



U.S. DEPARTMENT  
OF HEALTH AND  
HUMAN SERVICES  
Public Health Service  
Substance Abuse and  
Mental Health Services  
Administration

*Center for Substance Abuse Treatment*

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# Funding Resource Guide for Substance Abuse Programs

*Technical Assistance Publication Series*

9

153964



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*Technical Assistance Publication Series*

# 9

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U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES  
Public Health Service  
Substance Abuse and Mental Health Services Administration  
Center for Substance Abuse Treatment

Rockwall II, 5600 Fishers Lane  
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# Foreword

**E**ach of us involved in the field of substance abuse treatment can list obstacles that prohibit patients' access to treatment or impede their progress toward recovery. Problems such as inadequate numbers of beds, lack of treatment options, child care support, employment barriers, and transportation are familiar to all of us. Overcoming barriers to treatment such as these requires resources of time, energy, dedication, vision, money, and creativity.

Creativity is required to develop more effective treatment programs and approaches, to develop and continue community outreach efforts, to educate the public and the local community, and to find and stretch dollars for maintenance, expansion, and enhancement of programs that meet the unique needs within the community. In this era of health care reform, with shifting and uncertain funding streams, treatment programs need the capacity to obtain funding from new sources that will help to keep programs operating—and thriving—during periods of change.

The Center for Substance Abuse Treatment (CSAT) developed this guide to help programs address funding problems and identify funding opportunities. The suggestions contained in it are simple. The fact is that development and fundraising techniques are tied to the communities in which the programs reside. Programs can build a solid foundation for fundraising by enlisting community support, showing the impact of results, developing a solid network, practicing creative problem-solving, and

offering effective programming. Strategic planning, networking, problem-solving, creativity, and evaluation of results—all set the framework for credibility with a community and establish a basis for successful local fundraising. The ability to raise funds depends on a base of solid program efforts, and, at the same time, is an essential component for the ongoing growth of a program.

This guide—in terms of both its structure and content—keeps the focus on the planning efforts of individual programs. Even though programs vary, from the metropolitan agency to the rural provider, the process is the same. Responsibility rests with the treatment program to put funding plans into action. It is of utmost importance that programs recognize the need to strengthen development and fundraising efforts to ensure the essential substance abuse treatment services that people seek and need.

This is the second edition of the *Funding Resource Guide for Substance Abuse Programs*, the first of which proved valuable to local programs. While much of the information contained in this revised version of the *Funding Resource Guide* is based on the original publication, information that is subject to change, such as funding sources and contacts, has been updated and revised.

It is my sincere hope that this publication will assist programs in working through myriad issues facing the substance abuse treatment field.

David J. Mactas  
Director  
Center for Substance Abuse Treatment

# Overview

*To laugh often and much; to win the respect of intelligent people and the affection of children; to earn the appreciation of honest critics and endure the betrayal of false friends; to appreciate beauty; to find the best in others; to leave the world a bit better, whether by a healthy child, a garden patch or a redeemed social condition; to know one life has breathed easier because you have lived. This is to have succeeded.*

—Ralph Waldo Emerson

## Purpose of This Guide

Many substance abuse treatment programs depend on Federal, State, and local government grants for income. Today, more and more programs are competing for the same resources, and access to future grant income will require extra effort. Programs with sophisticated approaches to fundraising, including preparation of grant applications, are more likely to succeed, as are those that demonstrate the capacity to match government dollars with other sources of cash. Increasingly, Federal funding agencies will require a non-Federal match; the percentage may increase for each year of the funding period. Qualifying for continued support from established funding sources and garnering new sources of funding will require formulation of development plans that include careful monitoring and evaluation of service delivery.

The purpose of this guide is to help you—as an administrator of a substance abuse treatment program—and your staff prepare a development plan that supports the mission of your program and is flexible enough to guide you into the future. A development plan outlines funding needs, allocates resources, and helps program and administrative staff make realistic fundraising decisions. It gives you and your fundraising team direction, serving as a road map to guide you through good times and bad. The plan points out problems, forces you to examine competitive conditions, uncovers promotional opportunities, and focuses on other situations or needs that may be beneficial or harmful to the organization. Written goals and objectives enable you to evaluate and measure actual program performance, providing information that can be used in funding requests or for establishing the credibility of estimated projections. A good plan is also a tool for communicating to staff, volunteers, board members, and others interested in the goals and mission of your substance abuse treatment program. The more planning and effort you give to fundraising and

development, the more your organization is assured of continuation and survival so as to provide deserving support for the programs it sponsors.

## About the Reader

This guide is written for administrators of substance abuse treatment organizations that have obtained government funding either for initial funding to establish programs and their components or for expanding and enhancing established programs. The basic nature of the process described can be applied to programs at any stage of growth. It will lead novice fundraisers through the development planning process as well as remind seasoned veterans of the additive nature of a repetitive process that becomes refined and tailored to each agency. The resources listed should be valuable to both beginning and experienced fundraisers as they address program needs. Examining the development of your treatment program should help determine how to enhance your contribution to the process, by building on experience, relationships, and past outcomes.

## Summary of Contents and Structure of the Guide

To help you build a development plan and fundraising approach for your program, this guide describes three tasks to be performed:

1. Define the purpose of the development plan and organize a fundraising team.
2. Assess present funding needs and potential sources.
3. Identify specific strategies for addressing these funding needs.

Since individual organizations have different needs, we present a comprehensive approach that lets you choose the ideas that best address your organization's problems.



Section I outlines ways to examine the structure of your organization and its mission. It provides advice on establishing a volunteer fundraising or development group (using whatever name you choose) that will assist you in formulating the development plan. Section II deals with the task of actually putting together a development plan that identifies funding needs, budgets, and potential funding sources. Section III addresses specific fundraising/development methods, helps you decide whether to pursue them, and points you to additional resources and bibliographic information. The fundraising methods presented in Sections IV, V, and VI include third-party payors, State and local sources, and Federal sources.

## How To Use This Guide

Use Sections I and II to obtain an overview of your organization, its structure, goals, and mission. Answering the questions posed in those sections and completing the exercises will help you focus on specific organizational weaknesses so that you can start planning an effective development strategy that is flexible, achievable, and completely customized for your organization. The checklist on page 5 can be used for a quick checkup, and the projected fundraising revenue worksheet on page 7 shows the interrelationships and amount of funding necessary to work toward long-term objectives.

In Section III through VI, specific fundraising methods and resources are described to help you carry out your development plan. Throughout this guide, numerous suggestions are offered to foster creative thinking. If one approach doesn't seem to work, modify it or try another one. Focus on your treatment objectives, population, modalities, and

program components and plan ways to adapt ideas to your particular needs. Use the listed resources to find out how to pursue an objective or use particular funding approaches, programs, or opportunities.

## Assumptions and Disclaimers

Substance abuse treatment programs using this guide are assumed to be licensed by the appropriate State authority in which they operate. State licensure assures the public a basic level of service and security. If your program is not licensed in your State, then it is recommended that you contact your State to obtain application procedures for licensure. Licensing requirements vary by State and by the services offered. State Administrators for Substance Abuse Prevention and Treatment Block Grants are listed in Section V.

This guide provides information sources to assist you and your organization with the many decisions and actions necessary to obtain funding. The sources listed include bibliographic information as well as names and phone numbers for agencies, foundations, and other pertinent organizations. The compilers of this guide have made an earnest attempt to include as many current and relevant sources as possible, as accurately as possible. However, we may have omitted publications or overlooked positions; further, we cannot endorse the sources that are listed here. Therefore, it is important that you check for the most recent information available and use this book as a tool to help you build your own collection of information sources relevant to your own organization, the population you serve, and your region of the country.

# Section I—Organizational Structure

*Thinking is the hardest work there is, which is the probable reason why so few engage in it.*

*—Henry Ford*

This section presents basic recommendations for the organizational structure of your substance abuse treatment center.

# Examining the Structure of the Substance Abuse Treatment Center

**S**ome recommended items may be required in order to qualify for funding. The checklist on page 5 offers you a chance to review the structure of your organization with a quick overview of areas that might need further attention. The mission statement, strategic planning, development plans, and volunteer fundraising are briefly covered in this chapter.

## Structural Recommendations

The first recommendation is that you establish your organization as a tax-exempt entity. Many Federal, State, local, and private grants require recipients to be nonprofit organizations. Has your organization applied to the IRS for classification as a tax-exempt entity so that contributions are tax deductible under Section 501(c)(3) of the Internal Revenue Code? Has it received such a classification from the IRS?

The second recommendation is to establish a professional organizational structure and business management plan. Demonstrating a sound organizational structure and management plan is of major importance to potential funders. Internal management plans are integral to operation, and a professionally managed organization has credibility. State licensure requirements for treatment providers require that these plans be in place. For health care service providers, the management plan must include a monitoring and evaluation process for service delivery as well as for management.

A professional management plan describes your procedures for handling financial statements, as well as your internal management relationships and accountability. It also states the mission of your organization. This plan establishes the context in which long-range fundraising goals are based and helps you measure outcomes.

Review the following questions. "No" answers indicate a need to reexamine these questions in relation to your immediate and future goals.

- If a nonprofit, is your organization incorporated?
- Do you have a copy of the organization's bylaws?
- Are bylaws regularly reviewed and updated?
- Are your organization's financial records audited annually by an independent certified public accountant?
- Was the most recent auditor's report an "unqualified" report?
- Is there a written statement of the organization's mission?
- Is there a written management plan?

## Mission Statement

The mission statement is like a compass, keeping the development of the organization on course. It describes what the organization is and what it does, its purpose and goals, and relationships among its programs. With its clear focus, the mission statement also provides a foundation against which to evaluate decisions. The statement delineates outcomes of long-range program goals, offers compelling reasons for the organization's existence and its worthiness for support, describes the specific people/populations served, and lists other direct and indirect benefits of the organization and its programs to the community, the Nation, and humankind. Your organization should have a written mission statement prepared that includes all of these components. In addition, the mission of your organization must be communicated to the community. For substance abuse programs in particular, outreach materials should be produced that explain the mission in a way that will educate the community about and encourage their acceptance of the treatment center's purpose and programs.

## Program Review Checklist

Use this checklist to help your program evaluate organization and structure. Check the items that your program has completed. Use the resources listed in this guide to help you address items that have not been checked.

- |  |                          |
|--|--------------------------|
| 1. Establish the organization as a tax-exempt entity | <input type="checkbox"/> |
| 2. Evaluate your organizational structure            | <input type="checkbox"/> |
| 3. Develop a mission statement                       | <input type="checkbox"/> |
| 4. Formulate a long-term strategic plan              | <input type="checkbox"/> |
| 5. Establish a fundraising development plan          | <input type="checkbox"/> |
| 6. Establish a volunteer fundraising team            | <input type="checkbox"/> |
| 7. Assess fundraising capabilities                   | <input type="checkbox"/> |
| 8. Develop a fundraising action plan                 | <input type="checkbox"/> |

## Strategic Long-Range Plan

Strategic planning is essential, not only for funding considerations but also in terms of staff, plant, and equipment. It is of paramount importance to recognize the need for future planning now. In this changing era of health care reform, treatment service providers will be competing for funding and will have to find the key to survival within the communities they serve. Medical, administrative, policy, and advisory members of your program must agree on the itinerary for survival. Without such consensus, you will not meet your goals.

Your treatment center should define its long-term goals and objectives in a written strategic long-range plan covering the next 3 to 5 years. When you create or evaluate your long-range plan, keep the following questions in mind:

- Does your plan outline how your substance abuse treatment program will achieve its mission?
- Does it outline your organization's interim goals?
- Does it describe development, marketing, and fundraising activities for each of the coming years and estimate the amount of funds that such activities will contribute to the treatment center's programs?
- Has the plan been adopted and is it being used?

## Development Plan

If a strategic long-range plan—your itinerary—describes the direction you will take, a development plan is the road map that helps you get there. The development plan examines the funding amounts, as well as their interrelationships and costs relative to outcome, needed to realize the strategic plan. An organization that relies solely on one or two funding sources is very vulnerable in regard to future growth and survival. It is essential that you critically examine all current and potential funding sources in relation to your long-term plans and goals and in relation to the financing required to implement funding strategies.

A funding budget is the most critical part of the development plan. The funding budget will help you identify shortfalls, locate key funding components, evaluate the cost/benefit ratio of certain fundraising methods, and may even suggest ways to diversify program areas, thereby stretching funding dollars. Each fundraising activity will have associated implementation costs. Your funding budget must include a line item that identifies expected fundraising costs. The planning process will identify the anticipated costs, expected gross receipts, and projected net income. The projected net income can be

determined by subtracting the implementation costs from the gross receipts of the fundraising activity. Only the net income can be calculated as additional cash resources available to the program.

Since funding sources can be interrelated, be sure to consider these interactions in your long-term planning. For example, a matching grant program might require that you collect revenues before funds are awarded. A 5-year funding budget will show you how to make the most of funding relationships so that you can plan your fundraising accordingly. It identifies all current and potential sources of funding, the estimated funding amounts, and the estimated costs for each funding strategy. In addition, the 5-year period is broken down further to address short-term (1 month to 1 year), midterm (1 to 3 year), and long-term (3 to 5 year) goals. When you create or evaluate your development plan, keep the following questions in mind:

- Is the development plan based on your organization's mission statement?
- Does the development plan respond to current community needs and circumstances that have been identified as relevant to the mission?
- Is the development plan broken into short-, mid-, and long-term goals that relate budget estimates for those time periods?
- Does the development plan estimate the cost of fundraising methods in relation to potential funding amounts?

To help clarify these concepts and the importance of these interrelationships, the following example is offered.

### Program Description

XYZ Treatment Provider is a small substance abuse services provider located in Anywhere, USA. XYZ was established in 1989 and is a community-based, nonprofit, licensed residential program with policies set by a volunteer governing board of directors.

- Capacity: 13 residential beds
- Annual slot/bed cost: \$10,000 x 13 beds = \$130,000 annual operating costs
- Admissions and discharges: XYZ provides a comprehensive residential program with a 3-month average length of stay. Approximately 80 people are treated annually.

### Explanation

The program just described will require \$130,000 of revenue in the first planning year to maintain the established treatment services. Additional income

will be necessary to enhance the program's service delivery system in the future. The projected net income is displayed in the fundraising worksheet on page 7 for a 5-year period. In this example, the relationships among the various funding sources are depicted and described below.

A. XYZ's fundraising action plan was started through bequests and special church collections that were coordinated through a ministerial association.

B. The community network established through the ministerial association provided volunteers willing to develop an annual pledge drive. The implementation costs for the pledge drive were to be funded from a portion of the revenues from church collections and bequests, which were estimated to increase 15 percent over the 5-year period.

C. \$3,000 was netted from the first pledge campaign. Proceeds were used to implement a celebrity sobriety dance in year 3. The dance netted \$3,500.

D. The \$3,500 was earmarked by XYZ to assure a 50 percent cash match for a foundation grant of \$7,000 that enhanced services by a total of \$10,500 (match + grant).

E. Successful fundraising activities made available the cash necessary to implement a telethon in year 4. The net income derived from this event (\$9,000) would not have been possible without the community visibility and positive public relations that had been previously achieved through the effective use of the volunteers, board members, staff, and alumni in fundraising. The business community was drawn into the support of the telethon through the efforts of the fundraising team.

F. Since money obtained from foundations can be used to match Federal dollars, XYZ's fundraising action plan included the use of such dollars to increase the fiscal program resources through Federal grants. Many Federal grantors now require programs that receive grant funds to have an initial funding match. In this example the Federal grantor required a 15 percent local cash match. The grantor may require the cash match to be increased throughout the funding period. Demonstrating attempts to decrease dependence on a particular Federal source may increase a program's credibility.

G. XYZ reviewed its patient population's third-party insurance coverage and determined that many patients either were current recipients of Medicaid benefits or were eligible for Medicaid. The XYZ administrator contacted the State Medicaid agency and followed procedures to become a Medicaid

# FUNDRAISING WORKSHEET: PROJECTED NET INCOME YEARS 1 TO 5 BY SOURCE

Source	Item/Activity*	Year 1	Year 2	Year 3	Year 4	Year 5	Totals
Fundraising	Alumni car wash	\$500	\$600	\$700	\$800	\$900	\$3,500
	Bequests	(A) \$2,500	(B) \$3,000	\$3,500	\$4,000	\$4,500	\$17,500
	Church collections	\$2,500	\$2,800	\$3,100	\$3,400	\$3,700	\$15,600
	Annual pledges		\$3,000	\$3,500	\$4,000	\$5,000	\$15,500
	Celebrity sobriety dance			(C) \$3,500	\$4,000	\$4,500	\$12,000
	Telethon				(E) \$9,000	\$10,000	\$19,000
Foundations and Corporations	Corporate donations	\$2,500	\$3,500	(D) \$5,750	\$8,000	\$10,000	\$29,750
	Foundation grant			(F) \$7,000	\$8,000	\$10,000	\$25,000
3rd Party Payors Fee for Service	3rd party payments		(G) \$44,000	\$48,000	\$53,000	\$58,000	\$203,000
	Fee for services	\$10,000 (H)	\$11,000	\$13,000	\$15,000	\$18,000	\$67,000
State and Local Government	City contract for svcs.	\$45,000	\$50,000	\$55,000	\$60,000	\$65,000	\$275,000
	County contract for svcs.	\$30,000	\$33,000	\$36,000	\$40,000	\$44,000	\$183,000
	County grant	\$2,000	\$2,500	\$3,000	\$3,500	\$4,000	\$15,000
	Block grant funding	\$35,000	\$32,000	\$29,000	\$25,000	\$22,000	\$143,000
Federal Government	3 yr. demonstration grant			\$85,000	\$92,000	\$100,000 (I)	\$277,000
<b>Totals</b>		\$130,000	\$182,400	\$289,050	\$312,700	\$340,100	\$1,254,350

\*Each item/activity must be accompanied by a budget that anticipates the implementation costs and gross receipts (gross receipts - implementation costs = net income).

provider by the end of year 1. Beginning in year 2, Medicaid collections were added to the resource base of the program.

H. During planning sessions, XYZ recognized that 50 percent of patients were able to pay for services even though they did not have health insurance. A sliding fee-for-service scale was developed and implemented early in the first year, adding \$10,000 in net income.

I. The 3-year demonstration program was monitored and evaluated by the Federal funding source. It was found to be replicable in other communities by programs similar to XYZ in size and scope. This positive achievement added to XYZ's credibility and may help in attracting additional dollars through Federal grant sources.

### Exercise

Using the blank worksheet on the next page, list current sources of funding and operating budgets for the current year. Estimate operating budgets for the next 5 fiscal years. Allocate funding by funding source. If there is a shortfall, establish funding goals by potential funding sources for each fiscal year. Evaluate cost versus expected revenue for each potential funding source.

## Volunteer Fundraising Team

Your treatment program needs to inspire trust and respect in the community. It must show benefits and address fears, establish cooperation, and educate and inform, as well as solicit financial support and commitment. In addition to the treatment provided, these elements will help your organization succeed and will help to create a supportive environment for patients who graduate from its programs. To accomplish this task, you will need help. One solution is to establish a fundraising team that can focus on that specific task while you concentrate on treatment, prevention, and education.

Nonprofit boards perform a variety of services for an organization, including fundraising. Some substance abuse treatment centers may already have development boards, advisory councils, or ad hoc committees that provide guidance and help with administrative issues along with fundraising. To focus on the fundraising function, however, it is wise to organize a volunteer team specifically for fundraising. Although its structure may be similar to that of a nonprofit board, in this context a fundraising team is the volunteer body that has ultimate

responsibility for your organization's funding and fundraising.

The fundraising team members should be your most enthusiastic supporters, providing confidence and economic power to your organization. In many instances, members are expected to make annual contributions and ask others in the community for special gifts and donations. To establish your team, you must "sell" your treatment center to community leaders and influential citizens, as well as other community organizations, so that they all want to support your organization and help it achieve its mission. The more people working with you to achieve the goals you've set for your substance abuse treatment project, the broader the base of community support. Volunteers also can be recruited from the recovering community and alumni. The best spokespersons often are those whose appeals are based on experience.

Another reason to recruit community volunteers for your fundraising team is that people are more likely to respond to fundraising requests from those they know. Similarly, corporations or agencies familiar with your treatment programs will be more likely to respond to your request or application than to one from an unfamiliar program. As you and your team establish contacts, remember that these are long-term relationships that need to be cultivated over time. Even if your fundraising appeals are turned down, take the opportunity to thank the people and the organizations you solicit for their interest.

A number of excellent resources have been published on how to use nonprofit boards to aid in fundraising efforts. The bibliography on page 11 lists some of these and is included for your reference. An organization that offers information and publications on nonprofit boards is the National Center for Nonprofit Boards, 2000 L Street, NW, Suite 510, Washington, DC 20036; (202) 452-6262 / (202) 452-6299 (fax).

### How To Set Up a Fundraising Team

Fundraising team members should be chosen according to what they can offer. Some might have power and influence and will be agreeable to letting you use their names. Others will be the dependable "work horses" so necessary for performing day-to-day tasks. Volunteers can be recruited from the community, from businesses, from professional organizations, from churches, from among former patients, and so forth. Begin your recruitment process by asking community and business leaders to recommend possible candidates. Personal contact is

## FUNDRAISING WORKSHEET: PROJECTED NET INCOME YEARS 1 TO 5 BY SOURCE

Source	Item/ Activity*	Year 1	Year 2	Year 3	Year 4	Year 5
Fundraising						
Foundations and Corporations						
3rd Party Payors Fee for Service						
State and Local Government						
Federal Government						

\*Each item/activity must be accompanied by a budget that anticipates the implementation costs and gross receipts (gross receipts - implementation costs = net income).



the most effective way of recruiting committed volunteer members.

Prepare the fundraising team's mission carefully so that it knows its purpose and roles. Wasted time in meetings and a sense of nothing accomplished will be detrimental to the team's commitment. Designate staff members who will assist the fundraising team. One dedicated staff person should take care of administrative and clerical functions. In addition, the participation of your program director, the administrator or a development person, one or two key board members, the clinical director or treatment director, and the medical director is essential.

### How To Use a Fundraising Team

Networking is one of the main functions of your fundraising team, to increase your organization's exposure to the community, within corporations and foundations, as well as with State and local legislators and business leaders. Coordination and collaboration are the desired outcomes of networking.

The following suggestions have been found to promote effective use of volunteers by successful organizations. As your team evolves, you must set the tone, expectations, and standards for participants.

- Your treatment project should maintain information on fundraising team members so that you know their affiliations, educational backgrounds, special interests, and record of giving.
- Each team member should help in fundraising activities in one or more of the following ways:
  - provide names of people they know who might contribute
  - personally write, and sign appeal letters, or contact selected prospects

- make followup telephone calls to prospects
- visit potential donors to ask for major gifts
- represent the organization at meetings of groups that might support or might increase existing support, or whose individual members might support or increase support of the organization
- help plan, run, and attend fundraising events
- include the center in their wills.
- Guidelines on giving should be established.
- All team members should contribute financially to the organization.
- Past members should be tapped as a source of continuing support and for continued contributions.
- Team members should participate in brainstorming sessions on fundraising strategies.
- Training should be available to fundraising team members.
- Team members should be provided with a schedule and goals for completing solicitations for donations, a "script" or talking points for making presentations on behalf of your organization, including samples of followup letters or thank you letters.
- A volunteer recruitment plan should be in place (start-up and continuing).
- Volunteer team members should include at least one of the following: lawyer, accountant, doctor, business executive.
- Volunteers should be recruited from interagency councils.
- Cooperation and collaborative activities with other organizations should be fostered.

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# Section II—Fundraising Capabilities and Strategies

*If you do what you've always done, you'll get what you've always gotten.*

—Anonymous

Assessing fundraising capabilities and strategies and developing a fundraising action plan are the focal points of this section.

# Evaluating Fundraising Capabilities

**Y**our ability to accurately evaluate your program's fundraising capacity is the starting point for producing a workable development plan. Each fundraising strategy you select will become a component of your program's development plan.

## Assess Fundraising Capabilities

Evaluation of fundraising strategies will include consideration of methods specific both to the community and to the program for continuing current levels of service provision and for expanding service activities. The fundraising strategies you select should be grounded in research conducted during the initial evaluation and planning phase. For example, your development plan could include any combination of the following fundraising strategies:

- Sponsor special money-making events and ongoing projects either as an individual program or in combination with other agencies or programs
- Prepare Federal, State, or local government grant applications
- Prepare requests for fiscal support from federated charitable organizations such as the United Way/Associated Catholic Charities/Jewish Federations as well as other charities and voluntary/civic and religious groups
- Develop a sliding-fee scale for patients
- Access appropriate third-party payors.

The questions raised in the following text will help you define what information should be collected to select specific fundraising strategies. Consider all suggestions and possible sources of support with an open mind. Then decide whether to pursue certain strategies based on objective information and the mission and capabilities of your organization.

## Community Data

Knowledge of your community or the communities in which your treatment center operates is essential for evaluating which potential funding sources are appropriate. A current needs assessment that specifically addresses the needs of the population you are targeting for services must accompany any written request for funds and will be the anchor to which you tie your fundraising appeals. Valid research and State and national statistics will be necessary; however, local data are also essential to making your case. Your prior success as an organization is also important for establishing its credibility with potential funders.

- Has your organization collected information or discussed conditions in the community that might affect your ability to raise funds?
- Do these community data include information on:
  - economic conditions, locally, regionally
  - social attitudes and customs
  - average age and income levels of persons in the community
  - special interests, events, characteristics within or around the community (i.e., tourist or sports attractions, local events, ethnic festivals)
  - traditional and acceptable fundraising practices for your community?

## Potential Income Sources

When evaluating fundraising strategies, you should catalog all funding sources that currently provide support to substance abuse treatment programs as well as those likely to fund such programs in the future. Make sure you are included on the mailing lists of these organizations, to learn about them, develop personal contacts with their staff, and obtain valuable intelligence about their present and future funding considerations. Timing of inquiries, either verbal or written, can be important. Sensitivity to competing demands may be valuable in establishing a positive, informal relationship with the potential

funder. Your personal characteristics and presentation as an individual and as a knowledgeable representative of your program can affect your success in obtaining revenue.

- Does your organization have a written list of possible sources of support that include the following:
  - individuals who would be likely to support your organization's activities (can be influential community or national leaders, ministers, educators, activists/advocates, entertainers, actors or politicians, as well as persons who might make donations)
  - civic groups (i.e., Rotary, Lions, Soroptimists, Chamber of Commerce)
  - religious and academic institutions and their auxiliaries
  - social clubs that focus specifically on culture, sports, arts, ethnic groups, and so forth
  - locally based businesses, both large and small, that might underwrite a program or make a donation
  - corporate funding programs that provide funding to programs similar to those of your organization
  - locally based foundations or foundations that fund programs similar to those of your organization
  - federated funding sources such as the United Way or programs sponsored by other charities that may target a specific need
  - grant programs sponsored by local, county, State, and/or national government agencies.
  - alumni groups/associations
  - former patients and their families who have made past donations
  - sliding-fee scales that are used by similar service projects
  - scholarships from businesses, churches (special collections, support from youth groups, or outreach efforts)?

## Publicity and Public Relations Materials

Publicity and public relations strategies must be integrated into your development plan. Creation and implementation of publicity and public relations materials and activities help to focus the community and funding sources on the program. They highlight the positive aspects of the current program and its historical successes. If negative material concerning your program is known within the community, do not

deny its existence. You must be able to describe actions taken within the program to rectify past mistakes and to implement changes based on information received by thorough and careful monitoring and evaluation of program activities. Anticipate questions about your program and have answers ready.

- Does your organization have written materials describing its programs?
- Has your organization collected letters of recommendation, formal endorsements, unsolicited letters, news clippings, or oral comments that indicate what people associated with funding sources think of your organization and its programs?
- Does your organization have a media plan or public relations program in place?
- Does your organization have any information that would indicate the percentage of people in the community who:
  - know that your organization exists?
  - know what your organization does?
  - think well of the organization?

## Past Funding Sources

Documentation of fundraising activities—their costs and net results—is essential to the monitoring and evaluation process that must be a part of the development plan. Maintaining accurate records that include specific responses to discrete activities supporting a particular fundraising event will help you determine the success or failure of each approach. Successful activities need to be enhanced and continued, while failures need to be retooled or discarded. Documentation should include the funding sources approached or the activities promoted along with the results in terms of participation, net income, and impact on implementation of program goals.

- Does your organization keep notes on the approach that works best (or has worked in the past) when asking for support from groups that are identified as appropriate targets?
- Does your organization have regular contact with other organizations that have supported it in the past or that you intend to approach in the future?
- In the past 6 months, has anyone in your organization corresponded or met with representatives from organizations that have supported it in the past or that you intend to approach in the future to get a sense of how they currently feel about the efforts of your organization?



- Have you analyzed net income by fundraising activity in relation to amount of effort, staff time, and direct costs?

### Networking

Establishing links between the community and your organization will enhance your ability to sell your program both within the locality and to State and Federal funding sources. Most, if not all, funding sources expect individual programs to augment provision of patient care through use of other community resources whenever possible. The ability to show community support for programs in terms of funding dollars will demonstrate community support of these programs to funding sources.

- Have you prepared a list of staff members, board members, volunteers who are members, volunteers, staff (or anyone in any way related to a member, volunteer, or staff) in any of the following:
  - civic groups
  - religious institutions
  - social clubs
  - corporations or local businesses
  - foundations
  - federated funding sources or local charities
  - governmental units?
- Has conflict of interest been evaluated?
- In general, are board members, other volunteers, or staff recognized as leaders in these other organizations?

Many communities or service catchment areas have interagency councils. The membership of these councils is dedicated to coordination of the various components of the service delivery system. Members represent public, private not-for-profit, and some private for-profit entities that provide substance abuse treatment, health or mental health services, education, vocation, income, transportation, housing, and other social services. Collaboration in prioritizing community needs and participating in collective fundraising endeavors can be products of such a council. If an interagency council exists in your community, you may want to join if you are not a member already. If such a council does not exist, you may want to survey your community to determine interest level in establishing one.

### Develop a Fundraising Action Plan

Once you have assessed your program's fundraising capabilities, it is time to make decisions on:

- which funding sources to tap
- what services you plan to support through each source
- how you will approach each source
- how much each fundraising strategy will cost.

Other considerations include selection of staff and volunteers, the timeline that will be followed, and who will monitor the plan and by what method. For any fundraising strategy chosen, the following questions serve as a useful checklist of all the elements and actions involved in executing a successful fundraising action plan.

- Does more than 50 percent of contributed support come from many different sources rather than just one or two individuals, foundations, or corporations?
- Do you rely on several people within the organization or board to obtain a substantial part of contributed income rather than relying on a single charismatic individual?
- Do you set up a separate budget for each fundraising/development project that is undertaken? Are actual amounts spent subtracted from gross funding amounts in evaluating funding approaches?
- Do you include projected results and projected net income for each fundraising/development project budget?
- For each fundraising/development activity, do you regularly compare the following:
  - actual fundraising expense with budgeted expense
  - actual proceeds with budgeted proceeds
  - actual net with budgeted net income?
- If your organization has been in existence long enough, do you analyze fundraising/development results regularly over periods of 3 to 5 years?
- Have you tried to determine if the net income amount can be increased by raising the amount invested in fundraising activities (i.e., consider increasing budget for more successful events and eliminating or decreasing the budget for less successful events)?

If your organization answered "No" to any of these questions, it would be wise to work on developing and strengthening long-term fundraising capabilities and planning strategies. Assign responsibility for recommendations to remedy the situation and make sure there is followup.

If recommendations require funds for additional training, staff, or materials, determine where the money will come from and/or look for sources that

might offer assistance in terms of a grant or free assistance. Some community organizations have experts on staff as full-time fundraisers who may be able to offer assistance. Try local chapters of the following groups:

- National Society of Fund Raising Executives
- National Association of Hospital Development
- Council for the Advancement and Support of Education
- United Way
- State or local association of nonprofits
- local association of grantmakers
- umbrella groups to which your organization may belong, such as arts councils or social agencies
- other technical assistance providers that serve nonprofits.

The material on Fundraising and Foundations and Corporate Funding Sources in this guide also may be

helpful. You and your fundraising team must recognize that your very existence relies on building long-term fundraising capability.

### **Exercise**

Examine your target populations, programs and program components, staff, and treatment capabilities in relation to the organization's mission. Can related populations, programs, or treatment services be combined, shared, cut, or added so as to either reduce program costs, increase income, or add a source of funding?

Prepare a draft action plan for a particular fundraising strategy. Assign tasks and responsibilities. Break tasks into their smallest components, e.g., collect lists of contacts, establish contacts, collect lists of grant programs, and evaluate which ones are the best match with your organization.

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Concise articles cull salient information and cite useful resources from the nonprofit and business press, interviews, workshops, conferences, tapes, and books.

*Donor Briefing.* Business Publishers, Inc., 951 Pershing Drive, Silver Spring, MD 20910-4464. Biweekly.

Brief news reports of interest to the nonprofit fundraising community. Includes listings of selected foundation grant awards and book reviews.

*501(c)(3) Monthly Letter.* Great Oaks Communication Services, P.C. Box 17040, Des Moines, IA 50317. Monthly.

Provides information of interest to nonprofit managers and fundraisers. Includes book reviews.

*Foundation Giving Watch.* The Taft Group, 12300 Twinbrook Parkway, Rockville, MD 20852-1607. Monthly.

Brief reports on new foundation programs, giving trends, and recent grants. Updates the annual *Foundation Reporter*.

*Foundation News.* Council on Foundations, 1828 L Street NW, Washington, DC 20077-6013. Bimonthly.

Articles on grantmaking activities, book reviews, and people in the news.

*FRI Monthly Portfolio.* Fund Raising Institute, The Taft Group, 12300 Twinbrook Parkway, Rockville, MD 20852-1607. Bimonthly.

Provides practical advice to fundraisers, with a focus on direct mail and capital campaigns.

*Fund Raising Management.* Hoke Communications, 224 Seventh Street, Garden City, NY 11530-5771. Monthly.

Articles on all aspects of fundraising, book reviews, and a calendar of events.

*Giving USA Update.* American Association of Fund-Raising Council, Inc., Trust for Philanthropy, 25 West 43d Street, New York, NY 10036. 6/yr.

Newsletter covering legal, economic, and social developments affecting philanthropy.

*Grants Magazine.* Plenum Press, 233 Spring Street, New York, NY, 10013. Quarterly.

Articles for grantmakers and grantseekers covering issues in both public and private philanthropy; how-to articles, proposal case studies, legislative information, and book reviews.

*Grassroots Fundraising Journal,* P.O. Box 11607, Berkeley, CA 94701. Bimonthly.

Articles on alternative sources of funding, book reviews, and bibliographies.

*Health Funds Development Letter.* Health Resources Publishing, P.O. Box 1442, Wall Township, New Jersey 07719-1442. Monthly.

Reports on Federal and foundation funding in health care.

*Insight.* Council on Better Business Bureaus, 4200 Wilson Blvd., Arlington, VA 22203. Quarterly.

Features news briefs and articles of general interest in the field of philanthropy.

*LRC Newsbriefs.* Lutheran Resources Commission, Five Thomas Circle, NW, Washington, DC 20005. Monthly.

