of giving the impression that members have rights of visitation to your animal care facility. Donors can be lost forever if they and perhaps their relatives or out-of-town guests are turned away from a tour of "their" animal care facility. Make the bounds of your animal care clear to members.

Etcetera

Trading Stamps

One of the most successful and most unusual forms of fund-raising we tried at Chesapeake Wildlife Sanctuary was our trading stamp campaign. We put out press releases asking for full books, partial books and loose S&H and Top Value trading stamps. One skeptical observer laughed at the press release and said that we would be lucky to get two books. We were overwhelmed by the response. In our first year we

IWRC
Literature Order Form

Description	QTY.	TOTAL
IWRC Skills Seminar Packets **Session I** - Basic Wildlife Rehabilitation 1AB by Jan White, DVM With the purpose of standardizing rehabilitation skills through a professional packet, the author covers rehabilitation methods and techniques from capture to release. Basic animal physiology, treatments and medications, nutrition and husbandry are covered for mammals, birds, and reptiles. Also included are nutrition and housing charts which can aid the rehabilitator in determining how to care for and raise wildlife. Revised 1990. **Price $15.00**		
Session II - Restraint of Wild Animals by Dave Jessup, DVM, William Clark, and Brian Hunter, California Department of Fish & Game. These materials cover basic considerations and responsibilities for restraint procedures, pharmacology, equipment, medical concerns and safety considerations for the rehabilitator handling wild animals. **Price $5.00**		
Session III - Laboratory Procedures & Diagnostics in Wildlife Care by Tami Anderson, AHT Procedures covered include the various aspects of hematology, laboratory tests, urology, parasitology, testing done for heart worm, and basic information on bacteriology and culture and sensitivity testing. Revised 1987.		
Session IV - Physical Examinations & Initial Care by Sandra Emanuelson, DVM and Jan White, DVM Topics covered include intake procedures, initial exam, treatment for basic shock and for selected poisons. **Price $5.00**		
Session V - Feeding and Nutrition of Animals in Rehabilitation Centers by Murray Fowler, DVM Various aspects of feeding and nutrition in wildlife care are addressed including requirements for energy, protein, minerals, vitamins and hydration. In addition, sections are included on thermoregulation, zoonosis, and metabolic bone disease. **Price $5.00**		
Session VI - Physical Therapy in Raptors by Nancy Horowitz, RPT A registered physical therapist, Ms. Horowitz brings to our field her knowledge of the principles, application and cautions in the use of physical therapy on wild raptors. This packet also includes a "A New Method for Exercising and Rehabilitating Raptors," by Terry Schulz, Julie Klingman and Russell Tucker, DVM. **Price $5.00**		
Session VII - Basic Necropsy Procedures by Pat Gullett, DVM This packet provides rehabilitators with procedures for both avian and mammal necropsy, complete with diagrams. Reptile illustrations are included for reference along with a necropsy form for the rehabilitator. **Price $5.00**		

	QTY.	TOTAL
Session VIII - Fluid Therapy in Wildlife Care by Michael Murray, DVM Dr. Murray explains the different types of fluids available, when to use them, criteria for their use and routes of administration. Basic acid-base balance is also covered in this packet. **Price $5.00**		
Session IX - Wound Management in Wildlife Care by Michael Murray, DVM This packet offers step-by step instructions on how to deal with wounds. The information includes sections on wound debridement, lavage antibiotics, wound closure and open-wound management. **Price $ 5.00**		
Session X - How to Develop and Organize a Wildlife Rehabilitation Program by Sally Lewis This packet is designed to accompany the actual seminar. The information is for everyone who wants to start a wildlife rehabilitation program as well as for those who want to see their existing wildlife group get better organized. Topics include starting up, finding an effective board of directors; managing a volunteer program; qualities in a good leader and in a good worker; fundraising; public relations; working with difficult people; conflict resolution; preventing burn-out and more. **Price $5.00**		
IWRC/NWRA Standards Book This 30+ page booklet details the approved standards for temporary care of wild animals undergoing rehabilitation back to the wild. It also includes information on disinfectants, cleaning, records, medical standards, facilities requirements, minimum caging standards for birds and mammals, and euthanasia standards. This is *essential* reading for anyone, individual or organized group who is developing a program for wildlife care. **Price $5.00**		
IWRC PROCEEDINGS "Lessons of the Past—Pathways to the Future" 1988 Papers cover the following topics: Release of One-eyed, One-footed & Otherwise Physically Impaired Raptors by Pat Redig, DVM; Aspergillosis: Diagnosis, Treatment, & Prevention by Douglas Yearout, DVM; Avian Orthopedics: Practical Applications for Rehabilitation by Russel Tucker, DVM; Hand-rearing Infant Tree Squirrels, Injury & Illness in Tree Squirrels by P.C. Hanes; Raising Orphaned Flying Squirrels by Jeanne Wasserman; Deformities in San Juan Islands' Deer by Jessica Porter, DVM; & Athena McEntyre, Raising Orphaned Beavers by Jo Ann and John Hicks; Applications of Data from Research on Wild Populations to the Rehabilitation of Harbor Seals by Julie Knight; Natural History & Captive Care of Turkey Vultures by Kirstine Thorne; Tourism & Wildlife Rehabilitation in Peru by Paul Beaver, Ph.D.; and New In-vitro Techniques for Testing Oil Dispersant Toxicity to Seabirds & Sea Mammals by D. Michael Fry, Ph.D., and Barrie Todd. Limited stock on-hand. **Price $10.00**		
"Wildlife Rehabilitation On the Move" 1989 Papers cover the following topics: Why Wildlife Rescue? by Alan Tennant; Who Cares About Sea Turtles? by Carole Allen, Rattlesnake Roundups by A.J. Seippel; Raising Rhino Right by P.C. Hanes; Animal Bites by Lee C. Jan, DVM; Tick-borne Zoonosis of the United States by Steve Waring, DVM; The Impact of Imported Fire Ants on White-tailed Deer Fawns by Ann S. Connell; The Husbandry of Insectivorous Bats in Captivity by Susan Barnard; Outline of Nutritional, Infectious and Parasitic Diseases of Captive Raptors by David L. Graham, DVM, Ph.D.; Housing Avian Insectivores During Rehabilitation by Paul and Georgean Z. Kyle; and A Spirochetal Illness in Raccoons by Judy Baugh and Laura Walker. **Price $10.00**		

