



FIND YOUR FUNDING

**A Catalogue for Rural Health Network
Resources**



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Overview: Funding Strategies for Organizations With Limited Resources

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Funding Strategies for Organizations With Limited Resources

Community based organizations are often faced with a dilemma on how to attract funds to continue or expand programs when they are operating on limited funds. For the purposes of assisting Rural Health Network Grantees to better navigate through the maze of funding opportunities, this is intended to be used in conjunction with several other resources presented at this session.

How it Really Works!!

In order to find funding sources, someone in your organization must be diligently looking, *every week*. If you were a gold prospector and you only went to the gold field every so often, the chances of you finding the vein of gold and no one else finding it is very small. It is the same with grant funding. You must be looking all of the time and all over the place until you find the mother lode.

Deadlines are often short and it is important to have someone checking through all of the resources to find funding possibilities that fit your organization and program plans. If you do not have staff to perform this vital function, solicit a dedicated volunteer. A retired schoolteacher or librarian is ideal and they could make a valuable contribution to your program by serving as your research staff. Another possibility is to obtain a student intern and provide them a list of newsletters to review and websites to check for new funding opportunities.

Funding Favorite Resources

GRHA Internet Funding and Grant Information on the Internet Manual

This hands on guide was prepared by Mercer University RHIC Librarian Rita Smith and presented at the Georgia Rural Health Association 2001 Annual Meeting. RHIC newsletter can be subscribed to by emailing Rita Smith smith_r@mercer.edu and request to be added to the mailing list.

FC Online from The Foundation Center <http://fdncenter.org/>

The most affordable and easily accessible resource available is the Foundation Center Online database. If you are looking to develop private sources of funding, this is the most concise and cost effective place to look. FC Online is available by month-to-month subscription for \$19.95 per month. The Foundation Center also has free newsletters you can subscribe to from their website, including Philanthropy News Digest that will come directly to your email in box. . The Atlanta Foundation Center also produces a Georgia newsletter that can be subscribed to from their website <http://fdncenter.org/atlanta/>. Training calendars and spotlight of funders are posted on the Atlanta website. The Foundation Center is also looking for underserved areas to establish new sites with core collections. This is a great opportunity for the Foundation Center to furnish your library or other community site with their core collection of funding resources for a very small investment (\$895 annually).

HRSA Preview

HRSA Grants Page <http://www.hrsa.gov/grants.htm>

The *Federal Register* version (published 08/09/01) lists HRSA's competitive grant offerings for Fiscal Year 2002 funds. Orders can be placed for a free copy of Preview and all HRSA grant application kits on the website by scrolling down to Order HRSA Preview Online.or by calling 1-877-HRSA-123.

Grant Makers In Health <http://www.gih.org/homepage2687/index.htm>

This organization primarily serves those who make grants and most information requires a pass code to access and is unavailable to the general public. The Links page contains valuable information about Grantmakers that fund

health proposals with links to their web sites. Their publications page has newsletters on file that cover new funding opportunities. Even though this has limited access, it is a wonderful resource.

Community Health Listserve LISTSERV@AHALS.AHA.ORG Send an email with subscribe in the body of the message.

Family Connections Connecting Communities Newsletter Send request to subscribe to Julie Sharpe [jksharpe@friendlycity.net] The Family Connections website has valuable statistical data and benchmarks for all 159 counties in Georgia. <http://www.georgiafamilyconnection.org/>

Norris Consulting Group Newsletter [jodi@norrisconsultinggroup.com]
This newsletter is available free of charge by email request.

United Way

Each United Way has some form of newsletter and resource center. Contact the location closest to you and request to be added to their newsletter. www.uwgc.org

American Hospital Association <http://www.ahanews.com/asp/getnewnow.asp>
The free subscription for the daily AHA News Now can be entered on this web page.

Non Profit Center Online <http://nonprofits.org/>
The free subscription to the Nonprofit Online News and to receive email notification when the new Bulletin is posted on their website.

USDA Empowerment Zone/Enterprise Community Financing Toolbox
<http://www.ezec.gov/Toolbox/financing.html>
Lots of good links to variety of resources.

Federal Rural Health Grant Opportunities
<http://www.nal.usda.gov/ric/richs/grants.htm#NEW%20GRANT%20ADDITIONS>

Common Mistakes to Avoid

- *Chase funding to spend it rather than strategically align funding resources with programmatic need
- *Ignore the purpose of the funding and try to “make it fit”
- *Assume the funder is familiar with your area
- *Using out of date needs assessments and data
- *Ignoring your “target population” in helping to develop your plans. Real needs are known by real people.
- *Ignoring potential partnerships and existing programs in your community, try to be the Lone Ranger Hero
- *Put off planning until after you receive your grant funding
- *Goals do not relate to the needs assessment areas identified
- *Objectives do not present a clear and measurable measurement
- *The objectives are not specific, quantified or time dated
- *Unrealistic outcomes and objectives
- * Not including both process and outcome measures
- *Evaluation components are too general
- *Evaluation does not include mechanism for feedback
- *Organizational capacity is not able to justify applicant qualifications
- *Day-to-day program management is not described fully
- *Partnership and collaborative arrangements are not clearly defined
- *Communication and coordination plan is not provided
- *Budget detail does not support program narrative

*Sustainability is not addressed realistically

I. THE FUNDING PROCESS: AN OVERVIEW OF GRANTSMANSHIP

The process of grantsmanship covers a broad scope of activities including preliminary planning and research, proposal development, and proposal follow-up. Throughout this process, two questions are commonly asked by grantseekers, "Where is the money available?" and "How do I get funding?" The following discussion addresses these questions and provides useful information for grantseekers in search of funding dollars.

Where Does the Money Come From?

The two primary sources of grant money are public and private funds. Public funds are obtained from governmental units, such as federal, state, and local agencies. Private funds, on the other hand, come from organizations involved in charitable giving, such as foundations, direct giving programs, voluntary agencies, and community groups (see [Figure 1](#)).

FIGURE 1: SOURCES OF FUNDING

PUBLIC

Federal Government	State Government	Local Government
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PRIVATE

Foundations <ul style="list-style-type: none"> • Private • Corporate • Community 	Direct Giving Programs <ul style="list-style-type: none"> • Corporate 	Voluntary Agencies <ul style="list-style-type: none"> • Easter Seal Society • American Red Cross • American Cancer Society 	Community Groups <ul style="list-style-type: none"> • Churches • Civic Associations
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Public Funding

The federal government administers several types of grants designed to accomplish different purposes, such as conducting scientific research, demonstrating a particular theory, or delivering services to a specific population. Examples of these grants include:

- **research** grants -- to support investigation aimed at the discovery of facts, revision of accepted theories, or application of new or revised theories (e.g., HIV/AIDS research);
- **demonstration** grants -- to demonstrate or establish the feasibility of a particular theory or approach (e.g., Rural Health Outreach, Network Development and Telemedicine Grant Program);
- **project** grants -- to support individual projects in accordance with legislation that gives the funding agency discretion in selecting the project, grantee, and amount of award (e.g., Area Health Education Centers - Model Programs);
- **block** grants -- to provide states with funding for a particular purpose (e.g., the delivery of maternal and child health services); and

- **formula** grants -- to provide funding to specified grantees on the basis of a specific formula, using indicators such as per capita income, mortality or morbidity rates, outlined in legislation or regulations (e.g., certain substance abuse programs).

Many of the health grant programs administered by the federal government are based on the pursuit of national objectives, such as those outlined in the report, *Healthy People 2000: National Health Promotion and Disease Prevention Objectives*. This report, published by the Office of the Assistant Secretary for Health, Department of Health and Human Services, sets forth the nation's major health objectives for the year 2000 (e.g., access to preventive services for all Americans). Some of the federal offices offering grant programs and other assistance are listed in Section III.

In addition to federal funding, state and local agencies also administer grants. Monies used to support these programs are obtained primarily through state and local tax revenues and funds received from the federal government (e.g., block and formula grants).

Private Funding

Private funding can be obtained from a variety of sources, such as foundations, corporations, voluntary agencies and community groups. For the most part, philanthropic organizations fund programs which either address their individual interests (e.g., farm safety) or benefit a particular group (e.g., company employees and their dependents). The Easter Seal Society of Indiana, for example, funds a rehabilitation program for disabled farmers while the U.S. West Foundation supports, among others, projects which benefit corporate employees.

A brief description of the major types of philanthropic organizations is provided below.

- 1) **Private foundations** - foundations which receive income from an individual, family or group of individuals. The funding priorities of private foundations are usually based on the personal philosophies of the founding members. The two private foundations that probably make the most grants for rural health projects are the Robert Wood Johnson Foundation of Princeton, N.J. and the R.W. Kellogg Foundation of Battle Creek, MI.
- 2) **Corporate foundations** - foundations that receive contributions from a profit-making entity, such as a corporation (e.g., U.S. West Foundation).
- 3) **Community foundations** - foundations involved in grant giving within a specific community, state, or region (e.g., Northwest Area Foundation).
- 4) **Direct giving programs** - philanthropic arms of corporations, which donate goods, and services for charitable causes (e.g., IBM Corporation).
- 5) **Voluntary agencies** - private organizations which support charitable programs that are consistent with their overall mission. The American Red Cross, for example, provides printed materials and staff consultation for health projects in various communities.
- 6) **Community groups** - local organizations, which focus on supporting projects within their communities. Examples of these organizations include churches, Junior Leagues, and civic associations. Foundation directories are listed in Section II.C; foundations that are particularly active in rural health are listed in Appendix C.

How Can I Obtain Funding?

Regardless of the type of funding desired, the grantsmanship process involves three distinct phases: preliminary planning and research, effective proposal writing, and proposal follow-up. To complete these phases successfully, the grant seeker should consider the following steps.

FIGURE 2: STEPS IN THE FUNDING PROCESS

STEPS	QUESTIONS TO CONSIDER
Step 1: Identify a Need	<ul style="list-style-type: none"> • What is the funding need? • How does my plan address the need for assistance?

Step 2: Identify Funding Sources	<ul style="list-style-type: none"> • Who should I approach for funding? • How do I obtain information about potential funders?
Step 3: Develop a Proposal	<ul style="list-style-type: none"> • What are the goals and objectives of the program? • How will the program be carried out? • How will I budget the program? • What type of proposal format should be used (e.g., forms or letters)?
Step 4: Submit a Proposal	<ul style="list-style-type: none"> • Can I meet the funder's application deadlines? • Am I sending the proposal to the appropriate contact? • Am I properly completing the proposal and submitting the appropriate forms?
Step 5: Follow-Up	<ul style="list-style-type: none"> • Was the proposal accepted? • If not, why not? • Should I submit a revised proposal?

Although not exhaustive, these steps provide a general "game plan" for individuals embarking on a grant search. By following these guidelines, grantseekers can prepare a more effective funding strategy and increase their overall chances of success. Additional "how-to" resources discussing the grantsmanship process are provided in the Recommended Reading section of this publication.

How Do I Get Started?

Perhaps the hardest part of the grantsmanship process is getting started! With this in mind, the following checklist has been developed to help grantseekers get off on the right track.

- **Contact Your State Office of Rural Health**

These offices represent a good starting point for funding assistance. Although their services vary, many can provide grantseekers with technical assistance, information on fundraising workshops, and lists of community, regional, and state funding agencies. Refer to Appendix A for state office contact information.

- **Become Familiar with the Grantsmanship Process**

If you are a first time grantseeker, you may wish to attend a grant writing workshop or team up with an experienced fundraiser. In addition, you may also wish to hire a professional consultant for proposal guidance and development. A visit to a local public library may provide assistance in locating funding resources and reading materials.

- **Check the Funding Sources in Your Own Back Yard**

Oftentimes grantseekers approach the larger, national foundations for projects, which may be more attractive to local, community funders. Remember, national funders support projects, which have a broad impact, while smaller foundations support those that affect their own community. Be sure to consider this when beginning your search. A list of Statewide Foundation Directories is presented in the following section.

- **Pursue Several Potential Funders**

Be sure to identify several potential funders when conducting your search. The odds of a successful search are greater when you approach a variety of funders.

- **Check in with the Rural Information Center Health Service**

Staff of the Rural Information Center Health Service may be able to direct you to potential funding sources or to clarify information in this publication.

Funding Tips

A variety of publications and funding resources offer helpful suggestions to ease the grantwriting process. The following tips are taken from several publications by grantwriting experts.

- Find the natural link between your program and the foundation or corporation's funding interest.
- Ask a foundation for an annual report. Use this publication to discover the mission of the foundation and other important facts.

- In planning projects and selecting prospects, remember that most large foundations and corporations look for projects that have national impact.
- Federal government Request for Proposals (RFP) have very strict formats. Avoid disqualification by filling in all the blanks and following directions carefully.
- When writing the application, remember these simple steps: (1) create a vivid mental picture, and (2) use the active voice.
- Avoid sweeping statements, platitudes, and academic jargon.
- Describe the current condition you want to correct. Use examples.
- Show cost-effectiveness.
- Be sure to mention if the project can be replicated elsewhere.
- Proofread final draft. Have a second person check the application.

II. INFORMATION SOURCES FOR RURAL HEALTH FUNDING

Once a program need has been determined, grantseekers must begin the task of identifying potential funding sources. The following section outlines the range of investigative tools and directories available to grantseekers and describes information sources for both public and private funding (see [Figure 3](#)).

**FIGURE 3:
INFORMATION SOURCES FOR FEDERAL, STATE AND PRIVATE FUNDING**

SOURCES	FEDERAL	STATE	PRIVATE
Agencies/ Information Centers	Federal Agency Grant Offices USDHHS Regional Offices State Offices of Rural Health RICHS	Local Libraries State Offices of Rural Health State Health Departments	Foundation Center Libraries Local Libraries RICHS
Databases	CFDA/FAPRS*	CFDA/FAPRS*	FC Search
Publications	<i>Catalog of Federal Domestic Assistance (CFDA)*</i> <i>Federal Grants & Contracts Weekly</i> <i>Federal Register*</i> <i>Government Assistance Almanac</i> <i>NIH Guide for Grants & Contracts*</i>	<i>Catalog of Federal Domestic Assistance (CFDA)*</i> <i>Government Assistance Almanac</i> Local/State Funding Reports State Catalogs**	Foundations: <i>The Foundation Directory</i> <i>Foundation Grants Index</i> <i>Guide to US Foundations</i> State Foundation Directories+
Publications			Corporations: <i>Corporate Foundation Profiles+</i> <i>Corporate Giving Directory</i> <i>Directory of Corporate & Foundation Givers</i> <i>National Directory of Corporate Giving</i> State Foundation Directories+

*Also available on the World Wide Web (see [Section IV](#) for access information)

**Where available

+Includes information on small and community foundations

A. Federal Information Sources

1. Catalog of Federal Domestic Assistance. Executive Office of the President, Office of Management and Budget, and U.S. General Services Administration. Washington, DC: U.S. Government Printing Office. Year-end annual with mid-year update. NAL Call No.: HC110.P6A22. URL: <http://www.cfda.gov>.