Short notes on subjects such as aging, including information on funding, legislation, publications, conferences, and a variety of programs.

*Matching Gift Notes.* National Clearinghouse for Corporate Matching Gift Information, Suite 400, 11 Dupont Circle, Washington, DC 20036. Quarterly.

Provides information on new corporate matching gift programs, changes in program contacts and guidelines, and trend projections.

*National Fund Raiser.* Barnes Associates, Inc., 603 Douglas Blvd., Roseville, CA 95678. Monthly.

Brief articles provide information on fundraising trends and techniques.

*Nonprofit and Voluntary Sector Quarterly.* Jossey-Bass, 350 Sansome Street, San Francisco, CA 94104. Quarterly.

Scholarly papers on various aspects of the nonprofit sector and philanthropy. Includes book reviews.

*Nonprofit Management Strategies.* The Taft Group, 12300 Twinbrook Parkway, Suite 450, Rockville, MD 20852-1607. Monthly.

Articles helpful to nonprofit managers; job listings included.

*Nonprofit Management and Leadership.* Jossey-Bass, 350 Sansome Street, San Francisco, CA 94104. Quarterly.

Provides latest developments in theory and practice of nonprofit management; includes articles, features, book reviews, research reports, and updates on professional conferences.

*The Non-Profit Times.* Davis Information Group, 190 Tamarack Circle, Skillman, NJ 08558. Monthly.

News articles focusing on trends, legislation, fundraising, and management of nonprofits.

## Evaluating Fundraising Capabilities

*Nonprofit World.* Society for Nonprofit Organizations, 6314 Odana Road, Suite One, Madison, WI 53719. Bimonthly.

Articles on all aspects of running an effective organization, including fundraising, income generation, and legal advice.

*NSFRE Journal.* National Society of Fund Raising Executives, 101 King Street, Suite 3000, Alexandria, VA 22314. Quarterly.

How-to articles and reports on successful campaigns; advertisements for professional fundraisers.

*Philanthropic Digest.* Brakeley, John Price, Inc., P.O. Box 7059, Wilton, CT 06905. Monthly.

Listing of recent foundation and corporate grants and large gifts and bequests from individuals, with brief reports on other fundraising issues.

*Philanthropy.* The Philanthropic Roundtable, 1112 16th Street, NW, Suite 520, Washington, District of Columbia 20036. Bimonthly.

Articles focusing on ideas for the grantmaking community.

*The Philanthropy Monthly.* P.O. Box 989, New Milford, CT 06776. 10/yr.

Articles concentrating on general issues in philanthropy and tax and legal aspects of fundraising.

*Seminary Development News.* Bangor Theological Seminary, 300 Union Street, Bangor, ME 04401. Quarterly.

Focuses on the concerns of religious fundraising, but makes connections to philanthropy as a whole. Includes helpful bibliographies applicable to all fundraisers.

*Tax Exempt News.* Whitaker Newsletters, Inc., 313 South Avenue, P.O. Box 340, Fanwood, NJ 07023-0340. Biweekly.

Short articles of interest to all nonprofits; analysis of trends, corporate information, legislative information, and special features on news from the IRS, U.S. Treasury, and Congress.

*Taxwise Giving.* Conrad Teitell, 13 Arcadia Road, Old Greenwich, CT 06870. Monthly.

Provides information on tax aspects of charitable contributions.

*Trusts & Estates.* Communication Channels, Inc., 6255 Barfield Road, Atlanta, GA 30328. Monthly.

Articles of interest to estate planners and administrators. Section on philanthropy and estate planning covers pertinent tax issues.

*Voluntary Action Leadership.* VOLUNTEER—the National Center, 1111 North 19th Street, Suite 500, Arlington, VA 22209. Quarterly.

Provides articles on innovative volunteer programs and leaders; covers all aspects of volunteer administration; includes book reviews and research reports.

*Washington International Arts Letter.* Allied Business Consultants, Inc., P.O. Box 12010, Des Moines, IA 50312. 6/yr.

Information on festivals, workshops, publications, and grants and awards for the arts and humanities.

*Whole Nonprofit Catalog.* The Grantsmanship Center, 650 South Spring Street, Suite 507, P.O. Box 6210, Los Angeles, CA 90014. Quarterly.

Articles, summaries of publications, and listings for Grantsmanship Center training programs and seminars.

## Resources

Selected resource information is reprinted here with permission from *Raise More Money for Your Nonprofit Organization: A Guide to Evaluating and Improving Your Fundraising*, © 1991 by The Foundation Center, 79 Fifth Avenue, New York, NY 10003.

The following organizations may be of further assistance.

DataRex Corporation, 358 Brannan Street, San Francisco, CA 94107, 415-896-1900

The Institute aims to help nonprofits be more efficient in management and fundraising by publishing research tools such as directories and compilations of forms and checklists.

The Foundation Center, 79 Fifth Avenue, New York, NY 10003, 212-620-4230; customer service 1-800-424-9836.

Offers an Associates program (membership \$475), which provides reference service, access to weekly updates on grantmakers, customized computer searches, and a photocopying service. Also publishes numerous books, pamphlets, and tapes to help nonprofits improve their fundraising.

Government Information Services, 4301 North Fairfax Drive, Suite 875, Arlington, VA 22203, 703-528-1000, Fax: 703-528-6060

Publishes funding information for State and local government officials, education administrators, and nonprofit executives. Also sponsors professional seminars and publishes newsletters, looseleaf reference services and special reports on a wide range of social programs.

The Grantsmanship Center, P.O. Box 17220, Los Angeles, CA 90017, 213-482-9860

Issues the Whole Nonprofit Catalog three times a year (free on request to executives of nonprofit agencies). The catalog contains articles on matters of current interest in the nonprofit field, plus "how-to" pieces on various aspects of fundraising. Conducts training programs and issues many publications.

Join Together, 441 Stuart Street, Sixth Floor, Boston, MA 02116, 617-437-1500, Fax: 617-437-9394; electronic mail: HN2554@handsnet.org.

The Join Together Computer Network, part of the HandsNet Computer Network, screens the *Federal Register* for grant announcements that broadly relate to substance abuse. The Follow the Money forum tracks private and State grants in addition to Federal funds. The network reports public policy news from Washington and pending State legislation. An electronic library is tailored for community coalitions. Users will need a modem and special communications software.

National Center for Nonprofit Boards, 2000 L Street, NW, Suite 510, Washington, DC 20036, 202-452-6262.

The Center's aim is to improve the effectiveness of nonprofit boards. It publishes and sells booklets and audios, operates a free nationwide information center answering questions from nonprofits and the general public, and provides a board development consultation service. The service conducts workshops and retreats and provides speakers; fees depend on the amount of time involved.

National Society of Fund Raising Executives (NSFRE), 1101 King Street, Suite 700, Alexandria, VA 22314, 703-684-0410 or 1-800-666-FUND; Fax: 703-684-0540.

The NSFRE maintains a National Fund Raising Library. Membership in NSFRE provides opportunities to profit from a strong local chapter framework of over 130 chapters. NSFRE sponsors an international conference and educational programs.

The Nonprofit Management Group, Frederick S. Lane, Professor of Public Administration, Dept. of Public Administration, Baruch College, The City University of New York (CUNY), New York, NY 10010.

The Nonprofit Management Group gathers and disseminates information on nonprofits' needs and problems and on ways in which the problems can be and are being solved.



Public Relations Society of America (PRSA), 33 Irving Place, New York, NY 10034, 212-995-2230 or 995-0757.

The major professional society in the field, PRSA publishes the *Public Relations Journal* and makes available on request its *Guide to Professional Resources of Value to You*. This is a catalog of publications, videos, and other services.

Society for Nonprofit Organizations, 6314 Odana Road, Suite 1, Madison, WI 53719, 608-274-9777 or 1-800-424-7367; Fax: 608-274-9978.

The Society facilitates the open exchange of information in leadership, management, and governance practice. It publishes a journal, *Nonprofit World*, which includes a resource catalog, and offers membership, education training, and other resources.

The Taft Group, 12300 Twinbrook Parkway, Suite 450, Rockville, MD 20852, 301-816-0210.

Publishes a wide variety of directories, how-to books, and other publications to enable nonprofits to strengthen their fundraising.

#### Your Local Library

Your library may have some of the books listed in the bibliographic sections of this guide. The reference librarian can help you find and use other resources that are available as well as provide information on organizations in your community.

## Public Relations

*Guide to Public Relations for Nonprofits*. The Grantsmanship Center, P.O. Box 17220, Los Angeles, CA 90017, 213-482-9860 (to order: 1-800-421-9512).

How to use the media to strengthen your agency and further its goals.

Foundation for American Communications. *Media Resource Guide: How To Tell Your Story*. Order from the Society for Nonprofit Organizations, 6314 Odana Road, Suite 1, Madison, WI 53719, 608-274-9777/608-274-9978 (Fax).

How the media work; how to make your organization a sought-after source of background information, expertise, and opinion on topics in the news.

Public Interest Public Relations, Inc. *Promoting Issues & Ideas—A Guide to Public Relations for Nonprofit Organizations*. The Foundation Center, 79 Fifth Avenue, New York, NY 10003, 212-620-4230/212-807-3677 (Fax) (for credit card orders: 1-800-424-9836).

How to: put the critical ingredients in place before launching a public relations program, define objectives, target audiences, put together a media list, conduct a public relations program, and evaluate results.

# Section III—Fundraising Methods

*Together we cannot fail.*

*—F.D. Roosevelt*

The continued success of any business endeavor depends on two factors: quality of service and marketing of programs. To ensure success of your substance abuse treatment center, make certain that a top priority is to provide training to maintain quality of service and the necessary resources to accomplish marketing. Part of the marketing process is to establish a broad network of support within the local community, among corporate leaders, and at the State and Federal levels. To establish this network, your center must be well managed and have a clearly defined mission whose outcome can be demonstrated by the programs offered. Efficient handling of funds, cooperation among different organizations, and coordination of services are vital program components that will be noted or evaluated by potential funding sources.

To effectively represent your organization, you must clearly understand what you are selling and why it is important. The following section presents a wide range of ideas and resources to help you pursue and establish contacts and plan and implement funding strategies. Fundraising techniques are described, as well as ways to extend dollars such as claiming patient entitlements or networking with other community-based organizations. Lists of contacts, bibliographic information, and other specific resources are also included in this section. This information will help you develop your plan, define the actions you need to take, make assignments to your fundraising team, and begin to implement strategies.

Section III consists of two chapters:

- Fundraising
- Foundations and Corporate Funding Sources

## **Exercise**

Identify one or two treatment programs you consider successful to use as a model for your program. Talk to the executive directors, find out who serves on their boards, research their media exposure and community image. Then, from what you have learned, list all the elements that might apply to your program.

# Fundraising

**T**his chapter is divided into three parts. The first part describes various fundraising activities, the second part addresses how to stretch dollars by examining patient entitlements, and the third looks at the Americans With Disabilities Act. Bibliographic references for individual topics or other resources that may be useful to you in planning a particular activity or approach are provided at the end of the chapter.

## Exercise

Review your center's fundraising efforts for the past 3 years and list outcomes. Assess your current fundraising plans and list ways to improve them. Bring all staff involved into the process, using their creative energy, network, and contacts. List all possible sources of funds that you and your staff can think of—then prioritize them according to which ones are immediate sources and which are sources to be developed. List possible dollar amounts or other criteria that will help you devise an overall strategy. Next, meet with your fundraising team and have them brainstorm in the same way. Additional recruitment of fundraising team members might be needed. Consider involving other community organizations for provision of services or joint funding efforts. Create or designate a group of staff, community members, business leaders, former patients, and/or fundraising team members as your development committee. Give them the mandate of raising monies for different programs, help them set achievable goals, and convince them of the importance of their input and contribution. Establish realistic expectations for different sources of funding and review periodically to see how they are in actuality.

## Fundraising Activities

Funding can be obtained from a variety of sources. Depending on need and time requirements, creative solutions can be found. "Fundraising" as used here is narrowly defined: It describes specific methods to raise funds through the relationship of your treatment center and its fundraising team with the community. Examples of fundraising methods include direct mail appeals, telethons, and charity balls.

Review each method carefully. Which method is your fundraising team capable of using successfully? Assess fundraising capacity in terms of the staff-volunteer-board relationships that could make it work. Make sure you have the necessary know-how, information, and human and physical resources. Evaluate how much each fundraising strategy will cost in relation to projected revenues.

## Donors and Volunteers

Individual donors and volunteers are likely to be the most stable and ardent supporters of any nonprofit organization. Therefore, the substance abuse treatment center should think of ways to encourage participation and donations from this source. Churches, the local chapter of United Way, or other organizations and charities with specific ties to your community may be a good place to start. In this way your organization is listed as a beneficiary of donations they collect.

### *Individual Donors*

A network of individual donors might be the most successful fundraising component of your center. Their donations would provide concrete proof of support for your organization's programs and services from the community. In addition, individual

donors provide reliable, long-term support for your organization in direct response to the needs of the community and those being served. Individual donations can range from volunteer time, professional services, and used appliances/equipment to actual dollar amounts.

### *Planned Giving*

Planned giving generally refers to an established program that allows board members, staff persons, or others from the community to name an organization as a recipient in their wills. Gifts are sometimes given to the organization in memory of a loved one through use of a memorial program or by making donation cards available through certain organizations or funeral homes.

### **Networking To Access Community Resources**

Successful networking can help a treatment program gain access to resources that stretch treatment dollars even further. Review all the resources that are necessary to run the operation: staff payroll, rent, food, clothing, transportation, utilities, insurance, and so forth. Can the costs of these items be reduced or removed from the budget by networking with local organizations that provide these items or services to other nonprofit organizations?

The local library can give you listings of such groups. Many members of these organizations are business owners, making every business in your community a potential donor of products or services. A grocery store can donate food, a laundry can donate free cleaning, a computer store can donate old computers, a temporary service can donate an administrative person 1 day a month.

Central to the success of this approach is a well-thought-out strategy for community coordination and collaboration. Effective continuing care requires specialized service agencies and private practitioners who can meet the needs of your patients without draining finite resources. The broader the continuum of services coordinated through other service providers, the more resources are available to your patients at less cost to your programs. Deliver the services your organization is best qualified to provide, then collaborate to provide additional services, such as social, vocational/educational, transportation, housing, health, and mental health services. The ability to plan for individualized continuing care is crucial and will increase the abstinence potential for the newly recovering substance abuser. Such collaboration for continuing

care will be viewed positively by potential funding sources.

### **Capital Campaigns**

Other than staff salaries, a major expense for most programs is the rent or purchase of plant and equipment. Capital campaigns can be used to raise monies to build a facility or purchase equipment. This technique is often used by churches to raise building funds. In some communities, multiple-use facilities double as homeless shelters, soup kitchens, outpatient clinics, and day care and job training centers during the week and as a place of worship on the weekend.

### **Fundraising Letters/Direct Mail**

Fundraising letters are written to specific individuals who have been targeted for major gifts. They are usually well crafted and signed by someone with influence or with a connection to the individual being asked to donate. Targeted efforts that are sustained by a good understanding of this technique can be very effective in conjunction with followup phone calls or personal visits.

Direct mail techniques, on the other hand, can be very costly and not very productive for the uninitiated. If you consider this method, make sure you assess costs, have a large catchment area, and consider hiring a professional to handle the effort. The average return for most direct mail efforts is around 1 percent and increases only slightly when sent to a specialized audience.

### **Program Income**

Income-producing ventures, fee structures for items and services that were formerly free or sliding-scale fees, dues, and membership drives are all ways that a nonprofit organization can try to cover operating costs and achieve greater self-sufficiency. Resources, equipment, and facilities can be used to earn income, through shared programs, rental of equipment or rooms to outside groups, or selling information, services, or products to others in the community. Gift shops, publications, travel services, or other services that can also provide employment opportunities to former patients or less fortunate members of the community are other possible income-producing ventures.

### **Patient Entitlements**

This section is included to make sure you access all patient entitlements such as food stamps, medical benefits, general assistance, and disabilities. In some

instances, patients may not realize they are eligible, may have been unable to handle the process of applying, or were unwilling to apply. If programs provide dollars to the patient, some of those funds can be earmarked to pay for services or other items that can benefit the patient. Programs that provide other services cut down on the amount of dollars the treatment organization must supply for the same or similar services or goods. Collaboration and coordination of services among community agencies and organizations will help to stretch the dollars that are available without duplicating effort or wasting funds.

Entitlements are those programs and services that augment the patient's financial/health resources. Information on the types of entitlements available at the Federal and State levels can be obtained from your local department of social services or human development. Some communities have an information and referral system that can provide further information concerning entitlements. Others have a central intake system. In dealing with your patient population, you need to ensure that they receive entitlements that are available to them. As a start, call the Social Security Administration at 1-800-772-1213 to obtain further information on programs, eligibility requirements, and application procedures.

In addition to government entitlements, services are available through other nonprofit family service centers that provide family health and counseling on a sliding-fee scale. Other organizations may be able to assist in obtaining prosthetic devices, dentures, glasses, hearing aids, as well as wheelchairs, walkers, hospital beds, oxygen, and so forth.

Examples of these and other types of entitlements are listed below with basic information on how to access further assistance.

## Money

- Supplemental Security Income (SSI)—for the disabled and elderly, available from the local Social Security Administration office.
- Aid for Families With Dependent Children (AFDC)—for families with dependent children, available through the local department of social services.
- General Relief/Assistance—for persons with temporary disabilities or in crisis situations. In some localities, these programs are available through the local department of social services.
- Social Security Retirement Benefits and Widow's Benefits—call local Social Security Administration office.

## Public Health Insurance

- Medicaid—for the medically indigent (those patients whose medical expenses are so excessive that they have no money left over from normal income). Call your local Department of Social Services office for application procedures.
- Medicare—for disabled and elderly. Call the local Social Security Administration office for application procedures and benefits information.

## Health Services

- Public health clinics—all types of services and clinics, HIV testing, diabetes, pregnant mother/well baby, immunizations. Contact State or county Public Health Departments.
- Community Mental Health Centers—offer mental health services, evaluation, therapy, partial hospitalization, day hospitalization. Look in local phone directory under government services. Usually run by the county or by not-for-profit organizations.
- Alcohol and drug services—offered through the county or by not-for-profit organizations. Wide range of services from detoxification to outpatient, residential, halfway house, and other continuing care options.
- Home health services—offered through the public health department or private nonprofits.
- Hospices.

## Housing Assistance

- HUD—city, county, and local agencies administering low-income programs.
- Homeless shelters—primarily run by local city or county government or by churches and nonprofits.
- Halfway houses—offered by some counties as part of temporary housing component of drug treatment programs at county level.
- Assisted living facilities.

## Nutrition/Food

- Women, Infants, and Children (WIC) Programs—make food and infant formula available. Usually operated by the county.
- Soup kitchens—free services that are supplemented by churches and charitable organizations. Contact community referral hotline for information in your area.
- Food stamps—payment for food administered through county or State social services departments.

## Other

Be sure to check other community resources that are not necessarily entitlements but that will supplement the resources of your organization.

- Clothes and other necessities—can be obtained through community programs, churches and nonprofits, Goodwill, Salvation Army, and so forth. See your local yellow pages directory.
- Education/Training—public schools and community colleges offer continuing education and GED programs. Colleges and community colleges also have Pell Grant programs for the disadvantaged.
- Vocational education, retraining—these programs are administered through State agencies. All are different, and funding amounts are based on population. Check to see if substance abuse patients in recovery are covered. Usually, these patients are considered to be a good risk for vocational education, and continuing dollars often depend on outcomes that have a positive effect on a person's life.

## Services for the Elderly

- Contact the local or regional area agency on aging or local department on aging. They are bound by law to have a referral agency to provide referrals and services. You can also call the National Association of Area Agencies on Aging's Elder Care Locator Services at 1-800-677-1116. Operating hours are Monday through Friday, 9:00 a.m. to 11:00 p.m. This is a nationwide referral service that provides information concerning programs and community resources available in your area. Each State also has an office on aging. Whether there are offices at the county, regional, or local level depends on the population of the area.
- Elderly—congregate meals at a senior center or home delivery programs funded through the Administration on Aging under the Older Americans Act of 1965 and administered by the Area Agency on Aging.
- Meals on Wheels—available in almost all communities for certain frail elderly.

## Exercises

- Use a checklist approach to jog memory for ideas on where to check for eligibility. Include third-party payments, Section B housing, and scholarship funds.
- Develop in-house resource lists/contacts to use for getting additional benefits for clients in terms of

health, housing, vocational education/retraining, medical assistance, food stamps, clothes, and toys.

- Collect information on how to find out where resources are at county, State, and Federal levels.
- List community resources that will supplement those of the organization or that you can tap into:
  - yellow pages
  - county social service agencies
  - public library
  - churches and religious groups
  - charitable organizations
  - youth programs
  - schools
  - professional and personal networking
  - local organizations: Chamber of Commerce, Rotary, Lions, Kiwanis, and so forth
  - use of advocacy groups (DARE, MADD, SADD)
  - United Way.

## Americans With Disabilities Act

The 1990 Americans With Disabilities Act (ADA), Public Law 101-336, provides civil rights protection to people with disabilities. It also establishes standards for what constitutes discrimination on the basis of mental or physical disability, provides a definition of disability and qualified individual with a disability, and sets forth a complaint mechanism for resolving allegations of discrimination. The ADA assures equal opportunities for those who are disabled in the areas of employment, public accommodations, telecommunications, transportation, and State and local government services. Assurances prohibiting discrimination on the basis of disability in Federal Government services were established by Section 504 of the Rehabilitation Act of 1973.

The ADA adopts the general prohibitions initiated under the Rehabilitation Act and installs requirements for making programs accessible to individuals with disabilities and for providing equally effective communications. An individual is defined to have a disability when one of the three following tests is met:

1. The individual has a physical or mental impairment that substantially limits one or more of the major life activities.
2. The individual has a record of such impairment.
3. The individual is regarded as having such an impairment.

The ADA defines an impairment as a physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following

body systems: neurological, musculoskeletal, speech organs, respiratory, cardiovascular, reproductive, digestive, genitourinary, hemic and lymphatic, skin, and endocrine. The definition also includes mental or psychological disorders and specific learning disabilities. Specific impairments (contagious and noncontagious diseases) listed as examples in the rules and regulations include drug addiction and alcoholism.

Specifically excluded within the disability definition are psychoactive substance use disorders resulting from current illegal use of drugs. A distinction is made between the use of a substance and the status of being addicted to that substance. Addiction is a disability, and addicts are individuals with disabilities protected by the ADA. Health services cannot be denied to an individual on the basis of current illegal use of drugs if the individual is otherwise entitled to the services. However, a substance abuse treatment program may prohibit illegal use of drugs by individuals while they are participating in the program. An individual who has successfully completed a supervised substance abuse treatment program or who has otherwise been rehabilitated successfully and who is not engaging in current illegal use of drugs is protected.

To assure reasonable access to those with disabilities, the substance abuse service provider must understand the ADA and its rules and regulations. The ADA requires the designation of a responsible employee in any public entity that employs 50 or more persons to coordinate its efforts to comply with and carry out its responsibilities under the law. A public entity is considered any organization that serves the public and receives Federal, State, or local government funding through such mechanisms as Medicare, Medicaid, contracts, grants, and cooperative agreements. Suggestions<sup>1</sup> for service providers include the following:

1. Ask and listen to the persons living with challenges. They are the experts.
2. Access early. The earlier an intervention is made, the better the opportunity for success.
3. Mobilize the community. Involve key leaders in the community, form advocacy groups representing

persons with disabilities. This approach increases communication.

4. Cross train and collaborate. Disability specialists and substance abuse specialists need to talk with one another, learn about the other discipline, and coordinate a collaborative approach to service delivery for the substance-abusing disabled population. Neither the disability specialists nor the substance abuse specialists can provide the necessary services alone.

5. Know your personal and professional limitations.

## ADA Resources

The following resources may be helpful to plan and implement services for the disabled that meet the rules and requirements of the ADA within your organization:

- Your State Governor's Committee of People With Disabilities
- Disability Rights Education and Defense Fund (DREDF): (800) 466-4ADA
- *Federal Register*. Vol. 56, No. 144, Friday, July 26, 1991—Rules and Regulations
- Resource Center on Substance Abuse
- Prevention and Disability  
1331 F Street NW, Suite 800  
Washington, DC 20004  
Voice (202) 783-2900  
TDD (202) 737-0645  
Fax (202) 737-0725
- National Information Center for Children and Youth With Disabilities  
P.O. Box 1492  
Washington, DC 20013  
Voice (703) 893-6061 or  
(800) 999-5599  
TDD (703) 893-8614
- Office on the Americans With Disabilities Act  
Civil Rights Division  
U.S. Department of Justice  
Washington, DC 20530  
Division's ADA Information Line:  
Voice (202) 514-0301  
TDD (202) 514-0381 or (202) 514-0383

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<sup>1</sup>Glenn, Steve, and Karen Steitler, "Part of the Problem or Part of the Solution: Issues and Challenges for Providing Alcohol and Other Drug Services to Persons with Disabilities." (Unpublished manuscript)

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### Fundraising Activities

Bayley, Ted D. *The Fund Raiser's Guide to Successful Campaigns*. New York: McGraw-Hill, 1988.

A general guide for the novice fundraiser, including how to organize and motivate volunteers.

Beatty, Betsy, and Libby Kirkpatrick. *The Auction Book: A Comprehensive Fund-Raising Resource for Nonprofit Organizations*. Denver, CO: Auction Press, 1985.

Step-by-step guide for running a charity auction for the novice and the experienced auction chairperson.

Brown, Peter C. *The Complete Guide to Money-Making Ventures for Nonprofit Organizations*. Washington, DC: The Taft Group, 1986.

Handbook offers practical advice for any organization seeking to develop or expand earned-income endeavors to supplement revenue secured from foundations, government grants, or membership fees.

Devney, Darcy Champion. *Organizing Special Events and Conferences: A Practical Guide for Busy volunteers and Staff*. Sarasota, FL: Pineapple Press, 1990.

Hands-on guide to organizing and managing special events and conferences.

Dunn, Thomas G. *How to Shake the New Money Tree*. New York: Penguin Books, 1988.

Describes alternative methods of fundraising—such as theater parties, street fairs, commercial tie-ins, auctions, program advertising, fashion shows, baseball games, sponsorships, and memberships.

Freedman, Harry A. *Black Tie Optional*. 1st ed. Rockville, MD: The Taft Group, 1991.

Guide coaches you through the how-tos of planning a successful event from selecting the right time and place, reaching celebrities, getting publicity, developing budgets, organizing committees, setting prices, and promoting the event. Comes with checklists and worksheets.

Hahn, Hannelore, and Tatiana Stoumen. *Places: A Directory of Public Places for Private Events and Private Places for Public Functions*. 7th ed. New York: Tenth House Enterprises, 1989.

A directory of 2,000 social halls, churches, piers, lofts, residences, theaters, and restaurants that can be rented for special functions and events.

Harris, April L. *Special Events: Planning for Success*. Washington, DC: Council for Advancement and Support of Education, 1988.

Step-by-step guide to a successful special event, from initial planning to invitations and publicity to paying the bills when the party's over.

Vineyard, Sue, and Stephen H. McCurley. *One Hundred and One Ways to Raise Resources*. Brainstorm Series. Downers Grove, IL: Heritage Arts, 1987.

More than 900 creative fundraising ideas divided into 45 different categories.

### Donors and Volunteers

#### Individual Donors

Brillhart, Rebecca F., ed. *Accent on Recognition: Saying Thank You to Donors and Volunteers*. Silver Spring, MD: Philanthropic Service for Institutions, 1988.

Booklet presents ideas to help fundraising officers in their efforts to recognize volunteers and donors.

Brody, Ralph, and Marcia Goodman. *Fund-Raising Events: Strategies and Programs for Success*. New York: Human Sciences Press, 1988.

Focuses on fundraising activities designed to provide contributors with something in return for their financial support.

Palmquist, Donovan J. *Ten Ways to Show Gratitude to Major Donors in a Personal and Meaningful Way*. Naperville, IL: Gonser Gerber Tinker Stuhr, 1988.

Discusses 10 ways in which the Lutheran School of Theology thanks its donors.

Tenbeth, Richard P. *The Membership Mystique: How To Create Income and Influence With Membership Programs*. Ambler, PA: Fund-Raising Institute, 1986.

Reveals how the development and use of a membership program can produce substantial advantages for any nonprofit organization.



## Planned Giving

Ashton, Debra. *The Complete Guide to Planned Giving*. Cambridge, MA: JLA Publications, 1988.

Practical handbook on fundraising through bequests, charitable remainder trusts, gift annuities, life insurance, and many other innovative planned giving vehicles.

*Practical Guide to Planned Giving 1992*. 2d ed. Rockville, MD: The Taft Group, 1991.

Guide for nonprofit professionals on the legal, tax, and marketing aspects of planned giving program management.

Schmeling, David G. *Planned Giving: For the One Person Development Office*. Wheaton, IL: Deferred Giving Services, 1990.

Provides practical advice on establishing a solid, donor-sensitive, and market-oriented planned giving program.

## Networking To Access Community Resources

Emenhiser, David. *Power Funding: Gaining Access to Power, Money and Influence in Your Community*. 1st ed. Rockville, MD: The Taft Group, 1992.

Practical advice on how to identify members of the power structure, understand how they attained their positions and the mentor-protege relationships among them, and how to involve their financial and human resources in your organization.

Klein, Kim. *Fundraising for Social Change*. 2d ed. Inverness, CA: Chardon Press, 1988.

This primer explains community-based fundraising techniques for small non-profit groups with budgets under \$500,000.

Mellon Bank Corporation. *Discover Total Resources: A Guide for Nonprofits*. Pittsburgh: Mellon Bank, 1985.

A guide written to help board members, staff, and volunteers evaluate their use of community resources—money, people, goods, and services.

## Capital Campaigns

Church, Susan, and Tracey Shafroth. *Capital Campaigns for Community Organizations*. Chicago: United Way of Chicago, 1987.

Guide to help community organizations implement a capital campaign, based on the author's experience with such projects.

Dove, Kent E. *Conducting a Successful Capital Campaign: A Comprehensive Fundraising Guide for Nonprofit Organizations*. (Jossey-Bass Management Series/Jossey-Bass Higher Education Series.) San Francisco: Jossey-Bass Publishers, 1988.

Written for executives and staff of a wide range of nonprofit organizations, this book covers the fundamental issues and challenges of capital campaigns.

Hauman, David J. *The Capital Campaign Handbook: How To Maximize Your Fund Raising Campaign*. Rockville, MD: The Taft Group, 1988.

Integrates the theory and practice of managing a capital campaign, explaining not only what should happen, but why what happens is necessary to the success of the campaign.

Zehring, John William. *You Can Run a Capital Campaign: Raising Funds for Special Purposes. A Step-by-Step Guide for Church Leaders*. (Called to Serve.) Nashville, TN: Abingdon Press, 1989.

Practical resource for running a capital campaign. While intended for church leaders who wish to raise funds for a church capital campaign, the guide's sound advice is suitable for all those approaching a capital campaign with little or no experience.

## Fundraising Letters/Direct Mail

Burnett, Ed. *The Complete Direct Mail List Handbook: Everything You Need to Know About Lists and How To Use Them for Greater Profit*. Englewood Cliffs, NJ: Prentice-Hall, 1988.

Comprehensive guide to direct-mail marketing methods and strategies.

Cone, Arthur Lambert, Jr. *How to Create and Use Solid Gold Fund-Raising Letters*. Ambler, PA: Fund-Raising Institute, 1987.

Guidelines and examples for writing effective fundraising letters.

Huntsinger, Jerald E. *Fund Raising Letters: A Comprehensive Study Guide to Raising Money by Direct Response Marketing*. 3d ed. Richmond, VA: Emerson Publishers, 1989.

Study guide explores the basic and tested techniques for fundraising by direct response marketing as based on the author's more than 30 years of experience.

Kuniholm, Roland. *Maximum Gifts by Return Mail*. Ambler, PA: Fund-Raising Institute, 1989.

Insights on the secrets to writing effective fundraising letters.

Lewis, Herschell Gordon. *How to Write Powerful Fund Raising Letters*. Chicago: Pluribus Press, 1989.

Manual provides rules, guidelines, and numerous examples to help fundraisers write effective letters.

Torre, Robert L., and Mary Anne Bendixen. *Direct Mail Fund Raising: Letters That Work*. New York: Plenus, 1988.

Comprehensive but concise text to help fundraisers create a direct mail program or improve an existing one.

# Foundations and Corporate Funding Sources

*Our minds are traitors, And make us lose the good we oft might win,  
By fearing to attempt.*

—William Shakespeare

**T**his section includes discussion of foundation and corporate grants as well as preparation of grant applications. A listing of consistent funders of grants related to alcohol and substance abuse for a 5-year period from 1984 to 1989 provides information on contacts, application procedures, and types of support. The bibliography describes books containing other corporate and foundation information as well as specific types of grants and references on grant writing. The resources section cites The Foundation Center's collaborative collection, a national network of libraries and research organizations that collect information on foundation and corporate giving. These facilities are available to the public and provide a wide variety of services and supplementary materials of use to grantseekers.

## Foundations and Corporations

Foundation leaders are keenly aware of emerging social issues. They are knowledgeable professionals who will seek avenues for creative solutions to common problems. Their funding preferences will most certainly be aimed at the major social issues facing us today, including AIDS, aging, children and youth, community development, drug abuse, economic development, education, gender and racial issues, health care, homelessness, housing, job training, and poverty. The greater need for funding, however, increases competition for foundation funding. Funds will most likely be awarded to those

organizations that have an effective track record, know their mission, articulate it well, and whose programs provide efficient and effective solutions or deliver critical services at the front line. Ideas that meet these challenges with imagination, practicality, and creativity are the ones most likely to succeed.<sup>2</sup>

To access foundation funding sources, it is essential that you become familiar with the process and the players in the world of foundation and corporate grantmakers. You can increase the chances of receiving funding by:

1. Closely examining your organization's structure, mission, and needs
2. Learning more about the foundation funding process
3. Matching your organization's funding needs with the interests and criteria of specific grantmakers.

Overall, however, philanthropic contributions are a small percentage of support for nonprofits. Foundations and corporate giving amounted to only 10 percent (roughly \$12 billion) in 1989 of total private giving.<sup>3</sup> Individual contributions make up the largest percentage of that support. In 1987, private contributions accounted for 39 percent of funding for social service agencies compared with only 14 percent of funding derived from fees, dues, or other charges; 41 percent of all nonprofit funding was supported by the government sector.<sup>4</sup>

A summary of the definitions and distinctions between types of foundations is illustrated in the chart showing general characteristics of four types of foundations.

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<sup>2</sup>Excerpted from "Foreword: Foundations in the Nineties," by Thomas R. Buckman, *Foundation Fundamentals: A Guide for Grantseekers*. Fourth Edition, Judith B. Margolin, ed. New York: The Foundation Center, 1991.

<sup>3</sup>*Giving USA 1990: The Annual Report on Philanthropy for the Year 1989*. New York: AAFRC Trust for Philanthropy, 1990.

<sup>4</sup>"Nonprofit Organizations and the FY 1990 Federal Budget." Lester Salamon and Alan Abramson. Unpublished 1990.