INDIVIDUAL IWRC PAPERS

	QTY	Total
Practical Avian Triage by Gail Hedberg, AHT 1990 This booklet covers the basics of avian stabilization including assessment of stability, housing and transport, stress management, physical examination, support feeding and therapy, and care for common injuries/fractures. Also included are case examples with model plans of action as well as an appendix for supplies mentioned in the paper. **Price $3.50**		
Immobilization of Simple & Compound Fractures in Songbirds & Raptors by Victoria Welsh 1981 This booklet covers many aspects of dealing with fractures in birds. Areas covered in this paper include cleaning and disinfecting wounds, fractures of long bones, their treatment and post-treatment rehabilitation. **Price $3.50**		
Immobilization of Simple & Compound Fractures in Mammals by Victoria Welsh 1981 This booklet covers many areas of dealing with fractures in mammals. Rescue, transport, initial care, treatments for specific breaks, proper confinement, healing time, and rehabilitation. This information is complemented by illustrations for splinting and wrapping methods of fractures. **Price $3.50**		
Hand-Rearing of Non-Domestic Mammals by Debbie Marcum 1988 An informative paper in six parts coving subjects such as initial care, medical problems and their treatment, feeding and nutrition, housing, behavior and release. This paper includes a medical and dietary products list and a biological data sheet. Also added in the updated version are two papers on oral tube-feeding the Virginia Opossum and weaning the Virginia Opossum. **Price $2.00**		
Raccoon Rehabilitation by Jan White and Debbie Marcum 1979 This 20-page booklet covers the care, handling, and release of raccoons. It includes details on infant and adult diet, medical problems, vaccinations, caging, growth charts, and much more. **Price $3.50**		
A New Method for Exercising & Rehabilitating Raptors by Terry Schulz, Russel Tucker, and Judy Klingman, 1984. This paper introduces a new method of exercising raptors on a shoulder flight harness with a minimum amount of human contact. This method is ideal for the rehabilitation program that does not have room for a large flight aviary. Complete instruction to build a fixed flight line and harness are included. **Price $1.50**		
Avian Drugs & Dosages by Charles Galvin, DVM 1976 A 48-page booklet that is an A to Z guide for drugs used in avian species. This booklet lists approximately 200 drugs that are used in birds and their recommended dosages. **Price $5.00**		

Wildlife Flow Chart Sandra Emanuelson, DVM 1983	QTY	TOTAL
This 11" x 17" coated flow chart shows you what steps should be taken upon receiving an injured animal. You start at the bottom of the chart and depending on what condition the animal is in, various protocols are followed. There is also a list of common antibiotics and their dosages for easy reference.		

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Replacement of Young Great Horned Owls
Mod. Live Virus Canine Distemper Vaccines in Gray Foxes

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Use of PCV in Status Evaluation for Raptors
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IWRC Annual Report

Back Issues of the Wildlife Journal
Each issue is $4.50 or $16.00 per Volume set of four.

IWRC BOOKS	Qty	Total
Raptor Care and Rehabilitation by Gary Bogue and Dave Garcelon 1977 A 140-page book on the complete care of raptors for rehabilitation. Sections include initial care, housing, medical problems, training and rehabilitation. Each section has great detail and addresses common and not so common problems that are encountered with these birds. Illustrations include perches, flying equipment, splints and wing/body wraps. **Price $16.00**		
Wildlife Restraint Handbook Edited by the Wildlife Investigations Staff, California Department of Fish & Game, 1986. This 160-page book is designed for the wildlife rehabilitator and field biologist. It has sections on mechanical capture of animals, transportation of captured animals, restraint equipment (ropes, gloves, hobbles, Ketch-All Pole ™, pole syringes, dart guns, etc.), pharmacology of restraint drugs, medical concerns in restraint, safety, and specific information on various species (including drug dosages) such as Black Bear, Mountain Lion, Bobcat, Coyote, Fox, Skunks, Badgers, Fishers, River Otters, Beavers, Raccoons, and Sea Otters. **Price $16.00**		
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Emaciation: A Protocol for Recovery, J. White, S. Emanuelson; Vol. 6, No. 2		
Fluid Therapy in Birds (Parts 1 & 2), R. Evans, DVM; Use of the PCV in Status Evaluation for Raptors, P. Redig, DVM; Vol. 7, No. 1		
Avian Trichomoniasis, S. Emanuelson, DVM; Vol. 7, No. 4; **Order** Barn Owl Notes		
Physical Examination of Songbirds, J. Heinemann, Vol. 7, No. 3		
Imprinting & Wildlife Rehabilitation, P. Beaver, Ph.D.; Vol. 7, No. 2		
Is Your Bird Waterproof? K. Thorne, Vol 9, No. 2		
How to Read and Use a 1cc Syringe, M. Johnson **Order** Goldfinch Rehab Notes		
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Journal Orders

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Order Summary

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	$ 1.00-$ 5.00	$1.00	$ 2.00
	$ 6.00-$15.00	$1.50	$ 3.00
	$16.00-$20.00	$3.00	$ 4.00
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Be an active member of the International Wildlife Rehabilitation Council.

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were able to redeem the books for a new washing machine and dryer. In the second year we were able to redeem the stamps for over $1,000 and this very strange but successful campaign is still going strong.

Coupons And Rebates

Some drug stores and grocery stores have set up special funds which offer rebates to non-profit organizations for items purchased. Supporters mail their own register receipts to the non-profit, which turns them in to the store. Fantles, a local drug store in the Washington, DC, area has set up the "Good Neighbor Fund," which gives a donation of 5% of receipts which are redeemed by a non-profit. A grocery store near the Willowbrook Wildlife Haven in Illinois had a similar program.