The *Catalog* is an annual listing of funding programs sponsored by the federal government. Information on grant eligibility, application procedures, selection criteria, and program deadlines can be obtained through a variety of indexes including subject, function, and agency. Many large public libraries also maintain a copy. (For information on electronic access, see [Section IV](#).)

2. Commerce Business Daily. U.S. Department of Commerce. Washington, DC: U.S. Government Printing Office. Published daily. NAL Call No.: JK1673.C65. URL: <http://cbdnet.gpo.gov/>

The *Commerce Business Daily* is published five times a week and includes announcements of proposed government procurements, contract awards, and sales of surplus property. (For information on electronic access to CBD, see [Section IV.](#))

3. Community Health Funding Report. G. Gill, editor. Silver Spring, MD: CD Publications. Bimonthly series. Information on both public and private funding programs is outlined in this bimonthly publication. Programs supporting AIDS, community/migrant health, health education, maternal and child health, mental health, and substance abuse are presented. Also included in the report are updates on federal regulations and legislation.

4. Federal Assistance Directory. Washington, DC: Carroll Publishing Co. Bi-Annual series.

The Federal Assistance Directory is designed to help those searching for information about federal domestic assistance programs. Program descriptions of more than 1,300 programs list the sponsoring agency, type of program, finances, uses and limits of benefits, and contact agency information.

5. Federal Assistance Monitor. Silver Spring, MD: CD Publications. Bi-weekly series.

This bi-weekly newsletter gives a comprehensive review of federal funding announcements, private grants, rule changes, and legislative actions affecting all community programs, including social services, education, and health, plus tips on funding.

6. Federal Funding Sources for Rural Areas. M. L. Reynnells. Rural Information Center Publication Series. Beltsville, MD: National Agricultural Library, Rural Information Center. Annual series.

This annual publication highlights federal grant opportunities relevant to rural areas. The program descriptions are taken from the *Catalog of Federal Domestic Assistance*. A subject index is included along with a listing of programs by department.

7. Federal Grants and Contracts Weekly. Frederick, MD: Aspen Publishers, Inc. Weekly series. NAL Call No.: LB2538.F38.

This publication, produced 50 times a year, includes information on federal grants and contracts related to research, training, and services. *Federal Grants* highlights grant and contract notices from both the *Federal Register* and the *Commerce Business Daily*.

8. Federal Grants Management Handbook. Thompson Publishing Group Staff. Washington, DC: Thompson Publishing Group.

This continually updated, two-volume set includes a guide that analyzes, interprets, and presents complex grant administration requirements, including key financial management rules, compliance, requirements, and various management options. *Current Developments*, a monthly newsletter section, keeps track of recent events affecting federal grant administration.

9. Federal Register. U.S. National Archives and Records Administration, Office of the Federal Register.

Washington, DC: U.S. Government Printing Office. Published daily. NAL Call No.: JK6.F4. URL:

http://www.access.gpo.gov/su_docs/aces/aces140.html

The *Federal Register* is published daily, Monday through Friday, and provides information on federal assistance (e.g., grants and contracts), legal notices, meeting announcements, and public regulations. The *Federal Register* is also available at many large public libraries. (For information on electronic access, see [Section IV.](#))

10. Federal Support for Nonprofits. Rockville, MD: The Taft Group. Annual series.

Eight hundred federal programs that award grants to nonprofits are included in this easy-to-use directory. Program facts from the *Catalog of Federal Domestic Assistance* are compiled along with a listing of over 12,000 recently awarded grants.

11. Government Assistance Almanac: The Guide to All Federal Financial and Other Domestic Programs. J. R. Dumouchel. Detroit, MI: Omnigraphics, Inc. Annual series. NAL Call No.: HC110.P63G69.

The *Government Assistance Almanac* highlights the 1,288 federal assistance programs published in the *Catalog of Federal Domestic Assistance*. Easy to use indexes assist grantseekers in identifying federal programs relevant to their funding area. For each entry, specifics about the program's type, purpose, eligibility, and contacts are reviewed.

12. Guide to Federal Funding for Governments and Non-Profits. C. Edwards, editor. Arlington, VA:

Government Information Services. Year-end annual with monthly updates. NAL Call No.: HJ275.G85.

The annual guide describes federal grant programs in a variety of areas, such as health, human services, community development, and child care. Programs for special populations, such as Native Americans, are also included. As a supplement to the guide, a monthly update is published to reflect program changes throughout the year.

13. Health Grants and Contracts Weekly. Frederick, MD: Aspen Publishers, Inc. Weekly series.

This weekly series presents health grant information for both public and private institutions. Selected grant information from the *Federal Register*, *Commerce Business Daily*, and *NIH Guide for Grants and Contracts* is included.

14. NIH Guide for Grants and Contracts. U.S. Department of Health and Human Services, National Institutes of Health. Washington, DC. Weekly series. URL: <http://grants.nih.gov/grants/guide/index.html>

This weekly publication announces the extramural research activities funded by the National Institutes of Health (NIH). In 1995, the printed version of this publication was discontinued; it is only available electronically. (See [Section IV](#) for more information on electronic access.)

B. State Information Sources

Government Publications

15. Catalog of Federal Domestic Assistance. Executive Office of the President, Office of Management and Budget, and U.S. General Services Administration. Washington, DC: U.S. Government Printing Office. Year-end annual with mid-year update. NAL Call No.: HC110.P6A22. URL: <http://www.cfda.gov>.

The *Catalog* includes a listing of the federal block and formula grants which are administered directly through state agencies. Many large public libraries also maintain a copy.

16. Local/State Funding Report. Arlington, VA: Government Information Services. Weekly series.

This weekly publication reports on federal and private sector funding for local and state governments and for nonprofit organizations.

Government Agencies

State Offices of Rural Health

The Federal Office of Rural Health Policy provides funding for state Offices of Rural Health in all fifty states. Each state office identifies state programs relating to rural health and provides technical assistance to organizations interested in obtaining financial assistance. These offices also serve as information clearinghouses on rural health care issues, research findings relevant to rural health care, recruitment and retention issues of health professionals, and innovative approaches to the delivery of health care in rural areas. A list of these offices is provided in [Appendix A](#).

State Governmental Agencies

Agencies administering grant programs are also useful sources of funding information. Examples of departments supporting rural health activities include health, mental health/substance abuse, social services, and transportation. A directory of these agencies should be available through your local library.

In some states, information on local assistance programs is often published within a state catalog or directory. For more information about these resources, contact your local library or State Department of Planning.

C. Private Information Sources

Grantseekers pursuing private funding have a variety of resources available to them including directories, indexes, subject guides, on-line databases, annual reports, governmental offices, and local libraries (see [Figure 3](#) and [Figure 4](#)). A brief review of these resources is provided below.

Directories/Indexes

Many of these resources are published by The Foundation Center, an independent service group established "...to provide an authoritative source of information on private philanthropic giving." The Foundation Center disseminates its information through a core reference collection located in over 100 libraries nationwide. To learn more about these participating libraries, contact The Foundation Center at 1-800-424-9836, or visit their Website at: <http://www.fdncenter.org>. (See [Section IV](#) for more information on electronic access.)

Foundations and Corporations

17. America's New Foundations. Rockville, MD: The Taft Group. Annual series. NAL Call No.: HV89.A4.

Over 2800 private, corporate and community foundations created since 1989 are listed in this directory. Updated annually, this resource targets smaller and less established nonprofits. Foundation officers, trustees, and directors are also indexed.

18. Annual Register of Grant Support: A Directory of Funding Sources. New Providence, NJ: R. R. Bowker. Annual Series. NAL Call No.: LB2338.A53.

Updated yearly, this directory lists over 3,000 organizations, foundations and corporations organized by 11 major subject areas, and categorized by three indexes: subject, organization and program, and geographical. Also included is a step-by-step proposal writing guide.

19. Chronicle of Philanthropy. Washington, DC: The Chronicle. Biweekly series. URL:

<http://www.philanthropy.com>

The *Chronicle*, a biweekly series, reports news of interest to both grantseekers and grant givers, including trends in funding, summaries of annual reports from foundations, lists of awards, and a calendar of philanthropic events.

20. Corporate 500: The Directory of Corporate Philanthropy. San Francisco, CA: Public Management Institute, 1995.

Corporate 500 highlights the foundations of over 550 American corporations. Giving in the areas of general support, matching gifts, endowments, in-kind donations, and loans is highlighted. In addition, over 55 different funding areas are indexed, with 21 relating specifically to health and social services.

21. Corporate Foundation Profiles. 11th ed. New York, NY: Foundation Center, 2000. 778 pp. NAL Call No.: HV89.A3C67.

Corporate Foundation Profiles, a supplement to the *National Directory of Corporate Giving*, provides a detailed examination of over 200 of the largest corporate foundations. Program policies, funding guidelines, recently awarded grants, and trends in giving are included for each foundation.

22. Corporate Giving Directory. James DeAngelis, editor. Rockville, MD: The Taft Group. Annual series. NAL Call No.: HV97.A3T3.

This sourcebook presents the grant-giving activity of over 1000 corporations. Aside from financial data, the directory also provides useful information on corporate philosophies, priorities, and grant officers. Twelve indexes are available for easy reference.

23. Corporate Giving Watch. Rockville, MD: The Taft Group. Monthly newsletter.

A monthly supplement to *Corporate Giving Directory*, *Corporate Giving Watch* serves as an update to current funding opportunities for colleges and universities and health-related nonprofits. This newsletter also tracks new grant listings and publications, and profiles top corporate funders.

24. Corporate Giving Yellow Pages. Rockville, MD: The Taft Group. Annual series.

Over 3,700 corporate giving programs and corporate foundations are found in this annually updated directory. Geographic areas and SIC codes are used for further indexing of the entries.

25. Corporate Philanthropy Report. Frederick, MD: Aspen Publishers, Inc. Monthly series.

This monthly newsletter gives the inside view on the critical issues influencing corporate philanthropy that can shape development of corporate contributions strategies. Essential information for nonprofit and corporate professionals who develop and operate philanthropic fundraising is included.

26. Corporate Yellow Book: Who's Who at the Leading U.S. Companies. New York: Leadership Directories. Quarterly series.

A guide to information on executives who manage the leading U.S. Companies, this resource includes over 1,000 companies, their corporate executives, and board members. A useful industry index divides the corporations into subject areas such as health and medical services and products, pharmaceuticals, and telecommunications.

27. Directory of Biomedical and Health Care Grants. Phoenix, AZ: Oryx Press. Annual series.

This directory lists over 8,500 federal, state, and private grants related to health programs. The directory covers such health topics as AIDS, alcohol abuse, behavioral medicine, child/maternal health, community outreach, and health care delivery.

28. The Directory of Corporate and Foundation Givers. K. E. Jankowski, editor. Rockville, MD: The Taft Group. Annual series.

This two-volume guide provides comprehensive profiles of more than 8,000 grantmakers, representing both private and corporate funders. Grant awards ranging from \$1,000 to \$1,000,000 are featured in this sourcebook. Selected features of the directory include a top ten grants list for each entry, brief essays on trends in corporate giving, and health-related indexes for easy reference.

29. Directory of Health Grants. Loxahatchee, FL: Research Grant Guides, 1996/97. 148 pp.

This directory provides a listing by state of 750 foundations. Foundation profiles include information on grants available to nonprofit organizations for health and hospital services. Also included is an article entitled "Raising Funds During Health Care Reform: Surviving the Chaos."

30. Directory of Research Grants. Phoenix, AZ: Oryx Press. Annual series. NAL Call No.: LB2338.D5.

A listing of federal, private, and educational institution based research grants is featured in this annually published directory. Subject areas used in this publication for scholarships, fellowships, conferences and internships include: health care administration, AIDS/HIV, cardiology, immunology, psychology, and Native Americans.

31. Foundation and Corporate Grants Alert. Frederick, MD: Aspen Publishers, Inc. Monthly series.

Compiled monthly, this report covers the nation's foundation and corporate funds through advanced inside information on private giving, including amounts and purpose of awards, and contacts and tips to improve chances of winning funding.

32. The Foundation Directory. Foundation Center Staff, and Margaret Mary Feczko, editors. New York, NY: Foundation Center. Annual series. NAL Call No.: AS911.A2F6.

The Foundation Directory provides general information on the nation's top grantmaking programs. This resource describes the funding activity of over 6,700 U.S. foundations holding assets of more than \$2 million or giving of at least \$200,000 annually. For each foundation, details on financial status, purpose and activities, types of support, program limitations, and application procedures are included.

33. The Foundation Directory, Part. 2. S. Olson, and M. Ziomkowski, editors. New York, NY: Foundation Center. Biennial series. NAL Call No.: AS911.A2F652.

This directory focuses on mid-sized foundations and highlights more than 4,200 grantmakers' holding assets of less than \$1 million and conducting annual giving campaigns of between \$25,000 and \$100,000. Financial data are featured for each foundation, along with examples of recently awarded grants.

34. The Foundation Directory Supplement. New York, NY: Foundation Center. Biennial series. NAL Call No.: AS911.A2F6.

The Foundation Directory Supplement updates the *Foundation Directory Parts 1 and 2* six months after the initial publication. The supplement provides updated addresses, contacts, policy statements, application guidelines, and financial data.

35. Foundation Giving Watch. Rockville, MD: The Taft Group. Monthly series.

This monthly newsletter allows the grantmaker and grantseeker to keep track of recent developments in the world of foundations. New foundations and changes to existing programs are profiled along with articles on current trends, subjects, and new publications of grantmaking.

36. Foundation Giving: Yearbook of Facts and Figures on Private, Corporate, and Community Foundations. New York, NY: Foundation Center. Annual series.

A directory of data on more than 33,000 grant-making foundations, this resource charts giving by subject area and type of support. Over 100 tables cover such topics as foundation grants, assets and gifts received, and geographic distribution of foundations and grants awarded.

37. Foundation Grants Alert. Frederick MD: Aspen Publishers, Inc. Weekly series. NAL Call No.: LB2338.F382.

A section of *Federal Grants and Contracts Weekly*, this publication, published 50 times a year, highlights foundation programs and specific grant programs with a published deadline. Each issue features a subject area that highlights foundations who award money in that area.

38. Foundation Grants Index. R. Kovacs, editor. New York, NY: Foundation Center. Annual series. NAL Call No.: AS911.A2F66.

The Foundation Grants Index provides cumulative listings of 68,000 grants awarded by over 1000 foundations. Entries are indexed by subject area, grant recipients, geographic interest, and type of program support. This resource is especially useful for individuals tracking a particular type of funding, such as health and human services.