## General Characteristics of Four Types of Foundations

Foundation Type	Description	Source of Funds	Decisionmaking Activity	Grantmaking Requirements	Reporting
<b>Independent Foundation</b>	An independent grant-making organization established to aid social, educational, religious, or other charitable activities.	Endowment generally derived from a single source such as an individual, a family, or a group of individuals. Contributions to endowment limited as to tax deductibility.	Decisions may be made by donor or members of the donor's family; by an independent board of directors or trustees; or by a bank or trust officer acting on the donor's behalf.	Broad discretionary giving allowed but may have specific guidelines and give only in a few specific fields. About 70% limit their giving to local area.	Annual information returns (990-PF) filed with IRS must be made available to public. A small percentage issue separately printed annual reports.
<b>Company-Sponsored Foundation</b>	Legally an independent grantmaking organization with close ties to the corporation providing funds.	Endowment and annual contributions from a profit-making corporation. May maintain a small endowment and pay out most of its contributions received annually in grants, or may maintain endowment to cover contributions in years when corporate profits are down.	Decisions made by board of directors often composed of corporate officials, but which may include individuals with no corporate affiliation. Decisions may also be made by local company officials.	Giving tends to be in fields related to corporate activities or in communities where corporation operates. Usually give more grants but in smaller dollar amounts than independent foundations.	Same as above.
<b>Operating Foundation</b>	An organization that uses its resources to conduct research or provide a direct service.	Endowment usually provided from a single source, but eligible for maximum deductible contributions from public.	Decisions generally made by independent board of directors.	Makes few, if any, grants. Grants generally related directly to the foundation's program.	Same as above.
<b>Community Foundation</b>	A publicly sponsored organization that makes grants for social, educational, religious, or other charitable purposes in a specific community or region.	Contributions received from many donors. Usually eligible for maximum tax-deductible contributions from public.	Decisions made by board of directors representing the diversity of the community.	Grants generally limited to charitable organizations in local community.	IRS 990 return available to public. Many publish full guidelines or annual reports.

Source: The Foundation Center, 1993.

## Foundations and Corporate Funding Entities

*Independent foundations* are private, nongovernmental, nonprofit organizations having a self-managed fund established to maintain or aid charitable, educational, religious, or other activities serving the public good. These foundations make grants primarily to other nonprofit organizations.

*Operating foundations* conduct their own research programs or provide direct services and generally make few grants to other organizations.

*Community foundations* function in much the same way as private foundations but generally draw funds from many donors and, therefore, are usually classified as public charities.

Foundations may use the terms "fund," "trust," or "endowment" in their names, but there are no differences in their legal or operational structures. Other organizations that use the words "foundation" or "trust" in their names may not operate as foundations, however, although some may award grants to other organizations. The IRS has specific requirements and regulations concerning the status and organization of private foundations.

*Company-sponsored or corporate foundations* are considered private foundations and are subject to the same rules and regulations as independent foundations. A corporate foundation provides the company a way to set aside charitable funds and ensures that the company can maintain giving in years when profits are low. All foundation activities and grant programs must be reported to the IRS using Form 990-PF. Information is made available to the public in the form of annual reports, applications procedures, or brochures describing their interests.

## Corporate Grantmaking

Direct corporate-giving programs are subject to fewer regulations than are corporate foundations; funds are drawn directly from a single year's pretax dollars and are directly influenced by profits or losses. No disclosure of funding information is required, although many companies do so voluntarily.

A company may make charitable contributions either directly or through its sponsored foundation. In many cases there may not be much distinction between the two types of giving programs in terms of interests, procedures, staff, or board. Many companies have increased contributions of goods and services to offset reduced cash funding in slow economic times.

## Consistent Funders of Grants Related to Alcohol and Substance Abuse

The listing that follows references foundations, both private and corporate, that have consistently funded grants related to alcohol and drug abuse. Additional information about these foundations and the types of grants they give can be found in a wide variety of references, some of which are listed in the bibliography that follows. As a grantseeker, you need to learn all you can about a foundation or corporation before submitting a funding proposal. You can request foundation publications such as their annual reports and applications, but also make sure you research the types of programs funded.

**The Ahmanson Foundation**  
9215 Wilshire Boulevard  
Beverly Hills, CA 90210

*Affiliation:* Independent.  
*Phone:* (310) 278-4581.

*Types of Support:* Building funds, equipment, land acquisition, endowment funds, matching funds, scholarship funds, special projects, renovation projects, capital campaigns, arts, education, medically related fields.

*Geographic limitations:* Giving primarily in Southern California and the City of Los Angeles.

*Application information:* Submit letter or one copy of a proposal. Application form not required. Final notification 30 to 60 days after Board meetings held four times annually. Deadlines: None.

**Alcoa Foundation**  
425-6th Avenue  
Pittsburgh, PA 15219-1850

*Affiliation:* Alcoa (Other name: Aluminum Company of America).  
*Phone:* (412) 553-2348.

*Types of Support:* Annual campaigns, building funds, conferences and seminars, continuing support, emergency funds, employee matching gifts, equipment, fellowships, matching funds, operating budgets, research, scholarship funds, seed money, employee-related scholarships, capital campaigns, general purposes, renovation projects, special projects.

*Geographic limitations:* Giving primarily in locales of corporate activity, including: Davenport, Iowa; Knoxville, Tennessee; Massena, New York;

Pittsburgh, Pennsylvania; Evansville, Indiana; Cleveland, Ohio; and Rockdale, Texas.

*Application information:* Submit one copy of a proposal. Application form not required. Final notification 1 to 4 months following monthly Board meetings. Deadlines: None.

**ARCO Foundation**  
515 South Flower Street  
Los Angeles, CA 90071

*Affiliation:* ARCO (Other name: Atlantic Richfield Company).

*Phone:* (213) 486-3342.

*Types of support:* Operating budgets, seed money, equipment, land acquisition, matching funds, special projects, technical assistance.

*Geographic limitations:* Giving primarily in areas of company activities, including Anchorage, Alaska; Dallas, Texas; and Los Angeles, California.

*Application information:* Submit one copy of a five-page proposal. Application form not required. Final notification 4 to 6 months after Board meetings in June and December. Deadlines: None.

**Otto Bremer Foundation**  
445 Minnesota Street, Suite 2000  
St. Paul, MN 55101-2107.

*Affiliation:* Independent.

*Phone:* (612) 227-8036.

*Types of support:* Seed money, emergency funds, building funds, equipment, special projects, matching funds, technical assistance, program-related investments, continuing support, loans, operating budgets.

*Geographic limitations:* Giving limited to Minnesota, North Dakota, and Wisconsin, where Bremer Bank affiliates are located.

*Application information:* Submit a letter or contact by phone requesting Grant Application Guidelines for submission of a proposal. Application form not required. Final notification 3 months after submission of proposal. Deadlines: Submit proposal at least 3 months before funding decision desired.

**The Bush Foundation**  
E-900 First National Bank Building  
332 Minnesota Street  
St. Paul, MN 55101

*Affiliation:* Independent.

*Phone:* (612) 227-0891.

*Types of support:* Matching funds, special projects, seed money, capital campaigns, renovation projects.

*Geographic limitation:* Giving primarily in Minnesota, North Dakota, and South Dakota.

*Application information:* Submit a letter or contact by phone requesting Grant Application Guidelines. Application form not required. Final notification 10 days after Board meeting dates: February, April (odd-numbered years only), June, and October. Deadlines: 3-1/2 months before Board meetings.

**The Louis Calder Foundation**  
230 Park Avenue, Room 1525  
New York, NY 10169

*Affiliation:* Independent.

*Phone:* (212) 687-1680.

*Types of support:* Operating budgets, equipment, special projects, general purposes.

*Geographic limitations:* Giving primarily in New York, NY, area.

*Application information:* Submit a 1-3 page letter requesting Grant Application Guidelines. Application form not required. Final notification by March 31. Deadlines: Submit proposal between November 1 and March 31; deadline 5 months prior to end of organization's fiscal year or March 31, whichever is earlier.

**The Chicago Community Trust**  
222 North LaSalle Street, Suite 1400  
Chicago, IL 60601

*Affiliation:* Community-based.

*Phone:* (312) 372-3356.

*Types of support:* Operating budgets, continuing support, special projects, capital campaigns, general purposes, technical assistance, matching funds, program-related grants, seed money.

## Foundations and Corporate Funding Sources

*Geographic limitations:* Limited to Cook County, Illinois, only.

*Application information:* Submit two copies of a proposal. Application form required for various special programs. Final notification 4-6 months after Board meeting dates in January, March, June, and September. Deadlines: None.

### **The Greater Cincinnati Foundation**

Star Bank Center  
425 Walnut Street, Suite 1110  
Cincinnati, OH 45202-3915

*Affiliation:* Community-based.  
*Phone:* (513) 241-2880.

*Types of support:* Seed money, capital campaigns, building funds, equipment, program-related investments, special projects, matching funds, loans, technical assistance, renovation projects.

*Geographic limitations:* Giving limited to the greater Cincinnati, Ohio, area.

*Application information:* Submit a letter or contact by phone requesting Grant Application Guidelines. Application form required. Final notification immediately following Board meeting dates in February, May, August, and November. Deadlines: 90 days prior to Board meetings.

### **The Cleveland Foundation**

1422 Euclid Avenue, Suite 1400  
Cleveland, OH 44115-2001

*Affiliation:* Community-based.  
*Phone:* (216) 861-3810.

*Types of support:* Seed money, special projects, matching funds, consulting services, technical assistance, program-related investments, renovation projects.

*Geographic limitations:* Giving limited to the greater Cleveland, Ohio, area, especially the counties of Cleveland, Cuyahoga, Lake, and Geauga.

*Application information:* Submit a letter requesting Grant Application Guidelines for submission of a proposal. Application form not required. Final notification 1 month after Board meeting dates in March, June, September, and December. Deadlines: March 31, June 30, September 15, and December 31.

### **The Columbus Foundation**

1234 East Broad Street  
Columbus, OH 43205

*Affiliation:* Community-based.  
*Phone:* (614) 251-4000.

*Types of support:* Seed money, matching funds, capital campaigns, land acquisition, publications, renovation projects, special projects, technical assistance, continuing support.

*Geographic limitations:* Giving limited to Central Ohio.

*Application information:* Submit a letter requesting Grant Application Guidelines for submission of a proposal. Application form required. Final notification approximately 3 months after Board meeting dates in January, February, April, July, September, and November. Deadlines: These vary annually by type of support requested; consult guidelines for further information.

### **The Commonwealth Fund**

One East 75th Street  
New York, NY 10021-2692

*Affiliation:* Independent.  
*Phone:* (212) 535-0400.

*Types of support:* Research, special projects.

*Geographic limitations:* Information not available

*Application information:* Submit a letter or three copies of a proposal. Application form not required. Final notification immediately following Board meeting dates in April, July, and November. Deadlines: None.

### **Communities Foundation of Texas, Inc.**

4605 Live Oak Street  
Dallas, TX 75204

*Affiliation:* Community-based.  
*Phone:* (214) 826-5231.

*Types of support:* Seed money, emergency funds, building funds, equipment, land acquisition, matching funds, technical assistance, special projects, research, capital campaigns.

*Geographic limitations:* Giving primarily in the Dallas, Texas, metropolitan area.

*Application information:* Submit a letter requesting Grant Application Guidelines for submission of a proposal. Application form not required. Final

notification 1 week after Board meeting dates in March, August, and November. Deadlines: February 1, July 1, and October 1.

**S.H. Cowell Foundation**  
120 Montgomery Street, Suite 2570  
San Francisco, CA 94104

*Affiliation:* Independent.  
*Phone:* (415) 397-0285.

*Types of support:* Seed money, building funds, equipment, land acquisition, matching funds, renovation projects, capital campaigns, special projects.

*Application information:* Submit a letter requesting Grant Application Guidelines for submission of a proposal. Application form not required. Final notification 4 to 5 months after Board meetings held monthly. Deadlines: None.

**Dayton Hudson Foundation**  
777 Nicollet Mall  
Minneapolis, MN 55402-2055

*Affiliation:* Dayton Hudson Corporation.  
*Phone:* (612) 370-6555.

*Types of support:* Operating budgets, continuing support, technical assistance, special projects, publications, general purposes.

*Geographic limitations:* Giving primarily in areas of company operations, including Minnesota, Michigan, California, and Texas.

*Application information:* Submit a letter requesting Grant Application Guidelines for submission of a proposal. Final notification 90 days after submission of proposal. Deadlines: None.

**The Duke Endowment**  
100 North Tyron Street, Suite 3500  
Charlotte, NC 28202-4012

*Affiliation:* Independent.  
*Phone:* (704) 376-0291.

*Types of support:* Operating budgets, seed money, emergency funds, matching funds, endowment funds, research, special projects, publications, consulting services, technical assistance, continuing support, annual campaigns, building funds, capital campaigns, equipment, general purposes, renovation projects.

*Other limitations:* Giving limited to North Carolina and South Carolina. Other limitation: Funding only for nonprofit hospitals and children's homes, four

educational institutions (Duke, Furman, Johnson C. Smith Universities, and Davidson College), rural Methodist churches, and retired pastors in North Carolina.

*Application information:* Submit a letter requesting Grant Application Guidelines for submission of a proposal. Application form not required. Final notification immediately after monthly Board meeting. Deadlines: None.

**The Field Foundation of Illinois, Inc.**  
135 South LaSalle Street, Suite 1250  
Chicago, IL 60603

*Affiliation:* Independent  
*Phone:* (312) 263-3211

*Types of support:* Building funds, emergency funds, equipment, special projects, land acquisition, technical assistance.

*Geographic limitations:* Giving primarily in the Chicago, Illinois, metropolitan area.

*Application information:* Submit one copy of a proposal. Application form not required. Final notification information not available; Board meetings held three times per year. Deadlines: None.

**The Foundation for the National Capital Region**  
1002 Wisconsin Avenue, NW  
Washington, DC 20007

*Affiliation:* Community-based.  
*Phone:* (202) 338-8993. Fax: (202) 337-6754.

*Types of support:* Small discretionary grants program for capacity-building and regional collaboration projects, and an emergency loan fund.

*Application information:* Call or write to request guidelines. Submit a letter of intent upon reviewing guidelines by January 15 or July 15. Grants awarded twice a year.

**Mary D. and Walter F. Frear Eleemosynary Trust**  
c/o Bishop Trust Company, Ltd.  
P.O. Box 2390  
Honolulu, HI 96804-2390

*Affiliation:* Independent.  
*Phone:* (808) 523-2233.

*Types of support:* Operating budgets, seed money, building funds, equipment, matching funds, special projects, capital campaigns.

*Geographic limitations:* Giving limited to Hawaii.



## Foundations and Corporate Funding Sources

*Application information:* Submit four copies of a proposal. Application form not required. Final notification 2 to 3 months after Board meeting dates in March, June, September, and December. Deadlines: January 15, April 15, July 15, and October 15.

### **General Mills Foundation**

P.O. Box 1113  
Minneapolis, MN 55440

*Affiliation:* General Mills, Inc.  
*Phone:* (612) 540-4662.

*Types of support:* Operating budgets, employee matching gifts, special projects.

*Geographic limitations:* Giving primarily in areas of company operations, especially the Minneapolis, Minnesota metropolitan area.

*Application information:* Telephone calls and personal visits discouraged. Submit one copy of a proposal with brief cover letter. Application form not required. Final notification 4 weeks after Board meetings held four times per year (and as required). Deadlines: None.

### **General Motors Foundation, Inc.**

13-145 General Motors Building  
3044 West Grand Boulevard  
Detroit, MI 48202-3091

*Affiliation:* General Motors Corporation.  
*Phone:* (313) 556-4260.

*Types of support:* Operating budgets, continuing support, annual campaigns, seed money, emergency funds, building funds, equipment, land acquisition, research, publications, special projects, capital campaigns, renovation projects, technical assistance.

*Geographic limitations:* Giving primarily in areas where company plants are located.

*Application information:* Submit one copy of a proposal. Application form not required. Final notification 2 months after annual meeting of Contributions Committee. Deadlines: None.

### **Charles Hayden Foundation**

One Bankers Trust Plaza  
130 Liberty Street  
New York, NY 10006

*Affiliation:* Independent.  
*Phone:* (212) 938-0790.

*Types of support:* Building funds, equipment, land acquisition, matching funds, renovation projects, special projects, seed money, technical assistance, capital campaigns.

*Geographic limitations:* Giving limited to New York, NY, and Boston, Massachusetts metropolitan areas.

*Application information:* Submit one copy of a proposal. Application form not required. Final notification 4 to 6 weeks after monthly Board meeting dates. Deadlines: None.

### **The Hearst Foundation, Inc.**

888 Seventh Avenue, 45th Floor  
New York, NY 10106-0057

*Affiliation:* Independent.  
*Phone:* (212) 586-5404 (east of the Mississippi River);  
(415) 543-0440 (west of the Mississippi River).

*Types of support:* Special projects, research, endowment funds, general purposes, matching funds, operating budgets.

*Geographic limitations:* National.

*Application information:* Submit a letter or one copy of a proposal. Application form not required. The Foundation will contact the applicant within 4-8 weeks. Deadlines: None.

### **Howard Heinz Endowment**

30 CNG Tower  
625 Liberty Avenue  
Pittsburgh, PA 15222-3115

*Affiliation:* Independent.  
*Phone:* (412) 391-5122.

*Types of support:* Seed money, building funds, equipment, research, matching funds, program-related investments, renovation projects, capital campaigns, special projects.

*Geographic limitations:* Giving limited to Pennsylvania, especially the Pittsburgh and Allegheny County area.

*Application information:* Submit a letter or one copy of a proposal. Application form required. Final notification 3 to 4 months after Board meeting dates in June and December. Deadlines: 90 days before Board meeting.

**The Hillman Foundation, Inc.**  
2000 Grant Building  
Pittsburgh, PA 15219

*Affiliation:* Independent.  
*Phone:* (412) 338-3466.

*Types of support:* Continuing support, seed money, endowment funds, matching funds, special projects building funds, equipment, land acquisition, capital campaigns, renovation projects, general operations, emergency funds.

*Geographic limitations:* Giving primarily in southwestern Pennsylvania, especially the Pittsburgh area.

*Application information:* Submit a letter requesting Grant Application Guidelines for submission of a proposal. Application form not required. Final notification information not available. Board meeting dates in April, June, October, and December. Deadlines: None.

**Conrad N. Hilton Foundation**  
100 West Liberty Street, Suite 840  
Reno, NV 89501

*Affiliation:* Independent.  
*Phone:* (702) 323-4221.

*Types of support:* Building funds, endowment funds, equipment, operating budgets, publications, seed money, technical assistance, continuing support.

*Geographic limitations:* Giving primarily in the substance abuse area through the Best Foundation for Drug Free Tomorrow.

*Application information:* Submit a letter requesting Grant Application Guidelines for submission of a proposal. Application form not required. Final notification within 30 days after quarterly Board meeting dates. Deadlines: None.

**The J.M. Foundation**  
60 East 42d Street, Room 1651  
New York, NY 10165

*Affiliation:* Independent.  
*Phone:* (212) 687-7735.

*Types of support:* Research, special projects, publications, matching funds, technical assistance.

*Geographic limitations:* National.

*Application information:* Submit a summary letter accompanied by one copy of a proposal. Application form not required. Preliminary notification within 20 working days after Board meeting dates in January, May, and October. Deadlines: None.

**The J.E. and L.E. Mabee Foundation, Inc.**  
3000 Mid-Continent Tower  
401 South Boston  
Tulsa, OK 74103

*Affiliation:* Independent.  
*Phone:* (918) 584-4286.

*Types of support:* Building funds, matching funds, capital campaigns, land acquisition, renovation projects.

*Geographic limitations:* Giving limited to Oklahoma, Texas, Kansas, Arkansas, Missouri, and New Mexico.

*Application information:* Submit one copy of a proposal. Application form not required. Final notification after Board meeting dates in January, April, July, and October. Deadlines: March 1, June 1, September 1, and December 1.

**McGregor Fund**  
333 West Ford Building, Suite 2090  
Detroit, MI 48226

*Affiliation:* Independent.  
*Phone:* (313) 963-3495.

*Types of support:* Operating budgets, annual campaigns, building funds, equipment, special projects, capital campaigns, continuing support, general purposes, renovation projects.

*Geographic limitations:* Giving primarily in the city of Detroit, Michigan, area.

*Application information:* Submit a letter requesting Grant Application Guidelines for submission of a

proposal. Application form not required. Final notification 60 days after Board meeting dates in February, April, June, September, and November. Deadlines: None.

**McInerny Foundation**

c/o Bishop Trust Company, Ltd.  
P.O. Box 2390  
Honolulu, HI 96804-2390

*Affiliation:* Independent.

*Phone:* (808) 523-2233.

*Types of support:* Operating budgets, continuing support, seed money, building funds, equipment, matching funds, special projects.

*Geographic limitations:* Giving limited to Hawaii.

*Application information:* Submit seven copies of a proposal. Application form required for capital funds. Final notification 2 months after monthly Board meetings. Deadlines: July 15 for capital fund drives; none for others.

**The McKnight Foundation**

600 TCF Tower  
121 South Eighth Street  
Minneapolis, MN 55402

*Affiliation:* Independent.

*Phone:* (612) 333-4220.

*Types of support:* Operating budgets, building funds, seed money, equipment, matching funds, capital campaigns, general purposes, renovation projects, special projects, technical assistance.

*Geographic limitations:* Giving limited to Minnesota, especially the Twin Cities, Minnesota, area.

*Application information:* Submit a letter requesting Grant Application Guidelines for submission of a proposal. Application form not required. Final notification 2-1/2 months after Board meeting dates in June, September, December, and March. Deadlines: March 1, June 1, September 1, and December 1.

**Meadows Foundation, Inc.**

3003 Swiss Avenue  
Dallas, TX 75204-6090

*Affiliation:* Independent.

*Phone:* (214) 826-9431.

*Types of support:* Operating budgets, continuing support, seed money, emergency funds, deficit financing, building funds, equipment, land

acquisition, matching funds, special projects, research, publications, program-related investments, technical assistance, consulting services, renovation projects, capital campaigns, endowment funds, general purposes.

*Geographic limitations:* Giving limited to Texas.

*Application information:* Submit one copy of a proposal. Application form not required. Final notification 3 to 4 months after monthly Grants Review Committee meetings; full Board meets two to three times per year to act on major grants.

**Richard King Mellon Foundation**

One Mellon Bank Center  
500 Grant Street, 41st Floor  
P.O. Box 2930  
Pittsburgh, PA 15230-2930

*Affiliation:* Independent.

*Phone:* (412) 392-2800.

*Types of support:* Seed money, building funds, equipment, land acquisition, research, matching funds, general purposes, continuing support, operating budgets, renovation projects for nonprofit organizations.

*Geographic limitations:* Giving primarily in Western Pennsylvania, especially in the Pittsburgh area, unless a conservation program.

*Application information:* Submit one copy of a proposal. Application form not required. Deadlines: None.

**Metropolitan Life Foundation**

One Madison Avenue  
New York, NY 10010-3690

*Affiliation:* Metropolitan Life Insurance Company.

*Phone:* (212) 578-6272.

*Types of support:* Operating budgets, continuing support, research, program-related investments, general purposes, publications, special projects, seed money.

*Geographic limitations:* Information not available.

*Application information:* Submit a letter requesting Grant Application Guidelines for submission of a proposal. Application form required for special programs. Final notification 4 to 6 weeks after Board meeting dates held 6 times per year. Deadlines: Variable for competitive awards programs; none for grants.

**Milwaukee Foundation**

1020 North Broadway  
Milwaukee, WI 53202

*Affiliation:* Community-based.

*Phone:* (414) 272-5805.

*Types of support:* Seed money, building funds, equipment, matching funds, special projects, renovation projects, capital campaigns.

*Geographic limitations:* Giving primarily in the Milwaukee, Wisconsin metropolitan area.

*Application information:* Submit a letter or contact by phone requesting Grant Application Guidelines for submission of a proposal. Application form required. Final notification 2 weeks after Board meeting dates in March, June, September, December, and as needed. Deadlines: January 2, March 1, June 18, September 17, and December 17 (or 10 weeks before Board meeting dates).

**Mobil Foundation, Inc.**

3225 Gallows Road  
Fairfax, VA 22037

*Affiliation:* Mobil Oil Corporation.

*Phone:* (703) 846-3381, *Fax:* (703) 846-3397.

*Types of support:* Research, exchange programs, general purposes.

*Geographic limitations:* Giving primarily in areas of company operations, especially in California, Colorado, Illinois, Louisiana, New Jersey, New York, Texas, Virginia, and Washington.

*Application information:* Submit a letter or one copy of a proposal. Application form not required. Final notification 6 to 8 weeks after monthly Board meetings. Deadlines: None.

**The New York Community Trust**

Two Park Avenue, 24th Floor  
New York, NY 10016

*Affiliation:* Community-based.

*Phone:* (212) 686-0010.

*Types of support:* Seed money, consulting services, technical assistance, special projects, research, publications, loans.

*Geographic limitations:* Giving limited to the New York, NY, metropolitan area.

*Application information:* Submit a cover letter and one copy of a proposal. Application form required. Final notification 15 weeks after Board meeting dates in February, April, June, July, October, and December. Deadlines: None.

**The Samuel Roberts Nobel Foundation, Inc.**

P.O. Box 2180  
2510 Sam Nobel Parkway  
Ardmore, OK 73402

*Affiliation:* Independent.

*Phone:* (405) 223-5810.

*Types of support:* Research, seed money, building funds, equipment, endowment funds, matching funds.

*Geographic limitations:* Giving primarily in the Southwest United States, especially Oklahoma.

*Application information:* Submit a letter describing organization and project, and reason for seeking funds. Application form required. Final notification 2 weeks after Board meeting dates in January, April, July, and October. Deadlines: Submit proposal 6 weeks prior to Board meeting dates.

**The Oregon Community Foundation**

621 Southwest Morrison, Suite 725  
Portland, OR 97205

*Affiliation:* Community-based.

*Phone:* (503) 227-6846.

*Types of support:* Operating budgets, seed money, building funds, equipment, land acquisition, technical assistance, special projects, matching funds, renovation projects.

*Geographic limitations:* Giving limited to Oregon.

*Application information:* Submit a letter requesting Grant Application Guidelines for submission of a proposal. Application form required. Final notification 3 months after Board meeting dates in January, June, September, and November. Deadlines: April 1 and September 1.

**Pasadena Foundation**

16 North Marengo Avenue, Suite 302  
Pasadena, CA 91101

*Affiliation:* Community-based.

*Phone:* (818) 796-2097.

*Types of support:* Building funds, equipment, matching funds, renovation projects.

*Geographic limitations:* Giving limited to the City of Pasadena, California, area only.

*Application information:* Submit a letter requesting Grant Application Guidelines for submission of a proposal. Application form required. Final notification after December Board meeting. Deadline: October 1.

**The Pew Charitable Trusts**

Three Parkway, Suite 501  
Philadelphia, PA 19102-1305

*Affiliation:* Independent.  
*Phone:* (215) 575-9050.

*Types of support:* Seed money, matching funds, continuing support, renovation projects, building funds, equipment, research, operating budgets, special projects, capital campaigns, general purposes, technical assistance, program-related investments.

*Geographic limitations:* National.

*Application information:* Submit a letter or contact by phone requesting Grant Application Guidelines for a submission of a proposal. Final notification approximately 3 weeks after Board meeting dates in March, June, September, and December. Deadlines: February 1 and August 1.

**The Philadelphia Foundation**

1234 Market Street, Suite 1900  
Philadelphia, PA 19107-3794

*Affiliation:* Community-based.  
*Phone:* (215) 563-6417.

*Types of support:* Operating budgets, continuing support, seed money, emergency funds, matching funds, special projects, consulting, services, technical assistance.

*Geographic limitations:* Giving limited to the City of Philadelphia area and to Bucks, Chester, Delaware, and Montgomery Counties in southeastern Pennsylvania.

*Application information:* Submit one copy of a proposal, including cover sheet and statistical form. Application form required. Final notification 3 to 4 months after Board meeting dates in April and November. Deadlines: Submit proposal during May and June or November and December; proposals not accepted August-October and February-April; deadlines July 31 and January 15.

**The Prudential Foundation**

Prudential Plaza  
751 Broad Street  
Newark, NJ 07102-3777

*Affiliation:* Prudential Insurance Company of America; Prudential Property & Casualty Company.  
*Phone:* (201) 802-7354.

*Types of support:* Operating budgets, continuing support, annual campaigns, seed money,

emergency funds, equipment, matching funds, consulting services, technical assistance, special projects, conferences and seminars, general purposes.

*Geographic limitations:* Giving primarily in areas of company operations, especially Newark, New Jersey, and in California, Florida, Minnesota, and Pennsylvania.

*Application information:* Submit one copy of a proposal. Application form required. Final notification in 4 to 6 weeks. Board meeting dates in April, August, and December for grants more than \$20,000. Deadlines: None.

**Kate B. Reynolds Charitable Trust**

128 Reynolda Village  
Winston-Salem, NC 27106-5123

*Affiliation:* Independent.  
*Phone:* (910) 723-1456.

*Types of support:* Operating budgets, continuing support, annual campaigns, seed money, emergency funds, matching funds, building funds, capital campaigns, equipment, general purposes, renovation projects, research, special projects.

*Geographic limitations:* Giving limited to North Carolina.

*Application information:* Contact by phone to inquire about Grant Application Guidelines. Application form required. Final notification within 2 weeks after Advisory Board meeting dates; for the Poor and Needy Trust, in February, June, and September; for Health Care grants, in May and November. Deadlines: January 15, May 15, and August 15 for Poor and Needy Trust; April 1 and October 1 for Health Care Trust.

**Rockwell International Corporation Trust**

625 Liberty Avenue  
Pittsburgh, PA 15222

*Affiliation:* Rockwell International Corporation.  
*Phone:* (412) 565-4039.

*Types of support:* Operating budgets, building funds.

*Geographic limitations:* Giving primarily in areas of company operations.

*Application information:* Submit one copy of a proposal. Application form not required. Final notification 60 to 90 days after monthly Board meeting dates. Deadlines: None.

**The San Francisco Foundation**

685 Market Street, Suite 910  
San Francisco, CA 94105-9716

*Affiliation:* Community-based.  
*Phone:* (415) 495-3100.

*Types of support:* Operating budgets, seed money, loans, technical assistance, special projects.

*Geographic limitations:* Giving limited to the San Francisco Bay Area, California: Alameda, Contra Costa, Marin, San Francisco, and San Mateo Counties.

*Application information:* Submit a 1-3 page letter of intent. Application form required. Final notification 3 to 4 months after Board meetings held monthly (except August). Deadlines: Proposal closing dates available upon request.

**Santa Barbara Foundation**

15 East Carrillo Street  
Santa Barbara, CA 93101

*Affiliation:* Community-based.  
*Phone:* (805) 963-1873.

*Types of support:* Building funds, equipment, land acquisition, matching funds, renovation projects, publications, technical assistance.

*Geographic limitations:* Giving limited to Santa Barbara County, California.

*Application information:* Submit a letter of contact by phone for Grant Application Guidelines. Application form required. The Foundation considers 30 applications per quarter. Final notification 2 months after monthly Board meeting dates; decisions on grant requests made in March, June, September, and December. Deadlines: None.

**Siebert Lutheran Foundation, Inc.**

2600 North Mayfair Road, Suite 390  
Wauwatosa, WI 53226

*Affiliation:* Independent.  
*Phone:* (414) 257-2656.

*Types of support:* Operating budgets, seed money, emergency funds, building funds, equipment, special projects, matching funds, consulting services, renovation projects.

*Geographic limitations:* Giving primarily in Wisconsin.

*Application information:* Submit a letter or contact by phone requesting Grant Application Guidelines for submission of a proposal; grantees are required to sign Grant Agreement Form. Application form

not required. Final notification 1 week after Board meeting dates in January, April, July, and October. Deadlines: March 15, June 15, September 15, and December 15.

**The Christopher D. Smithers Foundation, Inc.**

P.O. Box 67, Oyster Bay Road  
Mill Neck, NY 11765

*Affiliation:* Independent.  
*Phone:* (516) 676-0067.

*Types of support:* Operating budgets, special projects, research.

*Geographic limitations:* National.

*Application information:* Submit a proposal including outlined budget. Application form not required. Final notification information not available; Board meeting held in May. Deadlines: Submit proposal between September and December.

**The Morris Stulsaft Foundation**

100 Bush Street, Suite 825  
San Francisco, CA 94104

*Affiliation:* Independent.  
*Phone:* (415) 986-7117.

*Types of support:* Operating budgets, building funds, equipment, matching funds, renovation projects, research, special projects, seed money.

*Geographic limitations:* Giving limited to the San Francisco Bay Area, California: Alameda, Contra Costa, Marin, San Francisco, Santa Clara, and San Mateo Counties.

*Application information:* Submit a letter or contract by phone requesting Grant Application Guidelines. Application form required. Final notification approximately 6 months after receipt of completed application. Deadlines: None.

**Union Pacific Foundation**

Martin Tower  
Eighth and Eaton Avenues  
Bethlehem, PA 18018

*Affiliation:* Union Pacific Corporation.  
*Phone:* (215) 861-3225.

*Types of support:* Continuing support, building funds, equipment, matching funds, renovation projects, capital campaigns, special projects, program-related investments.

*Geographic limitations:* Giving primarily in areas of company operations, especially in Arkansas,

California, Colorado, Idaho, Illinois, Kansas, Louisiana, Missouri, Nebraska, Nevada, Oklahoma, Oregon, Texas, Utah, Washington, and Wyoming.

*Application information:* Submit a letter requesting Grant Application Guidelines for submission of a proposal. Application form required. Final notification February through May after Board meeting held in late January for consideration for the following year. Deadline: August 15.

**USX Foundation, Inc.**

(Former name: United States Steel Foundation, Inc.)  
600 Grant Street, Room 2640  
Pittsburgh, PA 15219-4776

*Affiliation:* USX Corporation and certain subsidiaries.

*Phone:* (412) 433-5237.

*Types of support:* General purposes, operating budgets, continuing support, annual campaigns, seed money, emergency funds, building funds, equipment, land acquisition, endowment funds, special projects, research, capital campaigns, renovation projects.

*Geographic limitations:* Giving primarily in areas of company operations, especially in Bucks County and Pittsburgh, Pennsylvania; Birmingham, Alabama; Gary, Indiana; and northeastern Minnesota.

*Application information:* Submit a 1-2 page detailed proposal letter initially. Application form not required. Final notification after Board meeting dates in May, July, and September. Deadline: July 15, health and human services; April 15, education; January 15, public and cultural.

**Victoria Foundation, Inc.**

40 South Fullerton Avenue  
Montclair, NJ 07042

*Affiliation:* Independent.

*Phone:* (201) 783-4450.

*Types of support:* Operating budgets, continuing support, seed money, emergency funds, deficit financing, building funds, matching funds, special projects, consulting services, technical assistance, general purposes, renovation projects, land acquisition.

*Geographic limitations:* Giving limited to Newark, New Jersey, area.

*Application information:* Submit a letter requesting Grant Application Guidelines for submission of a

proposal. Application form required. Final notification within 3 weeks after Board meeting dates in May and December. Deadlines: Submit proposal prior to February 1 or August 1.