Don't forget the value of manufacturer's cents-off coupons and rebates for items commonly used at your center like laundry detergent, cleaning items, paper goods, etc. At Chesapeake Wildlife Sanctuary we have been very fortunate to have Nancy Foster, who is known to our donors as the "Coupon Lady." We collect coupons for Nancy, who in turn uses them to purchase needed Sanctuary supplies. Nancy's efforts have saved us hundreds of dollars annually with this special program.

United Way / Combined Federal Campaign

United Way and Combined Federal Campaign monies are a great source of funding. A number of the campaigns, which are for the human social services, disqualify organizations from receiving monies to fund animal care. Therefore, at Chesapeake Wildlife Sanctuary we formed a special restricted use fund for a program called WORD, which stands for Wildlife Opportunities for the Recovering and Disabled. WORD program participants have included senior citizens who were displaced homemakers, alcohol and drug abuse program participants, and court-referred community service volunteers. This unique program provides training and support to individuals who are actively participating in recovery or self-help programs. Monies from the WORD account can only be used for the direct benefit of WORD program participants, and not for animal care. We have funded internship stipends and salaries for WORD program participants from this fund. These individuals assist in our office and in the animal care area, but the money goes to benefit the individual, not the animals.

Sponsorships

Sponsorship programs are popping up in non-profits everywhere. You can sponsor trees, fish, birds, mammals, land, etc. The Suncoast Seabird Sanctuary has had a sponsorship program for many years where donors can provide the necessary food for animals at the Sanctuary. The Alabama Wildlife Rescue Service has a sponsorship program in which you "show your concern" for a particular species of animal. Alabama Wildlife Rescue Service provides an attractive certificate to the sponsor. Anne Miller, Executive Director of AWRS, says that sponsorships have provided significant funding to their organization. (See article on Sponsorship Programs on page 17.)

Lectures And Courses

Most wildlife rehabilitation organizations offer lectures about their program and some sort of rehabilitation courses. At Chesapeake we looked for a unique way to educate the public about wildlife rehabilitation and at the same time generate some income. We now sponsor a lecture/course, "Introduction to Wildlife Rehabilitation," which is open to the general public. It is a prerequisite for application for a volunteer position. We charge $12.00 per person and present a two-hour program. The program covers the initial procedures to temporarily aid a sick, injured or orphaned wild animal until help can be located; a discussion about laws and permits governing the possession and rehabilitation of wildlife; career opportunities in wildlife rehabilitation; and information about how to become involved as a volunteer or intern at the Sanctuary.

We publicize these programs by circulating press releases to local newspapers and by putting out registration forms for the program on our admissions desk and in local libraries. During the summer of 1989 we had 50 people register for one program. It brought in $600. Not bad for a two hour program which we had been presenting for no charge in the past. These are only a few of the many options available to generate income for your organization.

Conclusion

I cannot emphasize enough the importance of putting ideas down on paper. Business management consultants will tell you that clearly written planning documents are critical parts of any successful fundraising project. During the planning and revision stages of your plan, jot down your dreams, even if you are unsure about how to achieve them. Put them on paper and record the date of your brainstorming. Whether you are planning for the next five years or for the nest month, put your ideas on paper.

Continuously solicit ideas and input from coworkers, donors, and your board of directors.

Incorporate these dreams into the plans. Redefine these goals and dreams over time until they become a roadmap indicating a clear path to your goals.

I have a favorite saying regarding this process. "It is better to aim for the stars and miss than to aim for a pile of manure and hit it." Graphic, maybe-but unforgettable.

Successful fundraising is based on the following:

a) a clear mission,
b) a well conceived and diversified fund-raising plan,
c) confident and knowledgeable people to implement the plan,
d) a good bookkeeping system which provides true accountability and data which can be used to interpret success of fund-raising projects.

Fund-raising can be scary. It can also be exhilarating.

One of my favorite stories of the importance of persistence comes from the book, "The Power of Ethical Management," by Kenneth Blanchard and Norman Vincent Peale. It tells of a time when Winston Churchill addressed a graduating class of English students. He stood at the podium, said the following, and sat down. "Never! Never! Never! Never! Give Up!" The book goes on to say, "Many students were disappointed, but the headmaster, upon reflection, felt this might have been one of Churchill's greatest speeches because it summarized a lifetime of thinking." This advice applies to every goal we may ever have in our lives. It is especially true with fundraising. You can do it. So do it!

Dianne D. Pearce is Executive Director and Founder of the Chesapeake Wildlife Sanctuary in Bowie, Maryland. Ms. Pearce has a B.S. in Child Development and Family Relations from Brigham Young University. Prior to founding CWS she founded and directed Talent Network International, a public relations firm for corporate clients nationwide. She has been a licensed and practicing wildlife rehabilitator since 1981 and is a consultant in non-profit management and corporate public relations. She is aalso a member of IWRC's Board of Directors.

"Booths" Continued from Page 6

licensed (state & federal), what is wildlife rehabilitation, numbers and types of wildlife that pass through your doors, what the public should do when they find an injured animal, hours you are open, what animals you do and do not accept and why, and some of the common myths and truths about species in your area ("Yes, that Barn Owl is full grown." "The white owl you see is a Barn Owl, we do not have Snowy Owls in our area." "No, eagles are larger, that is a hawk.") Remember to tell your volunteers that it is important that they let the public know that the birds you have brought are not releasable - that they have injuries that prevent their release. We also have on hand a written history on each of our educational birds and information on the species. This is very helpful in giving out correct and consistent information.

Encourage your volunteers to talk with the public stopping at your booth. The more you communicate, the more money goes into those donation jars. Do not be pushy, but flow into the conversation that they may be having with a friend. Parents often point out a bird to their children and it's a good opportunity to give the child a bit of information about the birds. If someone says to a friend, "Look at the Eagle" (and it's a Red-tailed Hawk), that's a good time to jump in with "No, an Eagle is ... " (explaining the difference). Talk loud enough so that someone who may be afraid to ask a question will have the correct information. Remember that this is your opportunity to correct common misconceptions. Thank people who put money in the donation jar. Even if you are talking to someone else look over and say thank you. The person will feel good about being recognized and the person you are talking to will more than likely put money in your jar also. Children feel pleased to be recognized.