39. Foundation Grants Index Quarterly. New York, NY: Foundation Center. Quarterly series.

A complimentary publication to *Foundation Grants Index*, this quarterly newsletter highlights over 5,000 recent foundation grant awards. Lists of new publications, annual reports, and grants are also included, along with updated information on personnel, policy and application guideline changes.

40. Foundation Grants to Individuals. New York, NY: Foundation Center. Annual series. NAL Call No.: LB2336.F596.

This publication describes over 2,250 independent and corporate foundations that are most likely to support an individual grant application. Chapters include general welfare and medical assistance, education grants, and grants for company employees.

41. Foundation 1000. F. Jones, editor. New York, NY: Foundation Center. Semiannual series.

This reference features the giving activity of the top 1,000 grantmakers published in *The Foundation Directory*. Comprehensive analyses are presented for each foundation describing their geographic interest, recipient type, area of support, and programs funded. *Foundation 1000* is especially helpful when extensive research is required on a particular funder.

42. Foundation Reporter. Rockville, MD: The Taft Group. Annual series.

Ten indexes help locate information on America's leading 1000 foundations. Entries include contact, application and review procedures, new initiatives, and contributions analysis. Biographical information on officers and directors is also included. This title is also available in a customized edition on diskette or magnetic tape.

43. Foundations of the 1990s: A Directory of Newly Established Foundations. New York, NY: Foundation Center, 1998. 1,500 pp.

This directory lists over 9,000 independent, community, and corporate foundations that have incorporated as grantmaking institutions in the US in or after 1990.

44. Grantmakers Directory. San Diego, CA: National Network of Grantmakers, 1998. 223 pp.

This directory lists over 160 funders of social and economic justice work and 20 foundation-related resource organizations. Grantmakers are listed alphabetically, by funding priority, and by geographic limitations. A notation is made for organizations that accept the common grant application form. Extensive indexes are provided.

45. Grants for Health-Related Nonprofit Organizations: A Guide to Non-Research Funding. Frederick, MD: Aspen Publishers, Inc., 1999.

This directory provides profiles of over 500 private and corporate health-related funding organizations. Profiles include contact information, geographic restrictions, giving priorities, examples of recent grants awarded, and application information. Also included are grantseeking tips and an appendix of additional grantseeking resources.

46. Grantsmanship Center Magazine. Los Angeles, CA: The Grantsmanship Center. Quarterly series. URL: <http://www.tgci.com/publications/magazine.htm>

This publication is distributed free of charge to nonprofit organizations and government agencies. It is also available on the Web. Topics covered include proposal writing/grantseeking, foundation/corporate funding, and government funding.

47. Guide to U.S. Foundations, Their Trustees, Officers, and Donors. New York, NY: Foundation Center. Annual series. Two volumes. NAL Call No.: AS911.A2.F64.

Volume One provides information on over 39,000 private, corporate, and community foundations. Entries include donor information, publications for further research, and giving limitations. Volume Two includes a comprehensive index of trustees, officers, and donors affiliated with foundations as board members, donors, and volunteers.

48. Health Funds Grants Resources Yearbook. 8th ed. Allenwood, NJ: Health Resources Publishing, 1999. This publication provides information on the health grant priorities of major foundations, corporations, and the federal government, including trends in health care giving. Assistance to the grantseeker is provided through planning charts and worksheets. A section on "community-rural health" is included.

49. Health Grants Funding Alert. Allenwood, NJ: Health Resources Publishing. Monthly series.

Supplying the latest news on federal, foundation and corporate grants for health, this monthly newsletter supplies current information on changes and additions in foundation funding interests and priorities. Profiles of major health funding foundations and corporations are included, along with an overview of the health funding scene.

50. Health Policy Grantmaking: A Report on Foundation Trends. New York, NY: Foundation Center, 1998. 60 pp. This report provides information on the health policy share of foundation giving for health, presents growth

areas in health policy funding, and identifies leading grantmakers by funding level and programmatic interests. Profiles for over 15 leading national and state foundations are included.

51. National Directory of Corporate Giving. 6th ed. New York, NY: Foundation Center, 1999. Irregular series. The *National Directory* highlights the funding activity of over 2,600 organizations involved in corporate giving. Grantseekers can evaluate the health priorities of each grantmaker by using the current giving section of the directory. Data regarding personnel, application requirements, financial status, and giving limitations are provided for each entry.

52. National Directory of Grantmaking Public Charities. 2nd ed. New York, NY: Foundation Center, 1998. 351 pp.

This directory lists over 1,000 public charities that award grants to nonprofit organizations, including over 450 community foundations. Also included are descriptions of over 5,000 recently awarded grants.

53. National Directory of Nonprofit Organizations. Rockville, MD: The Taft Group. Annual Series. Two volumes. NAL Call No: AS29.5.N37.

More than 260,000 organizations, many with incomes in excess of \$100,000 are listed in this comprehensive directory. Exact annual income figures are reported along with organization name, address, and phone number. Volume One lists organizations with annual revenues of \$100,000 or more, and Volume Two covers organizations with annual revenues between \$25,000 and \$99,999.

54. National Guide to Funding for Community Development. 2nd ed. New York, NY: Foundation Center, 1998. 808 pp.

This guide lists over 2,500 foundations, corporate giving programs, and public charities. Over 8,000 grant descriptions for a variety of community improvement projects are included. Indexes provide access by subject, geographic focus and type of support.

55. National Guide to Funding in Health. 6th ed. New York, NY: Foundation Center, 1999. 2,032 pp. NAL Call No.: RA410.53.N37.

The *National Guide* describes over 3,300 foundations involved in grantmaking to hospitals, community health organizations, universities, and research institutes. In addition to general program data, grant descriptions are also provided for many of the foundations listed.

56. The PRI Index: 500 Recent Foundation Charitable Loans and Investments. New York, NY: Foundation Center, 1997. 65 pp.

This reference provides information on loans and other investments made by foundations that make program-related investments (PRIs). Four indexes are provided for location, subject/type of support, recipient name, and recipient location.

57. Program-Related Investments: A Guide to Funders and Trends. New York, NY: Foundation Center, 1995. 189 pp.

Program-Related Investments (PRIs) are alternative methods developed by some foundations for providing capital to the nonprofit sector. This guide includes sections on current perspectives from providers and recipients of PRIs, tips on finding and managing PRIs, a directory of leading PRI providers, and examples of over 550 PRIs.

FIGURE 4: INFORMATION SOURCES BY TYPE OF FUNDING SEARCH

SEARCH STRATEGY	RESOURCE
Subject search (e.g., health or medical funders)	<ul style="list-style-type: none"> • <i>Foundation Grants Index</i> • <i>Grants for Alcohol & Drug Abuse</i> • <i>Grants for Hospitals, Medical Care & Research</i> • <i>Grants for Mental Health, Addictions & Crisis Services</i> • <i>Grants for Public Health & Diseases</i> • <i>National Guide to Funding in Health</i>
Geographic search (e.g., community, state, regional or national funders)	<ul style="list-style-type: none"> • <i>The Foundation Directory</i> • <i>National Guide to Funding in Health</i> • Statewide Foundation Directories

<p>Program search (e.g., capital costs, operating expenses, technical assistance, or seed money)</p>	<ul style="list-style-type: none"> • <i>The Foundation Directory</i> • <i>Directory of Corporate & Foundation Givers</i> • <i>National Directory of Corporate Giving</i> • <i>National Guide to Funding in Health</i>
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Statewide Foundation Directories

For the grantseeker interested in local funding, statewide directories provide valuable information on local funding sources. Compiled by organizations such as grantmaking associations and state governments, these directories highlight the funding patterns of local givers often excluded from the larger, national directories.

Colorado Foundation Directory. Denver, CO: Junior League of Denver, Inc. Biennial series.

Colorado Grants Guide. Denver, CO: Community Resource Center. Biennial series.

Georgia

Georgia Foundation Directory and Service. Atlanta, GA: Sinclair, Towne, and Co., 1997.

Southeastern Foundations II: A Profile of the Region's Grantmaking Community. New York, NY: Foundation Center, 1999.

Subject Guides

58. Children & Youth Funding Report. Silver Spring, MD: CD Publications. Monthly Newsletter.

This newsletter provides coverage of federal, foundation, and private grant opportunities for child welfare programs, mental health, substance abuse, health care, and other programs for families, children, and youth. Also included are updates on the federal budget and entitlement programs.

59. Community Health Funding Report. Silver Spring, MD: CD Publications. Monthly Newsletter.

This newsletter highlights funding sources for substance abuse, teen pregnancy, minority health care, maternal/child health, chronic illness, mental health and AIDS programs. It includes both public and private grant announcements, tips for preparing grant applications, and updates on federal budget allocations.

60. Directory of Building and Equipment Grants. 5th ed. Loxahatchee, FL: Research Grant Guides, 1999.

This national, comprehensive guide lists funding sources for equipment, building, and renovation grants, including 600 foundation profiles and descriptions of federal programs.

61. Directory of Computer and High Technology Grants. 4th ed. Loxahatchee, FL: Research Grant Guides, 1999.

This guide focuses on technology, computers, and software grants from 500 foundations, including programs for the elderly, health programs, medical equipment, medical research and medicine. Foundations are listed by state. The directory also contains descriptions of federal programs that concentrate on various aspects of technology. "A Grant Seeker's Guide to the Internet," is included. This article is also available on the World Wide Web (URL: <http://online.nonprofit.net/info/guide.html>).

62. Directory of Operating Grants. 4th ed. Loxahatchee, FL: Research Grant Guides, 1998.

Operating grants are considered to be those grants that cover general operating support of an organization, not restricting the award to a certain project or specified activity. This directory lists 650 foundations by state and includes funding information such as foundation address, contact person, subject area, and grant amounts.

63. Federal Grants Manual for Youth Programs. Washington, DC: Institute for Youth Development. Vol. I, 1999, 374 pp.; Vol. II, 2000, 500 pp.

The first volume of this comprehensive manual lists programs for at-risk youth funded by the Department of Health and Human Services. It describes 61 programs in detail, including focus area, eligibility criteria, application instructions, average grant award, and average length of grant. Volume II lists 74 additional youth programs funded by other cabinet-level departments and agencies. Also included is a guide to writing grant proposals and a report of accomplishments to date for each program.

64. Fund Raiser's Guide to Human Services Funding. Rockville, MD: The Taft Group. Annual series.

A comprehensive guide to over 1,500 leading private and corporate foundations, this directory focuses on human services programs such as child welfare, food programs, and volunteer services. Indexes are included along with up to ten recent grants listed for each entry.

65. Grant Funding for Elderly Health Services. 3rd ed. Edward Miles, ed. Allenwood, NJ: Health Resources Publishing, 1999.

A list of foundation and research grants for healthcare projects for the elderly is included in this directory.

66. Grants for Aging. New York, NY: Foundation Center, 1999/2000. 112 pp.

Grants for Aging includes a list of grants for advocacy and legal rights, housing, health and medical care, and social research.

67. Grants for Alcohol & Drug Abuse. New York, NY: Foundation Center, 1999/2000. 80 pp.

The guide presents foundation giving for all phases of substance abuse programming. Grants for counseling, education, treatment, prevention, research, and residential care are highlighted.

68. Grants for Children and Youth. New York NY: Foundation Center, 1999/2000. 554 pp.

Grants to support neonatal care, services for abused children, adolescent pregnancy prevention, and youth centers are featured in this directory.

69. Grants for Health Programs for Children and Youth. New York, NY: Foundation Center, 1999/2000. 183 pp.

The Foundation Center has produced this directory to funding sources for grants to hospitals and health care facilities, social service agencies, and education institutions Grants can be used for research, program development, general operating support, education programs, treatment of alcohol and drug abuse, pregnancy, and handicapped children.

70. Grants for Hospitals, Medical Care & Research. New York, NY: Foundation Center, 1999/2000. 378 pp.

The guide highlights foundations which have recently awarded grants to hospitals, health care facilities, social services agencies, and educational institutions.

71. Grants for Mental Health, Addictions, and Crisis Services. New York, NY: Foundation Center, 1999/2000. 162 pp.

Grants to hospitals, health centers, residential treatment facilities, mental health associations and group homes are targeted. Funds are categorized for addiction prevention and treatment, hotline/crisis intervention services, and for public education.

72. Grants for Minorities. New York, NY: Foundation Center, 1999/2000. 344 pp.

Ethnic groups and minorities such as Native Americans, African Americans, and Hispanics are the subject of this foundation directory.

73. Grants for Physically and Mentally Disabled. New York, NY: Foundation Center, 1999/2000. 174 pp.

Grants listed in this directory are targeted for hospitals and primary care facilities for education, medical and dental care, and diagnosis and evaluation.

74. Grants for Public Health & Diseases. New York, NY: Foundation Center, 1999/2000. 192 pp.

This resource presents an extensive listing of public health grants. Examples of programs funded include AIDS, cancer, birth defects, genetic diseases, allergies, and nerve, muscle and bone diseases.

75. Grants for Women and Girls. New York, NY: Foundation Center, 1999/2000. 270 pp.

Grants for health programs, pregnancy programs, education, and prevention are listed in this foundation directory.

76. National Guide to Funding for Children, Youth and Families. 5th ed. New York, NY: Foundation Center, 1999. 1,664 pp.

This guide lists over 3,400 foundations and corporate giving programs for child development and welfare, family planning, family services, delinquency prevention, youth centers, and related services. Descriptions of more than 13,000 recent grants are included, along with subject and geographic indexes.

77. National Guide to Funding for Women and Girls. 5th ed. New York, NY: Foundation Center, 1999. 414 pp.

Information is provided for more than 950 foundations and corporate direct-giving programs for child care, health care, homeless and abuse shelters, rape prevention, and other services for women and children. Also included are descriptions of over 4,000 recently awarded grants.

78. National Guide to Funding in AIDS. New York, NY: Foundation Center, 1999. 206 pp.

This guide replaces *AIDS Funding: A Guide to Giving by Foundations and Charitable Organizations*. It lists over 600 foundations, corporated giving programs, and public charities who have demonstrated a commitment to AIDS-related services and research. Over 760 sample grants are included.

79. National Guide to Funding in Aging. 5th ed. New York, NY: Foundation Center, 1998. 294 pp.

Grantmakers featured in this guide provide funding for senior citizen programs and institutions such as hospitals, community centers, nursing homes, and continuing education facilities. Over 1,400 funding sources are listed, along with over 2,200 samples of recent grants.

80. National Guide to Funding in Substance Abuse. 2nd ed. New York, NY: Foundation Center, 1998. 238 pp.

This guide includes descriptions for over 600 foundations and corporate direct-giving programs providing funding for counseling, preventive education, treatment, medical research, and residential care.

81. Substance Abuse Funding News. Silver Spring, MD: CD Publications. Bi-weekly series.

This newsletter, published twice monthly, provides detailed coverage of private and federal funding opportunities nationwide for alcohol and substance abuse programs.