**Archie D. and Bertha H. Walker Foundation**

1121 Hennepin Avenue  
Minneapolis, MN 55403

*Affiliation:* Independent.

*Phone:* (612) 332-3556.

*Types of support:* Special projects, building funds, research, annual campaigns, operating budgets.

*Geographic limitations:* Giving primarily in the seven-county Twin City, Minnesota, area.

*Application information:* Submit one copy of a proposal. Application form required. Final notification after semiannual Board meetings in March and October (and as required). Deadline: Submit proposal by December 1 and July 1, respectively.

**Weingart Foundation**

1055 West 7th Street, Suite 3050  
P.O. Box 17982  
Los Angeles, CA 90017-0982

*Affiliation:* Independent.

*Phone:* (213) 668-7799.

*Types of support:* Seed money, building funds, equipment, matching funds, special projects, renovation projects, capital campaigns, research.

*Geographic limitations:* Giving limited to Southern California.

*Application information:* Submit a letter requesting Grant Application Guidelines for submission of a proposal. Application form required. Final notification 3 to 4 months after Board meetings held bimonthly, except July and August. Deadlines: None.

**G.N. Wilcox Trust**

c/o Bishop Trust Company, Ltd.  
Charitable Trust Dept.  
111 South King Street  
P.O. Box 3170  
Honolulu, HI 96804-2390

*Affiliation:* Independent.

*Phone:* (808) 534-4444.

*Types of support:* Seed money, building funds, equipment, matching funds, general purposes,

continuing support, capital campaigns, special projects.

*Geographic limitations:* Giving limited to Hawaii, particularly the Island of Kauai.

*Application information:* Contact by phone or submit five copies of a proposal. Application form not required. Final notification 2-3 months after Board meeting dates in March, June, September, and December. Deadlines: January 15, April 15, July 15, and October 15.

## Grant Writing

A sound grant application will carefully respond to the stated goals and objectives outlined in the funding source materials. It will specifically and concisely detail the who, what, why, how, where, when, and how much of the project. It will clearly identify the project's unique characteristics that set it apart from other similar programs. Your answers to the questions below might help you define how your project excels in relation to its competition:

1. Does the project have the support of the key players within the community? Example: If a type of license is needed, how has the licensing authority agreed to work with the project to expedite the process?
2. Do the proposed staff have the qualifications and credentials to provide the services and responsibly manage the project?
3. Does it coordinate with other human services and avoid duplication of services?
4. Is it cost-effective?
5. Does it approach an old problem using a new method?
6. Does it have an evaluation component aimed at determining whether the patient care was successful, the internal management was effective, and/or the impact upon the community was positive?
7. Is the space allocated to the project appropriate to the tasks outlined?
8. Is the project replicable?

The plan for the project must be stated with detail and clarity within the body of the application. A mistake many inexperienced grant writers make is to assume that the reader/reviewer will fill in the blanks when the topic or system is widely known within the field. This is not the case. Appendixes can be used to provide more detail about the information summarized within the application and can include technical, policy, or other specialized materials, including letters of support and agreement. For

example, agency policy regarding patient confidentiality should be outlined within the text, whereas the actual written policy should be included as an appendix. Appendixes cannot be used to extend narrative page limitations.

The budget must realistically project the costs associated with performing the proposed services. A budget that significantly underestimates the costs of a project is just as likely to receive a low score from a reviewer as a budget that is inflated. Ask for what is really needed—not more and not less.

If you have not already established an evaluation component such as the continuous quality improvement (CQI) process within your program, this will require your attention. The evaluation component must address the necessary licenses, certifications, and accreditations as well as show how quality standards will be maintained. The CQI process includes all levels of staff in procedures for developing and implementing quality improvement to benefit your patients. A practice is monitored over time, and adjustments are made to improve the quality of the practice. CQI provides process and outcome data that you will need to cite to justify your requests for funding. Some States even require that licensed substance abuse treatment programs follow CQI procedures. Furthermore, the Joint Commission on Accreditation of Healthcare Organizations (JCAHO)—setting the standards for quality health care services—requires that quality assurance programs be replaced by CQI programs. JCAHO requirements for health care providers are addressed in the publication, *An Introduction to Quality Improvement in Health Care*, available through the Customer Service Center, JCAHO, One Renaissance Boulevard, Oakbrook Terrace, IL 60181, (708) 916-5600.

Organizations and individuals that fund grants or make donations are not interested in marginal endeavors. An application or request for funding should have replication potential. If a project has been done before, don't just copy another application or request; make improvements. You are the salesperson for your program. The product you are selling is the service. Be able to demonstrate new approaches to old problems. If you are asking for funds to test a pilot model, be sure that you have a strong monitoring and evaluation component as part of your program design.

The presentation of your application is important. Keep it simple and to the point. Graphic representations that summarize the written text can enhance understanding. Typing errors are



unacceptable. Proper grammar and usage are essential to the overall understanding of and positive response to your program. If English is the second language of the application writer, then another person who speaks and writes English as a first language should review and edit the text prior to finalization.

Often there are special instructions about binding, number of copies, delivery location, and date and time of delivery. The applicant must be sure to submit an original document (clearly identified and marked as the original) with the appropriate number of copies within the deadline stated in the application.

### Exercise

Answering the following questions will help you evaluate grant funding sources before you write your application.

#### *Matching the Goals and Objectives of the Funding Source*

1. Does your organization share the basic philosophy of the funding source?
2. Do you have any background or understanding of the developmental chronology of the funding source? Do you have information on the grantor's past experience in the funding area of interest?
3. Can your organization clearly demonstrate a history of providing services that support the goals and objectives of the grantor?
4. Does your organization currently focus on the specific population(s) targeted within the interest area as stated by the grantor?
5. Does your organization meet the fundamental eligibility criteria established by the grantor and detailed within the application materials?

#### *Capabilities of the Service Provider*

1. Does your organization have a dedicated grant writer or knowledgeable staff who can be temporarily reassigned to the task of application preparation?
2. Can your staff perform the services that will be funded?

3. What additional resources will be necessary to accomplish the work that will be funded?
4. Are needed resources available within your organization or the community?
5. How long will it take you to access and mobilize required resources?
6. Where will the services be provided?
7. What is the estimated cost of the project?

#### *Assessment of the Benefits of Obtaining the Grant Dollars in Relation to the Costs Associated with Doing Business With the Funding Source*

1. Does your organization want to do the work?
2. Do the payoffs exceed the costs?
3. Is it worth the effort?
4. How will additional reporting needs be integrated and handled through your current management information systems?
5. How will your organization benefit?
6. How will your organization's patients benefit?
7. How will your community benefit?

#### *Type of Matching Requirements (if any)*

1. Cash? In-kind? Project income?
2. Can you obtain necessary matching funds in a timely manner?

#### *Long-Term Funding Potential*

1. How many years are covered by this funding source?
2. What other funding sources are available when funding terminates?
3. Can the project become totally or partially self-sufficient?
4. What is your strategy for assuring project continuation after initial startup?

## Bibliography

Selected bibliographic information is reprinted here with permission from *Foundation Fundamentals: A Guide for Grantseekers*, 5th ed., © 1994, by The Foundation Center, 79 Fifth Avenue, New York, NY 10003.

### Foundations and Corporations

*America's New Foundations* 1992. 6th ed. Rockville, MD: The Taft Group, 1991.

Identifies more than 3,300 emerging private, corporate, and community foundations created since 1987.

Berriault, Julie, ed. *Corporate Five Hundred: The Directory of Corporate Philanthropy*. 11th ed. San Francisco: Public Management Institute, 1992.

Reports on nearly 590 companies active in U.S. philanthropy.

Boren, Jerry F. *Project Excellence: Perceptions of Corporate Social Involvement: A Survey of 64 Cities*. Chestnut Hill, MA: Center for Corporate Community Relations, 1987.

Research report focusing on the perceptions of local officials—a select group comprised of mayors, chamber of commerce executives, and United Way Executives in cities with populations over 200,000—concerning the community relations performance of companies in their cities.

Business Research Services, comp. *National Directory of Women-Owned Business Firms*. Lombard, IL: Business Research Services, 1990.

Lists approximately 25,000 firms that are owned and actively controlled by women.

*The Business Sense of In Kind Giving: An Astute Planner's Guide for Support of Technological Growth and Human Needs in Social Service Agencies*. Alexandria, VA: Gifts in Kind, 1989.

Describes the business opportunities involved in product donations, focusing on donations of high technology.

Close, Arthur C., Gregory L. Bologna, and Curtis W. McCormick, eds. *National Directory of Corporate Public Affairs*, 11th ed. Washington, DC: Columbia Books, 1990.

Provides profiles of 1,600 companies that have been identified as having public affairs programs, and lists approximately 12,000 corporate officers engaged in the informational, political, and philanthropic aspects of public affairs.

Collins, Sarah, and Charlotte Dion, eds. *The Foundation Center's User-Friendly Guide: A Grantseeker's Guide to Resources*. Revised edition. New York: The Foundation Center, 1994.

A primer for novice grantseekers, introducing them to available resources and the fundamentals of identifying appropriate funders.

*Corporate Foundation Profiles*. 8th ed. New York: The Foundation Center, 1994.

Provides detailed profiles for more than 220 of the largest corporate foundation in the United States and brief descriptive listings of some 1,000 smaller corporate foundations.

*Corporate Giving Directory* 1992. 14th ed. Rockville, MD: The Taft Group, 1992.

Contains profiles of more than 600 corporate giving programs making contributions of at least \$250,000 annually.

*Corporate Giving Yellow Pages*. Rockville, MD: The Taft Group, 1993.

Alphabetically arranged corporate entries include both direct corporate giving programs and corporate foundations.

*Directory of Corporate Affiliations*. 2 Vols. Wilmette, IL: National Register Publishing Co., 1990.

An annual guide to major U.S. corporations and their subsidiaries, divisions, and affiliates.

*Directory of Corporate and Foundation Givers* 1992. 1st ed. Rockville, MD: The Taft Group, 1991.

Profiles more than 8,000 philanthropic companies and organizations including 4,100 private foundations, 1,500 corporate foundations, and 2,500 direct corporate giving programs.

*Directory of Corporate and Foundation Grants 1992*. Vols. 1 and 2, 1st ed. Rockville, MD: The Taft Group, 1992.

Section One lists 80,000 grants along with the recipient name and dollar amount. Section Two lists 1,200 corporate and foundation grantmakers including contact information, geographic preferences, and application procedures.

Dun & Bradstreet. *Reference Book of Corporate Managements: America's Corporate Leaders*. New York: Dun & Bradstreet, 1990.

Provides information on the officers and directors of over 12,000 companies with the highest revenues in the United States.

Elnicki, Susan E., Katherine E. Jankowski, Bill Wade, et al., eds. *Taft Corporate Giving Annual Review: An Analysis of Current and Future Trends*. Washington, DC: The Taft Group, 1990.

Based on the results of interviews with nine corporate giving experts and a statistical study of 502 corporations, this reference work offers an overview of financial and demographic data on the country's leading corporate funders and their levels of cash gifts and nonmonetary support in 1988 and 1987.

*The Foundation Directory*. New York: The Foundation Center, 1994.

Lists grantmaking foundations in the United States whose assets exceed \$2 million or whose annual grants total \$200,000 or more. Each entry lists the grantmaker's address, telephone number, officers and directors, and financial data, in addition to information on its application procedures, fields of interests, giving limitations, and types of support awarded.

*Foundation Fundamentals for Nonprofit Organizations*. [Video recording]. New York: The Foundation Center, 1989.

Provides a basic introduction to the world of foundations and an orientation to library resources.

*Foundation Reporter 1992*. 23d ed. Rockville, MD: The Taft Group, 1991.

Detailed information on the 589 leading foundations that contribute \$4 billion annually.

*Funding Decision Makers 1992*. 1st ed. Rockville, MD: The Taft Group, 1991.

Lists more than 15,000 top decision makers of organizations with assets greater than \$3 million or annual contributions of \$300,000 or more.

Hardy, Geri, ed. *National Directory of Addresses and Telephone Numbers*. Kirkland, WA: General Information, 1989.

Arranged alphabetically and by industry, lists telephone numbers and addresses (many contain fax numbers) for the most important corporations and organizations in the United States.

Jankowski, Katherine E., ed. *Directory of International Corporate Giving in America*. 4th ed. Rockville, MD: The Taft Group, 1993.

Provides information on more than 350 foreign-owned U.S. companies that support U.S. nonprofits.

Klepper, Anne. *Corporate Contributions*. 26th ed. Research Report, no. 1014. New York: Conference Board, 1992.

This survey of major U.S. corporations provides a detailed overview, complete with charts and tables on their 1991 contribution practices.

*Major Donors*. 1st ed. Rockville, MD: The Taft Group, 1992.

References more than 6,000 individuals who have made major gifts to different charities and nonprofits throughout the United States.

Mayberry, Debra J., Laura Gibbons, and David J. Hurvitz, eds. *The Corporate 1000: A Directory of Those Who Manage the Leading 1000 U.S. Companies*. Washington, DC: Monitor Publishing Co., 1989.

Lists board members, chief officers, and management staff of 1,000 corporations and their subsidiaries. Indexed by industry and personal names.

*National Directory of Corporate Giving*. 3d ed. New York: The Foundation Center, 1993.

A directory of more than 2,300 corporations that make contributions to nonprofit organizations through corporate foundations or direct-giving programs.

Plinio Alex J., and Joanne B. Scanlan. *Resource Raising: The Role of Non-Cash Assistance in Corporate Philanthropy*. Washington, DC: Independent Sector, 1986.

Practical guide to noncash corporate giving, including gifts of products, human resources, and services.

Schnabel, Teresa, Giselle Bricault, and Jennifer Carr, eds. *The International Corporate 1000: A Directory of Those Who Manage the World's Leading 1000 Corporations*. Washington, DC: Monitor Publishing Co., 1989.

Directory of officers, management, and boards of directors for 1,000 of the world's largest companies outside the United States.

Skloot, Edward. *Social Investment and Corporations*. Washington, DC: Council on Foundations, 1989.

Examines corporate involvement in social investing: the life and health insurance industry has been actively involved for more than two decades while banks and other nonfinancial corporations have only recently become involved.

Smith, Craig, and Eric W. Skjei. *Getting Grants*. New York: Harper & Row, 1980.

Guide to funding sources and grantsmanship, this manual also provides practical guidance on mistakes to avoid in approaching a funder.

## Specific Types of Grants

### Community Development

Shellow, Jill R., and Nancy C. Stella, eds. *Grant Seekers Guide*. 3d ed. Mt. Kisco, New York: Moyer Bell, 1989.

Lists more than 230 grantmakers that award grants to nonprofit organizations advocating social and economic justice.

Weinbaum, Eve S., and Talton F. Ray. *Expanding Horizons: Foundation Grant Support of Community-Based Development*. (Council for Community-Based Development Research Report.) New York: Council for Community-Based Development, 1989.

Results of a study intended to gauge the level of U.S. foundations' grant-making in the field of community-based development.

Zito, Anthony R. *National Directory of Corporate and Foundation Support for Community Economic Development*. Washington, DC: National Congress for Community Economic Development, 1988.

Directory lists 236 foundations and corporations that have given to programs designed to stimulate community economic development.

### Equipment and Buildings

Eckstein, Richard M. *Directory of Building and Equipment Grants*. Margate, FL: Research Grant Guides, 1988.

Basic directory of 538 sources that give grants or noncash donations for equipment and buildings.

Henry, Yvette, ed. *Fund Raiser's Guide to Capital Grants*. Washington, DC: The Taft Group, 1988.

Describes 589 corporations and foundations that have given grants for buildings and equipment.

### Human Service

Hicks, S. David, ed. *Fund Raiser's Guide to Human Services Funding*. Rockville, MD: The Taft Group, 1993.

Profiles of the largest corporate and foundation supporters of human services including child welfare, aid to the homeless, spouse abuse shelters, and volunteer services.

Marshall, Marylyn J., and Robert K. Jenkins, eds. *The Health Funds Grant Resources Yearbook*. 5th ed. Wall Township, NJ: Health Resources Publishing, 1990.

Contains articles that describe and analyze trends and statistics in Federal, corporate, and foundation health-grants programs.

Sulima, John P., ed. *Funding for Drug and Alcohol Programs: A Guide to Public and Private Sources*. Providence, RI: Manisses Communications Groups, 1988.

Compilation of information on funding sources for drug and alcohol programs; introduction summarizes the findings from a Boys Clubs of America survey.

## Special Populations

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Loose-leaf handbook and directory of foundation, corporate, and religious funders that support Native American programs and organizations.

Eckstein, Richard M., ed. *Directory of Grants for Organizations Serving People with Disabilities*. 8th edition. Margate, FL: Research Grant Guides, 1993.

Hagwood, Margaret B., ed. *Fund Raiser's Guide to Religious Philanthropy*. 3d ed. Washington, DC: The Taft Group, 1989.

Profiles 354 major foundations that provide grant-level support to organized religion and religiously affiliated charities.

Reyes, Rosana, ed. *Activist's Guide to Religious Funders*. 3d ed. Oakland, CA: Center for Third World Organizing, 1993.

Provides information on 70 religious founders.

Robinson, Kerry, ed. *Foundation Guide for Religious Grant Seekers*. 4th edition. Decatur, GA: Scholars Press, 1992.

Provides introductory essays for the religious grantseeker as well as information on foundations with a history of religious grantmaking.

Siemon, Dorothy. *Creative Sources of Funding for Programs for Homeless Families*. Washington, DC: Georgetown University Child Development Center, 1990.

Provides information about potential sources of public and private funding for organizations working with the homeless.

Women and Foundations/Corporate Philanthropy, comp. *Directory of Women's Funds*. Rev. ed. New York: Women and Foundations/Corporate Philanthropy, 1988.

Provides full profiles for 34 women's funds, with addresses and phone numbers for 13 more that were unable to respond during the original research period.

Women's Technical Assistance Project. *The 1990 Church Funding Resource Guide*. 7th ed. Washington, DC: Women's Technical Assistance Project, 1990.

Guide for groups seeking major funding from church sources; includes descriptions of denominational structures.

## Grant Writing

Brooklyn In Touch Information Center. *Fundraising With Proposals*. Brooklyn, NY: Brooklyn In Touch Information Center, 1988.

A basic guide for the novice fundraiser. Includes a sample proposal letter and outline.

Brownmiller, Sara. "Preparing a Literature Search for Grant Proposals." *Grants Magazine* (December 1987): 224-228.

Introduction to the literature search process, a necessary step in performing background research for proposals.

Burlingame, Dwight F. "What You Need to Know About Corporations Before Submitting Proposals." *National Fund Raiser* (June 1989):1.

Provides eight questions to answer before preparing a proposal to a corporation.

Burns, Michael E. *Proposal Writer's Guide*. Hartford, CT: Development and Technical Assistance Center, 1989.

A step-by-step approach to preparing written fund requests. Includes two sample proposals.

Falleder, Arnold. "Putting Together Your Proposal." *Nonprofit World* (November-December 1989):24-26.

Briefly describes the parts of a proposal, with emphasis on the budget.

Geever, Jane C., and Patricia McNeill. *The Foundation Center's Guide to Proposal Writing*. New York: The Foundation Center, 1993.

This in-depth manual guides the grantseeker from preproposal planning to postgrant followup. Incorporates excerpts from actual grant proposals and interviews with foundation and corporate grantmakers revealing what they look for in a proposal.

Gilpatrick, Eleanor. *Grants for Nonprofit Organizations: A Guide to Funding and Grant Writing*. New York: Praeger, 1989.

This book is both a text for a grant writing course and a guide for the professional proposal writer; includes select bibliography of directories, references, and books on evaluation design and analysis.

Golaszewski, Linda. "The Funding Fit: Finding Foundation Funding." *Grassroots Fundraising Journal* (October 1989):9-11.

Examines methods for increasing the chances that your proposal will be read.

Government Information Services. *An Insider's Guide to Writing Proposals for Federal Dollars*. Arlington, VA: Government Information Services, 1990.

Examines "the rules of regulations and the rules of reality" in seeking grants from a Federal agency.

Grant, Andrew J., and Emily S. Berkowitz. "Knowledge Is Power: Learn About Prospective Donors Before You Write Your Proposals." *Currents* (October 1988):6-9

Stresses the importance of the research process in successful proposal writing.

Hall, Mary S. *Getting Started: A Complete Guide to Proposal Writing*. 3d ed. Portland, OR: Continuing Education Press, 1988.

This soup-to-nuts guidebook offers a logical plan for writing a proposal. Each chapter of the actual proposal-writing section focuses on a specific component of the process. Includes resource lists, case studies, checklists, and sample formats.

Herman, Amy, comp. *Demystifying the Funding Process: A Workshop for Beginners*. New York: Community Service Society, 1989.

A collection of duplicated materials related to the entire proposal development process from initial research to the writing of a grant proposal.

Kalish, Susan Ezell, ed. *The Proposal Writer's Swipe File: 15 Winning Fund-Raising Proposals . . . Prototypes of Approaches, Styles, and Structures*. 3d edition. Rockville, MD: The Taft Group, 1984.

As the title indicates: 15 complete sample proposals submitted by education, science, and arts and humanities organizations to foundations and corporate giving programs.

Katzowitz, Lauren. "Don't Forget to Communicate When You Ask for a Grant." *Nonprofit Times* (February 1989):40.

McInay, Dennis P. "Preposterous Proposalese." *Foundation News* (March-April 1990):58-60.

Examines the use of proposalese when applying for funds. This language of grantseekers, educators, researchers, social scientists, and human service professionals prefers complexity to clarity, the obscure to the recognizable, and verbosity to brevity.

Mengerink, William C. "The Zen of Grant Writing." *Grassroots Fundraising Journal* (June 1990):7-9.

Offers suggestions to improve grant writing skills.

Pandy, Christa. "A Swipe File: The First Step to Successful Grantsmanship." *Grants Magazine* (March 1988):28-30.

Describes the utility of a "swipe file" in preparing proposals quickly.

Sheldon, K. Scott. "For Corporate Solicitation Go on a Fact-Finding Mission." *National Fund Raiser* (May 1989):1.

Provides the items to be discussed in a face-to-face meeting with a corporate giving officer, before preparing a proposal.

Singer, Michael R. *Effective Proposal Writing for State and Federal Programs*. Cedar Rapids, IA: East Central Iowa Council of Governments, 1990.

Reviews basic requirements for an effective proposal to State and Federal funding programs.

Steiner, Richard. *Total Proposal Building*. 2d ed. Albany, NY: Trestletree Publications, 1988.

Basic guide to obtaining government, corporate, and foundation funding.

## Resources

### The Foundation Center Cooperating Collections Network

The Foundation Center is an independent national service organization established by foundations to provide an authoritative source of information on private philanthropic giving. The five reference collections offer a wide variety of services and comprehensive information on foundations and grants. The cooperating collections comprise libraries, community foundations, and other nonprofit agencies that provide a core collection of Foundation Center publications and a variety of supplementary materials and services. Because the collections vary in their hours, materials, and services, it is recommended that you call each collection in advance.

#### *Reference Collections Operated by The Foundation Center*

The Foundation Center  
79 Fifth Avenue  
Eighth Floor  
New York, NY 10003  
212-620-4230

The Foundation Center  
312 Sutter Street  
Room 312  
San Francisco, CA 94108  
415-397-0902

The Foundation Center  
1001 Connecticut Avenue, NW, No. 938  
Washington, DC 20036  
202-331-1400

The Foundation Center  
Kent H. Smith Library  
1442 Euclid, No. 1356  
Cleveland, OH 44115  
216-861-1933

The Foundation Center  
Suite 150, Grand Lobby  
Hurt Building  
50 Hurt Plaza  
Atlanta, GA 30303  
404-880-0094

### *Cooperating Collections*

#### Alabama

Birmingham Public Library  
Government Documents  
2100 Park Place  
Birmingham, AL 35203  
205-226-3600

Huntsville Public Library  
915 Monroe Street  
Huntsville, AL 35801  
205-532-5940

University of South Alabama  
Library Reference Department  
Mobile, AL 36688  
205-460-7025

Auburn University at Montgomery Library  
7300 University Drive  
Montgomery, AL 36117-3596  
205-244-3653

#### Alaska

University of Alaska  
Anchorage Library  
3211 Providence Drive  
Anchorage, AK 99508  
907-786-1848

Juneau Public Library  
292 Marine Way  
Juneau, AK 99801  
907-586-5249

#### Arizona

Phoenix Public Library  
Business and Sciences Department  
12 East McDowell Road  
Phoenix, AZ 85004  
602-262-4636

Tucson Pima Library  
101 North Stone Avenue  
Tucson, AZ 85701-7470  
602-791-4393

#### Arkansas

Westark Community College Library  
5210 Grand Avenue  
Fort Smith, AR 72913  
501-788-7200

Central Arkansas Library System  
Reference Services  
700 Louisiana Street  
Little Rock, AR 72201  
501-370-5950

Pine Bluff-Jefferson County Library System  
200 East Eighth  
Pine Bluff, AR 71601  
501-534-2159

**California**

Humboldt Area Foundation  
P.O. Box 99  
Bayside, CA 95524  
707-442-2993

Ventura County Community Foundation  
Community Resource Center  
1357 Del Norte Road  
Camarillo, CA 93010  
805-988-0196

California Community Foundation  
Funding Information Center  
606 South Olive Street, Suite 2400  
Los Angeles, CA 90014  
213-413-4042

Oakland Community Fund  
1203 Preservation Parkway  
Suite 100  
Oakland, Ca 94612  
510-834-1010

Grant and Resource Center of Northern California  
Building C, Suite A  
2280 Benton Drive  
Redding, CA 96003  
916-244-1219

Los Angeles Public Library  
West Valley Regional Branch Library  
19036 Van Owen Street  
Reseda, CA 91335  
818-345-4393

Riverside Public Library  
3201 Franklin Avenue  
Riverside, CA 92502  
909-782-5202

Nonprofit Resource Center  
Sacramento Central Library  
828 I Street  
Sacramento, CA 95814  
916-552-8817

San Diego Community Foundation  
101 West Broadway, No. 1120  
San Diego, CA 92101  
619-239-8815

Nonprofit Development Center  
1762 Technology Drive, Suite 225  
San Jose, CA 95110  
408-452-8181

Peninsula Community Foundation  
1700 South El Camino Real  
San Mateo, CA 94402-3049  
415-358-9392

Los Angeles Public Library  
San Pedro Regional Branch  
931 South Gaffey Street  
San Pedro, CA 90731  
310-548-7779

Volunteer Center of Orange County  
1000 East Santa Ana Boulevard, No. 200  
Santa Ana, CA 92701  
714-953-1655

Santa Barbara Public Library  
40 East Anapamu Street  
Santa Barbara, CA 93101-1603  
805-962-7653

Santa Monica Public Library  
1343 Sixth Street  
Santa Monica, CA 90401-1603  
310-451-8859

Sonoma County Library  
Third and E Streets  
Santa Rosa, CA 95404  
707-545-0831

Seaside Branch Library  
550 Harcourt Street  
Seaside, CA 93955  
408-899-8131

**Colorado**

Pikes Peak Library District  
20 North Cascade Avenue  
Colorado Springs, CO 80901  
719-531-6333

Denver Public Library  
Sociology Division  
1357 Broadway  
Denver, CO 80203  
303-640-8870



## Foundations and Corporate Funding Sources

### Connecticut

Danbury Public Library  
170 Main Street  
Danbury, CT 06810  
203-797-4527

Greenwich Public Library  
101 West Putnam Avenue  
Greenwich, CT 06830  
203-622-7921

Hartford Public Library  
Reference Department  
500 Main Street  
Hartford, CT 06103  
203-293-6067

D.A.T.A.  
70 Audubon Street  
New Haven, CT 06510  
203-772-1345

### Delaware

University of Delaware  
Hugh Morris Library  
Newark, DE 19717-5267  
302-831-2231

### Florida

Volusia County Library Center  
City Island  
Daytona Beach, FL 32014-4484  
904-257-6036

Nova University  
Einstein Library-Foundation-Resource Collection  
3301 College Avenue  
Davie, FL 33314  
305-475-7497

Indian River Community College  
Learning Resources Center  
3209 Virginia Avenue  
Fort Pierce, FL 32981-5599  
407-462-4757

Jacksonville Public Libraries  
Business, Science and Documents  
122 North Ocean Street  
Jacksonville, FL 32202  
904-630-2665

Miami-Dade Public Library  
Humanities Department  
101 West Flagler Street  
Miami, FL 33130  
305-375-5575

Orlando Public Library  
Orange County Library System  
101 East Central Boulevard  
Orlando, FL 32801  
407-425-4694

Selby Public Library  
1001 Boulevard of the Arts  
Sarasota, FL 34236  
813-951-5501

Tampa-Hillsborough County Public Library  
900 North Ashley Drive  
Tampa, FL 33602  
813-273-3628

Palm Beach County Community Foundation  
324 Datura Street, Suite 340  
West Palm Beach, FL 33401  
407-659-6800

### Georgia

Atlanta-Fulton Public Library  
Foundation Collection—Ivan Allen Department  
1 Margaret Mitchell Square  
Atlanta, GA 30303-1089  
404-730-1900

Dalton Regional Library  
310 Capps Street  
Dalton, GA 30720  
706-278-4507

### Hawaii

Hawaii Community Foundation  
Hawaii Resource Room  
222 Merchant Street  
Honolulu, HI 96813  
808-537-6333

University of Hawaii  
Thomas Hale Hamilton Library  
2550 The Mall  
Honolulu, HI 96822  
808-956-7214

### Idaho

Boise Public Library  
715 South Capitol Boulevard  
Boise, ID 83702  
208-384-4024

Caldwell Public Library  
1010 Dearborn Street  
Caldwell, ID 83605  
208-459-3242

**Illinois**

Donors Forum of Chicago  
53 West Jackson Boulevard, Room 430  
Chicago, IL 60604  
312-431-0265

Evanston Public Library  
1600 Orrington Avenue  
Evanston, IL 60201  
708-866-0305

Rock Island Public Library  
401 19th Street  
Rock Island, IL 61201  
309-788-7627

Sangamon State University Library  
Shepherd Road  
Springfield, IL 62794-9243  
217-786-6633

**Indiana**

Allen County Public Library  
900 Webster Street  
Fort Wayne, IN 46801  
219-424-7241

Indiana University Northwest Library  
3400 Broadway  
Gary, IN 46408  
219-980-6582

Indianapolis-Marion County Public Library  
40 East St. Clair Street  
Indianapolis, IN 46206  
317-269-1733

**Iowa**

Cedar Rapids Public Library  
Funding Information Center  
500 First Street, SE  
Cedar Rapids, IA 52401  
319-398-5145

Southwestern Community College  
Learning Resource Center  
1501 West Townline Road  
Creston, IA 50801  
515-782-7081, ext. 262

Public Library of Des Moines  
100 Locust Street  
Des Moines, IA 50309  
515-283-4152

Sioux City Public Library  
529 Pierce Street  
Sioux City, IA 51101-1202  
712-252-5669

**Kansas**

Dodge City Public Library  
1001 Second Avenue  
Dodge City, KS 67801  
316-225-0248

Topeka Public Library  
1515 SW 10th Avenue  
Topeka, KS 66604-1374  
913-233-2040

Wichita Public Library  
223 South Main  
Wichita, KS 67202  
316-262-0611

**Kentucky**

Western Kentucky University  
Helm-Cravens Library  
Big Red Way  
Bowling Green, KY 42101  
502-745-6122

Louisville Free Public Library  
Fourth and York Streets  
Louisville, KY 40203  
502-574-1617

**Louisiana**

East Baton Rouge Parish Library  
Centroplex Branch  
120 St. Louis Street  
P.O. Box 1471  
Baton Rouge, LA 70821  
504-389-4960

Beauregard Parish Library  
205 South Washington Avenue  
De Ridder, LA 70634  
318-463-6217

New Orleans Public Library  
Business and Science Division  
219 Loyola Avenue  
New Orleans, LA 70140  
504-596-2580

Shreve Memorial Library  
424 Texas Street  
Shreveport, LA 71120-1523  
318-226-5894

**Maine**

University of Southern Maine  
Office of Sponsored Programs  
96 Falmouth Street  
Portland, ME 04103  
207-780-4871

## Foundations and Corporate Funding Sources

### Maryland

Enoch Pratt Free Library  
Social Science and History Department  
400 Cathedral Street  
Baltimore, MD 21201  
410-396-5320

### Massachusetts

Associated Grantmakers of Massachusetts  
294 Washington Street  
Suite 840  
Boston, MA 02108  
617-426-2608

Boston Public Library  
666 Boylston Street  
Boston, MA 02117  
617-536-5400

Western Massachusetts Funding Resource Center  
Campaign for Human Development  
65 Elliot Street  
P.O. Box 1730  
Springfield, MA 01101  
413-732-3175

Worcester Public Library  
Grants Resource Center  
Salem Square  
Worcester, MA 01608  
508-799-1655

### Michigan

Alpena County Library  
211 North First Avenue  
Alpena, MI 49707  
517-356-6188

University of Michigan-Ann Arbor  
209 Hatcher Graduate Library  
Ann Arbor, MI 48109-1205  
313-764-1149

Battle Creek Community Foundation  
One Riverwalk Centre  
34 West Jackson Street  
Battle Creek, MI 49017  
616-962-2181

Henry Ford Centennial Library  
16301 Michigan Avenue  
Dearborn, MI 48126  
313-943-2330

Wayne State University  
Purdy-Kresge Library  
5265 Cass Avenue  
Detroit, MI 48202  
313-577-6424

Michigan State University Libraries  
Reference Library  
East Lansing, MI 48824-1048  
517-353-8818

Farmington Community Library  
32737 West 12 Mile Road  
Farmington Hills, MI 48018  
313-553-0300

University of Michigan-Flint Library  
Reference Department  
Flint, MI 48502-2186  
313-762-3408

Grand Rapids Public Library  
Business Department  
60 Library Plaza NE  
Grand Rapids, MI 49503-3093  
616-456-3600

Michigan Technological University Library  
1400 Townsend Drive  
Houghton, MI 49931  
906-487-2507

Sault Ste. Marie Area Public Schools  
Office of Compensatory Education  
460 West Spruce Street  
Sault Ste. Marie, MI 49783-1874  
906-635-6619

Northwestern Michigan College  
Mark and Helen Osterin Library  
1701 East Front Street  
Traverse City, MI 49684  
616-922-1060

### Minnesota

Duluth Public Library  
520 West Superior Street  
Duluth, MN 55802  
218-723-3802

Southwest State University Library  
Marshall, MN 56258  
507-537-7278

Minneapolis Public Library  
Sociology Department  
300 Nicollet Mall  
Minneapolis, MN 55401  
612-372-6555

Rochester Public Library  
11 First Street, SE  
Rochester, MN 55902-3777  
507-285-8002

St. Paul Public Library  
90 West Fourth Street  
St. Paul, MN 55102  
612-292-6307

**Mississippi**

Jackson/Hinds Library System  
300 North State Street  
Jackson, MS 39201  
601-968-5803

**Missouri**

Clearinghouse for Midcontinent Foundations  
University of Missouri  
5315 Rockhill Road  
P.O. Box 22680  
Kansas City, MO 64110  
816-235-1176