If a volunteer is holding a raptor this will draw the public to your booth. Be sure that this is done by trained volunteers only and that you use the proper gloves and jessing equipment.

If you are doing more than a one day event, it is important to have a volunteer sign-up sheet posted at the Center so that you and your volunteers know when and who is supposed to be at your booth. A schedule of birds that will be used is also important to have. On one day events we use two to five hour shifts and on two days and longer three to four and one-half hour shifts that overlap one-half hour. We use two-five people in the booth depending on booth space and expected crowds at the event.

Conclusion

In conclusion, setting up a booth should be fun and done for profit. If you are spending more time and money than you make, you should re-evaluate the events. Our income from the events we participate in averages on one day events, $200.00; two to three day events, $400.00; and the two week fair averages $400.00 per day. So, go out there, and advertise your Center and make some money!!

Crystal Norris is the serves as an administrat or for her center and is a member of the IWRC Board of Directors.

Donor Segmentation for Better Re$ults

Lu Allyn
Phoenix Direct Marketing Group
700 Mason, #14
San Francisco, CA 94108
(415) 391-8650

Introduction

Donor segmentation is a marketing technique applied to non-profits: the dividing into categories or classes based on various criteria. You can then vary aspects of your fund-raising approaches based on these categories. Effective utilization of donor segmentation in "house appeals" (fundraising appeals to your donor base) can not only increase your net revenues, it can also help identify your dead wood. Eliminating dead wood from your mailing list can cut down on mailing costs.

Donor Segmentation

The most commonly used donor segmentation basis refers to ***amount-recency by frequency.*** The **amount** refers to the dollar amount of the donor's highest donation. The highest donation is generally used because this reflects the donor's potential. **Recency** refers to the date of the most recent contribution, while **frequency** refers to the number of contributions. For the sake of this discussion, since many organizations may be dealing with very small donor bases, this article will address segmentation by amount and recency. In essence, you are setting up a two-dimensional grid, and slotting donors into "cells" by amount and recency of their donations. Obviously, a computer is helpful in this exercise -- and your donor data base needs to contain memory fields for donation amounts and dates.

Segmenting by amount breaks down donors into categories of their highest contribution. A typical format is:

Zero $
$.01 -4.99
$5.00 - 9.99
$10.00 -24.99
$25.00 - 49.99
$50.00 - 74.99
$75.00 - 99.99
$100.00 - 499.99
$500.00 - 999.99
$1,000.00 and above

Recency Segmentation

For recency segmentation, the categories are based on date of the most recent contribution. Again, the theory is that by combining the most recent contribution amount with the highest level given, you are tapping into the donor's potential. Categories of recency are subjective to the organization, the donor base size and the results you are trying to achieve. If the sizes of the categories are too small, your results can easily be skewed by a single donation. Some examples of recency categories are:

0-6 months		0-12 months
7-12 months	or	13-24 months
13-18 months		25+ months
19-24 months		
25+ months		

The next step is to combine **amount** categories with **recency** categories. Using the one year categories above, the donor cells would be segmented as illustrated in the chart on page 14. Again, the cell sizes should not be so small that a single response can skew results. If you have membership categories, your "amount" category should take this into consideration.

Segmenting your donor base for your fundraising appeals lays a foundation for utilizing techniques that will boost your net revenues. Some techniques that have proven successrful are listed

Amount of Highest Donation	Most Recent Donation			
	0-6 Mos.	7-12 Mos.	13-24 Mos.	25+ Mos.
$ 0				
$.01-4.99				
$5.00-9.99				
$10.00-24.99				

*Remember that the most recent donation may not have been the largest in amount, so these cells draw from more than one contribution in a donor's history.

below. In order to judge how effective these techniques are, you will need to evaluate the **revenue to expense ratio** (R/E) after your mailing. The R to E ratio is identified by dividing the cost of mailing by cell into the revenue generated by the same cell (or, revenue ÷ expense). Therefore, a ratio of **less than 1.0** realizes no net revenue; a ratio **equal to 1.0** breaks even; and a ratio **greater than 1.0** generates net income.

To identify the expense of each cell, the **weighted average** of the mailing cost needs to be calculated. To do this, add together the cost of all the mailing elements which are common to all cells (such as typesetting, paper, printing, and return envelopes) and divide this number by the total number of pieces mailed. This gives you a per unit **package cost** which is common to all cells. Then, the per unit cost of the element which varies cell to cell is added to the package per unit cost. For example, if the only element which varies cell to cell is the postage rate — eg., first class versus non-profit — the **weighted average** would vary by the differential of postage rates, or by 16.6 cents per unit, depending on if your bulk rate goes by the basic or 5 digit rate.

Setting Goals

Now the goals of your fund-raising program need to be identified. Before a mailing you can choose to eliminate from your list anyone who has for example, never sent a contribution or donors who have not sent anything in over two years. If you wish to realize only net income from each cell, by evaluating the R to E ratio of each cell you can immediately recognize where your dead wood is. At the same time, evaluating the R/E on a cell basis affords you the opportunity to extrapolate information learned from one cell and apply it to other segments of your donor base.

And, now, some techniques for boosting net revenues:

1) Mail more recent donors in the higher dollar amount categories via first class postage rates. Almost without exception donors who have given $100 or more can be mailed first class. In the more recent categories, you can also go down to the $50 level and with some donor bases as low as the $25 segment in the most recent cell to mail first class.

2) In the higher dollar, more recent segments some organizations have doubled their net revenues by also including a return envelope with "live" postage (a stamp) for a more personalized touch. Remember to include the extra postage cost in the weighted average to accurately evaluate its effectiveness.

3) Utilizing upgrading techniques in the "asked for contribution" levels will boost the dollar average of the cell, thereby increasing revenues generated.

4) Take advantage of your segmentation and use personalization within the body of the letter to ask for specific donation levels based on donor history.

5) If personalization is affordable, letters with specific donor salutations instead of "Dear Friend," usually generate increased income. In the higher dollar segments using a non-window envelope with the donor's name typed on it, matched with a personalized letter can increase revenue even more. (If bulk mailing, pieces have to be identical and so this may present a problem.)