Additional Sources for Private Funding

Annual Reports

According to The Foundation Center, over 800 of the nation's 29,000 foundations publish annual reports. These reports represent the most complete, up to date, information published about foundations. Grantseekers interested in obtaining these reports should contact the foundations directly. When requesting these reports, they should also ask to be placed on the foundation's mailing list. This will increase their likelihood of receiving materials related to upcoming grants.

State Attorney General's Office

Another source of information on private funders is the State Attorney General's office. By law, each foundation and charitable trust is required to submit an annual tax return outlining their assets and grants awarded for the year. These returns are particularly helpful when researching small organizations who may not publish separate, annual reports.

Local Libraries

Perhaps the best, and often overlooked, resource for grantseekers is the local public library. As previously mentioned, more than 100 U.S. libraries participate in The Foundation Center's extensive library network. These libraries maintain many of the funding sourcebooks listed in this publication.

Many local and regional libraries also maintain reference collections on community foundations. State funding directories, foundation annual reports, and local newspaper files (e.g., newspaper clippings or magazine articles) are a few examples of resource materials available from some of these libraries.

III. RELATED ORGANIZATIONS

Federal Agencies/Information Centers

Federal agencies provide useful funding information through their grant offices, information centers, and published announcements. A selected list of agencies and information centers is provided below, along with a brief description of their activities relating to rural health.

Administration on Aging (AOA)

330 Independence Avenue, SW
Washington, DC 20201

URL: <http://www.aoa.dhhs.gov/>

Grants Management Division
(202) 401-0838

National Aging Information Center (NAIC)

(202) 619-7501; URL: <http://www.aoa.dhhs.gov/naic/>

AOA funds a variety of research and training grants aimed at improving the quality of life and services for older Americans, including those living in rural areas. AOA's major research areas include nutrition, Indian populations, and discretionary programs focusing on diseases of older Americans.

Agency for Healthcare Research and Quality (AHRQ)

[Formerly Agency for Health Care Policy and Research (AHCPR)]

Center for Primary Care Research
6010 Executive Boulevard, Suite 201
Rockville, MD 20852

(301) 594-1357; URL: <http://www.ahrq.gov>

AHRQ's purpose is to enhance the quality, appropriateness, and effectiveness of health care services and to improve access to that care. As part of their extramural research program, they fund research investigating the delivery of health services in rural areas. A mailing list is maintained by the AHRQ staff for dissemination of new grant announcements.

Appalachian Regional Commission (ARC)

1666 Connecticut Avenue, NW
Washington, DC 20235

(202) 884-7799; URL: <http://www.arc.gov/>

ARC funds the construction and operation of primary health care facilities in Appalachian states through their "Appalachian 202 Health Programs." ARC also supports the recruitment of health professions into designated Health Professional Shortage Areas located within the Appalachian states including: AL, KY, MD, NC, NY, OH, PA, SC, TN, VA, and WV.

Centers for Disease Control (CDC)

Grants Management Branch
1600 Clifton Road, NE
Atlanta, GA 30333

(404) 639-4621; URL: http://www.cdc.gov/od/pgo/pgo_home.htm

The Grants Management Branch (GMB) is responsible for the awarding and administration of CDC's grants and cooperative agreements and those of the Agency for Toxic Substances and Disease Registry (ATSDR). Application packets for current competitive Program Announcements may be requested by calling 1-888-Grants4, an automated voice mail system organized by Program Announcement number. Requests may also be submitted by E-mail to gmbinbox@cdc.gov. Grant announcements are available on the Web at: <http://www.cdc.gov/od/pgo/funding/grantmain.htm>

CDC National Prevention Information Network (NPIN)

PO Box 6003

Rockville, MD 20849-6003

1-800-458-5231; 1-800-243-7012 (TTY/TDD); URL: <http://www.cdcnpin.org>

NPIN maintains an extensive database of information on both public and private funding sources which support community-based HIV/AIDS, STD, and TB services. Specific funding information accessible through the database includes application processes, deadlines, and eligibility requirements.

Department of Labor

Employment and Training Administration (ETA)

200 Constitution Avenue, NW

Washington, DC 20210

(202) 693-2700; URL: <http://www.doleta.gov/programs/adtrain.asp>

Through their Adult Training Program, ETA provides training for economically disadvantaged Native Americans and migrant farm workers.

Health Care Financing Administration (HCFA)

7500 Security Boulevard

Baltimore, MD 21244

(410) 786-3000; URL: <http://www.hcfa.gov/>

HCFA is responsible for administering the Medicare/Medicaid programs of the federal government. HCFA funds a small number of research and demonstration programs. HCFA is also funding a limited number of telemedicine research and demonstration projects. In addition, this agency is available to inform local medical practices of their eligibility for special federal reimbursement programs such as Rural Health Clinics and Federally Qualified Health Centers.

Health Resources and Services Administration (HRSA)

Parklawn Building, 5600 Fishers Lane

Rockville, MD 20857

Office of Rural Health Policy

(301) 443-0835; URL: <http://www.ruralhealth.hrsa.gov>

Bureau of Health Professions

(301) 443-5794; URL: <http://www.hrsa.dhhs.gov/bhpr/>

Bureau of Primary Health Care

(301) 594-4110; URL: <http://www.bphc.hrsa.gov/>

Center for Managed Care

(301) 443-1550; URL: <http://www.hrsa.dhhs.gov/cmhc/>

HIV/AIDS Bureau

(301) 443-1993; URL: <http://www.hrsa.dhhs.gov/hab/>

Maternal and Child Health Bureau

(301) 443-0205; URL: <http://www.mchb.hrsa.gov/>

HRSA has leadership responsibility for general health service and resource issues relating to access, equity, quality, and cost of care. It funds a variety of programs supporting primary care (e.g., community and migrant health centers), maternal and child health activities, health professionals training, rural health outreach, special populations, and health resources development.

Indian Health Service (IHS)

Parklawn Building, Room 6-35

Rockville, MD 20857

5600 Fishers Lane

(301) 443-3593; URL: <http://www.ihs.gov/>

IHS coordinates the funding activities for projects examining the health status of American Indians and Native Americans. A variety of projects are funded by IHS which study the behavioral, biomedical, and epidemiologic aspects of disease in this population.

National Center on Child Abuse and Neglect (NCCAN)

Clearinghouse on Child Abuse and Neglect Information

PO Box 1182

Washington, DC 20013-1182

1-800-394-3366

703-385-7565 (Washington, DC Metro)

URL: <http://www.calib.com/nccanch/>

NCCAN, located within the Administration on Children, Youth and Families (ACYF), DHHS, publishes a variety of information relating to funding programs for child abuse, neglect and family violence.

National Clearinghouse for Alcohol and Drug Information (NCADI)

11426 Rockville Pike, Suite 200

Rockville, MD 20852

1-800-729-6686

URL: <http://www.health.org/ncadipromo.htm>

NCADI provides information and application kits for grants administered by the Substance Abuse and Mental Health Services Administration (SAMHSA), and it provides grant information for the National Institute on Drug Abuse (NIDA), and the National Institute on Alcoholism and Alcohol Abuse (NIAAA).

National Institute for Occupational Safety and Health (NIOSH)

Centers for Disease Control, PHS, DHHS

1600 Clifton Road

Atlanta, GA 30333

1-800-356-4674

URL: <http://www.cdc.gov/niosh/homepage.html>

NIOSH conducts research and demonstration grants relating to occupational safety and health problems, including those problems which result from the agricultural environment (e.g., noise-induced loss of hearing).

National Institute of Mental Health (NIMH)

Office of Rural Mental Health Research (ORMHR)

6001 Executive Boulevard, Room 7117, MSC 9613

Behtesda, MD 20892-9631

(301) 443-9001

URL: <http://www.nimh.nih.gov/ormhr/>

ORMHR coordinates the National Institute of Mental Health's research activities aimed at improving and strengthening the quality of mental health services delivered to rural Americans.

National Institute on Aging (NIA)

7201 Wisconsin Avenue, Gateway Building

Suite 533, MSC 9205

Bethesda, MD 20892

Behavioral and Social Research Program

(301) 496-3136

URL: <http://www.nih.gov/nia/research/extramural/behavior/>

Geriatrics Program

(301) 496-6761

URL: <http://www.nih.gov/nia/research/extramural/geriatrics/>

NIA focuses on the health of older Americans and supports research activities examining the health and aging process among older, rural populations.

Office of Minority Health

Office of Minority Health Resource Center (OMH-RC)

PO Box 37337

Washington, DC 20013-7337

1-800-444-6472

URL: <http://www.omhrc.gov/>

OMH-RC provides information on a variety of minority-related funding projects supported by the Office of Minority Health, DHHS, through their toll-free information line and Grants Fact Sheet Series. Information about technical assistance programs (e.g., grants writing workshops) is also maintained by the Center.

Rural Community Assistance Program (RCAP)

National Office

602 South King Street, Suite 402

Leesburg, VA 20175

(703) 771-8636

URL: <http://www.rcap.org/>

RCAP represents a national network of nonprofit organizations supported primarily through federal agencies. Funding information and technical assistance is available for rural communities concerned with safe drinking water and sanitary waste disposal, as well as the problems of environmental health of migrants, Native Americans, and isolated rural populations.

Rural Housing Service

[formerly Farmers Home Administration (FHA)]

US Department of Agriculture

South Building, Room 5037

14th Street and Independence Avenue, SW

Washington, DC 20250-1500

(202) 720-4323

URL: <http://www.rurdev.usda.gov/rhs/>

RHS provides affordable, low-interest loans to rural communities in need of expansion or construction of public facilities, such as fire stations, hospitals, and clinics.

Rural Information Center Health Service (RICHS)

[A part of the Rural Information Center (RIC)]

US Department of Agriculture

National Agricultural Library

10301 Baltimore Avenue, Room 304

Beltsville, MD 20705-2351

1-800-633-7701

URL: <http://www.nal.usda.gov/ric/richs>

RICHS is funded by the Federal Office of Rural Health Policy, DHHS, and provides information on public and private funding resources. Contact RICHS through the toll-free information line available Monday through Friday, 8:00 a.m. to 4:30 p.m. Eastern Time, or through the Internet at ric@nal.usda.gov. Specific grants and foundation programs are listed under *Funding Resources* at the RICHS World Wide Website (URL: <http://www.nal.usda.gov/ric/richs/funding.htm>). See the section on Electronic Funding Resources (Section IV) for more information on Web access.

Rural Transit Assistance Program (RTAP)

National Resource Center
1440 New York Avenue, NW
Suite 440
Washington, DC 20005
1-800-527-8279

URL: <http://www.ctaa.org/ntrc/rtap/>

RTAP, a program of the Federal Transit Administration, disseminates funding information on rural and specialized transportation programs supported by the U.S. Departments of Transportation, Health and Human Services, and Agriculture. Technical assistance and program information for both national and state programs can be obtained from the clearinghouse.

Rural Utilities Service

[formerly Rural Electrification Administration (REA)]
Distance Learning and Telemedicine Grant and Loan Program
US Department of Agriculture
14th Street and Independence Avenue, SW
Washington, DC 20250-1500
(202) 720-9549

URL: <http://www.usda.gov/rus/telecom/dlt/dlt.htm>

The Distance Learning and Telemedicine Grant and Loan Program provides funding for the use of telecommunications, computer networks and related technology in rural communities for improved access to educational resources and medical/health care services. Although funding is primarily for equipment, some consideration is given to associated costs for software, training, and technical assistance.

US Department of Health and Human Services (USDHHS) Regional Offices

Ten regional USDHHS offices provide information and assistance on federal grant programs. For some programs (e.g., the National Health Service Corps or Community and Migrant Health Centers), they are the best first contact within HHS. A complete list of these offices is included in [Appendix B](#).

Private Organizations

Aside from the grantmakers themselves, a variety of other organizations are involved in the funding process either through information dissemination or advocacy for a particular funding area. A selected list of these organizations is presented below.

The Foundation Center

79 Fifth Avenue
New York, NY 10003
(212) 620-4230
1-800-424-9836

URL: <http://www.fdncenter.org/>

The Foundation Center operates as an independent service organization established to provide a single authoritative source of information on philanthropic giving. The Center also publishes a variety of books and directories on the subject of private funding and provides a comprehensive and up-to-date database, *The Foundation Directory*, on foundations and corporate giving programs. Information from the database is available electronically through custom searching and online services. The Foundation Center maintains two national libraries, two regional libraries, and over 100 cooperative collections nationwide.

Grantmakers in Health

1100 Connecticut Avenue, NW, Suite 1200
Washington, DC 20036

(202) 452-8331

URL: <http://www.gih.org/>

Grantmakers in Health operates as an educational organization serving grantmakers. Its mission is to help grantmakers "... study the issues and develop a forward-looking response to the changing health care system."

The Grantsmanship Center

1125 W. Sixth St., Fifth Floor

PO Box 17220

Los Angeles, CA 90017

(213) 482-9860

URL: <http://www.tgci.com/>

The Grantsmanship Center conducts extensive training and educational seminars on grantseeking, proposal writing, and funding. The Center also maintains an extensive reference collection on funding and proposal writing, and publishes a free newsletter, the *Grantsmanship Center Magazine*.

National Network of Grantmakers (NNG)

1717 Kettner Boulevard, #110

San Diego, CA 92101

(619) 231-1349

URL: <http://www.nng.org/>

The NNG is a membership association of funders committed to "increasing resources, financial and otherwise, to organizations working for social and economic justice." Members include individual donors, foundation staff, board, and grantmaking committee members. Services are provided to both funders and grantseekers. Resources available to all include publications, conferences, and a common grant application form.

The Taft Group

PO Box 95501

Chicago, IL 60694-5501

1-800-877-8238

URL: <http://www.gale.com/taft>

The Taft Group researches and publishes information on fundraising and nonprofit management as well as produces a variety of sourcebooks outlining the giving of both corporations and private foundations. Many of their publications are described in this guide.

IV. ELECTRONIC FUNDING RESOURCES

World Wide Web Resources

Funding information is increasingly available through the World Wide Web. User-friendly access to Internet resources is provided by Web browsers, such as Mosaic and Netscape, which are usually included with telecommunications software supplied by Internet service providers. Each Web site has a "home page," which is accessed by entering an address, known as a Uniform Resource Locator (URL), in the location field of the Web browser software. URLs begin with a standard prefix (<http://>) and are often followed by a long string of characters, sometimes including numbers and symbols. Although the URL must be typed in the address field the first time a site is accessed, most sophisticated Web browsers have a "bookmark" feature which allows users to add frequently accessed URLs to a list for subsequent selection.