Kansas City Public Library  
311 East 12th Street  
Kansas City, MO 64106  
816-221-9650

Metropolitan Association for Philanthropy, Inc.  
5615 Pershing Avenue  
Suite 20  
St. Louis, MO 63112  
314-361-3900

Springfield-Greene County Library  
397 East Central Street  
Springfield, MO 65801  
417-869-4621

**Montana**

Eastern Montana College Library  
1500 North 30th Street  
Billings, MT 59101-0298  
406-657-1657

Bozeman Public Library  
220 East Lamme  
Bozeman, MT 59715  
406-586-4787

Montana State Library  
Reference Department  
1515 East Sixth Avenue  
Helena, MT 59620  
406-444-3004

University of Montana  
Maureen and Mike Mansfield Library  
Missoula, MT 59812-1195  
406-243-6800

**Nebraska**

University of Nebraska-Lincoln  
Don L. Love Library  
13th and R Streets  
Lincoln, NE 68588-0410  
402-472-2848

W. Dale Clark Library  
Social Sciences Department  
215 South 15th Street  
Omaha, NE 68102  
402-444-4826

**Nevada**

Las Vegas-Clark County Library District  
4020 South Maryland Parkway  
Las Vegas, NV 89119-6160  
702-733-7810

Washoe County Library  
301 South Center Street  
Reno, NV 89501  
702-785-4012

**New Hampshire**

New Hampshire Charitable Fund  
37 Pleasant Street  
Concord, NH 03301  
603-225-6641

Plymouth State College  
Herbert H. Lamson Library  
Plymouth, NH 03264  
603-535-5000

**New Jersey**

Cumberland County Library  
800 East Commerce Street  
Bridgeton, NJ 08302-2295  
609-453-2210

Free Public Library of Elizabeth  
11 South Broad Street  
Elizabeth, NJ 07202  
908-354-6060

County College of Morris  
Master Learning Resource Center  
Route 10 and Center Grove Road  
Randolph, NJ 07869  
201-328-5000

New Jersey State Library  
Governmental Reference  
185 West State Street, CN 520  
Trenton, NJ 08625-0520  
609-292-6220

## Foundations and Corporate Funding Sources

### New Mexico

Albuquerque Community Foundation  
P.O. Box 36960  
Albuquerque, NM 87176-6960  
505-883-6240

New Mexico State Library  
325 Don Gaspar Street  
Santa Fe, NM 87503  
505-827-3824

### New York

New York State Library  
Cultural Education Center  
Reference Services  
Empire State Plaza  
Albany, NY 12230  
518-473-4636

Suffolk Cooperative Library System  
627 North Sunrise Service Road  
Bellport, NY 11713  
516-286-1600

New York Public Library  
Bronx Reference Center  
2556 Bainbridge Avenue  
Bronx, NY 10458  
212-870-1670

Brooklyn in Touch Information Center  
One Hanson Place  
Room 2504  
Brooklyn, NY 11243  
718-230-3200

Brooklyn Public Library  
Social Sciences Division  
Grand Army Plaza  
Brooklyn, NY 11238  
718-780-7700

Buffalo and Erie County Public Library  
Lafayette Square  
Buffalo, NY 14203  
716-858-7103

Huntington Public Library  
338 Main Street  
Huntington, NY 11743  
516-427-5165

Queens Borough Public Library  
89-11 Merrick Boulevard  
Jamaica, NY 11432  
718-990-0700

Levittown Public Library  
One Bluegrass Lane  
Levittown, NY 11756  
516-731-5728

New York Public Library  
Countee Cullen Branch Library  
104 West 136th Street  
New York, NY 10030  
212-491-2070

Plattsburgh Public Library  
19 Oak Street  
Plattsburgh, NY 12901  
518-563-0921

Adriance Memorial Library  
93 Market Street  
Poughkeepsie, NY 12601  
914-485-3445

Rochester Public Library  
Business Division  
115 South Avenue  
Rochester, NY 14604  
716-428-7328

Onondaga County Public Library at the Galleries  
447 South Salina Street  
Syracuse, NY 13202-2494  
315-448-4636

Utica Public Library  
303 Genessee Street  
Utica, NY 13501  
315-735-2279

White Plains Public Library  
100 Martine Avenue  
White Plains, NY 10601  
914-422-1400

### North Carolina

Community Foundation  
of Western North Carolina  
Learning Resources Center  
14 College Street  
P.O. Box 1888  
Asheville, NC 28801  
704-254-4690

The Duke Endowment  
100 North Tryon Street, No. 3500  
Charlotte, NC 28202  
704-376-0291

Durham County Library  
300 North Roxboro Street  
Durham, NC 27701  
919-560-0100

North Carolina State Library  
109 East Jones Street  
Raleigh, NC 27611  
919-733-3270

Forsyth County Public Library  
660 West Fifth Street  
Winston-Salem, NC 27101  
910-727-2680

**North Dakota**

Bismarck Public Library  
515 North Fifth Street  
Bismarck, ND 58501  
701-222-6410

Fargo Public Library  
102 North Third Street  
Fargo, ND 58102  
701-241-1491

**Ohio**

Stark County District Library  
715 Market Avenue North  
Canton, OH 44702-1080  
216-452-0665

Public Library of Cincinnati and Hamilton County  
Education Department  
800 Vine Street  
Cincinnati, OH 45202-2071  
513-369-6940

Columbus Metropolitan Library  
96 South Grant Avenue  
Columbia, OH 43215  
614-645-2590

Dayton and Montgomery County Public Library  
Grants Resource Center  
215 East Third Street  
Dayton, OH 45402-2103  
513-227-9500, ext. 211

Toledo-Lucas County Public Library  
Social Science Department  
325 Michigan Street  
Toledo, OH 43624-1614  
419-259-5245

Youngstown and Mahoning Public Library  
305 Wick Avenue  
Youngstown, OH 44503  
216-744-8636

Muskingum County Library  
220 North Fifth Street  
Zanesville, OH 43701  
614-453-0391

**Oklahoma**

Oklahoma City University Library  
2501 North Blackwelder  
Oklahoma City, OK 73106  
405-521-5072

Tulsa City-County Library System  
400 Civic Center  
Tulsa, OK 74103-3830  
918-596-7944

**Oregon**

Oregon Institute of Technology  
Library  
Klamath Falls, OR 97601-8801  
503-885-1772

Pacific Non-Profit Network  
Grantsmanship Resource Library  
33 North Central, Suite 211  
Medford, OR 97501  
503-779-6044

Multnomah County Library  
Government Documents Room  
801 SW Tenth Avenue  
Portland, OR 97205  
503-248-5234

Oregon State Library  
State Library Building  
Salem, OR 97310  
503-378-4277

**Pennsylvania**

Northampton Community College  
Learning Resources Center  
3835 Green Pond Road  
Bethlehem, PA 18017  
215-861-5360

Erie County Library System  
27 South Park Row  
Erie, PA 16501  
814-451-6927

Dauphin County Library System  
101 Walnut Street  
Harrisburg, PA 17101  
717-234-4961

Lancaster County Public Library  
125 North Duke Street  
Lancaster, PA 17602  
717-394-2651

## Foundations and Corporate Funding Sources

Carnegie Library of Pittsburgh  
Foundation Collection  
4400 Forbes Avenue  
Pittsburgh, PA 15213-4080  
412-622-1917

The Free Library of Philadelphia  
1901 Vine Street  
Philadelphia, PA 19103-1189  
215-686-5423

University of Pittsburgh  
Hillman Library  
Pittsburgh, PA 15260  
412-648-7722

Pocono Northeast Development Fund  
1151 Oak Street  
Pittston, PA 18640  
717-655-5581

Reading Public Library  
100 South Fifth Street  
Reading, PA 19602  
215-655-6355

Martin Library  
159 Market Street  
York, PA 17401  
717-846-5300

### Rhode Island

Providence Public Library  
Reference Department  
225 Washington Street  
Providence, RI 02903  
401-455-8000

### South Carolina

Anderson County Library  
202 East Greenville Street  
Anderson, SC 29621  
803-260-4500

Charleston County Library  
404 King Street  
Charleston, SC 29403  
803-723-1645

South Carolina State Library  
Reference Department  
1500 Senate Street  
Columbia, SC 29201  
803-734-8666

### South Dakota

Nonprofit Grants Assistance Center  
Business and Education Institute  
Washington Street, East Hall  
Dakota State University  
Madison, SD 57042  
605-256-5555

South Dakota State Library  
800 Governors Drive  
Pierre, SD 57501-2294  
605-773-5070  
800-592-1841 (South Dakota residents)

Sioux Falls Area Foundation  
141 North Main Avenue, Suite 310  
Sioux Falls, SD 57102-1134  
605-336-7055

### Tennessee

Knoxville-Knox County Public Library  
500 West Church Avenue  
Knoxville, TN 37902  
615-544-5750

Memphis and Shelby County Public Library  
1850 Peabody Avenue  
Memphis, TN 38104  
901-725-8877

Public Library of Nashville and Davidson County  
225 Polk Avenue  
Nashville, TN 37203  
615-862-5842

### Texas

Abilene Center for Non-Profit Management  
P.O. Box 3322  
Abilene, TX 79604  
904-677-8166

Amarillo Area Foundation  
700 First National Place One  
800 South Fillmore  
Amarillo, TX 79101  
806-376-4521

Hogg Foundation for Mental Health  
University of Texas  
P.O. Box 7998  
Austin, TX 78713  
512-471-5041

Texas A&M University at Corpus Christi  
6300 Ocean Drive  
Corpus Christi, TX 78412  
512-994-2608

Dallas Public Library  
Grants Information Service  
1515 Young Street  
Dallas, TX 75201  
214-670-1487

El Paso Community Foundation  
1616 Texas Commerce Building  
El Paso, TX 79901  
915-533-4020

Texas Christian University Library  
Funding Information Center  
P.O. Box 32904  
Fort Worth, TX 76129  
817-921-7664

Houston Public Library  
Bibliographic Information Center  
500 McKinney Avenue  
Houston, TX 77002  
713-236-1313

Longview Public Library  
222 West Cotton Street  
Longview, TX 75601  
903-237-1352

Lubbock Area Foundation  
1208-14th Street, No. 502  
Lubbock, TX 79401  
806-762-8061

Funding Information Center  
130 McCullough  
San Antonio, TX 78215  
210-227-4333

North Texas Center for Nonprofit Management  
624 Indiana, Suite 307  
Wichita Falls, TX 76301  
817-322-4961

#### Utah

Salt Lake City Public Library  
Business and Science Department  
209 East Fifth South  
Salt Lake City, UT 84111  
801-363-5733

#### Vermont

Vermont Department of Libraries  
Reference Services  
109 State Street  
Montpelier, VT 05602  
802-828-3268

#### Virginia

Hampton Public Library  
Grants Resources Collection  
4207 Victoria Boulevard  
Hampton, VA 23669  
804-727-1154

Richmond Public Library  
Business, Science, and Technology  
101 East Franklin Street  
Richmond, VA 23219  
804-780-8223

Roanoke City Public Library System  
Central Library  
706 South Jefferson Street  
Roanoke, VA 24014  
703-981-2477

#### Washington

Mid-Columbia Library  
405 South Dayton  
Kennewick, WA 99336  
509-586-3156

Seattle Public Library  
1000 Fourth Avenue  
Seattle, WA 98104  
206-386-4620

Spokane Public Library  
Funding Information Center  
West 811 Main Avenue  
Spokane, WA 99201  
509-838-3364

United Way of Pierce County  
Center for Nonprofit Development  
734 Broadway  
P.O. Box 2215  
Tacoma, WA 98401  
206-597-6686

Greater Wenatchee Community Foundation  
at the Wenatchee Public Library  
310 Douglas Street  
Wenatchee, WA 98807  
509-662-5021

#### West Virginia

Kanawha County Public Library  
123 Capital Street  
Charleston, WV 25304  
304-343-4646



**Wisconsin**

University of Wisconsin-Madison  
Memorial Library  
728 State Street  
Madison, WI 53706  
608-262-3242

Marquette University Memorial Library  
1415 West Wisconsin Avenue  
Milwaukee, WI 53233  
414-288-1515

University of Wisconsin- Stevens Point  
Library-Foundation Collection  
99 Reserve Street  
Stevens Point, WI 54481-3897  
715-346-3826

**Wyoming**

Natrona County Public Library  
307 East Second Street  
Casper, WY 82601-2598  
307-237-4935

Laramie County Community College Library  
1400 East College Drive  
Cheyenne, WY 82007-3299  
307-778-1205

Campbell County Public Library  
2101 4-J Road  
Gillette, WY 82716  
307-682-3223

Teton County Library  
320 South King Street  
Jackson, WY 83001  
307-733-2164

Rock Springs Library  
400 C Street  
Rock Springs, WY 82901  
307-362-6212

**Puerto Rico**

University of Puerto Rico  
Ponce Technological College Library  
Box 7186  
Ponce, PR 00732  
809-844-8181

Universidad Del Sagrado Corazon  
M.M.T. Guevarra Library  
Correo Calle Loiza  
Santurce, PR 00914  
809-728-1515, ext. 357

**DIALOG Database**

Access to information about foundations and corporations and the grants they award is available via computer and modem using DIALOG Information Services. The Foundation Center maintains two databases that are updated on an ongoing basis. Foundation Directory, File 26, gives descriptions of over 32,500 active grantmakers, including grantmaking foundations, community foundations, operating foundations, and corporate grantmakers. Foundation Grants Index, File 27, contains records describing grants that have been awarded to nonprofit organizations by large, private philanthropic foundations. About 20,000 new grants are added to the file each year. To find out how you can access this information by computer, contact DIALOG at 1-800-334-2564. To learn more about the online utilities and free information to help you design your own searches for prospective funding, call The Foundation Center's Online Support Staff at 212-620-4230.

# Section IV—Third-Party Payments

*For every disciplined effort there is a multiple reward.*

*—Jim Rohn*

This section provides information on the first steps you might take to obtain third-party verification requirements. Topics covered are:

- Medicare
- Medicaid
- Private Insurance

Resources include listings of regional and State offices where you can obtain further information.

# Medicare

**R**ules on participating as third-party payees are standard throughout the country. Oversight is administered through the Health Care Financing Administration.

## Health Care Financing Administration

The requirements for participation and the information process for obtaining a provider number are available at regional offices. A listing of those offices follows.

### Regional Offices

#### Region 1—Boston

(Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont)  
John F. Kennedy Office Building  
Room 2325  
Boston, MA 02203  
617-565-1322

#### Region 2—New York

(New Jersey, New York, Puerto Rico, and Virgin Islands)  
26 Federal Plaza  
Room 3811  
New York, NY 10278  
212-264-1121

#### Region 3—Philadelphia

(District of Columbia, Delaware, Maryland, Pennsylvania, Virginia, and West Virginia)  
3535 Market Street, Room 3100  
P.O. Box 7760  
Philadelphia, PA 19104  
215-596-6571

#### Region 4—Atlanta

(Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee)  
101 Marietta Tower, Suite 601  
Atlanta, GA 30323  
404-331-2361

#### Region 5—Chicago

(Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin)  
105 West Adams Street  
15th Floor  
Chicago, IL 60603  
312-353-9805

#### Region 6—Dallas

(Arkansas, Louisiana, Oklahoma, New Mexico, and Texas)  
1200 Main Tower Building  
Room 2000  
Dallas, TX 75202  
214-767-6301

#### Region 7—Kansas City

(Iowa, Kansas, Missouri, and Nebraska)  
New Federal Office Building  
601 East 12th Street  
Room 235  
Kansas City, MO 64106  
816-426-2215

#### Region 8—Denver

(Colorado, Montana, North Dakota, South Dakota, Utah, and Wyoming)  
Federal Building, Room 576  
1961 Stout Street  
Denver, CO 80294  
303-844-4724, ext. 426

**Region 9—San Francisco**

(Arizona, California, Commonwealth of the  
Northern Mariana Islands, Guam, Hawaii, Nevada,  
and Trust Territory of the Pacific Islands)

Federal Office Building

75 Hawthorne Street

San Francisco, CA 94105

415-744-3696

**Region 10—Seattle**

(Alaska, Idaho, Oregon, and Washington)

Blanchard Plaza

2201 Sixth Avenue

Mailstop RX-40

Seattle, WA 98121

206-615-2321

# Medicaid

**T**he Omnibus Budget Reconciliation Act of 1989 (OBRA 1989) mandates significant expansion of Medicaid eligibility. It may be wise to review your population to ascertain if any of these benefits apply.

## Single State Agencies

Information on how to participate as a certified provider (an individual or institution that meets all of Medicaid's statutory and regulatory conditions of participation and coverage) is available through your Single State Agency. The process for obtaining a provider number is also available from this office. Addresses and phone numbers for the Single State Agency offices follow.

### Alabama

Alabama Medicaid Agency  
2500 Fairlane Drive  
Montgomery, AL 36116  
205-277-2710

### Alaska

Alaska Department of Health and Social Services  
Division of Public Assistance  
Alaska Office Building, Room 309  
350 Maine  
P.O. Box 110640-0640  
Juneau, AK 99811-0640  
907-465-5030

### Arizona

Arizona Health Care Cost Containment System  
(AHCCCS)  
801 East Jefferson  
Phoenix, AZ 85034  
602-234-3655

### Arkansas

Arkansas Department of Human Services  
Division of Economic and Medical Services  
Seventh and Main Streets  
P.O. Box 1437  
Little Rock, AR 72203  
501-682-8375

### California

California Health and Welfare Agency  
Department of Health Services  
Medi-Cal Division  
714 P Street, Room 1253  
Sacramento, CA 95814  
916-657-1425

### Colorado

Colorado Health Care Policy and Financing  
Division of Health and Medical Services  
1575 Sherman Street  
Denver, CO 80203  
303-866-5901

### Connecticut

Connecticut Department of Social Services  
Health Care Financing Medicaid Operations  
25 Sigourney Street  
Hartford, CT 06106  
203-424-5165

### Delaware

Delaware Department of Health and Social Services  
Division of Economic Services  
Medicaid Payment Services Section  
Delaware State Hospital  
Biggs Building  
1901 North DuPont Highway  
P.O. Box 906  
New Castle, DE 19720  
302-577-4901

**District of Columbia**

District of Columbia Commission on  
Health Care Finance  
Department of Human Services  
2100 Martin Luther King, Jr. Avenue, SE  
Suite 302  
Washington, DC 20020  
202-727-0735

**Florida**

Florida Department of Health and  
Rehabilitative Services  
Medicaid Office  
Building 6, Room 233  
1309 Wingwood Boulevard  
P.O. Box 13000  
Tallahassee, FL 32317-3000  
904-488-3560

**Georgia**

Georgia Department of Medical Assistance  
Two Peachtree Street  
Atlanta, GA 30303  
404-656-4479

**Guam**

Guam Department of Public Health and  
Social Services  
Bureau of Health Care Financing  
P.O. Box 281  
Agana, GU 96910  
011-674-734-7399

**Hawaii**

Hawaii Health Care Administration Division  
Department of Human Services  
820 Mililani Street  
P.O. Box 339  
Honolulu, HI 96809  
808-586-5391

**Idaho**

Idaho Department of Health and Welfare  
Division of Welfare  
Bureau of Medicaid Policy and Reimbursement  
Towers Building, Second Floor  
P.O. Box 83720  
Boise, ID 83720  
208-334-5795

**Illinois**

Illinois Department of Public Aid  
Division of Medical Programs  
201 South Grand Avenue, East  
Springfield, IL 62763  
217-782-2570

**Indiana**

Indiana Office of Medicaid Policy and Planning  
Indiana Family Social Services Administration  
402 Washington Street, Room W382  
Indianapolis, IN 46204-2737  
317-233-4455

**Iowa**

Iowa Department of Human Services  
Division of Medical Services  
Hoover State Office Building  
Des Moines, IA 50319  
515-281-8794

**Kansas**

Kansas Department of Social and  
Rehabilitation Services  
Income Support and Medical Services  
Division of Medical Services  
Docking State Office Building  
Room 628-South  
Topeka, KS 66612  
913-296-3981

**Kentucky**

Kentucky Human Resources Cabinet  
Department for Medicaid Services  
275 East Main Street  
Frankfort, KY 40621  
512-564-4321

**Louisiana**

Louisiana Department of Health and Hospitals  
Bureau of Health Services Financing  
P.O. Box 91030  
Baton Rouge, LA 70821  
504-342-3891

**Maine**

Maine Department of Human Services  
Bureau of Medical Services  
Division of Medicaid Policy and Programs  
State House, Station 11  
249 Western Avenue  
August, ME 04333  
207-287-2674

## Medicaid

### **Maryland**

Maryland Department of Health and  
Mental Hygiene  
Medical Care Finance Compliance Administration  
Division of Medicaid Quality Control  
201 West Preston Street  
Baltimore, MD 21201  
410-225-5204

### **Massachusetts**

Massachusetts Division of Medical Assistance  
Department of Public Welfare  
Medicaid Office  
600 Washington Street  
Boston, MA 02111  
617-348-5385

### **Michigan**

Michigan Department of Social Services  
Medical Services Administration  
Bureau of Medicaid Operations  
400 South Pine Avenue  
P.O. Box 30037  
Lansing, MI 48909  
517-335-5453

### **Minnesota**

Minnesota Department of Human Services  
Division of Health Care and Residential Programs  
444 Lafayette Road  
St. Paul, MN 55155-3826  
612-296-3472

### **Mississippi**

Mississippi Office of the Governor  
Robert E. Lee Building, Suite 801  
Medicaid Division  
239 North Lamar Street  
Jackson, MS 39201-1399  
601-359-6050

### **Missouri**

Missouri Department of Social Services  
Division of Medical Services  
615 Howerdton  
P.O. Box 6500  
Jefferson City, MO 65109-6500  
314-751-3425

### **Montana**

Montana Department of Social and  
Rehabilitation Services  
Medicaid Services Division  
111 Sanders  
P.O. Box 4210  
Helena, MT 59604  
406-444-4540

### **Nebraska**

Nebraska Department of Social Services  
Medical Services Division  
301 Centennial Mall, S, 5th Floor  
P.O. Box 95026  
Lincoln, NE 68509  
402-471-9147

### **Nevada**

Nevada Department of Human Resources  
Division of Welfare  
Medical Care Services Bureau  
2527 North Carson Street  
Carson City, NV 89710  
702-687-4775

### **New Hampshire**

New Hampshire Department of Health and  
Human Services  
Division of Human Services  
Office of Medical Services  
Six Hazen Drive  
Concord, NH 03301  
603-271-4344

### **New Jersey**

New Jersey Department of Human Services  
Division of Medical Assistance and Health Services  
Seven Quakerbridge Plaza  
CN 712  
Trenton, NJ 08625  
609-588-2600

### **New Mexico**

New Mexico Department of Human Services  
Medical Assistance Division  
P.O. Box 2348  
Santa Fe, NM 87504-2348  
505-827-4315

**New York**

New York State Department of Social Services  
 Division of Medical Assistance  
 40 North Pearl Street  
 Albany, NY 12243  
 518-474-9132

**North Carolina**

North Carolina Department of Human Resources  
 Division of Medical Assistance  
 1985 Umstead Drive  
 Raleigh, NC 27626-0529  
 919-733-2060

**North Dakota**

North Dakota Department of Human Services  
 Office of Economic Assistance  
 Division of Medical Services  
 600 East Boulevard Avenue  
 Bismarck, ND 58505  
 701-224-2321

**Ohio**

Ohio Department of Human Services  
 Division of Claims Processing  
 Bureau of Medicaid Policy  
 30 East Broad Street, 31st Floor  
 Columbus, OH 43266-0423  
 614-466-6420

**Oklahoma**

Oklahoma Department of Human Services  
 Division of Medical Services  
 4545 Lincoln Boulevard  
 P.O. Box 25352  
 Oklahoma City, OK 73125  
 405-530-3373

**Oregon**

Oregon Department of Human Resources  
 Office of Medical Assistance Programs  
 500 Summer Street, NE  
 Salem, OR 97310-1014  
 503-378-2263

**Pennsylvania**

Pennsylvania Department of Public Welfare  
 Office of Medical Assistance  
 Health and Welfare Building  
 P.O. Box 2675  
 Harrisburg, PA 17120  
 717-787-1870

**Rhode Island**

Rhode Island Department of Human Services  
 Division of Medical Services  
 600 New London Avenue  
 Cranston, RI 02920  
 401-464-3575

**South Carolina**

South Carolina Health and Human Services  
 Finance Commission  
 Health Services Bureau  
 1801 Main Street  
 P.O. Box 8206  
 Columbia, SC 29202  
 803-253-6119

**South Dakota**

South Dakota Department of Social Services  
 Office of Medical Services  
 700 Governors Drive  
 Kneip Building  
 Pierre, SD 57501-2291  
 605-773-3495

**Tennessee**

Tennessee Department of Health  
 TennCare  
 729 Church Street  
 Nashville, TN 37247-6501  
 615-741-0213

**Texas**

Texas Department of Human Services  
 701 West 51st Street  
 P.O. Box 149030  
 Austin, TX 78714-9030  
 512-450-3040

**Utah**

Utah Department of Health  
 Division of Health Care Financing  
 P.O. Box 16700  
 Salt Lake City, UT 84116  
 801-538-6151

**Vermont**

Vermont Agency of Human Services  
 Department of Social Welfare  
 Medicaid Division  
 103 South Main Street  
 Waterbury, VT 05671-1201  
 802-241-2880



## Medicaid

### Virginia

Virginia Department of Medical Assistance Services  
Office of Human Resources  
600 East Broad Street, Suite 1300  
Richmond, VA 23219  
804-786-7933

### Washington

Washington Department of Social and  
Health Services  
Medical Assistance Administration  
P.O. Box 45080  
Olympia, WA 98504-5080  
206-753-1777

### West Virginia

West Virginia Department of Human Resources  
Office of Medical Services  
State Capitol Complex  
Charleston, WV 25305  
304-926-1000

### Wisconsin

Wisconsin Department of Health and Social Services  
Division of Health  
Bureau of Health Care Financing  
One West Wilson Street, Room 250  
P.O. Box 309  
Madison, WI 53707  
608-266-2522

### Wyoming

Wyoming Department of Health  
Division of Health Care Financing  
6101 Yellowstone Road, Room 259-B  
Cheyenne, WY 82002  
307-777-7531

## Resource

*Medicaid Financing for Mental Health and Substance Abuse Services for Children and Adolescents*, Technical Assistance Publication Series Number 2, Financing Subseries, Volume 1, DHHS Publication No. (ADM) 91-1743, 1991.

# Private Insurance

**E**ach State and Territory has its own laws and regulations governing all types of insurance. The State and Territorial offices listed below are responsible for enforcing these laws, as well as providing the public with information about insurance.

## State and Territorial Insurance Departments

### Alabama

Alabama Insurance Department  
135 South Union Street  
Montgomery, AL 36130-3350  
205-269-3550  
205-240-3194 Fax

### Alaska

Alaska Division of Insurance  
P.O. Box 110805  
Juneau, AK 99801  
907-465-2515  
907-465-3422 Fax

### American Samoa

American Samoa Insurance Department  
Office of the Governor  
Pago Pago, AS 96799  
011-684/633-4116

### Arizona

Arizona Insurance Department  
2910 North 44th Street, Suite 210  
Phoenix, AZ 85018  
602-912-8400  
602-255-4722 Fax

### Arkansas

Arkansas Insurance Department  
1123 South University Avenue, Suite 400  
University Tower Building  
Little Rock, AR 72204-1699  
501-686-2900  
501-686-2913 Fax

### California

California Insurance Department  
One City Centre Building, Suite 1120  
770 L Street  
Sacramento, CA 95814  
916-445-5544  
916-445-5280 Fax

### Colorado

Colorado Insurance Division  
1560 Broadway, Suite 850  
Denver, CO 80202  
303-894-7499  
303-894-7455 Fax

### Connecticut

Connecticut Insurance Department  
153 Market Street  
P.O. Box 816  
Hartford, CT 06142-0816  
203-297-3802  
203-566-9410 Fax

### Delaware

Delaware Insurance Department  
841 Silver Lake Boulevard  
Dover, DE 19901  
302-739-4251  
302-739-5280 Fax

## Private Insurance

### District of Columbia

District of Columbia Insurance  
613 G Street, NW  
Room 619  
P.O. Box 37200  
Washington, DC 20001-7200  
202-727-8017  
202-727-7940 Fax

### Florida

Florida Department of Insurance  
State Capitol  
Plaza Level Eleven  
Tallahassee, FL 32399-0300  
Toll Free (Within State)  
1-800-342-2762  
904-488-0030  
904-488-3334 Fax

### Georgia

Georgia Insurance Department  
2 Martin L. King, Jr. Drive  
704 West Tower  
Atlanta, GA 30334  
404-656-2056  
404-656-4030 Fax

### Guam

Guam Insurance Department  
855 West Marine Drive  
P.O. Box 2796  
Agana, Guam 96910  
011-617/477-1040  
011-617/472-2643 Fax

### Hawaii

Hawaii Insurance Department  
250 South King Street, 5th Floor  
Honolulu, HI 96813  
808-586-2790  
808-586-2806 Fax

### Idaho

Idaho Insurance Department  
700 West State Street  
Boise, ID 83720  
208-334-2250  
208-334-4398 Fax

### Illinois

Illinois Insurance Department  
320 West Washington Street  
Fourth Floor  
Springfield, IL 62767  
217-782-4515  
217-782-5020 Fax

### Indiana

Indiana Insurance Department  
311 West Washington Street  
Suite 300  
Indianapolis, IN 46204  
Toll Free (Within State)  
1-800-622-4461  
317-232-2385  
317-232-5251 Fax

### Iowa

Iowa Insurance Division  
Lucas State Office Building  
East 12th & Grand Streets  
Sixth Floor  
Des Moines, IA 50319  
515-281-5705  
515-281-3059 Fax

### Kansas

Kansas Insurance Department  
420 Southwest Ninth Street  
Topeka, KS 66612  
913-296-3071  
913-296-2283 Fax

### Kentucky

Kentucky Insurance Department  
229 West Main Street  
P.O. Box 517  
Frankfort, KY 40602  
502-564-3630  
502-564-6090 Fax

### Louisiana

Louisiana Insurance Department  
P.O. Box 94214  
Baton Rouge, LA 70804-9214  
504-342-5423  
504-342-8622 Fax

**Maine**

Maine Bureau of Insurance  
 Consumer Division  
 State House, Station 34  
 Augusta, ME 04333  
 207-582-8707  
 207-582-8716 Fax

**Maryland**

Maryland Insurance Department  
 Complaints and Investigation Unit  
 501 St. Paul Place  
 Baltimore, MD 21202-2272  
 410-333-2521  
 410-333-6650 Fax

**Massachusetts**

Massachusetts Insurance Division  
 Consumer Services Section  
 280 Friend Street  
 Boston, MA 02114  
 617-727-7189  
 617-727-3379 Fax

**Michigan**

Michigan Insurance Department  
 611 West Ottawa Street  
 Second Floor North  
 Lansing, MI 48933  
 517-373-9273  
 517-335-4978 Fax

**Minnesota**

Minnesota Insurance Department  
 Department of Commerce  
 133 East Seventh Street  
 St. Paul, MN 55101  
 612-296-6848  
 612-296-4328 Fax

**Mississippi**

Mississippi Insurance Department  
 Consumer Assistance Division  
 1304 Walter Sillere Boulevard  
 P.O. Box 79  
 Jackson, MS 39205  
 601-359-3569  
 601-359-2474 Fax

**Missouri**

Missouri Department of Insurance  
 Consumer Services Section  
 301 High Street, 6 North  
 P.O. Box 690  
 Jefferson City, MO 65102-0690  
 Toll Free (Within State)  
 1-800-726-7390  
 314-751-2640  
 314-751-1165 Fax

**Montana**

Montana Insurance Department  
 126 North Sanders  
 Mitchell Building  
 P.O. Box 4009, Room 270  
 Helena, MT 59601  
 Toll Free (Within State)  
 1-800-332-6148  
 406-444-2040  
 406-444-3497 Fax

**Nebraska**

Nebraska Insurance Department  
 Terminal Building  
 941 O Street, Suite 400  
 Lincoln, NE 68508  
 402-471-2201  
 402-471-4610 Fax

**Nevada**

Nevada Department of Commerce  
 Insurance Division  
 Consumer Section  
 1665 Hot Springs Road, Suite 152  
 Capitol Complex  
 Carson City, NV 89710  
 702-687-4270  
 702-687-3937 Fax

**New Hampshire**

New Hampshire Insurance Department  
 Life and Health Division  
 169 Manchester Street  
 Concord, NH 03301  
 603-271-2261  
 603-271-1406 Fax

## Private Insurance

### New Jersey

New Jersey Insurance Department  
20 West State Street, CN 325  
Roebing Building  
Trenton, NJ 08625  
609-292-5363  
609-984-5273 Fax

### New Mexico

New Mexico Insurance Department  
P.O. Box 1269  
Santa Fe, NM 87504-1269  
505-827-4500  
505-827-4834 Fax

### New York

New York Insurance Department  
160 West Broadway  
New York, NY 10013  
Toll Free (Within State, outside NYC)  
1-800-342-3736  
212-602-0429  
212-602-0437 Fax

### North Carolina

North Carolina Insurance Department  
Consumer Services  
Dobbs Building  
P.O. Box 26387  
Raleigh, NC 27611  
919-733-7349  
919-733-6495 Fax

### North Dakota

North Dakota Insurance Department  
Capitol Building  
600 East Blvd., 5th Floor  
Bismarck, ND 58505-0320  
Toll Free (Within State)  
1-800-247-0560  
701-224-2440  
701-224-4880 Fax

### Ohio

Ohio Insurance Department  
Consumer Services Division  
2100 Stella Court  
Columbus, OH 43226-0566  
Toll Free (Within State)  
1-800-686-1526  
614-644-2658  
614-644-3743 Fax

### Oklahoma

Oklahoma Insurance Department  
P.O. Box 53408  
Oklahoma City, OK 73152-3408  
405-521-2828  
405-521-6652 Fax

### Oregon

Oregon Department of Insurance and Finance  
Insurance Division/Consumer Advocate  
200 Labor and Industries Building  
Salem, OR 97310  
503-378-4271  
503-378-4351 Fax

### Pennsylvania

Pennsylvania Insurance Department  
Consumer Services Bureau  
1326 Strawberry Square  
Harrisburg, PA 17120  
717-787-5173  
717-783-1059 Fax

### Puerto Rico

Puerto Rico Insurance Department  
Fernandez Juncos Station  
P.O. Box 8330  
Santurce, PR 00910  
809-722-8686  
809-722-4400 Fax

### Rhode Island

Rhode Island Insurance Division  
233 Richmond Street  
Suite 237  
Providence, RI 02903-4237  
401-277-2223  
401-277-4887 Fax

### South Carolina

South Carolina Insurance Department  
Consumer Assistance Section  
1612 Marion Street  
P.O. Box 100105  
Columbia, SC 29202-3105  
803-737-6160  
803-737-6205 Fax

**South Dakota**

South Dakota Insurance Department  
500 East Capitol  
Pierre, SD 57501-5070  
605-773-3563  
605-773-5369 Fax

**Tennessee**

Tennessee Department of Commerce and Insurance  
Policyholders Service Station  
500 James Robertson Parkway  
Fourth Floor  
Nashville, TN 37243-1135  
Toll Free (Within State)  
1-800-342-2039  
615-741-2241  
615-741-4000 Fax

**Texas**

Texas Board of Insurance  
P.O. Box 149104  
Austin, TX 78714-9104  
512-463-6464  
512-475-2005 Fax

**Utah**

Utah Insurance Department  
Consumer Services  
3110 State Office Building  
Salt Lake City, UT 84114-1201  
Toll Free (Within State)  
1-800-439-3805  
801-538-3800  
801-538-3839 Fax

**Vermont**

Vermont Department of Banking and Insurance  
89 Main Street  
Drawer 20  
Montpelier, VT 05620-3101  
802-828-3301  
802-828-3306 Fax

**Virgin Islands**

Virgin Islands Insurance Department  
Kongens Garde No. 18  
St. Thomas, VI 00802  
809-774-2991  
809-774-6953 Fax

**Virginia**

Virginia Insurance Department  
1300 East Main Street  
Tyler Building  
Richmond, VA 23219  
804-371-9741  
804-371-9873 Fax

**Washington**

Washington Insurance Department  
Insurance Building AQ21  
P.O. Box 40255  
Olympia, WA 98504-0255  
Toll Free (Within State)  
1-800-562-6900  
206-753-7301  
206-586-3535 Fax

**West Virginia**

West Virginia Insurance Department  
2019 Washington Street, East  
P.O. Box 50540  
Charleston, WV 25305-0540  
304-558-3394  
304-588-0412 Fax

**Wisconsin**

Wisconsin Insurance Department  
Complaints Department  
121 East Wilson Street  
P.O. Box 7873  
Madison, WI 53707  
Toll Free (Within State)  
1-800-236-8517  
608-266-0102  
608-266-9935 Fax

**Wyoming**

Wyoming Insurance Department  
Herschler Building, Third Floor  
122 West 25th Street  
Cheyenne, WY 82002  
Toll Free (Within State)  
1-800-442-4333  
307-777-7401  
307-777-5895 Fax

## Resources

Health Insurance Association of America  
1025 Connecticut Avenue, NW  
Washington, DC 20036-3998  
202-223-7780

National Insurance Consumer Help Line  
1-800-942-4242

National Association of Insurance Commissioners  
120 West 12th Street  
Suite 1100  
Kansas City, MO 64105  
816-842-3600

# Section V—State and Local Funding Information

*Do what you can, with what you have, where you are.*

*—Theodore Roosevelt*

This section includes the following information and directories:

- An overview of the Substance Abuse and Mental Health Services Administration's (SAMHSA) Substance Abuse Prevention and Treatment (SAPT) Block Grant program
- State Antidrug/Substance Abuse offices
- A bibliography of associations, government agencies, and other State and local sources that may be able to provide information about available funds in your area.