Conclusion

These methods have been proven to be effective with many organizations in realizing increased net revenues. Blanket assumptions, however, cannot categorically be made as each donor base is subjective unto itself. In starting a program, you may want to vary only one aspect at a time so you can evaluate the effectiveness, e.g., use first class postage to higher dollar/most recent cell and evaluate the response. Then try putting "live" postage on return envelopes (or try that in a different cell), and evaluate R/E to see if it was appreciably different from the first class on outgoing envelope; then try personalizing, etc. To personalize and add first class postage to mailing and return envelope may be adding substantial expense for the same amount of increased revenue. By evaluating the R to E ratio as outlined above, you will be able to identify on your own which method affords your organization the most cost effective means of achieving greater net revenues.

Newspaper Advertising for Membership Support

Anita Pinder
C.R.O.W.
P.O. Box 150
Sanibel, Florida 33957

Introduction

While there are many ways to solicit support from within your service area, my organization, Care and Rehabilitation of Wildlife, Inc. (C.R.O.W.), has utilized the technique of newspaper ads to inform the community of our services and our need for support. This is not a large fundraiser; however, it does bring in new members which are a renewable resource and heightens the public awareness.

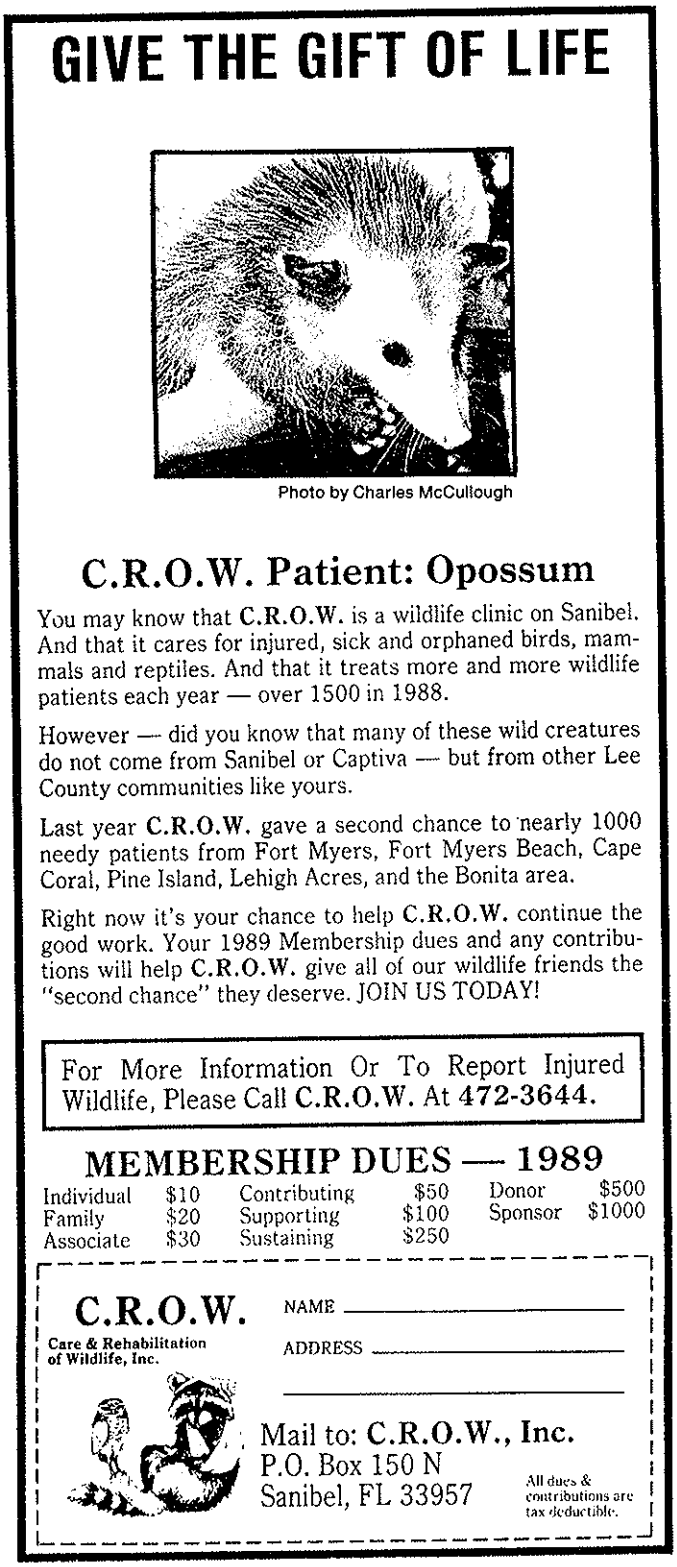
Hints for a Good Return

The early bird gets the worm! The sooner your final proof, the more likely you are to receive your first choice spot in the paper. With the papers with which we work , giving them final copy two weeks ahead of their deadline to fill the space usually will get us the spot we request.

We have found that the best placement is on the right hand side on the bottom of the page. Our ad is placed in the section of the newspaper that handles state and local news. Various daily editions of the paper have different readerships. In our area we have a "food edition" on Thursdays that we have targeted for ads because other than the Sunday paper, it is the highest circulation day.

Coding the return address is helpful if the ad is in more than one paper or offered more than once. It will delineate when or in what area the ad was effective with a reader. This can be done by adding department to your address, such as P.O.Box 150 Dept. P. This helps you credit the membership to the proper press ad.

Always check the final proof, especially for years and figures that may be dated. Additionally, check for any caption changes or photo changes. We routinely change the animal photo in these ads throughout the year. The animal photo should portray wildlife rehabilitation in a professional manner and should not encourage wildlife cuddling



GIVE THE GIFT OF LIFE

Photo by Charles McCullough

C.R.O.W. Patient: Opossum

You may know that C.R.O.W. is a wildlife clinic on Sanibel. And that it cares for injured, sick and orphaned birds, mammals and reptiles. And that it treats more and more wildlife patients each year — over 1500 in 1988.

However — did you know that many of these wild creatures do not come from Sanibel or Captiva — but from other Lee County communities like yours.