A home page will often contain both graphics and text. Information is accessed by using a mouse to select either a graphic icon or text that is underlined, both of which provide links to additional information, such as full text documents, or other related Web sites. Most Web pages provide a link to return to the home page, and browser software includes a "back" option to retrace steps through complex sites. Full text documents can often be printed directly; otherwise they may be saved as text files and printed using word processing software. Graphics can be saved and/or printed, depending on availability of compatible graphics software installed on the user's computer. Throughout this publication, URLs are listed for agencies, organizations, and publications, along with other information for that particular entry. This section highlights relevant Web resources and lists additional Web sites providing funding information, along with the URL and a brief description of the site. Because the Web is a dynamic medium for information exchange, both URLs and content change frequently. Although some Web addresses may have changed since this publication was printed, federal agency and major organization sites are relatively stable; when their URLs change, a link from an outdated address to a new one is usually provided. Web search engines, such as Yahoo or Alta Vista, can be used to locate a site by entering an organization name, publication title, or significant keywords. In the following annotations, the numbers in parentheses (e.g., #1) refer to the printed resources listed throughout the guide.

1. Catalog of Federal Domestic Assistance - URL: <http://www.cfda.gov/>

In addition to the print resource, the online subscription service, and the CD-ROM version, the *Catalog of Federal Domestic Assistance* (#1) is available free of charge on the World Wide Web. Keyword searching is available for single words, word stems, or phrases, and words can be combined using standard search operators. Search results are listed by relevance, unless a different sort order is selected. Although the full text is available for printing or downloading, records must be printed or saved one at a time from the full text screen display.

2. The Chronicle of Philanthropy - URL: <http://www.philanthropy.com/>

This publication (#19), issued bi-weekly, is a major source of news for the nonprofit sector, including fundraisers and grantmakers. The Website offers a summary of the contents of the current issue and about six months of previous issues, as well as full text for selected articles. Complete text of all articles is available only by subscription. Subscription information for both print issues and E-mail updates is available at the Website, along with conference announcements and links to other related Web resources.

3. Commerce Business Daily - URL: <http://cbdnet.gpo.gov/>

CBDNet provides a free listing of Government contracting opportunities published in the *Commerce Business Daily* (#2). Notices are kept in an active file for 17 days and are then moved to the archive file. Keyword searches can be performed in either file. Searches can be limited to a specific section, and a browse option is also available for each section. The active file is updated continuously.

4. The Council on Foundations - URL: <http://www.cof.org/>

The Council on Foundations is a nonprofit membership association of grantmaking foundations and corporations. Members of the Council include nearly 1,500 independent, operating, family, community, public and company-

sponsored foundations, and corporate giving programs providing funding for education, human services, health, science and research, environment, the arts, urban planning and economic development. This Web site includes a *Community Foundation Locator* to assist grantseekers in finding local sources of funding. Searches can be performed using either a "View Map" for those with advanced Web browsers, or a text menu. In either case, one can select a region, then a state to retrieve a list of foundations. Links for those foundations with Web sites provide additional information for some foundations. Also available are selected full-text articles from *Foundation News and Commentary* (URL: <http://www.cof.org/foundationnews/>).

5. Federal Register - URL: http://www.access.gpo.gov/su_docs/aces/aces140.html

Free access to the *Federal Register*(#9) is provided for the current three years. Each year is searched separately. The entire publication may be searched, or searches can be limited to a specific section. An issue date may be specified, a range of dates may be entered, or a search may be limited to notices appearing before or after a specified date. Keyword search options include single words, word stems, or phrases, and words can be combined with standard search operators.

6. The Foundation Center - URL: <http://www.fdncenter.org/>

The Foundation Center provides resources helpful in the grantseeking process. This Web site provides a description of the Foundation Center's resources and services; a listing of field offices with regional collections, along with links to their home pages; and a complete listing of Foundation Center publications. In addition to descriptive and ordering information provided for all publications, tables of contents and sample entries are included for new titles. Links are also provided to local Foundation Center libraries and/or cooperating collections. The Foundation Center's weekly online journal, *Philanthropy News Digest*, is available free at the Website (URL: <http://fdncenter.org/pnd/current/index.html>). Full text is provided for the most recent eight weeks. Free E-mail subscriptions can be requested. Also available free online is *The Literature of the Nonprofit Sector*, a searchable bibliographic database containing more than 14,000 entries, with abstracts for over 8,700.

7. A Grant Seeker's Guide to the Internet: Revised and Revisited - URL:

<http://online.nonprofit.net/info/guide.html>

Andrew J. Grant, President of Grant Services Corporation, and Suzy D. Sonenberg, Executive Director of the Long Island Community Foundation, originally published this article as part the *Directory of Computer and High Technology Grants* (#52). Although the revised version is still included in the printed directory, it is also available on the Web as a separate document. The first part of the article provides detailed information on Internet access, including hardware, and access providers. The section on grant seeking describes major resources and includes links to them in the text. Links to all Web sites identified in the article are provided at the end, along with E-mail addresses for both authors.

8. The Grantsmanship Center - URL: <http://www.tgci.com/>

The Grantsmanship Center (TGC) is a primary source of fundraising training and information for the nonprofit sector. TGC produces a wide range of low-cost publications, as well as *The Grantsmanship Center Magazine* (#43), which is distributed free of charge to staff of nonprofit organizations and government agencies. The magazine is also available on the TGC Web site and can be searched free of charge. Included in TGC publications is the full text of an article by Christie I. Baxter, *A Basic Guide to Program-Related Investments* (URL: <http://www.tgci.com/publications/97fall/abasgui.htm>).

9. GrantsNet - URL: <http://www.os.dhhs.gov/progorg/grantsnet/>

GrantsNet is a free service provided by the U.S. Department of Health and Human Services (HHS) to assist the general public in finding information about HHS and other Federal grant programs. Information is available on funding resources by topic or agency as well as application procedures. A list of key contacts for Federal grant making agencies is provided, as well as a calendar listing workshops, seminars, and conferences available to grants management professionals. Documents such as grants policy directives and the *Grants Administration Manual* are also available.

10. NIH Guide for Grants and Contracts -URL: <http://grants.nih.gov/grants/guide/index.html>

Since 1995, the *NIH Guide for Grants and Contracts* (#14) is only available in electronic format. Each issue contains notices for new grant announcements, availability of Requests for Proposals (RFPs) and Requests for Applications (RFAs), as well as ongoing program announcements. Issues are provided back to 1992 and can be browsed by selecting year, then weekly publication date. Retrieval can be limited to Notices, Program Announcements, or Requests for Applications. The guide is also searchable by keywords or phrases. Search help is available online.

11. NonProfit Gateway - URL: <http://www.nonprofit.gov/>

This Website provides "a network of links to Federal government information and services," divided into four sections: (1) Department/Agency NonProfit Gateways, (2) Directory of the Federal Government (Executive, Legislative, and Judicial branches), (3) Information Services and Links, and (4) Nonprofit Resources. A "Master Search" option allows searching of more than 530,000 government Web pages by keyword or phrase. The "Local Search" links to a specific department/agency search engine to search an individual site.

12. Philanthropy News Network (PNN) Online (formerly *Philanthropy Journal Online*) - URL: <http://www.pj.org/>

PNN Online is a daily online news service for the nonprofit sector. It is a leading source of nonprofit news, information and links, including the *Meta-Index of Nonprofit Organizations*.

13. RICHS Funding Bulletins - URL: <http://www.nal.usda.gov/ric/richs/funding.htm>

RICHS maintains two bulletins dealing with funding issues: *RICHS Grantline: Federal Opportunities Relevant to Rural Health* and *Foundations: Current Funding Programs and Master List*. The *RICHS Grantline* bulletin, updated bi-weekly, highlights recent federal programs that have new deadlines for previously established programs, or announcements of new programs. Many federal sources such as the *Federal Register* and *NIH Guide for Grants and Contracts* are used to produce this bulletin. The *Foundations* bulletin contains a list of new funding programs relevant to rural health sponsored by various foundations, a list of special funding initiatives, a section listing fellowships and health professions education assistance, and a master list of foundations that support rural health projects. The master list is divided into the following sections: National, Regional, and State Foundations (see Appendix C for a list of these foundations). These bulletins can be accessed from the Funding Resources page (see URL listed above) by selecting the following items listed under RICHS Publications:

Federal Grants Opportunities Relevant to Rural Health (RICHS Grantline Bulletin)

Foundations: Current Funding Programs and Master List (Foundations Bulletin)

14. Telemedicine Research Center/Telemedicine Information Exchange - URL: <http://tie.telemed.org>

The Telemedicine Research Center Web site provides access to several searchable databases, including one for funding sources, and another which provides descriptions of funded programs.

V. HEALTH PROFESSIONAL SCHOLARSHIPS AND EDUCATION FUNDING

While many federal and foundation grants are used to support health-related programs, some programs also support educational activities through scholarships and other programs. The following pages include resources useful in retrieving scholarship and loan information.

Federal Resources

Catalog of Federal Domestic Assistance

The *Catalog of Federal Domestic Assistance* lists financial support for various health education programs including nursing, medicine, allied health, and the National Health Service Corps. Most federal grants and loans are distributed via colleges and universities. It is therefore necessary to check with the Financial Aid office of an institution for available loans and grants.

Federal Agencies

Health Resources Services Administration

Bureau of Health Professions (see listing below for division office and room number)

5600 Fishers Lane

Rockville, MD 20857

Division of Medicine & Dentistry

Room 9A-27

(301) 443-6190

URL: <http://158.72.83.3/bhpr/dm/medicine.htm>

Division of Nursing

Room 9-35

(301) 443-5688

URL: <http://www.hrsa.dhhs.gov/bhpr/dn/dn.htm>

Disadvantaged Assistance Program

Room 8A-09

(301) 443-2100

URL: <http://www.hrsa.dhhs.gov/bhpr/dda/home.htm>

Student Assistance Division

Room 8-48

(301) 443-1173

URL: <http://158.72.83.3/bhpr/dsa/dsa.htm>

National Health Service Corps Division

Bureau of Primary Health Care

Health Resources & Services Administration

4350 East-West Highway, 8th Floor

Bethesda, MD 20814

1-800-221-9393

(301) 594-4130

URL: <http://www.bphc.hrsa.dhhs.gov/nhsc/>

Scholarships and Loan Repayments Division

Bureau of Primary Health Care

Health Resources & Services Administration

4350 East-West Highway, 10th Floor

Bethesda, MD 20814
(301) 594-4370
URL: <http://www.bphc.hrsa.gov/slp/slp.htm>
Scholarship Program
Indian Health Service
12300 Twinbrook Parkway, Suite 100
Rockville, MD 20852
(301) 443-3396
URL: <http://www.ihs.gov/JobCareerDevelop/DHPS/HPRTSC.asp>

State Information

Most states have a Health Professionals Loan Repayment Program in operation. For information on these programs, contact your state Office of Rural Health (see Appendix A for contact information) or state Department of Health.

Publications/Directories

While many of these publications can be obtained directly from the publisher, check with a public library or a university library for additional scholarship directories such as those for a specific subject area or a specific state.

82. Financial Aid for Minorities in Health Fields. Garrett Park, MD: Garrett Park Press, 1996.

Geared to minorities, this publication includes a listing of individual awards and general programs offered for graduate or professional study. A list of resources includes private organizations, foundations, federal and state governments, colleges, and universities.

83. Graduate Medical Education Directory. Chicago, IL: American Medical Association. Annual series.

A publication of the American Medical Association, this directory highlights the various programs around the United States for the different specialty areas of graduate medical education.

84. Grants for Medical and Professional Health Education. New York, NY: Foundation Center, 1999/2000. 84 pp.

This directory highlights grants to graduate/ professional schools of medicine, dentistry, nursing and public health. Funds for general support, faculty development, scholarships and fellowships, student loans, symposiums, and conferences are also included.

85. Grants for Scholarships, Student Aid, and Loans. New York, NY: Foundation Center, 1999/2000. 134 pp.

This general guide focuses on scholarships and student aid provided by undergraduate colleges and universities, medical and dental schools, and nursing schools.

86. Grants Register 2000. 18th ed. Ruth Austin, editor. New York: St. Martin's Press, Inc., 1999.

A listing of scholarships, fellowships, research grants, project grants, and other professional awards are included in this directory of federal and private funding.

87. The Scholarship Book 2000: The Complete Guide to Private-Sector Scholarships, Grants, and Loans for Undergraduates. D.J. Cassidy. Englewood Cliffs, NJ: Prentice Hall, 1999. 523 pp.

While not totally devoted to health-related scholarships, this book contains a variety of organizations who will award money for scholarships, including companies and other subject-oriented organizations. A listing of other scholarship guides is located at the end of this resource.

88. Scholarships and Loans for Nursing Education. National League for Nursing. Sudbury, MA: Jones & Bartlett Publishers, 1997-98.

A publication of the National League for Nursing, this directory targets various programs for nursing education: fellowships, grants, traineeships, loans, and special awards.

VI. RECOMMENDED READING

89. Developing Resource Alternatives: Grantwriting, Fundraising, and Foundation Development. Grand Forks, ND: UND Center for Rural Health, University of North Dakota School of Medicine, 1993. 22 pp. Alternative financial strategies for rural providers, including an overview of the grant process, location of grant sources, fundamentals of fundraising, and foundation development, are explored in this publication. A listing of North Dakota foundations and other national foundations are included.

90. Federal Yellow Book. M. Forschler, editor. New York: Leadership Directories. Quarterly Series. This who's who directory of federal departments and agencies lists staff by agency, department and division. A contact person with a telephone number is listed for each division. A personnel index is located in the back of the directory.

91. Foundation Center's Guide to Proposal Writing. 2nd ed. New York, NY: Foundation Center, 1997. 191 pp. Pre-proposal planning, grantmaker guidance, and preparation of the actual grant proposal are covered in this instructional manual. The guide takes the reader throughout the entire grant process, including candid tips from grantmakers themselves.

92. The Foundation Center's User-Friendly Guide: A Grantseeker's Guide to Resources. 4th ed. New York, NY: Foundation Center, 1996. 40 pp. Answers to the most common grantseeking questions are answered in this guide geared for the funding novice. Topics covered include: securing tax exemption, searching for potential funders, using online services to gather data, and writing grant proposals.

93. Foundation Fundamentals. Mitchell F. Nauffts, editor. 6th ed. New York, NY: Foundation Center, 1999. 222 pp. This manual outlines the basic procedures of grant applications with emphasis on using research skills to choose receptive funders. It includes a bibliography for research into legal guidelines for nonprofits, proposal preparation, corporate giving, and other fundraising topics and charts and worksheets to help manage a fundraising program.

94. From Idea to Funded Project: Grant Proposals that Work. J. C. Belcher and J. M. Jacoben. Phoenix, AZ: Oryx Press, 1992. 144 p. NAL Call No.: LB2336.B43. Creativity and development of ideas is a crucial part of the grant process. This guide discusses how individuals and institutions can be creative in finding funding resources. The section on basic resources includes budget information, worksheets and sample government forms.