# SAPT Block Grants

**T**he Substance Abuse and Mental Health Services Administration's Center for Substance Abuse Treatment (CSAT) administers the SAPT Block Grant program. The SAPT Block Grant program is the largest Federal grants program for substance abuse treatment, prevention, and rehabilitation. The grants are distributed to States, territories, and Indian Tribal governments based on a mathematical formula.

States can make grants to local treatment providers for substance abuse treatment, prevention, and rehabilitation. Treatment providers should call their State office listed below about funding eligibility and requirements.

## State Administrators for SAPT Block Grants

### Alabama

Commissioner  
Alabama Department of Mental Health/Mental Retardation  
200 Interstate Park Drive  
Montgomery, AL 36109  
205-271-9209

### Alaska

Division of Alcoholism and Drug Abuse  
Department of Health and Social Services  
P.O. Box 110607  
Juneau, AK 99811  
907-467-2071

### Arizona

Director  
Division of Behavioral Health  
Arizona Department of Health Services  
1740 West Adams  
Phoenix, AZ 85007  
602-542-1025

### Arkansas

Director  
Bureau of Alcohol and Drug Abuse Prevention  
Arkansas Department of Human Services  
108 East Seventh Street  
400 Waldon Building  
Little Rock, AR 72201  
501-682-6656

### California

Department of Alcohol and Drug Programs  
1700 K Street  
Sacramento, CA 95814  
916-323-2064

### Colorado

Director  
Colorado Department of Health—A-2  
4300 Cherry Creek Drive South  
Denver, CO 80222-1530  
303-692-2012

### Connecticut

Connecticut Alcohol and Drug Abuse Commission  
999 Asylum Avenue  
Hartford, CT 06105  
203-566-7024

### Delaware

Director  
Division of Alcoholism, Drug Abuse, and Mental Health  
Delaware Health and Social Services  
1901 North Dupont Highway  
New Castle, DE 19720  
302-577-4502

**District of Columbia**

Administrator, Alcohol and Drug Abuse  
 Services Administration  
 Commission of Public Health  
 1300 First Street, NE  
 Washington, DC 20002  
 202-727-1762

**Florida**

Secretary  
 Department of Health and Rehabilitative Services  
 1317 Winewood Boulevard  
 Tallahassee, FL 32399-0700  
 904-488-7721

**Georgia**

Substance Abuse Services  
 Georgia Department of Human Resources  
 878 Peachtree Street, NE  
 Atlanta, GA 30309-3999  
 404-894-6300

**Hawaii**

Alcohol and Drug Abuse Division  
 Hawaii Department of Health  
 1270 Queen Emma Street, No. 305  
 Honolulu, HI 96813  
 808-586-3961

**Idaho**

Bureau of Substance Abuse  
 Idaho Department of Health and Welfare  
 450 West State Street  
 Boise, ID 83702  
 208-334-5935

**Illinois**

Department of Alcoholism and Substance Abuse  
 100 West Randolph, 5600  
 Chicago, IL 60601  
 312-814-3840

**Indiana**

Division of Mental Health  
 Family and Social Services Administration  
 402 West Washington Street—Room W353  
 Indianapolis, IN 46204-2739  
 317-232-7800

**Iowa**

Division of Substance Abuse and Health Promotion  
 Iowa Department of Public Health  
 321 East 12th Street  
 Des Moines, IA 50319  
 515-281-4417

**Kansas**

Alcohol and Drug Abuse Services  
 Department of Social and Rehabilitation Services  
 300 Southwest Oakley  
 Biddle Building, Second Floor  
 Topeka, KS 66606  
 913-296-3925

**Kentucky**

Director  
 Cabinet for Human Resources  
 Kentucky Department for Mental Health and  
 Mental Retardation Services  
 275 East Main Street  
 Frankfort, KY 40621  
 502-564-2880

**Louisiana**

Office of Alcohol and Drug Abuse  
 Louisiana Department of Health and Hospitals  
 1201 Capitol Access Road  
 Baton Rouge, LA 70821-3868  
 504-342-6717

**Maine**

Director  
 Maine Department of Human Services  
 State House Station No. 159  
 Augusta, ME 04333  
 207-287-2595

**Maryland**

Director  
 Alcohol and Drug Abuse Administration  
 Maryland State Department of Health and  
 Mental Hygiene  
 201 West Preston Street, Room 405  
 Baltimore, MD 21201  
 410-225-6925

**SAPT Block Grants**

**Massachusetts**

DPH Bureau of Substance Abuse Services  
Executive Office of Health and Human Services  
One Ashburton Place, 11th Floor, Room 1109  
Boston, MA 02108  
617-727-7600

**Michigan**

Center for Substance Abuse Services  
Michigan Department of Public Health  
3423 North Logan/Martin L. King  
P.O. Box 30195  
Lansing, MI 30195  
517-335-8024

**Minnesota**

Chemical Dependency Program Division  
Minnesota Department of Human Services  
444 Lafayette Road  
St. Paul, MN 55155-3823  
612-296-4610

**Mississippi**

Division of Alcohol and Drug Abuse  
State Department of Mental Health  
1101 Robert E. Lee Building  
239 No. Lamar Street  
Jackson, MS 39201  
601-359-1288

**Missouri**

Division of Alcohol and Drug Abuse  
Department of Mental Health  
1706 East Elm Street  
P.O. Box 687  
Jefferson City, MO 65101  
314-751-4942

**Montana**

Alcohol and Drug Abuse Division  
Department of Corrections and Human Services  
1539 11th Avenue  
Helena, MT 59620  
406-444-4927

**Nebraska**

Director  
Division of Alcoholism and Drug Abuse  
Department of Public Institutions  
P.O. Box 94728  
State House Station  
Lincoln, NE 68509-4728  
402-471-2851, ext. 5507

**Nevada**

Bureau of Alcohol and Drug Abuse  
Nevada State Department of Employment,  
Training and Rehabilitation  
Room 500  
505 East King Street  
Carson City, NV 89710  
702-687-4790

**New Hampshire**

Office of Alcohol and Drug Abuse Prevention  
105 Pleasant Street  
Concord, NH 03301-6525  
603-271-6100

**New Jersey**

Division of Alcoholism, Drug Abuse and  
Addiction Services (DADAAS)  
New Jersey State Department of Health  
129 East Hanover Street, CN 360  
Trenton, NJ 08625-0360  
609-292-7836

**New Mexico**

Behavioral Health Services Division  
Department of Health  
1190 St. Francis Drive  
Santa Fe, NM 87502-6110  
505-827-2601

**New York**

Commissioner  
Office of Alcoholism and Substance  
Abuse Services  
Executive Park South  
Albany, NY 12203  
518-457-2061

**North Carolina**

Division of MH/DD/SA Services  
Department of Human Resources  
325 North Salisbury Street  
Raleigh, NC 27603  
919-733-7013

**North Dakota**

Department of Human Services  
Division of Alcohol and Drug Abuse  
1839 East Capitol Avenue  
Bismarck, ND 58501-2152  
701-224-2769

**Ohio**

Director  
Ohio Department of Alcohol and Drug  
Addiction Services  
280 North High Street, 12th Floor  
Columbus, OH 43215-2537  
614-466-3445

**Oklahoma**

Commissioner  
Department of Mental Health and Substance  
Abuse Services  
1200 Northeast 13th Street  
P.O. Box 53277  
Oklahoma City, OK 73152-3277  
405-271-8777

**Oregon**

Office of Alcohol and Drug Programs  
Department of Human Resources  
500 Summer Street, NE  
Salem, OR 97310-1016  
503-378-2163

**Pennsylvania**

Office of Drug and Alcohol Programs  
Pennsylvania Department of Health  
Health and Welfare Building, Room 929  
Harrisburg, PA 17120  
717-787-9857

**Rhode Island**

Director  
Administrative Services  
Department of Substance Abuse  
P.O. Box 20363  
Cranston, RI 02920  
401-464-2091

**South Carolina**

Division of Program Support  
Department of Alcohol and Other Drug  
Abuse Services  
3700 Forest Drive, Suite 300  
Columbia, SC 29204-4082  
803-734-9589

**South Dakota**

Secretary  
South Dakota Department of Human Services  
Hill Properties Plaza  
East Highway 34 c/o 500 East Capitol  
Pierre, SD 57501  
605-773-5990

**Tennessee**

Commissioner  
Bureau of Alcohol and Drug Abuse Services  
Tennessee Department of Health  
Cordell Hull Building, Room 344  
Nashville, TN 37247-0101  
615-741-3111

**Texas**

Texas Commission on Alcohol and Drug Abuse  
710 Brazos  
Austin, TX 78701-2576  
512-867-8875

**Utah**

Director  
Division of Substance Abuse  
Department of Human Services  
120 North 200 West, Fourth Floor  
Salt Lake City, UT 84103  
801-538-3939

**Vermont**

Vermont Agency of Human Services  
Osgood Building  
103 South Main Street  
Waterbury, VT 05671-0204  
802-241-2220

**Virginia**

Office of Substance Abuse Services  
Virginia Department of Mental Health, Mental  
Retardation, and Substance Abuse Services  
109 Governor Street, 12th Floor  
P.O. Box 1797  
Richmond, VA 23214  
804-786-3906

## SAPT Block Grants

### Washington

Director  
Washington Department of Social and  
Health Services  
Division of Alcohol and Substance Abuse  
612 Woodland Square Loop  
S.E./M.S. 5330 Building C  
Lacey, WA 98504-5330  
206-438-8200

### West Virginia

Division of Alcoholism and Drug Abuse  
West Virginia Department of Health and  
Human Resources  
State Capitol Complex  
Building No. 6, Room 738  
Charleston, WV 25305  
304-558-2276

### Wisconsin

Administrator  
Division of Community Services  
Department of Health and Social Services  
1 West Wilson Street  
P.O. Box 7851  
Madison, WI 53707  
608-266-2701

### Wyoming

Division of Behavioral Health  
Department of Health  
2300 Capitol Avenue  
Cheyenne, WY 82002-0480  
307-777-7656

## Territorial Administrators

### American Samoa

Social Services Division  
Department of Human Resources  
Government of American Samoa  
Pago Pago, American Samoa 96799  
684-633-4213

### Guam

Director  
Department of Mental Health and Substance Abuse  
P.O. Box 9400  
Tamuning, Guam 96931  
671-646-9261

### Marshall Islands

Secretary of Health and Environment  
Prevention Health  
Ministry of Health and Environment  
P.O. Box 16  
Majuro, Marshall Islands 96960  
202-223-4952

### Micronesia

Mental Health and Substance Abuse Program  
Department of Health Services  
P.O. Box 70s Palikir  
Pohnpei, FSM 96941  
691-320-2619

### Mariana Islands

Department of Public Health and  
Environmental Services  
Commonwealth of the Northern Mariana Islands  
P.O. Box 409 CK  
Saipan, MP 96950  
670-234-8950

### Palau

Bureau of Public Health  
Ministry of Health  
P.O. Box 6027  
Koror, Palau 96940-0504  
680-488-2552

### Puerto Rico

Administrator  
Administrator for Mental Health and  
Anti-Addiction Services  
Box 21414  
San Juan, PR 00928  
809-764-3795

### Virgin Islands

Commissioner of Health  
Virgin Islands Department of Health  
48 Sugar Este  
Charlotte Amalie  
St. Thomas, VI 00802  
809-774-0117

### Indian Tribes

Coordinator  
Indian & Free (Drug Program)  
Red Lake Band of Chippewa Indians  
Box 100  
Red Lake, MN 56671  
218-679-3995

# State Antidrug/Substance Abuse Offices

**T**he following listing includes several State agencies that may be able to assist you with obtaining information about funding or other resources.

- The Drug and Alcohol Agency offices set prevention and treatment priorities and administer State and Federal funds, particularly those from the U.S. Department of Health and Human Services' Center for Substance Abuse Prevention.
- The HIV-Prevention Program offices coordinate State AIDS prevention activity and oversee State AIDS prevention funding.
- The Bureau of Justice Assistance (BJA) State Administrative offices prepare and submit a State drug and violent crimes strategy to the BJA; distribute BJA grant funds in accordance with the strategy; and perform other analyses of statewide drug problems and of appropriate interventions.
- State volunteer offices coordinate the activities of State volunteers who may be used to assist in substance abuse prevention and treatment activities.

## Agency Listings

### ALABAMA

**Drug and Alcohol Agency**  
Division of Mental Illness and Substance Abuse  
Community Programs  
Department of Mental Health  
200 Interstate Park Drive  
P.O. Box 3710  
Montgomery, AL 36109-5001  
205-271-9253

**HIV-Prevention Program**  
Department of Public Health  
HIV/AIDS Division  
434 Monroe Street  
Montgomery, AL 36130-3017  
205-613-5364

**BJA State Administrative Office**  
Law Enforcement/Highway Traffic Safety Division  
Department of Economic and Community Affairs  
401 Adams Avenue  
P.O. Box 5690  
Montgomery, AL 36103-5690  
205-242-5891  
205-242-0712 Fax

**State Volunteer Contact**  
Director, State of Alabama  
Governor's Office on Volunteerism  
600 Dexter Avenue  
Montgomery, AL 36130  
205-242-7174

**State Alcohol and Drug Abuse Director**  
O'Neill Pollingue, Director  
Division of Substance Abuse Services  
Alabama Department of Mental Health and  
Mental Retardation  
200 Interstate Park Drive  
P.O. Box 3710  
Montgomery, AL 36193  
205-270-4650  
205-240-3195 Fax

State Antidrug/Substance Abuse Offices

**ALASKA**

**Drug and Alcohol Agency**  
Division of Alcoholism and Drug Abuse  
Department of Health and Social Services  
320 Willowbee  
Juneau, AK 99801  
907-586-6201

**HIV-Prevention Program**  
Section of Epidemiology  
Department of Health and Social Services  
3601 C Street, Suite 576  
P.O. Box 240249  
Anchorage, AK 99524-0249  
907-561-4406  
907-562-7802 Fax

**BJA State Administrative Office**  
Department of Public Safety  
Alaska State Troopers  
5700 East Tudor Road  
Anchorage, AK 99507  
907-269-5082  
907-337-2059 Fax

**State Alcohol and Drug Abuse Director**  
Loren A. Jones, Director  
Division of Alcoholism and Drug Abuse  
Alaska Department of Health and Social Services  
P.O. Box 110607  
Juneau, AK 99811-0607  
907-465-2071  
907-465-2185 Fax

**ARIZONA**

**Drug and Alcohol Agency**  
Office of Substance Abuse  
Division of Behavioral Health Service  
Arizona Department of Health Services  
2122 East Highland  
Phoenix, AZ 85016  
602-381-8996

**HIV-Prevention Program**  
Department of Health Services  
Division of Disease Prevention  
3815 North Black Canyon Highway  
Phoenix, AZ 85015  
602-230-5819

**BJA State Administrative Office**  
Arizona Criminal Justice Commission  
Suite 207  
1501 West Washington Street  
Phoenix, AZ 85007  
602-255-1928  
602-542-4852 Fax

**State Alcohol and Drug Abuse Director**  
Terri Goens, Program Manager  
Office of Substance Abuse  
Division of Behavioral Health Services  
Arizona Department of Health Services  
2122 East Highland  
Phoenix, AZ 85016  
602-381-8996  
602-553-9143 Fax

**ARKANSAS**

**Drug and Alcohol Agency**  
Bureau of Alcohol and Drug Abuse Prevention  
Department of Health  
5800 West 10th Street  
Suite 907  
Little Rock, AR 72204  
501-280-4500

**HIV-Prevention Program**  
Arkansas Department of Health  
Sexually Transmitted Diseases  
4815 West Markham  
Room 455  
Little Rock, AR 72205  
501-661-2000

**BJA State Administrative Office**  
Department of Finance and Administration  
Office of Intergovernmental Services  
P.O. Box 3278  
Little Rock, AR 72203  
501-682-1074  
501-682-5206 Fax

**State Volunteer Contact**  
DHS Deputy Director  
State of Arkansas  
Arkansas Division of Volunteerism  
103 East 7th Street  
P.O. Box 1437—Slot No. 1300  
Little Rock, AR 72203-1437  
501-682-7540

**State Alcohol and Drug Abuse Director**  
Joseph M. Hill, Director  
Arkansas Department of Health  
Bureau of Alcohol and Drug Abuse Prevention  
Freeway Medical Center  
5800 West 10th Street, Suite 907  
Little Rock, AR 72204  
501-280-4500  
501-280-4519 Fax

**CALIFORNIA**

**Drug and Alcohol Agency**  
Department of Alcohol and Drug Programs  
1700 K Street  
Sacramento, CA 95814  
916-445-0834

**HIV-Prevention Program**  
Office of AIDS  
Department of Health Services  
P.O. Box 942732  
Sacramento, CA 94234-7320  
916-323-7415  
916-323-4642 Fax

**BJA State Administrative Office**  
Office of Criminal Justice Planning  
1130 K Street, Suite 300  
Sacramento, CA 95814  
916-323-5350  
916-324-9167 Fax

**State Alcohol and Drug Abuse Director**  
Andrew M. Mecca, Dr. P.H., Director  
Governor's Policy Council on Drug and  
Alcohol Abuse  
Executive Office  
1700 K Street, 5th Floor  
Sacramento, CA 95814-4037  
916-445-1943  
916-323-5873 Fax

**COLORADO**

**Drug and Alcohol Agency**  
Alcohol and Drug Abuse Division  
Department of Human Services  
4300 Cherry Creek Drive, South  
Denver, CO 80222  
303-692-2930

**HIV-Prevention Program**  
STD/AIDS Section  
DCEED-STD-A3  
Department of Health  
4300 Cherry Creek Drive  
Denver, CO 80222  
303-692-2681  
303-782-5393 Fax

**BJA State Administrative Office**  
Division of Criminal Justice  
Suite 3000  
700 Kipling Street  
Denver, CO 80215  
303-239-4442  
303-239-4491 Fax

**State Alcohol and Drug Abuse Director**  
Robert Aukerman, Director  
Alcohol and Drug Abuse Division  
Colorado Department of Health  
4300 Cherry Creek Drive, South  
Denver, CO 80222-1530  
303-692-2930  
303-782-4883 Fax

**CONNECTICUT**

**Drug and Alcohol Agency**  
Department of Public Health Addiction Services  
999 Asylum Avenue  
Hartford, CT 06105  
203-566-4145

**HIV-Prevention Program**  
Department of Public Health and Addiction Services  
AIDS Division  
150 Washington Street  
Hartford, CT 06106  
203-240-9122

**BJA State Administrative Office**  
Office of Policy and Management  
Justice Planning Division  
80 Washington Street  
Hartford, CT 06106  
203-566-3500  
203-566-1589 Fax



State Antidrug/Substance Abuse Offices

**State Alcohol and Drug Abuse Director**  
Sher Horosko, Assistant to the Commissioner  
for Substance Abuse  
Connecticut Department of Public Health and  
Addiction Services  
150 Washington Street  
Hartford, CT 06106  
203-566-4282  
203-566-8471 Fax

**DELAWARE**

**Drug and Alcohol Agency**  
Division of Alcoholism, Drug Abuse and  
Mental Health  
CT Building  
Delaware State Hospital  
1901 North DuPont Highway  
New Castle, DE 19720  
302-577-4461

**HIV-Prevention Program**  
AIDS Program Office  
3000 Newport Gap Pike  
Building G  
Wilmington, DE 19808  
302-995-8422

**BJA State Administrative Office**  
Criminal Justice Council  
Elbert N. Carvel State Office Building  
820 North French Street  
Fourth Floor  
Wilmington, DE 19801  
302-577-3466  
302-577-3440 Fax

**State Volunteer Contact**  
Director  
State of Delaware  
Division of Volunteer Services  
156 South State Street  
P.O. Box 1401  
Dover, DE 19903  
302-739-4456

**State Alcohol and Drug Abuse Director**  
Thomas M. Fritz, Director  
Delaware Division of Alcoholism, Drug Abuse  
and Mental Health  
1901 North DuPont Highway  
New Castle, DE 19720  
302-577-4461  
302-577-4486 Fax

**DISTRICT OF COLUMBIA**

**Drug and Alcohol Agency**  
Alcohol and Drug Abuse Services Administration  
1300 First Street NE  
Washington, DC 20002  
202-727-1765

**HIV-Prevention Program**  
Commission of Public Health  
Agency for HIV/AIDS  
717 14th Street, NW  
Suite 600  
Washington, DC 20009  
202-727-2500

**BJA State Administrative Office**  
Office of Grants Management and Development  
717 14th Street, NW  
Suite 500  
Washington, DC 20005  
202-727-6537  
202-727-1617 Fax

**State Alcohol and Drug Abuse Director**  
Maude R. Holt, Administrator  
District of Columbia Alcohol and Drug Abuse  
Services Administration  
1300 First Street, NE  
Suite 300  
Washington, DC 20002  
202-727-9393  
202-535-2028 Fax

**FLORIDA**

**Drug and Alcohol Agency**  
Alcohol, Drug Abuse and Mental Health Program  
1317 Winewood Boulevard  
Building B, Room 156  
Tallahassee, FL 32399-0700  
904-488-0900

**HIV-Prevention Program**  
Department of Health and Rehabilitation Services  
1317 Winewood Boulevard  
Building B  
Tallahassee, FL 32399-0700  
904-487-2690

**BJA State Administrative Office**  
Bureau of Community Assistance  
The Rhyne Building  
2740 Centerview Drive  
Tallahassee, FL 32399-2100  
904-488-8016  
904-487-4414 Fax

**State Volunteer Contact**  
Governor's Commission on Community Service  
and Partnership  
1101 Gulf Breeze Parkway  
P.O. Box 188  
Gulf Breeze, FL 32561  
904-474-2803

**State Alcohol and Drug Abuse Director**  
Pamela Peterson  
Deputy Assistant Secretary  
Alcohol and Drug Abuse Program  
Florida Department of Health and  
Rehabilitation Services  
1317 Winewood Blvd., Bldg. 6, Rm. 183  
Tallahassee, FL 32301  
904-488-8304  
904-487-2239 Fax

## GEORGIA

**Drug and Alcohol Agency**  
Division of Mental Health, Mental Retardation  
and Substance Abuse  
Department of Human Resources  
2 Peachtree Street, Suite 4-320  
Atlanta, GA 30303  
404-657-2303

**HIV-Prevention Program**  
Department of Human Resources  
Epidemiology and Preventive Branch  
Division of Public Health  
STD/HIV Section  
2 Peachtree Street, NW  
10th Floor, Suite 400  
Atlanta, GA 30303-3186  
404-657-3100

**BJA State Administrative Office**  
Criminal Justice Coordinating Council  
503 Oak Place  
Suite 540  
Atlanta, GA 30349  
404-559-4949  
404-559-4960 Fax

**State Volunteer Contact**  
Coordinator  
Georgia Office of Volunteer Services  
Department of Community Affairs  
1200 Equitable Building  
100 Peachtree Street, NE  
Atlanta, GA 30303  
404-656-9790

**State Alcohol and Drug Abuse Director**  
Thomas W. Hester, M.D., Director  
Georgia Alcohol and Drug Services Section  
2 Peachtree Street, NE  
Suite 541, Fourth Floor  
Atlanta, GA 30303  
404-657-6400  
404-657-6424 Fax

## HAWAII

**Drug and Alcohol Agency**  
Drug Enforcement Administration  
P.O. Box 50163  
Honolulu, HI 96850  
808-541-1930

**HIV-Prevention Program**  
State of Hawaii  
Department of Health  
Communicable Disease Division  
P.O. Box 3378  
Honolulu, HI 96801  
808-586-4580

**BJA State Administrative Office**  
Attorney General  
State of Hawaii  
Resource Coordination Division  
425 Queen Street, Room 221  
Honolulu, HI 96813  
808-586-1151  
808-586-1373 Fax

**State Volunteer Contact**  
Program Coordinator  
Statewide Volunteer Services  
Office of the Governor  
State Capitol, Room 444  
Honolulu, HI 96813  
808-587-2860

State Antidrug/Substance Abuse Offices

**State Alcohol and Drug Abuse Director**

Elaine Wilson, Division Chief  
Alcohol and Drug Abuse Division  
Hawaii Department of Health  
P.O. Box 3378  
Honolulu, HI 96801  
808-586-3962  
808-586-4016 Fax

**IDAHO**

**Drug and Alcohol Agency**  
Department of Health and Welfare  
Division of Family and Community Services  
Bureau of Substance Abuse  
450 West State Street  
P.O. Box 83720  
Third Floor  
Boise, ID 83720-0036  
208-334-5935

**HIV-Prevention Program**  
Department of Health and Welfare  
Bureau of Communicable Disease Prevention  
450 West State Street  
Fourth Floor  
Boise, ID 83720  
208-334-5930

**BJA State Administrative Office**  
Idaho Department of Law Enforcement  
P.O. Box 700  
Meridian, ID 83680-0700  
208-884-7040  
208-327-7176 Fax

**State Alcohol and Drug Abuse Director**  
Tina Klamt, Chief  
Bureau of Substance Abuse  
Division of Family and Community Services  
Idaho Department of Health and Welfare  
Third Floor  
P.O. Box 83720  
Boise, ID 83702  
208-334-5935  
208-334-5694 Fax

**ILLINOIS**

**Drug and Alcohol Agency**  
Department of Alcoholism and Substance Abuse  
James R. Thomas Center  
Room 5-600  
100 West Randolph Street  
Chicago, IL 60601  
312-814-3840

**HIV-Prevention Program**  
Illinois Department of Public Health  
AIDS Activity Section  
160 North LaSalle  
Suite 700  
Chicago, IL 60601  
312-814-4846

**BJA State Administrative Office**  
Illinois Criminal Justice Information Authority  
120 South Riverside Plaza  
Suite 1016  
Chicago, IL 60606-3997  
312-793-8550  
312-793-8422 Fax

**State Volunteer Contact**  
Director  
Lt. Governor's Office of Voluntary Action  
James R. Thomas Center  
100 West Randolph Street, Suite 15-200  
Chicago, IL 60601  
312-814-5220

**State Alcohol and Drug Abuse Director**  
Barbara Cimaglio, Director  
Illinois Department of Alcoholism and  
Substance Abuse  
100 West Randolph Street, Suite 5-600  
James R. Thompson Center  
Chicago, IL 60601  
312-814-2291  
312-814-2419 Fax

**INDIANA**

**Drug and Alcohol Agency**  
Department of Family and Social Services  
Division of Mental Health  
402 West Washington Street  
R-W-353  
Indianapolis, IN 46204-2739  
317-232-7816

**HIV-Prevention Program**  
Indiana State Department of Health  
Division of HIV/STD  
1330 West Michigan Street  
P.O. Box 1964  
Indianapolis, IN 46206-1964  
317-633-0851

**BJA State Administrative Office**  
Indiana Criminal Justice Institute  
302 West Washington Street  
Room E-209  
Indianapolis, IN 46204  
317-232-2561  
317-232-4979 Fax

**State Volunteer Contact**  
Director  
Governor's Voluntary Action Program  
Government Center South  
302 West Washington Street  
Room E220  
Indianapolis, IN 46204  
317-232-2504

**State Alcohol and Drug Abuse Director**  
Robert L. Dyer, Ph.D., Director  
Division of Mental Health  
402 West Washington Street, Room W-353  
Indianapolis, IN 46204-2739  
317-232-7816  
317-233-3472 Fax

**IOWA**

**Drug and Alcohol Agency**  
Substance Abuse Division  
Lucas State Office Building  
321 East 12th Street  
Third Floor  
Des Moines, IA 50319  
515-281-3641

**HIV-Prevention Program**  
Department of Health  
Division of Disease Prevention  
Lucas State Office Building  
321 East 12th Street  
Des Moines, IA 50319  
515-281-4936

**BJA State Administrative Office**  
Governor's Alliance on Substance Abuse  
Lucas State Office Building  
321 East 12th Street  
Des Moines, IA 50309  
515-281-4518  
515-242-6390 Fax

**State Volunteer Contact**  
Governor's Office for Volunteers  
State Capitol  
Des Moines, IA 50319  
515-281-8304

**State Alcohol and Drug Abuse Director**  
Janet Zwick, Director  
Division of Substance Abuse and Health Promotion  
Iowa Department of Public Health  
Lucas State Office Building, Third Floor  
321 East 12th Street  
Des Moines, IA 50319  
515-281-4417  
515-281-4958 Fax

**KANSAS**

**Drug and Alcohol Agency**  
Alcohol and Drug Abuse Services  
Department of Social and Rehabilitation Services  
Biddle Building, Second Floor  
300 Southwest Oakley Street  
Topeka, KS 66606  
913-296-3925

**HIV-Prevention Program**  
Kansas Department of Health and Environment  
Bureau of Disease Control  
Mills Building, Suite 600  
109 Southwest Ninth Street  
Topeka, KS 66612-1271  
913-296-5585

State Antidrug/Substance Abuse Offices

**BJA State Administrative Office**

Department of Administration  
State Capitol, Room 265-E  
Topeka, KS 66612-1590  
913-296-2584  
913-296-0043 Fax

**State Alcohol and Drug Abuse Director**

Andrew O'Donovan, Commissioner  
Kansas Alcohol and Drug Abuse Services  
Biddle Building, 300 SW Oakley  
Topeka, KS 66606-1861  
913-296-3925  
913-296-0494 Fax

**KENTUCKY**

**Drug and Alcohol Agency**

Division of Substance Abuse  
Department of Mental Health and  
Mental Retardation  
Cabinet for Human Resources  
Health Services Building  
275 East Main Street  
Frankfort, KY 40621  
502-564-2880

**HIV-Prevention Program**

Cabinet for Human Resources  
STD Control (CTS) Counseling and Testing Site  
275 East Main Street  
Frankfort, KY 40621  
502-564-4804

**BJA State Administrative Office**

Justice Cabinet  
Bush Building  
403 Wapping Street, Second Floor  
Frankfort, KY 40601  
502-564-7554  
502-564-4840 Fax

**State Alcohol and Drug Abuse Director**

Michael Townsend, Director  
Division of Substance Abuse  
Kentucky Department of Mental Health and  
Mental Retardation Services  
275 East Main Street  
Frankfort, KY 40621  
502-564-2880  
502-564-3844 Fax

**LOUISIANA**

**Drug and Alcohol Agency**

Office of Alcohol and Drug Abuse  
Department of Health and Hospitals  
1201 Capitol Access Road  
P.O. Box 3868  
Baton Rouge, LA 70821-3868  
504-342-9354

**HIV-Prevention Program**

HIV/AIDS Services (HAS)  
Office of Public Health  
Department of Health and Hospitals  
325 Loyola Avenue, Room 618  
New Orleans, LA 70112  
504-568-5508  
504-568-5507 Fax

**BJA State Administrative Office**

Louisiana Commission on Law Enforcement  
1885 Wooddale Boulevard, Suite 708  
Baton Rouge, LA 70806  
504-925-3513  
504-925-1998 Fax

**State Alcohol and Drug Abuse Director**

Joseph Williams, Jr., Assistant Secretary  
Office of Alcohol and Drug Abuse  
Louisiana Department of Health and Hospitals  
1201 Capitol Access Road  
P.O. Box 2790—BIN No. 18  
Baton Rouge, LA 70821-2790  
504-342-6717  
504-342-3931 Fax

**MAINE**

**Drug and Alcohol Agency**

Office of Substance Abuse  
Executive Department  
24 Stone Street  
State House Station 159  
Augusta, ME 04333  
207-237-2595

**HIV-Prevention Program**

Department of Human Services  
HIV/STD Program Division of Disease Control  
State House Station No. 11  
Augusta, ME 04333  
207-289-3747

**BJA State Administrative Office**

Department of Public Safety  
State House Station No. 42  
Augusta, ME 04333  
Contact: Maine Justice Assistance Council  
93 Silver Street  
Waterville, ME 04901  
207-877-8016  
207-877-8027 Fax

**State Alcohol and Drug Abuse Director**

Marlene McMullen-Pelsor, Director  
Maine Office of Substance Abuse  
State House Station, No. 159  
24 Stone Street  
Augusta, ME 04333-0159  
207-287-6330  
207-287-4334 Fax

**MARYLAND**

**Drug and Alcohol Agency**

Drug Abuse Administration  
Department of Health and Mental Hygiene  
Herbert R. O'Connor State Office Building  
201 West Preston Street  
Baltimore, MD 21201  
410-225-6925

**HIV-Prevention Program**

AIDS Administration  
Department of Health and Mental Hygiene  
201 West Preston Street  
Baltimore, MD 21201  
410-225-5013