Last year C.R.O.W. gave a second chance to nearly 1000 needy patients from Fort Myers, Fort Myers Beach, Cape Coral, Pine Island, Lehigh Acres, and the Bonita area.

Right now it's your chance to help C.R.O.W. continue the good work. Your 1989 Membership dues and any contributions will help C.R.O.W. give all of our wildlife friends the "second chance" they deserve. JOIN US TODAY!

For More Information Or To Report Injured Wildlife, Please Call C.R.O.W. At 472-3644.

MEMBERSHIP DUES — 1989

Individual	$10	Contributing	$50	Donor	$500
Family	$20	Supporting	$100	Sponsor	$1000
Associate	$30	Sustaining	$250		

C.R.O.W.
Care & Rehabilitation of Wildlife, Inc.

NAME _____

ADDRESS _____

Mail to: C.R.O.W., Inc.
P.O. Box 150 N
Sanibel, FL 33957

All dues & contributions are tax deductible.

with the public. We have found over the years that the mammal photos, especially the juveniles, have the biggest impact on the readers. The size of the photo in relation to the ad is important. We use a photo that takes up about 1/4 of the ad space.

Timing of Ad Placement

Timing of ads can be very important. Placement of ads between paydays in a community where many people are paid at the same time probably will not be as successful as if they were placed just following payday. Seasonality can be a factor as well. Here at Sanibel, our island population increases during the winter and spring months and decreases in the fall. Accordingly, we run our ads in December, February, March, April and June and then not again until December.

Cost/Benefits Ratio

Our target goal for these ads is double the cost of producing them. In our local paper the ad runs about $300 and we have received anywhere from $5 - $900 in returns.

We also reap benefits in other than the immediate donations. We get potential new volunteers that contact us after seeing the ads. We get our best results by quick follow-ups (within 24-72 hours). We have membership kits that are sent out in response to inquiries which include volunteer return postcards.

Conclusion

Advertising for membership support can be an effective way to increase community awareness, get contacts for volunteers, and raise some funds. It is not without risk, since a misplaced ad can go bust. However, careful planning and thoughtful placement can be an effective support tool.

Join Now! **Be an active member of the International Wildlife Rehabilitation Council. Are your volunteers receiving the Journal? They should be. . . for Your benefit . . . and THEIRS!**

Name:_____ **Occupation:**_____ **Wk: (__)**_____ **Phone: Hm: (__)**_____

Address:_____ **City:**_____ **State/Province:**_____ **Zip:**_____

Organization: (if applicable):_____ **Your Title:**_____

Membership Directory Information: Do you have a special skill you would like to list?_____

Type of Membership: Individual ($25) Organization/Institutional ($35) Family ($35) Affiliate/Corporate ($100)

Family/Organizational members have a second designee for membership benefits.

Mail to: IWRC 1171 Kellogg St., Suisun, CA 94585. Subscriptions outside the United States add $3.00/yr. for mailing to Canada & $ 5.00/yr for all other foreign countries. Submit all payments in U.S. Funds.

Building Membership Through an Adopt-An-Animal Program

Anne G. Miller, Executive Director
Alabama Wildlife Rescue Service
2107 Marlboro Avenue
Birmingham, Alabama 35226

Introduction

In the chancy world of non-profit fundraising, the annual income from membership dues is money you can plan on—but many worthwhile causes are competing for the attention of caring individuals. To make a successful appeal for membership support, it helps to offer a tangible return to potential members.

The Program Basics

The Alabama Wildlife Rescue Service (AWRS) has developed a strong membership base (over 2,100 members) through our Adopt-an-Animal Program. I'm glad to be able to offer the idea to other rehabbers, in the firm belief that one of the keys to good rehabilitation is adequate funding. I don't mind sharing my fundraising secrets if it means wild creatures somewhere will be better off. Here's how our Adopt-an-Animal Program works.

Prospective members are asked to sponsor the care of native wild animals being rehabilitated and returned to the wild. We make it absolutely clear that their gift will sponsor the care of all the animals at the Center, never a specific animal. We offer a selection of animals at each level of sponsorship ranging from $25 (raccoon, Screech owl, chickadee) to $1,000 (Golden eagle). The selection is changed periodically, especially at the lower end, so that supporters can select a different animal each time they give.

In return for their support, sponsors receive an attractive 8 1/2" by 11" Certificate of Sponsorship bearing a 4" x 6" color photograph of an actual wild patient we have rehabilitated. The sponsor's name and name of the selected species are hand-lettered by volunteers in beautiful calligraphy, and each certificate is signed by me

CERTIFICATE OF SPONSORSHIP



This is to certify that
Will Waldron
is a member in good standing of the Wildlife Rescue Service
ADOPT-AN-ANIMAL PROGRAM
sponsoring
White-tailed deer faun
For the period **Dec. 1988** *to* **Dec. 1989**

Anne G. Miller
ANNE G. MILLER, EXECUTIVE DIRECTOR
WILDLIFE RESCUE SERVICE, INC.

Alabama Wildlife Rescue Service

as Executive Director. The photographs we use are carefully selected for quality and appeal, but the same photo goes to all sponsors of a particular species. The strikingly handsome certificate, suitable for framing, is enclosed in a clear plastic report cover, and mailed in a manila envelope with a protective cardboard insert. Corporate sponsors are especially glad to have this tangible evidence of their support to hang where employees and customers will see it.

In addition to the certificate, sponsors automatically become members of AWRS for one year, which entitles them to our attractive quarterly newsletter and other membership privileges. The small additional cost to us is far outweighed by the strengthened ties with the sponsor, who is accordingly more likely to renew. Thus, instead of being a one-time gift, the sponsorship becomes part of an annual giving cycle. Remember, you're looking for stable income!

Of course we suggest giving gift sponsorships as well. Our Christmas appeal stresses the advantage of a gift that has real meaning, in keeping with the spiritual values of the season. The membership privileges in this case go to the person receiving the gift.