95. Grant Application Writer's Handbook. 3rd ed. Liane Reif-Lehrer. Boston, MA: Jones & Bartlett Publishers, 1995. 472 pp. This book describes the grant application process and provides guidance for writing effective grant applications for both government agencies and private foundations. Eleven appendices include sample budget justifications, changes in grant application procedures at NIH and NSF, and lists of additional resources. A glossary and an index are also included.

96. Grant Write: A Step-by-Step System for Writing Grant Proposals that Win. Fredereick, MD: Aspen Publishers, Inc. [Computer File] This Windows software package, based on the book *Writing Grant Proposals That Win*, provides guidance for each section of a grant proposal, explaining its purpose and providing proposal examples. All instructions appear on screen as well as in a comprehensive user manual.

97. The Grants Development Kit. Frederick, MD: Aspen Publishers, Inc.

This kit, provided in a loose-leaf binder, includes an outline of the basic proposal elements, along with charts, forms and checklists for developing each element. Also included are an idea development form, a funder information form, and a grant development calendar/timeline.

98. Grants, Etc. 2nd ed. Armand Lauffer. Thousand Oaks, CA: Sage Publications, 1997. 384 pp.

This guide, previously published as *Grantsmanship and Fund Raising*, presents innovative ways of targeting markets and aligning program goals. Specific guidelines are provided for writing grant proposals, designing programs, and developing resources. A checklist of project design essentials is included, as well as a section on Internet access which lists key Websites. Case illustrations covering a wide range of projects are also included.

99. Grantseeker's Toolkit: A Comprehensive Guide to Finding Funding. Cheryl Carter New and James Aaron Quick. New York, NY: John Wiley & Sons, 1997. 248 pp.

This guide is organized into several sections. Part I includes tips for project analysis, design, and organization. Part II provides guidance for identifying funding sources, including private, corporate and government funders. Part III focuses on project development. Part IV provides detailed information on proposal writing, including examples of key components. Also included are numerous worksheets and flow charts, most of which are available on a diskette in Microsoft Word for Windows format.

100. A Guide to Funding Resources. Robert Salmon. Rural Information Center Publications Series. Beltsville, MD: The National Agricultural Library, The Rural Information Center, 1999. 39 pp.

This publication is a compilation of information from both government and private sources on funding opportunities available to rural areas. Resources cited in this resource include directories, catalogs, guides, newsletters, computer database services and cover areas such as available grants and funding, information on the grant-seeking process, and tips for proposal writing.

101. The How To Grants Manual. D.G. Bauer. 4th ed. Phoenix, AZ: Oryx Press, 1999. NAL Call No.: HG177.B37. 264 pp.

Preparation for writing a grant proposal is the key factor to a successful grant application. This guide-book describes how to prepare for a grant search through a needs assessment and community support. Also, information on government funding and private foundations is included through checklists and lists of research tools.

102. Locating Resources for Healthy People 2000 Health Promotion Projects. U.S. Department of Health and Human Services, Public Health Service, Office of Disease Prevention and Health Promotion. Washington, DC: Government Printing Office, 1991. 46 pp. (distributed by the Office of Disease Prevention and Health Promotion). The *Healthy People 2000* supplement lists various sources of funding for health promotion projects: private organizations, public agencies, and other information resources. A sample grant application for the Public Health Service is also included.

103. Proposal Planning and Writing. L.E. Miner, J.T. Miner, and J. Griffith. 2nd ed. Phoenix, AZ: Oryx Press, 1998. 184 pp.

Although designed for novice proposal writers and planners, this self-help book provides resources useful to all grantseekers. Included are examples of how to find grants and how to plan, write, and submit proposals. Web sources for public and private funding information, editorial advice, forms, and policy manuals are also included.

104. Who Gets Grants? Foundation Grants to Nonprofit Organizations. 5th ed. New York: Foundation Center, 1998. 1,469 pp.

This directory helps the grant seeker conduct funding research such as targeting funders of specific nonprofits, finding grantmakers that target a specific geographical location, and scanning through grants awarded within a certain field. Over 18,400 nonprofit organizations are listed along with 54,400 new grants.

105. Winning Federal Grants: A Guide to the Government's Grant-Making Process. Frederick, MD: Aspen Publishers, Inc. 1997. 96pp.

Learn how the federal government is structured and what areas its agencies fund. Many practical tools, including a list of federal agencies and their grant-making offices are also included along with a sample federal application form and a resource appendix.

106. Winning Grant Proposals. Rockville, MD: The Taft Group, 1993. 160 pp.

The use of eleven successful proposal applications that were funded by major foundations offers the grantseeker examples of funding proposals. A chapter on the common elements that contributed to the proposals' success is added for additional guidance in the grant writing process

107. Writing Grant Proposals That Win! 2nd ed. P.D. Hale, Jr. Frederick, MD: Aspen Publishers, Inc. 214 pp.

This step-by-step book demonstrates the assembling of a winning grant proposal, the condensing of an entire proposal into a brief but compelling abstract, and the description of project dissemination and continuation plans. A copy of an actual proposal that won a federal grant is included, along with a professional's critique of the proposal itself.

VII. FUNDING GLOSSARY

The following list highlights some of the more common words and phrases used in the field of grantmaking.

Application procedures -- set of instructions issued by funders outlining the steps necessary for proposal review (e.g., submission deadlines, letter of intent, contact person, mail address). These guidelines vary somewhat among the different funding organizations.

Block grants -- grants in which a "block" of federal money is issued to a state or local government for the purpose of funding-related programs, such as those supporting preventive health services. States receiving the money may appropriate the funds based on the needs of their communities.

Community foundation -- foundation involved in grant giving within a specific community or region.

Contract -- a binding agreement used to procure specified services.

Cooperative Agreement -- an agreement between a funding agency and grantee which extends to the funder some degree of programmatic control. Cooperative agreements are often used by the government to conduct extramural clinical trials.

Corporate foundation -- foundation which receives contributions from a profit-making entity, such as a corporation. Many foundations fund programs which directly impact communities located near their company operations.

Demonstration project -- a project, usually experimental in nature, designed to "demonstrate" a particular idea or hypothesis.

Demonstration grant -- funds used to underwrite a feasibility study.

Form 990-PF -- information statement submitted by foundations which outlines their assets and annual giving. This form is submitted to the State Attorney General's office and is made available for public review.

Formula grants -- grants awarded by federal or state agencies based on a formula or criterion prescribed in legislation or regulations.

Grant -- monetary award or direct assistance in support of a pre-determined program or research activity.

Grantsmanship -- the process of identifying funds and the steps involved in obtaining them.

In-kind support -- nonmonetary contributions made by the grantee representing such items as equipment, supplies, services or technical expertise.

Letter of intent/inquiry -- initial contact with a funder outlining the proposed project or plan. A more detailed description of the project is often requested if the initial proposal is "accepted."

Matching funds -- monies which accompany or "match" the funder's contribution. These funds can come from either the grantee or a third party.

OMB Circular -- the Federal Office of Management and Budget's management guidelines for grant recipients. Circular A-110: grant rules for the administration of federal grants to nonprofits; Circular A-122: explanation of

nonprofits allocation of expenses to grant programs; Circular A-87: state and local governments allocation of expenses to grant programs.

Program officer/contact -- representative of the funding office/agency who is responsible for some, or all, components of the grant's administration.

Project grants -- grants issued by the federal government to support individual projects in accordance with legislation. They provide the funding agency with discretion in selecting the project, grantee, and amount of award.

Proposal -- A written plan submitted to potential funders. The proposal usually addresses the program's goals, objectives, methods, budget, and evaluation.

Private foundation -- foundation which receives income from an individual, family, or group of individuals. Funding priorities of private foundations are usually based on the personal philosophies of the founding members (i.e., health care for all people).

Request for application (RFA) -- announcement inviting proposals for a specified contract in support of a particular project or service.

Request for proposal (RFP) -- announcement inviting proposals for a specified type of grant.

Seed money -- "start up" money used to support a new project or venture. This money is used for such purposes as salaries and operating expenses.

Solicited proposal -- a grantseeker's response to a request for a proposal issued by a funding organization.

Technical assistance -- nonmonetary support in the form of skilled aid and support, which often develops long-term solutions to problems instead of a short-term answer.

Unsolicited proposal -- a proposal which originates from the grantseeking organization. Some funding organizations do not allow unsolicited proposals.

VIII. PUBLISHERS' CONTACT INFORMATION

<p>American Medical Association c/o Order Department, PO Box 7046 Dover, DE 19903-7046 1-800-621-8335 URL: http://www.ama-assn.org/</p>	<p>Jones and Bartlett Publishers 40 Tall Pine Drive Sudbury, MA 01776 1-800-832-0034 URL: http://www.jbpub.com</p>
<p>Arizona Human Services PO Box 5456 Glendale, AZ 85312 (623) 412-8650</p>	<p>Junior League of Denver 6300 East Yale Avenue Denver, CO 80222 (303) 692-0270</p>
<p>Aspen Publishers, Inc. PO Box 990 7201 McKinney Circle Frederick, MD 21704 1-800-638-8437 URL: http://www.aspenpublishers.com</p>	<p>Junior League of Omaha 608 North 108th Court Omaha, NE 68154 (402) 493-8818</p>
<p>Associated Grantmakers of Massachusetts 294 Washington Street Boston, MA 02108 617-426-2606</p>	<p>Junior League of Phoenix PO Box 10377 Phoenix, AZ 85064 (602) 234-3388</p>
<p>Association of Baltimore Area Grantmakers 2 East Read Street, 8th Floor Baltimore, MD 21202 (410) 727-1205 URL: http://www.rag.org/abag</p>	<p>Kanawha County Public Library Administrative Office 123 Capitol Street Charleston, WV 25301 (304) 343-4646 URL: http://kanawha.lib.wv.us</p>
<p>Attorney General's Office (Maryland) 200 St. Paul Place Baltimore, MD 21202 (410) 576-6300</p>	<p>Kansas Nonprofit Association PO Box 47054 Topeka, KS 66647 (785) 266-6886 1-800-582-1428</p>
<p>Attorney General's Office (Ohio) State Office Tower 30 East Broad Street, 17th Floor Columbus, OH 43215-3428 (614) 466-4320</p>	<p>Laramie County Community College 1400 East College Drive Cheyenne, WY 82007-3299 (307) 778-1206</p>
<p>Birmingham Public Library 2100 Park Place Birmingham, AL 35203 (205) 226-3600 URL: http://www.bham.lib.al.us/</p>	<p>Leadership Directories 104 5th Avenue New York, NY 10011-6901 (212) 627-4140 URL: http://www.leadershiplibrary.com</p>
<p>R. R. Bowker 121 Chanlon Road New Providence, NJ 07974</p>	<p>Maine Philanthropy Center USM Library, Box 9301 Portland, ME 04104-9301</p>

1-888-269-5372 URL: http://www.bowker.com/catalog/home	(207) 780-5039 URL: http://www.megrants.org
Caldwell Public Library 1010 Dearborn Street Caldwell, ID 83605-4195 (208) 459-3242	Marquette University Memorial Library 1415 West Wisconsin Avenue Milwaukee, WI 53233 (414) 288-1515
Capital Development Services 111 Hampton Woods Lane Raleigh, NC 27607 1-800-729-4553 URL: http://www.capdev.com	Maryland Funders/Hieu Press 9676 Gwynn Park Drive Ellicott City, MD 21042 (410) 465-3493
Carroll Publishing Co. 4701 Sagamore Road, #5155 Bethesda, MD 20816 1-800-336-4240 URL: http://www.carrollpub.com	Minnesota Council on Foundations 15 South 5th Street, Suite 600 Minneapolis, MN 55402-1570 (612) 338-1989 URL: http://www.mcf.org
CD Publications Subscriber Services 8204 Fenton Street Silver Spring, MD 20910 1-800-666-6380 URL: http://www.cdpublications.com	The Mitchell Guide PO Box 626 Pennington, NJ 08534-0626 (609) 730-8247
Center for Nonprofit Management 44 Vantage Way, Suite 230 Nashville, TN 37228 (615) 259-0100	MR & Co. PO Box 9223 Cincinnati, OH 45209 (513) 871-9456
The Chronicle of Philanthropy 1255 Twenty-Third Street, NW, Suite 775 Washington, DC 20037-1125 1-800-728-2819 URL: http://www.philanthropy.com	National Agricultural Library Rural Information Center 10301 Baltimore Avenue, Room 304 Beltsville, MD 20705-2351 1-800-633-7701 URL: http://www.nal.usda.gov/ric
Clark County Library 1401 East Flamingo Road Las Vegas, NV 89119 (702) 733-3642	National Network of Grantmakers 1717 Kettner Boulevard, #110 San Diego, CA 92101 (619) 231-1349 URL: http://www.nng.org
Community Resource Center, Inc. 655 Broadway, Suite 300 Denver, CO 80203 (303) 860-7711 URL: http://www.crcamerica.org	New Jersey State Library Funding Information Center PO Box 520 Trenton, NJ 08625-0520 (908) 292-6220
Connecticut Council for Philanthropy 221 Main Street Hartford, CT 06106 (860) 525-5585 URL: http://www.CTphilanthropy.org	Nonprofit Resource Center of Texas PO Box 15070 San Antonio, TX 78212-8270 (210) 227-4333 URL: http://www.nprc.org
Council of Michigan Foundations PO Box 599 One South Harbor Avenue	Nonprofit Resources, Inc. 500 Broadway, Suite 403 Little Rock, AR 72201

Grand Haven, MI 49417-1385 (616) 842-7080 URL: http://www.cmif.org	(501) 374-8515 URL: http://www.nonprofitresources-ar.org
CPG Enterprises Box 199 Shaftsbury, VT 05262 (802) 447-0256	Nonprofit Resources of Southern New England 160 Broad Street Providence, RI 02903 (401) 861-1920
Delaware Community Foundation PO Box 1636 Wilmington, DE 19899-1636 (302) 571-8004 URL: http://www.delcf.org	Northern California Grantmakers 116 New Montgomery Street, Suite 742 San Francisco, CA 94105 (415) 777-5761 URL: http://www.ncg.org
Department of Justice, Charitable Trust Division Office of the Attorney General, State of New Hampshire 33 Capitol Street Concord, NH 03301-6397 (603) 271-3591	Office of Disease Prevention & Health Promotion Communications Support Center PO Box 37366 Washington, DC 20013-7366 (301) 468-5960 URL: http://odphp.osophs.dhhs.gov
Donors Forum of Chicago 208 South LaSalle Street, Suite 740 Chicago, IL 60604-1006 (312) 578-0090 URL: http://www.donorsforum.org	Omnigraphics, Inc. 615 Griswold Detroit, MI 48226 1-800-234-1340 URL: http://www.omnigraphics.com
Ellen Dick 838 Fair Oaks Oak Park, IL 60302 (708) 386-9385	Oryx Press PO Box 33889 Phoenix, AZ 85067-3889 1-800-279-6799 URL: http://www.oryxpress.com
Florida Funding Publications 11205 South Dixie Highway, Suite 101 Miami, FL 33156 (305) 251-2203 URL: http://www.floridafunding.com	Pacific Northwest Grantmakers Forum 2815 2nd Avenue, Suite 290 Seattle, WA 98121 (206) 770-9423 URL: http://www.pngf.org
The Foundation Center 79 Fifth Avenue, Department EC New York, NY 10003-3076 1-800-424-9836 URL: http://www.fdncenter.org	Prentice Hall Order Processing Center PO Box 11071 Des Moines, IA 50336-1071 1-800-643-5506 URL: http://www.prenhall.com
Foundation Data Center 100 Kenmar Center, 401 Kenmar Circle Minnetonka, MN 55302-1019 (612) 542-8582 URL: http://www.capriotti.com/fdc	Public Management Institute 358 Brannan Street, Suite 202 San Francisco, CA 94107-1830 (415) 896-1900
Foundation Research Project Oklahoma City Community Foundation PO Box 1146 Oklahoma City, OK 73101-1146 (405) 235-5603	Research Grant Guides 12798 West Forest Hill Boulevard, #304 West Palm Beach, FL 33414 (561) 795-6129
Funding Exchange, Inc.	Sage Publications, Inc.