**BJA State Administrative Office**

Governor's Drug and Alcohol Abuse Commission  
300 East Joppa Road  
Suite 1105  
Baltimore, MD 21286  
410-321-3521  
410-321-3116 Fax

**State Volunteer Contact**

Governor's Office of Volunteerism  
301 West Preston Street  
Suite 1501  
Baltimore, MD 21201  
410-225-4496

**State Alcohol and Drug Abuse Director**

Shane Dennis, Director  
Maryland State Alcohol and Drug  
Abuse Administration  
201 West Preston Street  
Baltimore, MD 21201  
410-225-6925  
410-333-7206 Fax

**MASSACHUSETTS**

**Drug and Alcohol Agency**

Bureau of Substance Abuse  
Department of Public Health  
150 Tremont Street  
Sixth Floor  
Boston, MA 02111  
617-727-8614

**HIV-Prevention Program**

Department of Public Health  
AIDS Program  
150 Tremont Street, 11th Floor  
Boston, MA 02111  
617-727-0368  
617-727-6496 Fax

**BJA State Administrative Office**

Massachusetts Committee on Criminal Justice  
100 Cambridge Street  
Room 2100  
Boston, MA 02202  
617-727-6300  
617-727-5356 Fax

**State Alcohol and Drug Abuse Director**

Dennis McCarty, Ph.D., Director  
Massachusetts Division of Substance Abuse Services  
150 Tremont Street  
Boston, MA 02111  
617-727-7985  
617-727-9288 Fax

**MICHIGAN**

**Drug and Alcohol Agency**

Center for Substance Abuse Services  
Michigan Department of Public Health  
3423 Martin Luther King, Jr. Boulevard  
P.O. Box 30195  
Lansing, MI 48909  
517-335-8810

State Antidrug/Substance Abuse Offices

**HIV-Prevention Program**

Division of Disease Control  
Bureau of Infectious Disease Control  
Department of Public Health  
P.O. Box 30035  
Lansing, MI 48909  
517-335-8050  
517-335-8121 Fax

**BJA State Administrative Office**

Office of Drug Control Policy  
Michigan National Tower, Suite 1200  
124 West Allegan  
P.O. Box 30026  
Lansing, MI 48909  
517-373-2952  
517-373-2963 Fax

**State Alcohol and Drug Abuse Director**

Karen Schrock, Chief  
Michigan Department of Public Health  
Center for Substance Abuse Services  
3423 North Logan/Martin Luther King Jr. Boulevard  
P.O. Box 30195  
Lansing, MI 48909  
517-335-8808  
517-335-8837 Fax

**MINNESOTA**

**Drug and Alcohol Agency**

Minnesota Department of Human Services  
Chemical Dependency Program Division  
Space Center Building  
444 Lafayette Road  
St. Paul, MN 55155-3823  
612-296-3991

**HIV-Prevention Program**

Minnesota Department of Health  
AIDS/STD Prevention Services Section  
717 Southeast Delaware Street  
Minneapolis, MN 55440  
612-623-5363

**BJA State Administrative Office**

Office of Drug Policy and Violence Prevention  
Department of Public Safety  
444 Cedar Street, Suite 100-D  
Town Square  
St. Paul, MN 55101-2156  
612-282-6556  
612-297-7313 Fax

**State Volunteer Contact**

Director  
Minnesota Office on Volunteer Services  
Department of Administration  
117 University Avenue  
St. Paul, MN 55155  
612-296-4731  
612-296-2265 Fax

**State Alcohol and Drug Abuse Director**

Cynthia Turnure, Ph.D., Director  
Chemical Dependency Program Division  
Minnesota Department of Human Services  
444 Lafayette Road  
St. Paul, MN 55155-3823  
612-296-4610  
612-296-6244 Fax

**MISSISSIPPI**

**Drug and Alcohol Agency**

Division of Alcohol and Drug Abuse  
Department of Mental Health  
1101 Robert E. Lee Blvd.  
Jackson, MS 39201  
601-359-1288

**HIV-Prevention Program**

Department of Public Health  
AIDS Program Director  
P.O. Box 1700  
Jackson, MS 39215  
601-960-7723

**BJA State Administrative Office**

Division of Public Safety Planning  
Office of Justice Programs  
301 West Pearl Street  
Jackson, MS 39203-3088  
601-949-2225  
601-960-4263 Fax

**State Alcohol and Drug Abuse Director**

Herbert Loving, Acting Director  
Division of Alcohol and Drug Abuse  
Mississippi Department of Mental Health  
Robert E. Lee State Office Building  
11th Floor  
Jackson, MS 39201  
601-359-1288  
601-359-6295 Fax

**MISSOURI**

**Drug and Alcohol Agency**  
Division of Alcohol and Drug Abuse  
Department of Mental Health  
1706 East Elm Street  
P.O. Box 687  
Jefferson City, MO 65102  
314-751-4942

**HIV-Prevention Program**  
Bureau of Social Health Care Needs  
HIV/AIDS Services  
1739 Elm Street  
P.O. Box 570  
Jefferson City, MO 65102  
314-751-6438

**BJA State Administrative Office**  
Missouri Department of Public Safety  
Truman State Office Building  
P.O. Box 749  
Jefferson City, MO 65102-0749  
314-751-4905  
314-751-5399 Fax

**State Volunteer Contact**  
Missouri Volunteers  
c/o Missouri Division of Family Services  
615 East 13th Street  
Kansas City, MO 64106  
816-889-2293

**State Alcohol and Drug Abuse Director**  
Michael Couty, Acting Director  
Division of Alcohol and Drug Abuse  
Missouri Department of Mental Health  
1706 East Elm Street  
Jefferson City, MO 65109  
314-751-4942  
314-751-7814 Fax

**MONTANA**

**Drug and Alcohol Agency**  
Alcohol and Drug Abuse Division  
Department of Corrections and Human Services  
1539 11th Avenue  
Helena, MT 59620  
406-444-4423

**HIV-Prevention Program**  
Bureau of Preventive Health Services  
Department of Health and Environmental Science  
Cogswell Building  
Room C-317  
Helena, MT 59620  
406-444-3949  
406-444-2606 Fax

**BJA State Administrative Office**  
Montana Board of Crime Control  
Scott Hart Building  
303 North Roberts  
Helena, MT 59620  
406-444-3604  
406-444-4722 Fax

**State Alcohol and Drug Abuse Director**  
Darryl Bruno, Administrator  
Alcohol and Drug Abuse Division  
Montana Department of Corrections and  
Human Services  
1539 11th Avenue  
Helena, MT 59601-1301  
406-444-2827  
406-444-4920 Fax

**NEBRASKA**

**Drug and Alcohol Agency**  
Division on Alcoholism and Drug Abuse  
Department of Public Institutions  
Lincoln Regional Center Campus  
West Van Dorn and Folsom Streets  
P.O. Box 94728  
Lincoln, NE 68509  
402-471-2851

**HIV-Prevention Program**  
Department of Health  
Division of Disease Control  
AIDS Program  
P.O. Box 95007  
Lincoln, NE 68509-6007  
402-471-2937

**BJA State Administrative Office**  
Nebraska Commission on Law Enforcement  
and Criminal Justice  
P.O. Box 94946  
Lincoln, NE 68509  
402-471-3416



State Antidrug/Substance Abuse Offices

**State Alcohol and Drug Abuse Director**  
Malcolm Heard, Director  
Division of Alcoholism and Drug Abuse  
Nebraska Department of Public Institutions  
P.O. Box 94728  
Lincoln, NE 68509-4728  
402-471-2851, ext. 5583  
402-479-5145 Fax

**NEVADA**

**Drug and Alcohol Agency**  
Bureau of Alcohol and Drug Abuse  
Department of Employment Training  
and Rehabilitation  
Kinkead Building, Room 500  
505 East King Street  
Carson City, NV 89710  
702-687-4790

**HIV-Prevention Program**  
Nevada Health Division  
Communicable Disease Section  
505 East King Street  
Room 304  
Carson City, NV 89710  
702-687-4800

**BJA State Administrative Office**  
Department of Motor Vehicles and Public Safety  
555 Wright Way  
Carson City, NV 89711-0900  
702-687-5282  
702-687-6798 Fax

**State Alcohol and Drug Abuse Director**  
Elizabeth Breshears, Chief  
Bureau of Alcohol and Drug Abuse  
Nevada Department of Human Resources  
505 East King Street, Room 500  
Carson City, NV 89710  
702-687-4790  
702-687-6239 Fax

**NEW HAMPSHIRE**

**Drug and Alcohol Agency**  
Office of Alcohol and Drug Abuse Prevention  
Department of Health and Human Services  
State Office Park South  
105 Pleasant Street  
Concord, NH 03301  
603-271-6100

**HIV-Prevention Program**  
Division of Public Health Services  
Bureau of Disease Control  
Health and Welfare Building  
6 Hazen Drive  
Concord, NH 03301  
603-271-4477

**BJA State Administrative Office**  
Office of the Attorney General  
State House Annex  
Concord, NH 03301-6397  
603-271-1297  
603-271-2110 Fax

**State Volunteer Contact**  
Executive Director  
Governor's Office on Volunteerism  
The State House Annex  
25 Capitol Street  
Room 409  
Concord, NH 03301  
603-271-3771

**State Alcohol and Drug Abuse Director**  
Geraldine Sylvester, Director  
New Hampshire Office of Alcohol and  
Drug Abuse Prevention  
105 Pleasant Street  
Concord, NH 03301  
603-271-6104  
603-271-6116 Fax

**NEW JERSEY**

**Drug and Alcohol Agency**  
Department of Health  
129 East Hanover Street  
CN 362  
Trenton, NJ 08625-0362  
609-292-5760

**HIV-Prevention Program**  
Department of Health  
Division of AIDS Prevention and Control  
50 East State Street  
CN 360  
Trenton, NJ 08625  
609-984-5888

**BJA State Administrative Office**  
New Jersey Department of Law and Public Safety  
25 Market Street  
CN 085  
Trenton, NJ 08625-0085  
609-984-6500  
609-984-4496 Fax

**State Volunteer Contact**  
Department of Human Services  
New Jersey Office of Volunteerism  
22 South Warren Street  
CN 700  
Trenton, NJ 08625  
609-984-3470

**State Alcohol and Drug Abuse Director**  
John W. Farrell, Deputy Director  
Division of Alcoholism, Drug Abuse, and  
Addiction Services  
New Jersey Department of Health  
CN 362  
Trenton, NJ 08625-0362  
609-292-9068 or 7385  
609-292-3816 Fax

**NEW MEXICO**

**Drug and Alcohol Agency**  
Division of Substance Abuse  
Health and Environment Department  
Harold Runnels Building  
Room 3200 North  
1190 St. Francis Drive  
P.O. Box 26110  
Santa Fe, NM 87504-6110  
505-827-2601

**HIV-Prevention Program**  
HIV-AIDS/STD Prevention and Services  
Bureau/Health Department  
1190 St. Francis Drive  
Harold Runnels Building  
Santa Fe, NM 87503  
505-827-2389  
505-827-2329 Fax

**BJA State Administrative Office**  
Department of Public Safety  
4491 Cerillos Road  
P.O. Box 1628  
Santa Fe, NM 87504-1628  
505-827-9099  
505-827-3434 Fax

**State Alcohol and Drug Abuse Director**  
Geraldine Salazar, Director  
Department of Health  
Behavioral Health Services Division  
New Mexico Department of Health  
Harold Runnels Building, Room 3200 North  
1190 St. Francis Drive  
Santa Fe, NM 87501  
505-827-2601  
505-827-0097 Fax

**NEW YORK**

**Drug and Alcohol Agency**  
New York State Office of Alcoholism and  
Substance Abuse Services  
1450 Western Avenue  
Albany, NY 12203  
518-457-2061

**HIV-Prevention Program**  
AIDS Institute  
Corning Tower  
1315 Empire State Plaza  
Albany, NY 12237  
518-473-2300

**BJA State Administrative Office**  
New York State Division of Criminal Justice Services  
Executive Park Tower  
Stuyvesant Plaza  
Albany, NY 12203-3764  
518-457-8462  
518-457-1186 Fax

**State Volunteer Contact**  
Governor's Office for Voluntary Service  
Executive Chamber  
2 World Trade Center  
57th Floor  
New York, NY 10047  
212-417-2255

**State Alcohol and Drug Abuse Directors**  
Marguerite T. Saunders, Commissioner  
New York State Office of Alcoholism and  
Substance Abuse Services  
Executive Park South  
1450 Western Avenue  
Albany, NY 12203-3526  
518-457-7629  
518-485-6014 Fax

State Antidrug/Substance Abuse Offices

John S. Gustafson  
Deputy Director for Federal Relations  
New York State Office of Alcoholism and  
Substance Abuse Services  
1450 Western Avenue  
Albany, NY 12203-3526  
518-457-6529  
518-485-6014 Fax

**NORTH CAROLINA**

**Drug and Alcohol Agency**  
Substance Abuse Services Section  
Division of Mental Health, Developmental  
Disabilities, and Substance Abuse Services  
Department of Human Resources  
Albermarle Building  
Room 1168  
325 North Salisbury Street  
Raleigh, NC 27603  
919-733-4670

**HIV-Prevention Program**  
Communicable Disease Control  
Department of Health, Environment and  
Natural Resources  
AIDS Program  
P.O. Box 2091  
Raleigh, NC 27602  
919-733-3419

**BJA State Administrative Office**  
Governor's Crime Commission  
North Carolina Department of Crime Control  
and Public Safety  
3824 Barnett Drive, Suite 100  
P.O. Box 27687  
Raleigh, NC 27609  
919-571-4736  
919-571-4745 Fax

**State Volunteer Contact**  
Executive Director  
Governor's Office of Citizen Affairs  
116 West Jones Street  
Raleigh, NC 27603-8001  
919-733-4261

**State Alcohol and Drug Abuse Director**  
Julian F. Keith, M.D., Director  
Alcohol and Drug Services  
North Carolina Division of Mental Health,  
Developmental Disabilities, and Substance  
Abuse Services  
325 North Salisbury Street  
Raleigh, NC 27611  
919-733-4670  
919-733-9455 Fax

**NORTH DAKOTA**

**Drug and Alcohol Agency**  
Division of Alcoholism and Drug Abuse  
Department of Human Services  
1839 East Capitol Avenue  
Bismarck, ND 58501-2152  
701-224-2769  
701-224-4727 Fax

**HIV-Prevention Program**  
Division of Disease Control  
Department of Health and Consolidated Laboratories  
State Capitol Building  
600 East Boulevard Avenue  
Bismarck, ND 58505-0250  
701-224-2378

**BJA State Administrative Office**  
Bureau of Criminal Investigation  
Attorney General's Office  
P.O. Box 1054  
Bismarck, ND 58502  
701-221-5500  
701-221-5510 Fax

**State Volunteer Contact**  
North Dakota Department of Human Services  
State Capitol Building  
600 East Boulevard Avenue  
Bismarck, ND 58505-0250  
701-224-2310

**State Alcohol and Drug Abuse Director**  
John Allen, Director  
Division of Alcoholism and Drug Abuse  
North Dakota Department of Human Services  
1839 East Capitol Avenue  
Professional Building  
Bismarck, ND 58501  
701-224-2769  
701-224-3008 Fax

**OHIO**

**Drug and Alcohol Agency**  
Ohio Department of Alcohol and Drug  
Addiction Services  
280 North High Street  
12th Floor  
Columbus, OH 43215  
614-466-7893

**HIV-Prevention Program**  
Bureau of Preventive Medicine  
Department of Health  
246 North High Street, Eighth Floor  
P.O. Box 118  
Columbus, OH 43266-0118  
614-466-0304

**BJA State Administrative Office**  
Governor's Office of Criminal Justice Service  
400 East Town Street  
Suite 120  
Columbus, OH 43215  
614-466-7782  
614-466-0308 Fax

**State Volunteer Contact**  
Governor's Community Service Commission  
51 North High Street  
Columbus, OH 43215  
614-728-2916

**State Alcohol and Drug Abuse Director**  
Luceille Fleming, Director  
Ohio Department of Alcohol and Drug  
Addiction Services  
Two Nationwide Plaza, 12th Floor  
280 North High Street  
Columbus, OH 43215-2537  
614-466-3445  
614-752-8645 Fax

**OKLAHOMA**

**Drug and Alcohol Agency**  
Oklahoma State Department of Health  
Substance Abuse Services  
1200 Northeast 13th Street  
P.O. Box 53277  
Oklahoma City, OK 73152  
405-271-8653

**HIV-Prevention Program**  
STD/HIV Service  
Department of Health  
1000 NE 10th Street  
Oklahoma City, OK 73117-1299  
405-271-4200

**BJA State Administrative Office**  
District Attorney's Training and  
Coordination Council  
2200 Classen Boulevard  
Suite 1800  
Oklahoma City, OK 73106-5811  
405-557-6707  
405-524-0581 Fax

**State Alcohol and Drug Abuse Director**  
Ann Lowrance, Acting Director  
Oklahoma Department of Mental Health  
and Substance Abuse Services  
P.O. Box 53277, Capitol Station  
Oklahoma City, OK 73152-3277  
405-271-8653  
405-271-7413 Fax

**OREGON**

**Drug and Alcohol Agency**  
Office of Alcohol and Drug Abuse Programs  
Department of Human Resources  
500 Summer Street, NE  
Salem, OR 97310-1016  
503-945-5763

**HIV-Prevention Program**  
Oregon Health Division  
Department of Human Resources  
Center for Disease Prevention  
Epidemiology, HIV Program  
P.O. Box 14450  
Portland, OR 97214-0450  
503-731-4029

**BJA State Administrative Office**  
Criminal Justice Services Division  
Department of Administration  
155 Cottage Street, NE  
Salem, OR 97310-0310  
503-378-4123  
503-378-8666 Fax

State Antidrug/Substance Abuse Offices

**State Alcohol and Drug Abuse Director**  
Jeffrey N. Kushner, Assistant Director  
Office of Alcohol and Drug Abuse Programs  
Oregon Department of Human Resources  
500 Summer Street, NE  
Salem, OR 97310-1016  
503-945-5763  
503-378-8467 Fax

**PENNSYLVANIA**

**Drug and Alcohol Agency**  
Office of Drug and Alcohol Programs  
Department of Health  
Health and Welfare Building  
Room 929  
Forster Street and Commonwealth Avenue  
Harrisburg, PA 17108  
717-787-8200

**HIV-Prevention Program**  
Bureau of HIV/AIDS  
State Department of Health  
P.O. Box 90  
Harrisburg, PA 17108  
717-783-0574  
717-783-3794 Fax

**BJA State Administrative Office**  
Pennsylvania Commission on Crime  
and Delinquency  
P.O. Box 1167  
Federal Square Station  
Harrisburg, PA 17108-8559  
717-787-2040  
717-783-7713 Fax

**State Volunteer Contact**  
Director  
PennSERVE  
The Governor's Office of Citizen Service  
1304 Labor and Industry Building  
Harrisburg, PA 17120  
717-787-1971

**State Alcohol and Drug Abuse Director**  
Jeannine Peterson, Deputy Secretary  
Office of Drug and Alcohol Programs  
Pennsylvania Department of Health  
P.O. Box 90  
Harrisburg, PA 17108  
717-787-9857  
717-772-6959 Fax

**RHODE ISLAND**

**Drug and Alcohol Agency**  
Department of Substance Abuse  
Louis Pasteur Building  
Cranston, RI 02920  
401-464-2091

**HIV-Prevention Program**  
Division of Disease Control  
Department of Health  
3 Capital Hill, Room 105  
Providence, RI 02908-5097  
401-277-2320  
401-277-1272 Fax

**BJA State Administrative Office**  
Governor's Justice Commission  
222 Quaker Lane  
Suite 100  
Warwick, RI 02893  
401-277-2620  
401-277-1294 Fax

**State Volunteer Contact**  
Volunteers in ACTION  
168 Broad Street  
Providence, RI 02903  
401-421-6547

**State Alcohol and Drug Abuse Director**  
Paul J. Mulloy, RADM, USN (Ret.), Director  
Rhode Island Department of Substance Abuse  
P.O. Box 20363  
Cranston, RI 02920  
401-464-2091  
401-464-2089 Fax

**SOUTH CAROLINA**

**Drug and Alcohol Agency**  
South Carolina Department of Alcohol and  
Other Drug Abuse Services  
3700 Forest Drive  
Suite 300  
Columbia, SC 29204  
803-734-9542

**BJA State Administrative Office**  
Office of Safety and Grant Programs  
Department of Public Safety  
1205 Pendelton Street  
Columbia, SC 29201  
803-734-0268  
803-734-0537 Fax

**State Volunteer Contact**  
Volunteer Services Liaison  
Office of the Governor  
1505 Pendelton Street  
P.O. Box 11369  
Columbia, SC 29201  
803-734-0398

**HIV-Prevention Program**  
Preventive Health Services  
Department of Health and Environmental Control  
2600 Bull Street  
Columbia, SC 29201  
803-737-4040  
803-737-4036 Fax

**State Alcohol and Drug Abuse Director**  
Jerry McCord, Director  
South Carolina Department of Alcohol and  
Other Drug Abuse Services  
3700 Forest Drive, Suite 300  
Columbia, SC 29204  
803-734-9520  
803-734-9663 Fax

#### **SOUTH DAKOTA**

**Drug and Alcohol Agency**  
Division of Alcohol and Drug Abuse  
Department of Human Services  
Hillsview Plaza  
500 East Capitol Avenue  
Pierre, SD 57501-5070  
605-773-3123

**HIV-Prevention Program**  
Department of Health  
Communicable Disease Prevention and Control  
445 East Capitol Avenue  
Pierre, SD 57501  
605-773-3364

**BJA State Administrative Office**  
Office of the Governor  
Attorney General's Task Force on Drugs  
500 East Capitol Avenue  
Pierre, SD 57501  
605-773-4687  
605-773-6471 Fax

**State Alcohol and Drug Abuse Director**  
Gilbert Sudbeck, Director  
Division of Alcohol and Drug Abuse  
Department of Human Services  
Hillsview Plaza, East Highway 34  
c/o 500 East Capitol Avenue  
Pierre, SD 57501-5090  
605-773-3123  
605-773-5483 Fax

#### **TENNESSEE**

**Drug and Alcohol Agency**  
Bureau of Alcohol and Drug Abuse Services  
Department of Health  
Tennessee Tower  
312 Eighth Avenue North  
12th Floor  
Nashville, TN 37247-4401  
615-741-1921

**HIV-Prevention Program**  
Department of Health  
STD/HIV Program  
Tennessee Tower  
312 Eighth Avenue North  
13th Floor  
Nashville, TN 37247-4947  
615-741-7387

**BJA State Administrative Office**  
Criminal Justice Administration  
Department of Finance and Administration  
302 John Sevier Building, Suite 509  
500 Charlotte Avenue  
Nashville, TN 37243-1600  
615-741-3784  
615-532-2989 Fax

**State Volunteer Contact**  
Tennessee Department of Human Services  
400 Deaderick Street  
15th Floor  
Nashville, TN 37248  
615-741-3241

State Antidrug/Substance Abuse Offices

**State Alcohol and Drug Abuse Director**  
Robbie Jackman, Assistant Commissioner  
Bureau of Alcohol and Drug Abuse Services  
Tennessee Department of Health  
Tennessee Tower  
312 Eighth Avenue North  
Nashville, TN 37247-4401  
615-741-1921  
615-741-2491 Fax

**TEXAS**

**Drug and Alcohol Agency**  
Texas Commission on Alcohol and Drug Abuse  
710 Brazos Street  
Austin, TX 78701-2576  
512-867-8700

**HIV-Prevention Program**  
Texas Department of Health  
Bureau of HIV/STD Prevention  
1100 West 49th Street  
Austin, TX 78756  
512-458-7207

**BJA State Administrative Office**  
Criminal Justice Division  
Office of the Governor  
P.O. Box 12428, Capitol Station  
Austin, TX 78711  
512-463-4959  
512-463-1705 Fax

**State Volunteer Contact**  
Governor's Office of Community  
Leadership/Volunteer Services  
P.O. Box 12428  
Austin, TX 78711  
512-475-2615

**State Alcohol and Drug Abuse Director**  
Ben Bynum, Executive Director  
Texas Commission on Alcohol and Drug Abuse  
710 Brazos Street  
Austin, TX 78701-2576  
512-867-8802  
512-867-8181 Fax

**UTAH**

**Drug and Alcohol Agency**  
Salt Lake County  
Division of Substance Abuse Services  
Utah Department of Human Services  
2001 South State Street  
Suite S-2300  
Salt Lake City, UT 84190  
801-468-2009

**HIV-Prevention Program**  
Utah Department of Health  
Bureau of HIV/AIDS Prevention and Control  
288 North 1460 West  
P.O. Box 16700  
Salt Lake City, UT 84116  
801-538-6096

**BJA State Administrative Office**  
Commission on Criminal and Juvenile Justice  
Room 101  
State Capitol  
Salt Lake City, UT 84114  
801-538-1031  
801-538-1024 Fax

**State Alcohol and Drug Abuse Director**  
Leon PoVey, Director  
Department of Human Services  
Utah Division of Substance Abuse  
120 North 200 West, Fourth Floor  
Salt Lake City, UT 84103  
801-538-3939  
801-538-4334 Fax

**VERMONT**

**Drug and Alcohol Agency**  
Office of Alcohol and Drug Abuse Programs  
Agency of Human Services  
Waterbury Office Complex  
103 South Main Street  
Waterbury, VT 05671-1701  
802-241-2170

**HIV-Prevention Program**  
Vermont Department of Health  
AIDS/STD Program  
P.O. Box 70  
60 Main Street  
Burlington, VT 05402  
802-863-7245

**BJA State Administrative Office**  
Vermont Department of Public Safety  
Waterbury State Complex  
103 South Main Street  
Waterbury, VT 05676-0850  
802-244-8781  
802-244-1106 Fax

**State Alcohol and Drug Abuse Director**  
Tom Perras, Interim Director  
Vermont Office of Alcohol and Drug  
Abuse Programs  
103 South Main Street  
Waterbury, VT 05676  
802-241-2170 or 802-241-2175  
802-241-2979 Fax

**VIRGINIA**

**Drug and Alcohol Agency**  
Office of Substance Abuse Services  
Department of Mental Health, Mental Retardation  
and Substance Abuse Services  
Madison Building  
109 Governor Street  
Richmond, VA 23219  
804-786-3906

**HIV-Prevention Program**  
VD Control Section  
109 Governor Street  
Room 113  
P.O. Box 2448  
Richmond, VA 23219  
804-786-6267

**BJA State Administrative Office**  
Department of Criminal Justice Services  
805 East Broad Street  
Richmond, VA 23219  
804-786-1577  
804-371-8981 Fax

**State Volunteer Contact**  
Department of Social Services  
Office of Volunteerism  
730 East Broad Street  
9th Floor  
Richmond, VA 23219  
804-692-1950

**State Alcohol and Drug Abuse Director**  
John F. Draude, Jr., Ph.D., Director  
Office of Substance Abuse Services  
Virginia Department of Mental Health, Mental  
Retardation and Substance Abuse Services  
109 Governor Street  
P.O. Box 1797  
Richmond, VA 23214  
804-786-3906  
804-371-0091 Fax

**WASHINGTON**

**Drug and Alcohol Agency**  
Division of Alcohol and Substance Abuse  
Department of Social and Health Services  
612 Woodland Square Loop  
P.O. Box 45330  
Olympia, WA 98504-5330  
206-438-8200

**HIV-Prevention Program**  
Department of Health  
HIV/AIDS Prevention, LJ-17  
P.O. Box 47840  
Olympia, WA 98504-7840  
206-586-0427  
206-586-5525 Fax

**BJA State Administrative Office**  
Washington State Department of Community  
Trade, and Economic Development  
906 Columbia Street, SW  
P.O. Box 48300  
Olympia, WA 98504-4151  
206-586-0665  
206-586-6868 Fax

**State Volunteer Contact**  
Coordinator  
Washington State Center for Voluntary Action  
906 Columbia Street, SW  
P.O. Box 48300  
Olympia, WA 98504-8300  
206-753-0548



**State Antidrug/Substance Abuse Offices**

**State Alcohol and Drug Abuse Director**

Kenneth D. Stark, Director  
Division of Alcohol and Substance Abuse  
Washington Department of Social and  
Health Services  
P.O. Box 45330  
Olympia, WA 98504-5330  
206-438-8200  
206-438-8078 Fax

**WEST VIRGINIA**

**Drug and Alcohol Agency**

Division on Alcoholism and Drug Abuse  
West Virginia Department of Health and  
Human Services  
Building 6, Room B-717  
1900 Kanawha Boulevard East  
Charleston, WV 25305  
304-558-2276

**HIV-Prevention Program**

Division of Surveillance and Disease Control  
Department of Health and Human Resources  
1422 Washington Street, East  
Charleston, WV 25301  
304-558-5358  
304-558-6335 Fax

**BJA State Administrative Office**

Office of Criminal Justice and Highway Safety  
Department of Military Affairs and Public Safety  
1204 Kanawha Boulevard East  
Charleston, WV 25301  
304-558-8814  
304-558-0391 Fax

**State Alcohol and Drug Abuse Director**

Jack C. Clohan, Jr., Director  
West Virginia Division of Alcoholism and  
Drug Abuse  
State Capitol Complex  
Building 3, Room B-738  
1900 Kanawha Boulevard  
Charleston, WV 25305  
304-558-2276  
304-558-1008 Fax

**WISCONSIN**

**Drug and Alcohol Agency**

Bureau of Substance Abuse Services  
Wilson Street State Office Building  
Room 434  
One West Wilson Street  
Madison, WI 53707  
608-266-2717

**HIV-Prevention Program**

Bureau of Public Health  
Division of Health  
Department of Health and Social Services  
P.O. Box 309  
Madison, WI 53701-0309  
608-266-1251  
608-267-3696 Fax

**BJA State Administrative Office**

Wisconsin Office of Justice Assistance  
222 State Street  
Second Floor  
Madison, WI 53702  
608-266-7185  
608-266-6676 Fax

**State Alcohol and Drug Abuse Director**

Philip S. McCullough, Acting Director  
Bureau of Substance Abuse Services  
One West Wilson Street  
P.O. Box 7851  
Madison, WI 53707  
608-266-3719  
608-266-0036 Fax

**WYOMING**

**Drug and Alcohol Agency**

Office of Substance Abuse Programs  
Division of Behavioral Health  
Department of Health  
451 Hathaway Building  
Room 350  
2300 Capitol Avenue  
Cheyenne, WY 82002  
307-777-6945

**HIV-Prevention Program**  
Wyoming Health and Human Services  
HIV/AIDS Prevention Program  
Hathaway Building  
Fourth Floor  
Cheyenne, WY 82002  
307-777-5800

**BJA State Administrative Office**  
Division of Criminal Investigation  
316 West 22d Street  
Cheyenne, WY 82002  
307-777-7181  
307-777-7252 Fax

**State Alcohol and Drug Abuse Director**  
Harvey Hillin, Administrator  
Wyoming Division of Behavioral Health  
Hathaway Building, Room 447  
Cheyenne, WY 82002  
307-777-7116  
307-777-5808 Fax

## Territorial Offices

### AMERICAN SAMOA

**Drug and Alcohol Agency**  
Alcohol and Drug Abuse  
Department of Health Services  
LBJ Tropical Medical Center  
Pago Pago, AS 96799  
011-684-633-5139

**HIV-Prevention Program**  
Director of Health  
Government of American Samoa  
LBJ Tropical Medical Center  
P.O. Box F  
Pago Pago, AS 96799  
011-684-633-2732

**BJA State Administrative Office**  
Office of Legal Affairs  
American Samoa Government  
P.O. Box 7  
Pago Pago, AS 96799  
9-011-684-633-4163  
9-011-684-633-1838 Fax

**State Alcohol and Drug Abuse Director**  
Repeka M. Howland, M.P.H., R.N.  
Deputy Director of Social Services Division  
Department of Human Resources  
Government of American Samoa  
Pago Pago, AS 96799  
684-633-4606  
684-633-5379 Fax

### GUAM

**Drug and Alcohol Agency**  
Department of Mental Health and Substance Abuse  
P.O. Box 8896  
Tamuning, GU 96911  
011-671-646-9261

**HIV-Prevention Program**  
Department of Public Health  
P.O. Box 2816  
Agana, GU 96910  
011-671-734-7102

### BJA State Administrative Office

Bureau of Planning  
Governor's Office  
P.O. Box 2950  
Agana, GU 96910  
9-011-671-472-8931, ext 405  
9-011-671-477-1812

**State Alcohol and Drug Abuse Director**  
Marilyn L. Wingfield, Director  
Guam Department of Mental Health and  
Substance Abuse  
790 Governor Carlos G. Gamacho Road  
Tamuning, GU 96911  
671-646-9262-69  
671-649-6948 Fax

### PUERTO RICO

**Drug and Alcohol Agency**  
Department of Addiction Services  
Lincoln Building  
414 Barbosa Avenue  
Rio Piedras, PR 00928-1474  
809-764-3670

**State Antidrug/Substance Abuse Offices**

**HIV-Prevention Program**

AIDS Central Office (OCAS)  
Department of Health  
Gonzalez Padin Building, 6th Floor  
P.O. Box 71423  
Old San Juan, PR 00936-1423  
809-723-1555 or 765-6210  
809-723-3565 Fax

**BJA State Administrative Office**

Attorney General  
Department of Justice  
Commonwealth of Puerto Rico  
P.O. Box 192  
San Juan, PR 00902  
809-725-0335  
809-725-6144 Fax

**State Alcohol and Drug Abuse Director**

Nestor Galarza, M.D., Administrator  
Mental Health and Anti-Addiction  
Services Administration  
Box 21414  
San Juan, PR 00928-1414  
809-764-3670  
809-765-5895 Fax

**VIRGIN ISLANDS**

**Drug and Alcohol Agency**

Substance Abuse Services  
Department of Health  
Charlotte Amalie  
St. Thomas, VI 00801  
809-774-7265

**HIV-Prevention Program**

AIDS Program/Department of Health  
516 Strand Street  
Frederiksted, St. Croix, VI 00840  
809-774-0117  
809-774-0117 Fax

**BJA State Administrative Office**

Virgin Islands Law Enforcement  
Planning Commission  
116 and 164 Submarine Base  
Estate Nisky Number 6, Southside Quarters  
St. Thomas, VI 00802  
809-774-6400  
809-774-4057 Fax

**State Alcohol and Drug Abuse Director**

Laurent D. Javois, Director  
Virgin Islands Division of Mental Health,  
Alcoholism, and Drug Dependency Services  
Department of Health  
Charles Harwood Memorial Hospital  
Christianstead, St. Croix, VI 00820  
809-773-1311, ext. 3013  
809-773-7900 Fax

## Bibliography

Listed below by State are associations, government agencies, and other sources that may be able to provide information about available funds in your area. It is important to check the date of publication and to look for the most current publications available.

Selected bibliographic information is reprinted here with permission from *Foundation Fundamentals: A Guide for Grantseekers*, 4th ed., © 1991 by the Foundation Center, 79 Fifth Avenue, New York, NY 10003.

DuChes, JoAnne. *The National Directory of State Agencies*. Bethesda, MD: Cambridge Information Group, 1988.