So that's how the program works. The next question is, how do you let people know about it? The answer for us has been direct mail appeals to members of organizations concerned with animal welfare, the environment, or outdoor activities. By selecting lists of people likely to be sympathetic to native wildlife, we ensure a very high rate of return. On a mailing of about 10,000 pieces, we usually net between $13,000 and $20,000 (after deducting all costs!), while adding between 150 and 300 new members to our roster. Anyone who knows about direct mail will tell you this is an exceptionally high rate of return. We acquire our lists by swapping with local groups with whom we have developed close ties based on years of cooperation on a variety of programs.

Program Mechanics

The appeal package consists of several essential elements:

The outside envelope, printed with our return address and our bulk mail permit number. For a small extra cost, we have an appealing drawing or photography of a wild creature printed on the envelope, along with a phrase or sentence about one of our current cases that catches the eye and encourages the recipient to open and read the letter. For example, one year we used a pen and ink drawing of a baby raccoon with the lines: "A mother raccoon was killed by a car . . . The tiny baby she was carrying in her mouth was found nearby..." A more detailed account of this true case history was included in the appeal letter.

An appeal letter featuring actual case histories of current or recent wildlife patients, thus presenting in graphic terms the need that we are filling for the community. A few brief paragraphs stress our need for support, and explain how the Adopt-an-Animal Program works. I usually hand write a P.S. message that adds to the sense of immediacy. We maximize the use of the space by having the letter typeset, but deliberately strive for a low-budget look to our mailings. (On the other hand, I strive for a high-quality look with our Certificate and newsletter, using donated services as much as possible.)

A Tear-off Order form. We save money by printing the letter on 8 1/2" x 14" paper, with the order form at the bottom.

A self-addressed return envelope. We buy these at a discount store and have volunteers rubber stamp them with our address. Don't be tempted to skip this envelope to



Alabama Wildlife Rescue Service

2107 Marlboro Avenue
Birmingham, AL 35226

NON-PROFIT ORG.
U. S. POSTAGE
PAID
Birmingham, AL
Permit No. 426



The baby fox was lying in the middle of the busy road, too weak to move . . .

save time or money. Studies have shown that the rate of return is much higher, and it's easy to see that just a couple of extra $25 checks will pay off your investment.

That's all we send—nothing fancy, or expensive. If I had to isolate the one factor responsible for our high response rate, it would be this: credibility. Every word of our appeal is factually true. By using current or very recent case histories we drive home the realization that these are real, living creatures that need help right now. We all hear of so many tragic events all over the world that we are powerless to do anything about. Our appeal says, "This is real, this is happening right now, right here in your community, and you can do something about it . . . "

We always do at least two appeals a year. One is our "Summer Wild Orphan Appeal" targeted specifically to get help to deal with the enormous cost of caring for so many babies. We try to tie this in with publicity in the form of newspaper articles, appearances on TV and radio talk shows, TV news features, etc. The other is our annual Christmas appeal, which goes in the mail just before Thanksgiving. Members also receive annual dues notices, on the annual anniversary of their date of joining. Members may designate their response to an appeal as their annual dues, but many give atleast one additional gift annually.

A final word about cost. Including postage, printing and the costs of preparing and mailing the certificates, we usually lay out at least $2,000 on a 10,000 piece mailing. A lot of volunteer effort goes into that and saves us money—even the photographs on certificates are donated. But it still is a costly undertaking. Fortunately, we have learned to expect a return that more than justifies the expense. For beginners, I would suggest doing a smaller printing, maybe about 2,500 pieces. If your return is good, spend some of what you take in to mail out some more. (Be careful not to date your material so you can go on using it for several months.) The costs of printing drops sharply as the number of pieces printed goes up, so check with your printer to see where the best price break is. Don't be afraid to ask him to donate his cost, or at least hold his bill till you start getting returns from the mailing.

Conclusion

Cut every corner you can on costs, but don't let anybody talk you out of doing a mailing because of lack of funds. There's a basic rule of fundraising you need to keep firmly in mind: "It takes money to make money." It also takes time, effort, and lots of volunteer help. However, a strong membership base is worth it all. Good Luck!

Editors Note: *Watch for an article on fundraising through adoption/sponsorship of education animals in your spring 1990 journal.*

STOP! IWRC needs information from You!

Quantity printing/purchasing can make a substantial difference in the per piece price of brochures for a direct mail fundraising campaign or for a gift shop/bookstore items to sell.

1. Would you be interested in the IWRC investigating bulk purchasing/printing of items - (a) that you could sell as is? Yes No (b) that you could sell with the additon of your name and logo? Yes No (c) both Yes No or neither? Yes No *(We know that a lot depends on price, quality, applicability)* .

2. What type of inventory items interest you and approximately how many could you order at one time?
(a) calenders - wildlife art _____ or photography _____ (b) T-shirts _____ or sweat shirts _____
(c) postcards (wildlife art _____, B/W photos _____, color photos _____) (d) notecards (wildlife pen & ink art) _____
(e) bumper stickers _____, buttons _____, bookmarks _____, stickers _____ (f) wildlife art prints _____ or photography posters _____ (g) coffee mugs _____ or glasses _____ with wildlife art designs
(h) other ideas (please list) _____

3. Would you be interested in bulk printing of a direct mail solicitation for funds that could be personalized with your organization's name, statistics, etc.? Yes No If yes, how many might you want for mailing locally? _____
This would be a major undertaking for IWRC and we need to know there's interest out there before investing time and energy in investigating possibilities. To whet you interest - wildlife art calendars printed in four-color which could be sold at $5.00 or more each, cost around $2.50 each to print 7,000, but drop to $1.50 each for 20,000, (plus a small plate charge to put your name and information on the back cover of those you order, which could be as few as 200).

Please send your response on a postcard, note, or xerox this questionnaire and mail to IWRC, 1171 Kellogg St., Suisun, Ca 94585. We acknowledge that it is hard to answer these questions in a vacuum - your will be provided with more information if we find there is sufficient interest out there to pursue it as an IWRC service!