<p>PO Box 81382 Fairbanks, AK 99708 (907) 455-4105 URL: http://www.funding-exchange.org</p>	<p>2455 Teller Road Thousand Oaks, CA 91320 (805) 499-0721 URL: http://www.sagepub.com</p>
<p>Garrett Park Press PO Box 190 Garrett Park, MD 20896-0190 (301) 946-2553</p>	<p>Sinclair, Towne and Co. 230 Peachtree Street, Suite 1601 Atlanta, GA 30303 (404) 688-4047</p>
<p>Government Information Services Subscription Service Center PO Box 22782 Tampa, FL 33622-2782 1-800-876-0226</p>	<p>South Carolina State Library 1500 Senate Street PO Box 11469 Columbia, SC 29211 (803) 734-8666</p>
<p>Grant Guides Plus 1510 High Street, Suite 205 Denver, CO 80218 1-888-247-2689 URL: http://www.grantseeker.com</p>	<p>South Dakota State Library 800 Governors Drive Pierre, SD 57501-2294 (605) 773-5070</p>
<p>Grants Center, Montana State University 1500 North 30th Street Billings, MT 59101 (406) 657-2040 URL: http://www.msubillings.edu/grants</p>	<p>St. Martin's Press, Inc. 175 Fifth Avenue, Room 1715 New York, NY 10010 1-800-288-2131</p>
<p>The Grants Connection 2318 Page Court Virginia Beach, VA 23451-1150 1-800-532-7934 URL: http://www.grantsconnection.com</p>	<p>Swift Associates 8122 Edinburgh Drive St. Louis, MO 63105 (314) 725-6834</p>
<p>Grants Link, Inc. 5650 A-South Sinclair Road Columbia, MO 65203-8611 1-800-396-8829</p>	<p>The Taft Group PO Box 95501 Chicago, IL 60694-5501 1-800-877-8238 URL: http://www.taftgroup.com</p>
<p>The Grantsmanship Center Publications Office, PO Box 17220 Los Angeles, CA 90017 (213) 482-9860 URL: http://www.tgci.com</p>	<p>Thompson Publishing Group Subscription Service Center PO Box 26185 Tampa, FL 33623-6185 1-800-964-5815 URL: http://www.thompson.com</p>
<p>Guide Line, Inc. 621 Southwest Alder Street, Suite 400 Portland, OR 97205 (503) 336-3099</p>	<p>Triadvocates Press PO Box 336 Springfield, PA 19064 (215) 544-6927</p>
<p>Health Resources Publishing PO Box 456 Allenwood, NJ 08720 (732) 292-1100 URL: http://www.healthrespubs.com</p>	<p>UND Center for Rural Health University of North Dakota, School of Medicine 501 North Columbia Road, Box 9037 Grand Forks, ND 58202-9037 (701) 777-3848; URL: http://www.med.und.nodak.edu/depts/rural/home.htm</p>

<p>Helping Hands Hawaii 680 Iwilei Road, Suite 430 Honolulu, HI 96817 (808) 536-7234</p>	<p>US Government Printing Office Superintendent of Documents PO Box 371954 Pittsburgh, PA 15250-7954 (202) 512-1800 URL: http://www.access.gpo.gov</p>
<p>Henry Dean Publishing, Inc. 1254 North 1220 West Provo, UT 84604 (801) 375-1068</p>	<p>University of New Mexico Office of Research Services Scholes Hall, Room 102 Albuquerque, NM 87131 (505) 277-2256</p>
<p>Independent Community Consultants PO Box 141 Hampton, AR 71744-0141 (501) 798-4510</p>	<p>University of Southern Maine Office of Sponsored Programs 246 Deering Avenue, Room 628 Portland, ME 04103 (207) 780-4411</p>
<p>Indiana Donors Alliance 22 East Washington Street, Suite 700 Indianapolis, IN 46202 (317) 630-5200 URL: http://www.indonors.com</p>	<p>Washington Office of the Secretary of State Charities Program PO Box 40234 Olympia, WA 98504-0234 (360) 753-7120</p>
<p>The Institute for Youth Development PO Box 16560 Washington DC, 20041 (703) 471-8750 URL: http://www.youthdevelopment.org/publications.htm</p>	<p>John Wiley and Sons, Inc. One Wiley Drive Somerset, NJ 08875 1-800-225-5945 URL: http://www.wiley.com</p>

IX. APPENDIX

APPENDIX A: State Office Of Rural Health

Georgia

Isiah Lineberry
Director, Office of Rural Health Services
Georgia Department of Community Health
202 South 7th Street - Post Office Box 310
Cordele, Georgia 31010-0310
(229) 401-3090, Fax (229) 401-3077

APPENDIX B: USDHHS Regional Office for Financial Assistance Information

Region IV

Atlanta Federal Center, Suite 5B95
61 Forsyth Street
Atlanta, GA 30303-8909
(404) 562-7888
URL: <http://www.hhs.gov/about/regions/RIV.html>
(Alabama, Florida, Georgia, Kentucky,
Mississippi, North Carolina, South Carolina, Tennessee)

APPENDIX C: Selected Foundations Contributing to Rural Health Projects

The following list represents selected national, regional, and state foundations which support grantmaking activities in the field of rural health. This list does not include local foundations which fund health projects in their own communities. For more information on local foundations, contact your public library.

NATIONAL

<p>Andrus Foundation 601 E Street, NW Washington, DC 20049 (202) 434-6190</p>	<p>The John A. Hartford Foundation, Inc. 55 East 59th Street New York, NY 10022 (212) 832-7788</p>
<p>Alzheimer's Association Medical and Scientific Affairs 919 North Michigan Avenue, Suite 1000 Chicago, IL 60611-1676 (312) 335-8700, Ext. 3615</p>	<p>William Randolph Hearst Foundation (Applicants East of the Mississippi) 888 Seventh Avenue, 45th Floor New York, NY 10106 (212) 586-5404</p>
<p>Arkla Corporate Giving Program 400 E. Capitol Avenue PO Box 751 Little Rock, AR 72203 (501) 377-4602</p>	<p>William Randolph Hearst Foundation (Applicants West of the Mississippi) 90 New Montgomery Street, Suite 1212 San Francisco, CA 94105-5404 (415) 543-0400</p>
<p>AT&T Foundation 1301 Avenue of the Americas, Room 3100 New York, NY 10019 (212) 841-6007 URL: http://www.att.com/foundation</p>	<p>Robert Wood Johnson Foundation PO Box 2316 Princeton, NJ 08543-2316 (609) 452-8701 URL: http://www.rwjf.org/main.html</p>
<p>Baxter Allegiance Foundation One Baxter Parkway Deerfield, IL 60015 (847) 948-4605</p>	<p>JM Foundation 60 East 42nd Street, Room 1651 New York, NY 10165 (212) 687-7735</p>
<p>CITIBANK Corporation 850 Third Avenue, 13th Floor New York, NY 10043 (212) 559-0170</p>	<p>Henry J. Kaiser Family Foundation Grants Manager 2400 Sand Hill Road Menlo Park, CA 94025 (650) 854-9400 URL: http://www.kff.org/homepage/</p>
<p>The Edna McConnell Clark Foundation Program Director 250 Park Avenue, #900 New York, NY 10177 (212) 551-9100</p>	<p>W.K. Kellogg Foundation Manager of Grant Proposals 1 Michigan Avenue East Battle Creek, MI 49017-4058 (616) 968-1611 URL: http://www.wkkf.org/</p>
<p>The Commonwealth Fund 1 East 75th Street New York, NY 10021-2692 (212) 535-0400 URL: http://cmwf.org/</p>	<p>The Kresge Foundation 3215 West Big Beaver Road PO Box 3151 Troy, MI 48007-3151 (810) 643-9630</p>

<p>Arthur Vining Davis Foundation 111 Riverside Avenue, Suite 130 Jacksonville, FL 32202-4921 (904) 359-0670 URL: http://www.jvm.com/davis/index.htm</p>	<p>The March of Dimes Birth Defects Foundation 1275 Mamaroneck Avenue White Plains, NY 10605 (914) 428-7100 URL: http://www.modimes.org/</p>
<p>Design Industry Foundation for AIDS 150 West 26th Street, Suite 602 New York, NY 10001 (212) 727-3100</p>	<p>Ignacio Martin-Baro Fund for Mental Health & Human Rights Grants Department, Funding Exchange 666 Broadway, Suite 500 New York, NY 10012 (212) 529-5300</p>
<p>Educational Foundation of America 35 Church Lane Westport, CT 06880-3515 (203) 226-6498 URL: http://www.efaw.org/</p>	<p>Ruth Mott Fund Genesee Towers, Suite 1726 120 East 1st Street Flint, MI 48502-1941 (810) 232-3180</p>
<p>Fannie Mae Foundation 3900 Wisconsin Avenue, NW Washington, DC 20016-2899 (202) 752-6500 URL: http://www.fanniemaefoundation.org/</p>	<p>Nationwide Insurance Foundation One Nationwide Plaza Columbus, OH 43215-2220 (614) 249-4310</p>
<p>FHP Foundation 401 East Ocean Boulevard Suite 206 Long Beach, CA 90802-4933 (310) 590-8655</p>	<p>The Pew Charitable Trusts 1 Commerce Square 2005 Market Street, #1700 Philadelphia, PA 19103-7077 (215) 575-9050 URL: http://www.pewtrusts.com/</p>
<p>For All Kids Foundation PO Box 225 Allendale, NJ 07401; URL: http://rosieo.warnerbros.com/rosieo/allkids/</p>	<p>The Public Welfare Foundation 2600 Virginia Avenue, NW, Suite 505 Washington, DC 20037-1977 (202) 965-1800 URL: http://www.publicwelfare.org/</p>
<p>The Ford Foundation 320 East 43rd Street New York, NY 10017 (212) 573-5000 URL: http://www.fordfound.org/</p>	<p>S. G. Foundation PO Box 814 Santa Ynez, CA 93460 (805) 688-0088</p>
<p>Charles A. Frueauff Foundation, Inc. 307 East Seventh Avenue Tallahassee, FL 32303 (501) 219-1410</p>	<p>Sega Foundation 130 Shoreline Drive Redwood City, CA 94065 (650) 508-2800</p>
<p>The William T. Grant Foundation 515 Madison Avenue New York, NY 10022-5403 (212) 752-0071</p>	<p>Union Pacific Foundation Martin Tower 8th and Eaton Avenues Bethlehem, PA 18018 (610) 508-3225</p>

Bill & Melinda Gates Foundation PO Box 23350 Seattle, WA 98102 (206) 709-3100 URL: http://www.gatesfoundation.org/	
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REGIONAL

Agrilink Foods/Pro-Fac Foundation

Call the Agrilink Division in your area:

- (1) Eastern US, (716) 383-2407
- (2) Western US, (253) 383-1621, ext. 3263
- (3) Midwestern US, (920) 435-5301, ext. 3559

Complete mailing addresses are available at:

<http://www.agrilinkfoods.com/corp/about/community/>

(Georgia, Michigan, Upstate/Western New York,
Pennsylvania, Washington)

DOCUMENT DELIVERY SERVICES

A description of the National Agricultural Library's Document Delivery Services is available from the NAL Website. URL: <http://www.nal.usda.gov/ddsb/>

X. DEVELOPING A GRANT PROPOSAL

Preparation

A successful grant proposal is one that is well-prepared, thoughtfully planned, and concisely packaged. The potential applicant should become familiar with all of the pertinent program criteria related to the program from which assistance is sought. Refer to the information contact person listed in the program description before developing a proposal to obtain information such as whether funding is available, when applicable deadlines occur, and the process used by the grantor agency for accepting applications. Applicants should remember that the basic requirements, application forms, information and procedures vary with the Federal agency or foundation making the grant award.

Individuals without prior grant proposal writing experience may find it useful to attend a grantsmanship workshop.

The Grantsmanship Center is widely recognized for their course. Designed for both novice and experienced grantseekers, this workshop covers all aspects of searching for grants, writing grant proposals, and negotiating with funding sources. The program will teach you to use TGCI's proposal writing format, the most widely used in the world. During the workshop you will search out funding sources and, as part of a team, you will develop a proposal for your own agency or help a classmate develop one. You will leave this workshop with new skills and the ability to apply those skills to the needs of your own organization.

The workshop agenda combines instruction and practical exercises to take you step-by-step through all the stages of a grant proposal. In the first part of the workshop you will learn to develop and critique proposal components. You will also serve as a panelist, evaluating a proposal brought to class by a participant. Your own proposal may be included in this review.

The Foundation Center, local United Way, and colleges offer courses that could help you develop your grantwriting skills. A workshop can amplify the basic information presented here.

INITIAL PROPOSAL DEVELOPMENT

Developing Ideas for the Proposal

When developing an idea for a proposal it is important to determine if the idea has been considered in the applicant's locality or State. A careful check should be made with legislators and area government agencies and related public and private agencies which may currently have grant awards or contracts to do similar work. If a similar program already exists, the applicant may need to reconsider submitting the proposed project, particularly if duplication of effort is perceived. If significant differences or improvements in the proposed project's goals can be clearly established, it may be worthwhile to pursue funding assistance.