Comprehensive U.S. directory of the States, possessions, Territories, and 105 State agency functions.

### Alabama

Birmingham Public Library. *Alabama Foundation Director*. Birmingham, AL: Birmingham Public Library, 1990.

Based primarily on 1988 and 1989 990-PF returns filed with the IRS by 362 foundations.

See also TENNESSEE; O'Donnell, Suzanna and Kim Klein, eds. *A Guide to Funders in Central Appalachia and the Tennessee Valley*.

### Arizona

Junior League of Phoenix, comp. *Arizona Foundation Directory*. 2d ed. Phoenix, AZ: Junior League of Phoenix, 1989.

Profiles of over 150 private and community foundations.

### Arkansas

Cronin, Jerry, and Earl W. Anthes, ed. *Guide to Arkansas Funding Sources*. West Memphis, AR: Independent Community Consultants, 1990.

Contains information on 108 private Arkansas foundations, 38 scholarship sources, 5 neighboring foundations (out-of-State foundations with Arkansas giving interests), and 24 religious funding sources.

### California

Fanning, Carol. *Guide to California Foundations*. 7th ed. San Francisco: Northern California Grantmakers, 1988.

This directory lists more than 800 foundations located in California that award grants totaling \$40,000 or more annually.

Logos Associates. *The Directory of the Major California Foundations*. Attleboro, MA: Logos Associates, 1986.

Based on 1983 and 1984 990-PF returns and annual reports for more than 97 foundations.

Nichols, Vera, comp. *Catalog of California State Grants Assistance*. 3d ed. Sacramento, CA: California State Library Foundation, 1989.

This directory contains information on various kinds of financial assistance offered through California governmental agencies, which are funded by State and/or Federal "pass-through" funds.

Nonprofit Development Center, comp. *Guide to Santa Clara County Foundations*. San Jose, CA: Nonprofit Development Center, 1990.

Lists 19 foundations that are currently headquartered in Santa Clara County, California, and grant at least \$30,000 annually.

San Diego Community Foundation, comp. *San Diego County Foundation Directory*. San Diego, CA: San Diego Community Foundation, 1989.

Loose-leaf binder that contains duplicated copies of IRS 990-PF returns for 123 foundation funding sources in San Diego.

Santa Clara County. Office of Education, and Grantsmanship Resource Center, comps. *Corporate Contributions Guide to Santa Clara County*. San Jose, CA: Grantsmanship Resource Center, 1989.

Directory of 266 corporations in Santa Clara County.

### Colorado

*Colorado Foundation Directory*. 6th ed. Denver, CO: Junior League of Denver, 1988.

Information on more than 170 foundations, covering fiscal years from 1984 through 1987.

### Connecticut

Burns, Michael E., ed. *The Connecticut Foundation Directory*. Hartford, CT: Development and Technical Assistance Center, 1990.

Provides information on over 1,250 foundations incorporated in Connecticut.

Burns, Michael E., ed. *Guide to Corporate Giving in Connecticut*. Hartford, CT: Development and Technical Assistance Center, 1986.

Features alphabetical and geographic listings of over 850 corporations.

### Delaware

United Way of Delaware. *Delaware Foundations*. Wilmington, DE: United Way of Delaware, 1983.

Based on 1979 through 1981 990-PF and 990-AR returns filed with the IRS, annual reports, and information supplied by 154 foundations.

### District of Columbia

Community Foundation of Greater Washington. *Directory of Foundations of the Greater Washington Area*. Washington, DC: Community Foundation of Greater Washington, 1988.

Includes profiles for 430 foundations.

### Florida

Carlton, D.B., ed. *The Complete Guide to Florida Foundations*, 3d ed. Miami, FL: John L. Adams Co., 1990.

Based on information obtained from 990-PF returns, annual reports, and survey responses from over 1,000 Florida-based foundations.

Logos Associates. *The Directory of the Major Florida Foundations*. Attleboro, MA: Logos Associates, 1987.

Profiles 107 major Florida foundations that awarded over \$50,000 in grants during 1984.

### Georgia

See TENNESSEE: O'Donnell, Suzanna, and Kim Klein, eds. *A Guide to Funders in Central Appalachia and the Tennessee Valley*.

### Hawaii

Alu Like. *A Guide to Charitable Trusts and Foundations in the State of Hawaii*. Honolulu, HI: Alu Like, 1984.

Provides information on 72 charitable trusts and foundations.

### Idaho

*Directory of Idaho Foundations*. 5th ed. Caldwell, ID: Caldwell Public Library, 1990.

Based on 1988 and 1989 990-PF returns filed with the IRS and questionnaires answered by 123 foundations.

### Illinois

Capriotti, Beatrice J., and Frank J. Capriotti, eds. *Illinois Foundation Directory*. Minneapolis, MN: Foundation Data Center, 1985.

Profiles of approximately 1,900 foundations based on 990-PF and 990-AR returns filed with the IRS and information received from questionnaires.

Dick, Ellen A. *Chicago's Corporate Foundations: A Directory of Chicago Area and Illinois Corporate Foundations*. 2d ed. Oak Park, Illinois: Ellen Dick, 1990.

Entries for 112 corporate foundations.

Donors Forum of Chicago. *The Directory of Illinois Foundations*. 2d ed. Chicago: Donors Forum of Chicago, 1990.

Alphabetically arranged directory provides information on 493 Illinois foundations and trusts.

Donors Forum of Chicago. *Members Grants List*. Chicago: Donors Forum of Chicago, 1988.

List represents grants of \$500 or more awarded by 54 Donors Forum members to organizations with the Chicago metropolitan area.

Check, Diane, comp. *Members and Library Partners Directory*. Chicago: Donors Forum of Chicago, 1988.

Provides data on 145 Donors Forum member foundations and corporate contributions programs.

### Indiana

Indiana Donors Alliance, comp. *Directory of Indiana Donors*, Indianapolis, IN: Indiana Donors Alliance, 1989.

Contains profiles of 475 active grant-making foundations, trusts, and scholarship programs in Indiana.

**Spear, Paul Reading, ed. *Indiana Foundations: A Directory*.** Indianapolis, IN: Central Research Systems 1985.

Based on 1983 and 1984 990-PF returns filed with the IRS and information supplied by 288 foundations.

#### **Iowa**

Holm, Daniel H. *Iowa Directory of Foundations*. Duguque, IA: Trumpet Associates, 1984.

Based primarily on returns filed with the IRS and information supplied by 247 foundations; date of information is 1982 in most cases.

#### **Kansas**

Rhodes, James H., ed. *The Directory of Kansas Foundations*. 2d ed. Topeka, KS: Topeka Public Library, 1989.

More than 300 foundations and trusts are featured in this edition.

#### **Kentucky**

Dougherty, Nancy C., ed. *A Guide to Kentucky Grantmakers*. Louisville, KY: Louisville Foundation, 1982.

Based on questionnaires to 101 foundations and their 1981 990-PF and 990-AR IRS returns.

See also TENNESSEE: O'Donnell, Suzanna, and Kim Kline, eds. *A Guide to Funders in Central Appalachia and the Tennessee Valley*.

#### **Louisiana**

Lazaro, Joseph A., comp. *Citizen's Handbook of Private Foundations in New Orleans, Louisiana*. New Orleans, LA: Greater New Orleans Foundation, 1987.

Directory of 112 foundations located and making grants in New Orleans.

#### **Maine**

Brysh, Janet F., ed. *Maine Corporate Foundation Directory*. Portland, ME: University of Southern Maine, 1984.

Entries for over 180 corporate giving programs.

Office of Sponsored Research. *Directory of Maine Foundations*. 8th ed. Portland, ME: University of Southern Maine, 1990.

Based on information compiled from foundations, the Foundation Center, and 990-PF returns filed with the IRS; lists over 50 Maine foundations.

#### **Maryland**

Maryland. Attorney General's Office. *Annual Index of Foundation Reports and Appendix, 1987*. Baltimore, MD: Attorney General's Office, 1989.

Information on 443 foundations compiled from 1987 990-PF forms filed with the Maryland Attorney General's office. Appendix contains information on 60 foundations that filed after December 1, 1988.

#### **Massachusetts**

Massachusetts Grantmakers of Massachusetts. *Massachusetts Grantmakers*. Boston: Associated Grantmakers of Massachusetts, 1990.

Contains descriptions of 438 foundations and corporate grantmakers.

Social Service Planning Corporation. *Private Sector Giving, Greater Worcester Area: A Directory and Index*. Worcester, MA: Social Service Planning Corp., 1987.

One hundred foundations arranged alphabetically.

#### **Michigan**

Fischer, Jeri L. *The Michigan Foundation Directory*. 7th ed. Grand Haven, MI: Council of Michigan Foundations, 1990.

Identifies the 534 largest foundations in the State of Michigan (those with assets of \$200,000 and/or grantmaking of \$25,000), 84 special purpose foundations, 471 smaller foundations, 66 corporate giving programs and/or foundations, and 16 public foundations.

Logos Associates, comp. *The Directory of the Major Michigan Foundations*. 2d ed. Attleboro, MA: Logos Associates, 1989.

Based on IRS financial data and most current annual reports, profiles in this directory offer in-depth information for over 350 corporate and private foundations in Michigan.

#### **Minnesota**

Capriotti, Beatrice J., and Frank J. Capriotti, eds. *Minnesota Foundation Directory*. Minneapolis, MN: Foundation Data Center, 1985.

Profiles approximately 700 foundations based on 990-PF and 990-AR returns filed with the IRS plus returned questionnaires.

Minnesota Council of Nonprofits, comp. *Minnesota Foundations Sourcebook*. St. Paul, MN: Minnesota Council of Nonprofits, 1989.

Provides detailed information on the grantmaking activities of 60 major Minnesota foundations (private and corporate).

Minnesota Council on Foundations. *Guide to Minnesota Foundations and Corporate Giving Programs*. 5th ed. Minneapolis, MN: Minnesota Council on Foundations, 1989.

Lists more than 600 Minnesota grantmakers.

#### Mississippi

See TENNESSEE: O'Donnell, Suzanna, and Kim Klein, eds. *A Guide to Funders in Central Appalachia and the Tennessee Valley*.

#### Missouri

Swift, Wilda H., comp. and ed. *The Directory of Foundations*. 2d ed. St. Louis, MO: Swift Associates, 1988.

Based on 1986 and 1987 990-PF returns and questionnaires of 919 foundations.

Talbott, Linda Hood, ed. *The Directory of Greater Kansas City Foundations*. Kansas City, MO: Clearinghouse for Midcontinent Foundations, 1990.

Directory profiles 394 foundations and trusts in the eight-county Greater Kansas City (Missouri) metropolitan area.

#### Montana

McRae, Kendall, and Kim Pederson, eds. *The Montana and Wyoming Foundation Directory*. 4th ed. Billings, MT: Grants Assistance Center, 1986.

Based on 990-PF returns filed with the IRS, the National Data Book, and information supplied by 65 foundations in Montana and 20 in Wyoming.

#### Nebraska

*Nebraska Foundation Directory*. Omaha, NE: Junior League of Omaha, 1989.

Based on most recent 990-PF returns filed with the IRS by approximately 158 foundations.

#### Nevada

Honsa, Vlasta, and Mark L. Stackpole, comps. *Nevada Foundation Directory*. 2d ed. Las Vegas, NV: Las Vegas Clark County Library District, 1989.

Profiles 82 active private and selected corporate foundations trusts, and scholarship funds in Nevada, and 42 national foundations that have funded projects in Nevada in the past 3 years.

#### New Hampshire

Burns, Michael E., ed. *Corporate Philanthropy in New England: New Hampshire*. Vol. 2. Hartford, CT: Development and Technical Assistance Center, 1987.

Entries for over 285 corporate giving programs.

New Hampshire, Office of the Attorney General. *Directory of Charitable Funds in New Hampshire: For General Charitable Purposes and Scholarship Aid*. 4th ed. Concord, NH: Office of the Attorney General, 1988.

Based on records in the New Hampshire Attorney General's Office, provides information on over 400 foundations.

#### New Jersey

Littman, Wendy P., ed. *The Mitchell Guide to Foundations, Corporations, and Their Managers, New Jersey*. Belle Mead, NJ: Littman Associates, 1990.

Based primarily on 990-PF returns filed with the IRS from 1986 through 1989 and information supplied by over 360 foundations; data for the over 600 companies listed is compiled from basic business references.

Logos Associates. *The Directory of the Major New Jersey Foundations*. Attleboro, MA: Logos Associates, 1988.

Based on IRS financial data, annual reports, and other public materials, offers profiles on approximately 110 foundations, all of which have given a minimum of \$50,000 in the year of record to nonprofits in New Jersey.

#### New Mexico

Murrell, William G., and William M. Miller. *New Mexico Private Foundations Directory*. Tijeras, NM: New Moon Consultants, 1982.

Provides information on 35 foundations and 17 corporations.

**New York**

Karson, William V., and Deborah L. Pierce, comps. *Catalogue of State and Federal Programs Aiding New York's Local Governments: A Legislator's Guide*. Albany, NY: New York Legislative Commission on State-Local Relations, 1989.

Biennial directory of 218 State and 111 Federal programs that provide aid to New York's 2,300 counties, cities, towns, villages, and school districts.

Mitchell, Rowland L., Jr., ed. *The Mitchell Guide to Foundations, Corporations and Their Managers: Central New York, Including Binghamton, Corning, Elmira, Geneva, Ithaca, Oswego, Syracuse, Utica*. 2d ed. Scarsdale, NY: Rowland L. Mitchell, Jr., 1987.

Based on 990-PF returns filed with the IRS, contains information on over 90 foundations and over 100 corporations.

Mitchell, Rowland L., Jr., ed. *The Mitchell Guide to Foundations, Corporations and Their Managers: Long Island, Including Nassau and Suffolk Counties*. 2d ed. Scarsdale, NY: Rowland L. Mitchell, Jr., 1987.

Based on 990-PF returns filed with the IRS, contains information on over 180 foundations and over 130 corporations.

Mitchell, Rowland L., Jr., ed. *The Mitchell Guide to Foundations, Corporations and Their Managers: Upper Hudson Valley, Including Capital Area, Glens Falls, Newburgh, Plattsburgh, Poughkeepsie, Schenectady*. 2d ed. Scarsdale, NY: Rowland L. Mitchell, Jr., 1987.

Based on 990-PF returns filed with the IRS, contains information on over 60 foundations and over 40 corporations.

Mitchell, Rowland L., Jr., ed. *The Mitchell Guide to Foundations, Corporations and Their Managers: Westchester, Including Putnam, Rockland and Orange Counties*. 2d ed. Scarsdale, NY: Rowland L. Mitchell, Jr., 1987.

Based on 990-PF returns filed with the IRS, contains information on 214 foundations and 75 corporations.

Mitchell, Rowland L., ed. *The Mitchell Guide to Foundations, Corporations and Their Managers: Western New York, Including Buffalo, Jamestown, Niagara Falls, Rochester*. 2d ed. Scarsdale, NY: Rowland L. Mitchell, Jr., 1987.

Based on 990-PF returns filed with the IRS, contains information on over 130 foundations and over 90 corporations.

*New York State Foundations: A Comprehensive Directory*. 2d ed. New York: The Foundation Center, 1991.

Comprehensive directory of over 5,600 independent, company-sponsored, and community foundations that are currently active in New York State and that have awarded grants in the latest fiscal year.

**North Carolina**

Shirley, Anita Gunn. *Grantseeking in North Carolina: A Guide to Foundation and Corporate Giving*. Raleigh, NC: North Carolina Center for Public Policy Research, 1985.

Based on 1981 through 1983 990-PF returns filed with the IRS and questionnaires from 589 foundations.

Shirley, Anita Gunn. *North Carolina Giving: The Directory of the State's Foundations*. Raleigh, NC: Capital Consortium, 1990.

Based on information taken from 990-PF tax returns filed with the North Carolina Attorney General's Office and the IRS, this directory contains profiles on over 700 foundations.

See also TENNESSEE: O'Donnell, Suzanna, and Kim Klein, eds. *A Guide to Funders in Central Appalachia and the Tennessee Valley*.

**Ohio**

Martindale, Frances R., and Cynthia H. Roy. *The Cincinnati Foundation Directory*. Cincinnati, OH: MR and Co., 1989.

Profiles over 218 foundations and charitable trusts in Cincinnati, Ohio.



Ohio. Attorney General's Office. *Charitable Foundation Directory of Ohio*. 8th ed. Columbus, OH: Attorney General's Office, 1987.

Directory compiled from the registration forms and annual reports of the 1,800 grantmaking charitable organizations in Ohio that represent \$3.4 billion in assets and \$262 million in grants.

*The Source: A Directory of Cincinnati Foundations*: Cincinnati, OH: Junior League of Cincinnati, 1985.

Based primarily on 1982 and 1983 990-PF returns filed with the IRS and questionnaires answered by 259 foundations.

#### Oklahoma

Streich, Mary Deane, comp. and ed. *The Directory of Oklahoma Foundations*. Oklahoma City, OK: Foundation Research Project, 1990.

Based on information from IRS 990 forms on file at the Oklahoma Attorney General's Office; provides basic information on 181 foundations.

#### Oregon

McPherson, Craig, comp. *The Guide to Oregon Foundations*. Portland, OR: United Way of Columbia-Willamette, 1987.

Based on 990-PF and 990-AR forms filed with the Oregon Attorney General's Charitable Trust Division and information supplied by over 350 foundations.

#### Pennsylvania

Kletzien, S. Damon, ed. *The Corporate Funding Guide of Greater Philadelphia*. Philadelphia: Greater Philadelphia Cultural Alliance, 1984.

Contains full profiles of the charitable giving activities of 69 selected corporations and banks in the Philadelphia area.

Kletzien, S. Damon. *Directory of Pennsylvania Foundations*. 3d ed. Springfield, PA: Triadvocates Associated, 1986.

Profiles over 2,300 foundations. 1988 supplement contains information on over 200 foundations.

#### Rhode Island

Burns, Michael E., ed. *Corporate Philanthropy in Rhode Island*. 2d ed. Hartford, CT: Development and Technical Assistance Center, 1989.

Profiles the charitable contributions of over 250 corporations.

Council for Community Services. *Directory of Grant-Making Foundations in Rhode Island*. Providence, RI: Council for Community Services, 1983.

Based on 1980 and 1981 990-AR returns filed with the IRS, information from the Rhode Island Attorney General's Office, and information provided by the 91 foundations listed.

#### South Carolina

Williams, Guynell, ed. *South Carolina Foundation Directory*. 3d ed. Columbia, SC: South Carolina State Library, 1987.

Based on 1984 through 1986 990-PF returns filed with the IRS by 196 foundations.

#### South Dakota

South Dakota State Library, comp. *The South Dakota Grant Directory*. Pierre, SD: South Dakota State Library, 1989.

Contains information on over 300 grantmaking institutions in South Dakota, and lists major foundations located outside the State that have funded projects in South Dakota.

#### Tennessee

Memphis Bureau of Intergovernmental Management. *The Tennessee Directory of Foundations and Corporate Philanthropy*. 3d ed. Memphis, TN: City of Memphis. Bureau of Intergovernmental Management, 1985.

Profiles of 58 foundations and 21 corporations and corporate foundations, based primarily on 990-PF returns filed with the IRS and questionnaires.

O'Donnell, Suzanna, and Kim Klein, eds. *A Guide to Funders in Central Appalachia and the Tennessee Valley*. Knoxville, TN: Appalachian Community Fund, 1988.

Lists nearly 500 funders that give grants in the geographical region that includes northern Alabama, northern Georgia, eastern Kentucky, western North Carolina, southeastern Virginia, and the entire States of Mississippi, Tennessee and West Virginia.

#### Texas

Blackwell, Dorothy, and Catherine Rhodes, comps. *Directory of Tarrant County Foundations*. 4th ed. Fort Worth, Texas: Funding Information Center, 1989.

Based on 990-PF returns filed with the IRS and foundation questionnaires answered by approximately 147 foundations.

Logos Associates. *The Directory of the Major Texas Foundations*. Attleboro, MA: Logos Associates, 1986.

Full profiles for 73 major foundations making grants above \$400,000 in Texas.

Walton, Ed, and David Wilkinson, comps. *Directory of Dallas County Foundations, 1990-1991*. 3d ed. Dallas, Texas: Dallas Public Library, 1990.

Provides information on all private foundations in Dallas County.

Webb, Mary Elizabeth, ed. *Directory of Texas Foundations*. 10th ed. San Antonio, TX: Funding Information Center, 1990.

Profiles a total of 1,545 private and community foundations.

#### Utah

Jacobsen, Lynn Madera. *A Directory of Foundations in Utah*. Salt Lake City, UT: University of Utah Press, 1985.

Based on 1980 through 1982 990-PF returns filed with the IRS by 189 foundations in Utah, with additional information supplied by questionnaires.

#### Vermont

Burns, Michael E., ed. *Corporate Philanthropy in New England: Vermont*. Vol. 4. Hartford, CT: Development and Technical Assistance Center, 1987.

Entries for over 125 corporate giving programs.

Graham, Christine, ed. *Vermont Directory of Foundations*. 3d ed. Shaftsbury, Vermont: CPG Enterprises, 1989.

Based on information gathered from IRS 990-PF forms and from foundation personnel, this directory profiles over 80 foundations incorporated in the State of Vermont and 27 foundations incorporated outside Vermont that have demonstrated an interest in funding Vermont nonprofits.

#### Virginia

Grants Resource Library, *Virginia Foundations*. Hampton, VA: Grants Resources Library, 1981.

Based on 1980 990-PF returns and information provided by over 370 foundations.

See also TENNESSEE: O'Donnell, Suzanna and Kim Klein, eds. *A Guide to Funders in Central Appalachia and the Tennessee Valley*.

#### Washington

Washington (State). Office of Attorney General. *Charitable Trust Directory*. Olympia, WA: Attorney General of Washington, 1987.

Based on the 1987 records on file with the Attorney General of the State of Washington, includes information on over 400 charitable organizations.

#### West Virginia

*West Virginia Foundation Directory*. 2d ed. Charleston, WV: Kanawha County Public Library, 1987.

Contains profiles on over 62 foundations.

See also TENNESSEE: O'Donnell, Suzanna, and Kim Klein, eds. *A Guide to Funders in Central Appalachia and the Tennessee Valley*.

#### Wisconsin

Hopwood, Susan H., ed. *Foundations in Wisconsin: A Directory*. Milwaukee, WI: Marquette University Memorial Library, 1990.

Contains information on 775 active grantmaking foundations.

#### Wyoming

Darcy, Kathy, ed. *Wyoming Foundations Directory*. 3d ed. Cheyenne, WY: Laramie County Community College, 1985.

Based on 990-PF and 990-AR returns filed with the IRS and a survey of the more than 70 foundations listed in the directory.

See also MONTANA: McRae, Kendall, and Kim Pederson, eds. *The Montana and Wyoming Foundation Directory*.

# Section VI—Federal Funding Information

*It's a funny thing about life; if you refuse to accept anything but the best, you very often get it.*

—W. Somerset Maugham

Federal funding for antidrug programs has increased dramatically over recent years. Federal funding is distributed primarily through formula block grants and categorical grants. Formula block grants are covered in the State and Local Funding Information section. This section covers categorical grants.

# Categorical Grants

**T**he exhibit on the next page shows the program development and grant award process of a typical categorical grant. Categorical grants can be awarded directly to treatment providers and are usually targeted to a specific problem or special population.

For the most part, categorical grants are announced in the *Federal Register*, the Federal Government's newspaper. It is published daily except for Saturday, Sunday, and holidays, and is available through subscription.

Contact: Superintendent of Documents  
U.S. Government Printing Office  
Washington, D.C. 20402  
(202) 783-3238

The *Federal Register* is available online through GPO Access, either on the Internet or through a dial-in service. Access via the Internet is to a Wide Area Information Server (WAIS) at GPO; customized local WAIS client software is available from GPO. Subscription price for a single work station for 12 months is \$375. Discounts are available for multiple work stations.

For further information:

Electronic Information Dissemination  
Services (EIDS)

Mail Stop: SDE

U.S. Government Printing Office

Washington, DC 20401

Phone: 202-512-1530

Fax: 202-512-1262

Internet E-Mail [help@eids05.eids.gpo.gov](mailto:help@eids05.eids.gpo.gov)

To subscribe: Telnet [wais.access.gpo.gov](mailto:wais.access.gpo.gov), login as newuser, no password <enter>; or use a modem to call 202-512-1661, login as wais, no password <enter>, login as newuser, no password <enter>.

The Join Together Computer Network screens the *Federal Register* for grant announcements that broadly

relate to substance abuse. Join Together is part of the HandsNet computer network. See the description on page 25 for more information on Join Together.

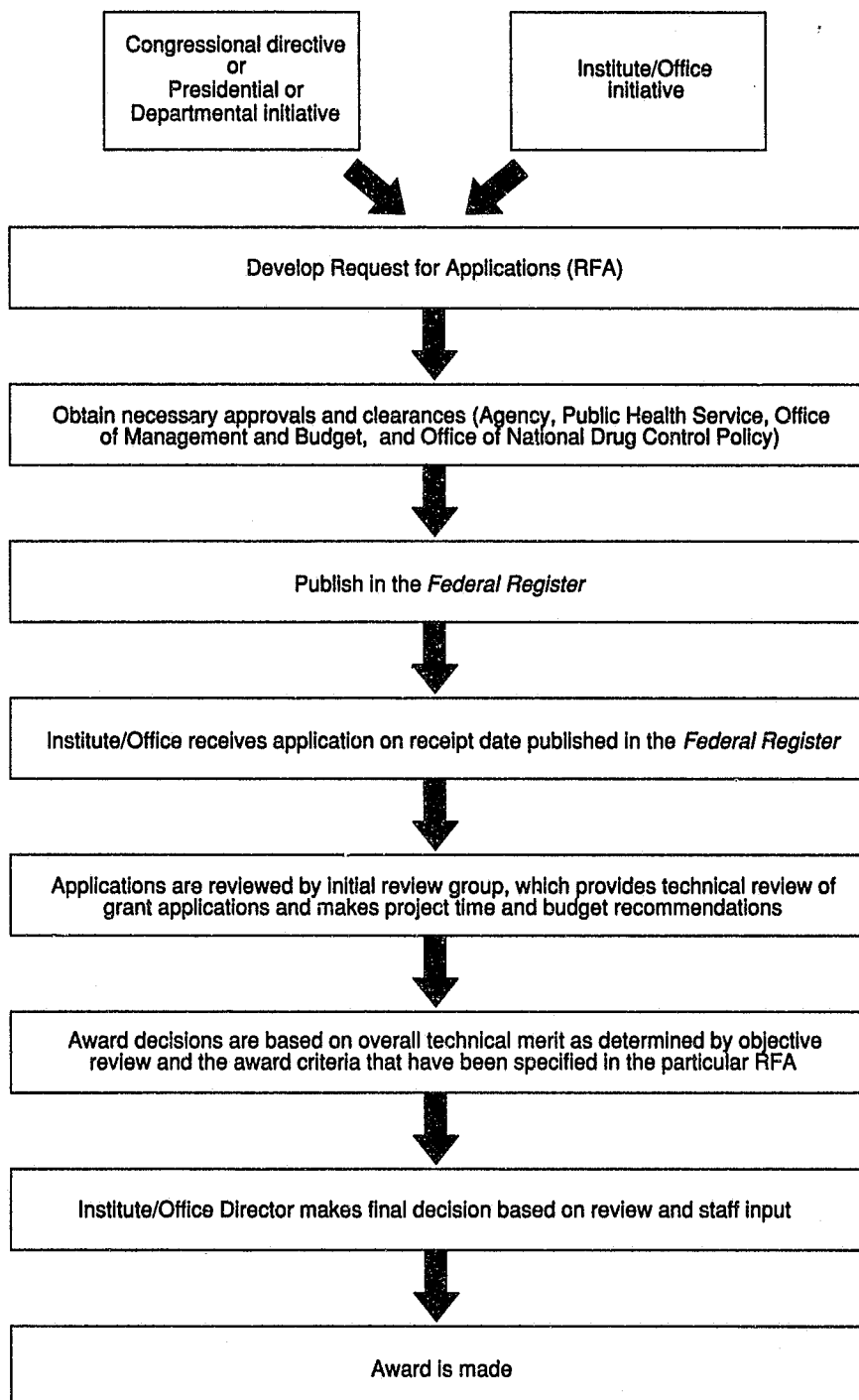
Although the Substance Abuse and Mental Health Services Administration (SAMHSA) takes the lead in funding for drug abuse treatment, other Federal agencies also administer funding for antidrug programs in areas such as substance abuse prevention, education, and training. The *Catalog of Federal Domestic Assistance* (CFDA) lists more than 1,000 programs, administered by more than 51 Federal agencies. The CFDA is printed every year and is indexed in an assortment of ways for easy reference. The CFDA is available for \$46 from the Superintendent of Documents, Government Printing Office, at the above address and telephone number. It is also available on floppy disk for \$100; call (202) 708-5126 or (800) 669-8331.

The 1993 *Guide to Federal Funding for Anti-Drug Programs* is one of the most comprehensive resources for Federal antidrug funding.

Contact: Government Information Services  
4301 North Fairfax Drive  
Suite 875  
Arlington, VA 22203  
(703) 528-1000  
\$176 Annual Guide only  
\$189 Year of weekly Funding Alerts only  
\$365 Annual Guide and year of Funding Alerts

Applying for a Government grant requires research; long-range planning; State, local, and community support; and good recordkeeping and reporting procedures. Any fundraising action plan to obtain Government grant money should include a comprehensive strategy for monitoring Federal grant opportunities. The strategy should include a combination of monitoring activities, such as reviewing the *Federal Register* regularly, subscribing to a grant notification publication, and contacting

## Program Development and Grant Award Process



## Categorical Grants

targeted Government agencies regularly. Once you choose a grant program, make sure your organization meets all the eligibility requirements before pursuing a grant.

Although other Federal agencies fund antidrug programs, the Department of Health and Human Services leads the funding of grant programs for substance abuse treatment and prevention. It is important that grantseekers identify agencies that have similar purposes and target populations. Contact the Federal agencies that your plan identifies on a regular basis. They will have the most current information on grants in your area of interest.

The following agencies within the Department of Health and Human Services, Public Health Service,

are consistent funders of substance abuse treatment and prevention programs.

Substance Abuse and Mental Health Services  
Administration  
(301) 443-8956

Center for Substance Abuse Treatment  
(301) 443-5052

Center for Substance Abuse Prevention  
(301) 443-0365

Center for Mental Health Services  
(301) 443-0001

## Bibliography

Selected bibliographic information has been reprinted here with permission from *Foundation Fundamentals: A Guide for Grantseekers*, 4th ed., © 1991 by The Foundation Center, 79 Fifth Avenue, New York NY 10008.

Center for Community Change. *Community Development Block Grant: A Basic Guidebook for Community Groups*. Washington, DC: Center for Community Change, 1986.

Congressional Quarterly. *Washington Information Directory*. Washington, DC: Congressional Quarterly, 1990.

Facilities access to information sources in Washington, DC, including all Federal Government offices and agencies, congressional committees, and private, nonprofit organizations.

Dumouchel, J. Robert. *Government Assistance Almanac: The Guide to All Federal Financial and Other Domestic Programs*. Detroit: Omnigraphics, 1989.

Outlines the 1,117 Federal domestic programs available in 1989.

Edwards, Charles J., and James V. Schuster, eds. *Guides to Federal Funding for Governments and Nonprofits*. 2 Vols. Arlington, VA: Government Information Services, 1991.

Guides to funding by over 200 Federal programs.

Greenly, Robert B. *How To Win Government Contracts*. New York: Van Nostrand Reinhold Co., 1983.

Practical guide to the Government contracting system covering how to get on qualified bidders' lists, determine a budget, organize and write a proposal.

Independent Sector. *Accountability With Independence: Toward a Balance in Government/Independent Sector Financial Partnerships*. Washington, DC: Independent Sector, 1983.

Krauth, Diana, and Susan Stanton. *How To Use the Catalog of Federal Domestic Assistance*. Rev. ed. Los Angeles: Grantsmanship Center, 1990.

Comprehensive guide to all parts of the *Catalog of Federal Domestic Assistance* and how to utilize them. Also provides information on the appendices and the Federal Assistance Programs Retrieval System, a computerized form of the *Catalog*.

Lesko, Matthew. *Getting Yours: The Complete Guide to Government Money*. 3d ed. New York: Viking Penguin, 1987.

Directory of Government funding based mainly on the *Catalog of Federal Domestic Assistance*.

Scheiber, Jodie, ed. *Congressional Yellow Book: A Directory of Members of Congress, Including Their Committees and Key Staff Aides*. Washington, DC: Monitor Publishing Co., 1990.

Entries for senators and representatives include information on political party and State represented, office location, major area(s) of career concentration prior to election to current office, key staff aides, legislative responsibility, other leadership positions and membership in informal groups, and addresses and phone numbers for State or district offices.

Smith, Steven Rathgeb. *Changing Governance in the Welfare State: Government Contracting With Nonprofit Services Organizations*. (Working Papers, no. 28.) Durham, NC: Center for the Study of Philanthropy and Volunteerism, 1989.

Analyzes the effect of Government funding upon nonprofit governance by means of interview and a study of agency archival records among 30 nonprofit service organizations.

United States. Office of Management and Budget. *Catalog of Federal Domestic Assistance*. Washington, DC: U.S. Govt. Print. Off., 1992.

The essential guide to financial and nonfinancial Federal assistance available to State and local governments, private profit-making and nonprofit agencies, and individuals.

Weinstein, Amy, ed. *Public Welfare Directory*. Washington, DC: American Public Welfare Association, 1987.

Guide to public human service programs offered by Federal, State, Territorial, county, and major municipal agencies in the United States and Canada.

# What Next?

**T**his guide has provided you with a review of the basic elements in the process of seeking funding resources for substance abuse programs. While the basic parts are the same, the way the parts are used and the outcomes are not. Each program will individually package, tailor, and refine the elements to meet its needs. An underlying premise for any program is that it is constantly evaluating and revising its plan and vision in relation to the mission of the organization and the population being served. After the planning period comes the implementation period, followed by a monitoring, review, and evaluation period.

The monitoring, review, and evaluation process must demonstrate the specific outcomes of the development and fundraising efforts. In other words, what added program capacity was made possible by funds raised through a particular activity? The ability to demonstrate and document funding outcomes will strengthen future funding applications and public support. The more visible a program is, the more it helps to educate and increase awareness within the community. The community becomes sensitized to

the problems that do exist and desensitized to the myths that often surround the problems.

After you have assessed the outcome of programs—whether goals have been met, whether programs are effective—the planning and review process starts over again. With planning and review cycles in place, each attempt should become smoother, targets easier to hit, wheels greased by experience, the passing of time aiding recognition and support within communities.

Understanding the cyclical nature of this process, you can see how programs develop and mature. Some may reach a critical mass in development when what has always been done needs to be examined and changed. A grassroots or entrepreneurial stage is always at the beginning of a natural process of growth and maturation. Once a certain critical mass has been reached, those programs will benefit from restructuring, retrenching, and rethinking. Each individual program will experience different stages of development. The evaluation process needs to include ways for examining these factors in order to keep programs vital, progressive, and effective.



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