Editorial (Continued from page 2)

And we are always dreaming of expanding those boundaries. Some of us are without our own lab equipment and dependent on our veterinarians for cultures and sensitivities, blood or fecal work; some of us are still resterilizing and reusing syringes til the rubber tips fall off; or using Gatorade because it's cheap. This issue encourages you to dream of the money to enable you to up-grade your services - to open a central facility, build those specialized enclosures for raptors or waterfowl or raccoons, or to add staff.

The articles in this issue provide some practical ideas, with how-to's, by experienced professionals. They have been tried and work. The ideas are to be copied or adapted to the needs of your center or the quirks of your community. We are encouraging you to dream of auctions and raffles, runs or walk-a-thons, sophisticated direct mail marketing or telephone campaigns. And those we have included are by no means the only ideas out there. I personally am intrigued by the idea of setting up a barter system - where people could exchange services - maybe your center doesn't need a new roof, but a plumber's house might and you could use some major plumbing work! If you have experience with successful money raising projects, please write the *Journal* so we can share your ideas with others.

CAVEATS: The old adage that it takes money to make money is unfortunately true. I would urge you to set aside an amount or percentage of your budget as seed money for fund-raising campaigns. A raffle is perhaps the least expensive way to get started. (Do, however, check local laws. Some states prohibit them as a form of gambling or, though they permit them for non-profits, do not allow them to be advertised.) Combine a drawing - after you've collected some wonderful donated prizes and had your volunteers sell tickets to everyone they know - with a public event. Or borrow $100 from a donor or volunteer to invest in an inventory item - T-shirts or note cards - which can be paid back from sales, which typically include a 100% mark-up.

The most 'expensive' campaign we have done was a professionally-managed telephone marketing campaign. There was no out-of-pocket expense to us, and in fact, in Oregon, fund-raisers have to guarantee (a) that the organizations for which they raise money will not lose any, (b) the percentage of total income the nonprofit will get, and (c) a cap on expenses - all of which has to be disclosed to donors. In our campaign, overall expenses (of which only a small portion went directly to the fund-raisers) were 75% of the income generated. We knew that in advance, however, and chose to proceed since "25% of something is better than 100% of nothing." The campaign achieved our three primary goals: community awareness - they telephoned something like 70,000 people, many of whom may not have heard our name before; we established a 12,000 name mailing list of people who pledged support, though not all fulfilled their pledges; and we got $15,000 for renovating a horse barn into a wildlife care center. Therefore, it was a calculated risk that paid off. (The hardest part was knowing that most of the donors had no idea how much of their contribution was going to create their contribution.)

Remember, therefore, that none of these ideas create money by themselves. We know that, besides seed money, they take work and patience and dedication to the idea of improving the services we can provide. But there is nothing new in that - it's the same formula which has created you as a wildlife rehabilitator. So just take a portion of your energies and redirect them. There are successes and failures on the fund-raising front, just as in rehabilitation; but there are also rewards and adrenaline rushes, and lots of learning, too. Just beware of Murphy's Law of Rehabilitation: the more prominent you become in the public eye through your fundraising efforts, the more animals come in for care ....

-Louise Shimmel-
Assistant Editor



Special Event!! Two-day Oil Symposium on the Effects of Oil on Wildlife

October 17-18, 1990 Held in Conjunction with the IWRC Annual Conference

Sponsored by Int.Bird Rescue Research Center, Tri-State Bird Rescue, & Int. Wildlife Research, Inc.

Tenative Program Topics

Research Topics

Review Presentation on the Effects of Oil
Toxic Effects of Ingested Oil
Detergent Efficacy
Water Repellency & Feather Structure
Nutrition in Oiled Birds/Mammals
Oils & Avian Reproduction

General Topics

Oil Spills & Wildlife—Environmental Ethics
Ethics & Profession Conduct
Case Reports from Countries outside the USA
Basics of Contingency Planning for WL Rehabilitators
Damage Assessment
Ethics of Research Design
Mortality Determinations

Alaska Topics

USFWS Outreach Efforts (Monitoring the Rescue)
Overview of the Tanker Accident
Otter Rehabilitation Overview
Otter Facilities in Alaska
Otter Triage, Cleaning, & Rehabilitation
Rearing Otter Pups
Bird Rescue Overview & Operations
Sea Bird Anemias
Blood Transfusions & Treatment
Eagle Capture Program
Eagle Washing & Short-term Rehabilitation

Rehabilitation

Presidente Rivera Spill
Zoonotic Concerns in Oiled Wildlife Rehabilitation
Water Hardness and its effects on Oiled Wildlife
Pathology as a Treatment Guide & Research Tool

"BEYOND A BIRD IN THE HAND"

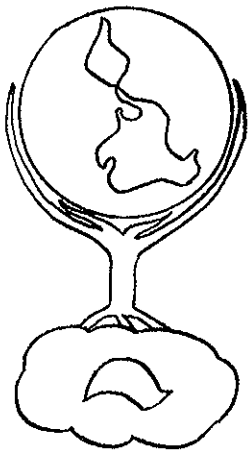
2-Day Oil Symposium Added

The Partnership of Wildlife Rehabilitation and Conservation Education

International Wildlife Rehabilitation Council

Conference, 1990

Washington, D.C. October 19-21st



Papers are in the works on:
*Raccoon, Deer, Javelina, Fox, Bobcat, Otter
*Goldfinch, Roadrunner, and Dove
*Avian Hematology and Clinical Pathology
*1989 Alaskan Oil Spill: Short & Long-term Effects
*Reptiles and Their Rehabilitation
*The Expanding Need for New Sources of Funds
*The Ever-Present Problems of Day to Day Operation

The Conference Committee would like to expand the focus on a subject only peripherally covered before — Conservation Education.

§ When people leave an animal with you, do they leave your facility committed to preserving the habitat that supports animal life?

§ How, within your limited time frame, do you impress upon people that, more important than the grebe or warbler they have brought you is the preservation of the wetlands or tropical forest that species **must** have to survive?

§ If you have the answer to these questions, we want to hear from you! You may contact the IWRC Conference Chair, Jonolyn McCusker at 11631 E. Calle Javelina, Tucson, AZ 85748 (602) 296-5920 or call our national office (707) 428-4972 for further information. If you don't have the answers, but have suggestions or questions, we still want to hear from you!