Community Support

Community support for most proposals is essential. Once proposal summary is developed, look for individuals or groups representing academic, political, professional, and lay organizations which may be willing to support the proposal in writing. The type and caliber of community support is critical in the initial and subsequent review phases. Numerous letters of support can be persuasive to a grantor agency. Do not overlook support from local government agencies, Family Connections, faith community, civic organizations, educational schools, colleges and universities, and public officials. Letters of endorsement detailing exact areas of project sanction and commitment are often requested as part of a proposal. Several months may be required to develop letters of endorsement since something of value (e.g., buildings, staff, services) is sometimes negotiated between the parties involved. Many

times you can offer to provide samples of letters of support to make it more convenient for your supporters to address the important issues in your proposal.

Many agencies require, in writing, affiliation agreements (a mutual agreement to share services between agencies) and building space commitments prior to either grant approval or award. A useful method of generating community support may be to hold meetings with the top decision makers in the community who would be concerned with the subject matter of the proposal. The forum for discussion may include a query into the merits of the proposal, development of a contract of support for the proposal, to generate data in support of the proposal, or development of a strategy to create proposal support from a large number of community groups.

Identification of a Funding Resource

A review of the Objectives and Uses and Use Restrictions sections of the Catalog of Federal Domestic Assistance program description can point out which programs might provide funding for an idea. Do not overlook the related programs as potential resources. Other private foundations and state funding sources should be considered also. Both the applicant and the grantor agency should have the same interests, intentions, and needs if a proposal is to be considered an acceptable candidate for funding.

Once a potential grantor agency is identified, call the contact telephone number identified in Information Contacts and ask for a grant application kit. Later, get to know some of the grantor agency personnel. Ask for suggestions, criticisms, and advice about the proposed project. In many cases, the more agency personnel know about the proposal, the better the chance of support and of an eventual favorable decision. Sometimes it is useful to send the proposal summary to a specific agency official in a separate cover letter, and ask for review and comment at the earliest possible convenience. This letter is often referred to as a Letter of Intent (LOI). Always check with the Federal agency to determine its preference if this approach is under consideration. If the review is unfavorable and differences cannot be resolved, ask the examining agency (official) to suggest another department or agency which may be interested in the proposal. A personal visit to the agency's regional office or headquarters can also be beneficial. A visit not only establishes face-to-face contact, but also may bring out some essential details about the proposal or help secure literature and references from the agency's library. Many times, agencies or funders will sponsor technical assistance workshops to familiarize applicants with the process and funding priorities. **The most important activity** is to read and re-read the application or RFP materials. Use a highlighter to emphasize important requirements, guidelines, and the intent of the funding. Make notes in the margin as you review.

Federal agencies are required to report funding information as funds are approved, increased or decreased among projects within a given State depending on the type of required reporting. Also, consider reviewing the Federal Budget for the current and budget fiscal years to determine proposed dollar amounts for particular budget functions. Subscribe to free email newsletters from trade associations, consultants, state agencies, United Way, libraries, etc. that would include potential funding sources.

The applicant should carefully study the eligibility requirements for each program under consideration. The applicant may learn that he or she is required to provide services otherwise unintended such as a service to particular client groups, or involvement of specific institutions. It may necessitate the modification of the original concept in order for the project to be eligible for funding. Questions about eligibility should be discussed with the appropriate program officer.

Deadlines for submitting applications are often not negotiable. They are usually associated with strict timetables for agency review. Some programs have more than one application deadline during the fiscal year. Applicants should plan proposal development around the established deadlines.

Getting Organized to Write the Proposal

Throughout the proposal writing stage keep a notebook handy to write down ideas. Periodically, try to connect ideas by reviewing the notebook. Never throw away written ideas during the grant writing stage. Maintain a file labeled "Ideas" or by some other convenient title and review the ideas from time to time. The file should be easily

accessible. The gathering of documents such as articles of incorporation, tax exemption certificates, and bylaws should be completed, if possible, before the writing begins.

REVIEW

Criticism

At some point, perhaps after the first or second draft is completed, seek out a neutral third party to review the proposal working draft for continuity, clarity and reasoning. Ask for constructive criticism at this point, rather than wait for the Federal grantor agency to volunteer this information during the review cycle. For example, has the writer made unsupported assumptions or used jargon or excessive language in the proposal?

Signature

Most proposals are made to institutions rather than individuals. Often signatures of chief administrative officials are required. Check to make sure they are included in the proposal where appropriate. Sign the original in blue ink so that it is clearly identifiable as the original. Only mark ORIGINAL after copies have been made.

Neatness

Proposals should be typed, collated, copied, and packaged correctly and neatly (according to agency instructions, if any). Each package should be inspected to ensure uniformity from cover to cover. Binding may require either clamps or hard covers. Check with the agency to determine its preference. A neat, organized, and attractive proposal package can leave a positive impression with the reader about the proposal contents.

Copying and Mailing

Make sure to determine the number of copies required for submission and the number you will want to have to distribute to the State Clearinghouse, Public Health and as a courtesy to project partners. Be sure to include a file copy for your records. If pages are required to be numbered, this should be the last task prior to copying and may need to be done on a typewriter after all pages have been assembled.

A cover letter should always accompany a proposal. Standard U.S. Postal Service requirements apply unless otherwise indicated by the Federal agency. Make note of whether the proposal must arrive by a certain date or be postmarked by the date. Mail labels from a postage meter are not acceptable proof of mailing. Make sure there is enough time for the proposals to reach their destinations. Otherwise, special arrangements may be necessary. Always coordinate such arrangements with the grantor agency project office (the agency which will ultimately have the responsibility for the project), the grant office (the agency which will coordinate the grant review), and the contract office (the agency responsible for disbursement and grant award notices), if necessary. If you are working against deadline it is important to know the location of the UPS and FedEx distribution center, have a billing number and appropriate packaging materials in advance. The only 24 hour Post Office is located south of Atlanta off I-75. They will postmark for a date up until midnight.

WRITING THE GRANT PROPOSAL

The Basic Components of a Proposal

There are eight basic components to creating a solid proposal package: (1) the proposal summary; (2) introduction of organization; (3) the problem statement (or needs assessment); (4) project objectives; (5) project methods or design; (6) project evaluation; (7) future funding; and (8) the project budget. The following will provide an overview of these components.

The Proposal Summary: Outline of Project Goals

The proposal summary outlines the proposed project and should appear at the beginning of the proposal. It could be in the form of a cover letter or a separate page, but should definitely be brief -- no longer than two or three paragraphs. The summary would be most useful if it were prepared after the proposal has been developed in order to encompass all the key summary points necessary to communicate the objectives of the project. It is this document that becomes the cornerstone of your proposal, and the initial impression it gives will be critical to the success of your venture. In many cases, the summary will be the first part of the proposal package seen by agency officials and very possibly could be the only part of the package that is carefully reviewed before the decision is made to consider the project any further.

The applicant must select a fundable project which can be supported in view of the local need. Alternatives, in the absence of support being sought, should be pointed out. The influence of the project both during and after the project period should be explained. The consequences of the project as a result of funding should be highlighted.

Introduction: Presenting a Credible Applicant or Organization

The applicant should gather data about its organization from all available sources. Most proposals require a description of an applicant's organization to describe its past and present operations. Some features to consider are:

- A brief biography of board members and key staff members.
- The organization's goals, philosophy, track record with other grantors, and any success stories.
- The data should be relevant to the goals of the grantor agency and should establish the applicant's credibility.

The Problem Statement: Stating the Purpose at Hand

The problem statement (or needs assessment) is a key element of a proposal that makes a clear, concise, and well-supported statement of the problem to be addressed. The best way to collect information about the problem is to conduct and document both a formal and informal needs assessment for a program in the target or service area. The information provided should be both factual and directly related to the problem addressed by the proposal. Areas to document are:

- The purpose for developing the proposal.
- The beneficiaries -- who are they and how will they benefit.
- The social and economic costs to be affected.
- The nature of the problem (provide as much hard evidence as possible).
- How the applicant organization came to realize the problem exists, and what is currently being done about the problem.
- The remaining alternatives available when funding has been exhausted. Explain what will happen to the project and the impending implications.
- Most importantly, the specific manner through which problems might be solved. Review the resources needed, considering how they will be used and to what end.

There is a considerable body of literature on the exact assessment techniques to be used. Any local, regional, or State government planning office, or local university offering course work in planning and evaluation techniques should be able to provide excellent background references. Types of data that may be collected include: historical, geographic, quantitative, factual, statistical, and philosophical information, as well as studies completed by colleges, and literature searches from public or university libraries. Local colleges or universities which have a department or section related to the proposal topic may help determine if there is interest in developing a student or faculty project to conduct a needs assessment. It may be helpful to include examples of the findings for highlighting in the proposal.

Project Objectives: Goals and Desired Outcome

Program objectives refer to specific activities in a proposal. It is necessary to identify all objectives related to the goals to be reached, and the methods to be employed to achieve the stated objectives. Consider quantities or things measurable and refer to a problem statement and the outcome of proposed activities when developing a well-stated objective. The figures used should be verifiable. Remember, if the proposal is funded, the stated objectives will

probably be used to evaluate program progress, so be realistic. There is literature available to help identify and write program objectives.

Program Methods and Program Design: A Plan of Action

The program design refers to how the project is expected to work and solve the stated problem. Sketch out the following:

- The activities to occur along with the related resources and staff needed to operate the project (inputs).
- A flow chart of the organizational features of the project. Describe how the parts interrelate, where personnel will be needed, and what they are expected to do. Identify the kinds of facilities, transportation, and support services required (throughputs).
- Explain what will be achieved through 1 and 2 above (outputs); i.e., plan for measurable results. Project staff may be required to produce evidence of program performance through an examination of stated objectives during either a site visit by the Federal grantor agency and or grant reviews which may involve peer review committees.
- It may be useful to devise a diagram of the program design. For example, draw a three column block. Each column is headed by one of the parts (inputs, throughputs and outputs), and on the left (next to the first column) specific program features should be identified (i.e., implementation, staffing, procurement, and systems development). In the grid, specify something about the program design, for example, assume the first column is labeled inputs and the first row is labeled staff. On the grid one might specify under inputs five nurses to operate a child care unit. The throughput might be to maintain charts, counsel the children, and set up a daily routine; outputs might be to discharge 25 healthy children per week. This type of procedure will help to conceptualize both the scope and detail of the project.
- Wherever possible, justify in the narrative the course of action taken. The most economical method should be used that does not compromise or sacrifice project quality. The financial expenses associated with performance of the project will later become points of negotiation with the Federal program staff. If everything is not carefully justified in writing in the proposal, after negotiation with the Federal grantor agencies, the approved project may resemble less of the original concept. Carefully consider the pressures of the proposed implementation, that is, the time and money needed to acquire each part of the plan. A Program Evaluation and Review Technique (PERT) chart could be useful and supportive in justifying some proposals.
- Highlight the innovative features of the proposal which could be considered distinct from other proposals under consideration.
- Whenever possible, use appendices to provide details, supplementary data, references, and information requiring in-depth analysis. These types of data, although supportive of the proposal, if included in the body of the design, could detract from its readability. Appendices provide the proposal reader with immediate access to details if and when clarification of an idea, sequence or conclusion is required. Time tables, work plans, schedules, activities, methodologies, legal papers, personal vitae, letters of support, and endorsements are examples of appendices.

Evaluation: Product and Process Analysis

The evaluation component is two-fold: (1) product evaluation; and (2) process evaluation. Product evaluation addresses results that can be attributed to the project, as well as the extent to which the project has satisfied its desired objectives. Process evaluation addresses how the project was conducted, in terms of consistency with the stated plan of action and the effectiveness of the various activities within the plan.

Most agencies now require some form of program evaluation among grantees. The requirements of the proposed project should be explored carefully. Evaluations may be conducted by an internal staff member, an evaluation firm or both. The applicant should state the amount of time needed to evaluate, how the feedback will be distributed among the proposed staff, and a schedule for review and comment for this type of communication. Evaluation designs may start at the beginning, middle or end of a project, but the applicant should specify a start-up time. It is practical to submit an evaluation design at the start of a project for two reasons:

- Convincing evaluations require the collection of appropriate data before and during program operations; and,
- If the evaluation design cannot be prepared at the outset then a critical review of the program design may be advisable.

Even if the evaluation design has to be revised as the project progresses, it is much easier and cheaper to modify a good design. If the problem is not well defined and carefully analyzed for cause and effect relationships then a good evaluation design may be difficult to achieve. Sometimes a pilot study is needed to begin the identification of facts and relationships. Often a thorough literature search may be sufficient.

Evaluation requires both coordination and agreement among program decision makers (if known). Above all, the grantor agency's requirements should be highlighted in the evaluation design. Also, grantor agencies may require specific evaluation techniques such as designated data formats (an existing information collection system) or they may offer financial inducements for voluntary participation in a national evaluation study. The applicant should ask specifically about these points. Also, consult the Criteria For Selecting Proposals section of the CFDA program description to determine the exact evaluation methods to be required for the program if funded.

Future Funding: Long-Term Project Planning

Describe a plan for continuation beyond the grant period, and/or the availability of other resources necessary to implement the grant. Discuss maintenance and future program funding if program is for construction activity. Account for other needed expenditures if program includes purchase of equipment.

The Proposal Budget: Planning the Budget

Funding levels in Federal assistance programs change yearly. It is useful to review the appropriations over the past several years to try to project future funding levels (see Financial Information section of the CFDA program description).

However, it is safer to never anticipate that the income from the grant will be the sole support for the project. This consideration should be given to the overall budget requirements, and in particular, to budget line items most subject to inflationary pressures. Restraint is important in determining inflationary cost projections (avoid padding budget line items), but attempt to anticipate possible future increases.

Some vulnerable budget areas are: utilities, rental of buildings and equipment, salary increases, food, telephones, insurance, and transportation. Budget adjustments are sometimes made after the grant award, but this can be a lengthy process. Be certain that implementation, continuation and phase-down costs can be met. Consider costs associated with leases, evaluation systems, hard/soft match requirements, audits, development, implementation and maintenance of information and accounting systems, and other long-term financial commitments.

A well-prepared budget justifies all expenses and is consistent with the proposal narrative. Some areas in need of an evaluation for consistency are: (1) the salaries in the proposal in relation to those of the applicant organization should be similar; (2) if new staff persons are being hired, additional space and equipment should be considered, as necessary; (3) if the budget calls for an equipment purchase, it should be the type allowed by the grantor agency; (4) if additional space is rented, the increase in insurance should be supported; (5) if an indirect cost rate applies to the proposal, the division between direct and indirect costs should not be in conflict, and the aggregate budget totals should refer directly to the approved formula; and (6) if matching costs are required, the contributions to the matching fund should be taken out of the budget unless otherwise specified in the application instructions.

It is very important to become familiar with Government-wide circular requirements. The CFDA identifies in the program description section (as information is provided from the agencies) the particular circulars applicable to a Federal program, and summarizes coordination of Executive Order 12372, "Intergovernmental Review of Programs" requirements in Appendix I. The applicant should thoroughly review the appropriate circulars since they are essential in determining items such as cost principles and conforming with Government guidelines for Federal domestic assistance.