



Operations Manual for Hispanic Community- Based Organizations

Developed in Conjunction With
the Following Organizations



**National
Safety
Council**



Pan American Health Organization

Regional Office of the
World Health Organization



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I. Introduction

As the Hispanic population in the United States continues to increase, so do concerns about the environmental health and safety of Hispanic workers, families, and children across the country. Many Hispanics in the United States lack basic health insurance, while often working jobs that expose them to greater environmental and safety hazards than the rest of the population. Hispanic populations are also more likely than whites to live in low-income areas where environmental factors can increase risks for childhood diseases such as lead poisoning and asthma.

The good news is that many community-based organizations (CBOs) have formed to address these pressing issues of Hispanic environmental health and worker safety. To bring together these diverse groups to discuss some of the issues of greatest concern to Hispanics in the Americas, several governmental and non-governmental organizations organized the First Hemispheric Forum on Hispanic Health and Safety in October 2000. Held in conjunction with the National Safety Congress in Orlando, Florida, the Forum brought together CBOs and other organizations from across the United States and Latin America to discuss issues and potential ideas related to occupational safety and health, environmental health, and international workers. One of the suggestions to come out of that Forum was the creation of an “operations manual” that would help Hispanic CBOs grow, thrive, and find the financial and technical resources available to address pressing environmental health and safety issues.

The purpose of this manual is to be a living document for Hispanic CBOs. Tables of governmental and non-

governmental resources are included to help organizations identify sources of educational materials and funding on Hispanic issues, occupational safety, and environmental health. Even with these resources, however, CBOs need to be healthy themselves to survive. This manual includes basic “how-tos” for fledging CBOs, from how to start a nonprofit, assess needs, and write grants to the importance of building partnerships and measuring progress. Examples of CBOs that have used grants to accomplish results are included, as is a glossary of key organizational, safety, and environmental health terms.

The Hispanic Forum would like to thank the following organizations, which helped make this manual possible by providing resources, input, and information available via Web sites, published materials, and participation in the Forum:

- ☀ Boardsource (formerly the National Center for Nonprofit Boards)
- ☀ The Foundation Center
- ☀ U.S. Department of Health and Human Services’ GrantsNet and Office of Minority Health
- ☀ Francisco Tomei-Torres, U.S. Agency for Toxic Substances and Disease Registry
- ☀ Healthy People 2010

Portions of this manual were developed and abridged directly from resources from these organizations with their permission.



II. Take Action: Tips and Strategies for Gathering Resources

From creating and incorporating a nonprofit organization to obtaining grants and measuring progress, the following section outlines steps to help Hispanic CBOs address environmental and occupational health and safety issues in their communities. Additional sources of this information can be found in Section VI.

Forming a Nonprofit Organization¹

If you've put some thought into your community's environmental health and safety concerns, and met a few times with people who share those concerns, you probably already have created an informal networking group. The challenge is to turn that loose association into an organization with a concrete vision and the means to effect real change. Following are some key questions to answer as you consider forming a nonprofit organization in your community:

- ☀ **Is there a need for the new organization?** This is the most important question to answer. Is anyone else providing the same or similar service in your community? Do some research—get to know the programs that already exist, whom they serve, and how well they serve them. If similar programs are already operating, but you believe they could do a better job, be sure you understand where they are failing and how your new organization could do better.
- ☀ **Do you have supporters?** Don't go it alone. Talk to people about your ideas. Enlist their support as both volunteers and contributors. If finding supporters is difficult, your idea might need improvement or just not be appealing to those whom you will need to turn to for help.
- ☀ **Where will you get the money to pay the bills?** You can start a nonprofit organization for very

little money, but it will take some financing. For example, where will the service be provided? Will you rent space or work from your home? If you plan to be the primary provider of services, how will you support yourself while you build the organization? Foundation grants for start-up organizations are hard to find. If you hope to find grants in the beginning, two important factors will have to be in place: you must be filling a strong and compelling need, and you must have the proper experience and background to bring credibility to your idea.

- ☀ **What makes you the best person to do this job?** Dedication and desire are important elements, but are not enough to succeed at building a nonprofit. Have you been working in this field? Do you have an understanding of your potential clients? Have you had special training? Are there licensing requirements in your city or state that you must meet?
- ☀ **Do you have a plan?** It is not enough to just have the idea in your head. Before you do anything else, you'll need to write a business plan that includes the answers to the previous questions.

Spend time thinking about and answering these questions before you establish the organization and apply for tax-exempt status. It will make the path easier and increase your chances of success.

¹Condensed and modified from *Starting a Nonprofit: One-Stop Answer Page*, <<http://nonprofit.about.com/library/weekly/aa062399.htm>>

Incorporating Your Nonprofit Organization²

Perhaps you have already been functioning informally as an effective group in your community; is your organization now ready to take its mission to a new level? If you have successfully established needs and concerns, mobilized the community behind your vision, and proven your ability to effectively achieve results, you might want to consider obtaining a more official status for your organization.

An incorporated nonprofit organization must have a carefully developed structure and operating procedures to be effective. Good governance requires solid legal and financial status and compliance with the numerous federal, state, and local requirements affecting nonprofits. Below is a checklist for the formation of an official nonprofit organization.

- ☀ **Determine the purpose of the organization.** Every organization should have a written mission statement that expresses its reason for being. Sources of this information can include board members, potential clients, and constituents.
- ☀ **Form a board of directors.** The initial board will help the ideas behind the organization become reality through planning and fundraising. As the organization matures, the nature and composition of its board will also change.
- ☀ **File articles of incorporation.** Not all nonprofits are incorporated. For those that do wish to incorporate, the requirements for forming and operating a nonprofit corporation are governed by state law. Your secretary of state or state attorney general's office can provide you with more information.
- ☀ **Draft bylaws.** Bylaws—the operating rules of the organization—should be drafted and approved by the board early in the organization's development. An attorney experienced in nonprofit law can help you establish bylaws.
- ☀ **Develop a strategic plan.** The strategic planning process helps you express a vision of the organization's potential. Outline the steps necessary to work toward that potential, and determine the staffing needed to implement the plan. Establish program and operational priorities for at least one year. Board members and planning and management consultants can help you develop this plan.
- ☀ **Develop a budget and resource development plan.** Financial oversight and resource development (e.g., fundraising, earned income, and membership) are critical board responsibilities. The resources needed to carry out the strategic plan must be described in a budget and financial plan, which a financial consultant can help you develop.
- ☀ **Establish a recordkeeping system for the organization's official records.** Corporate documents, board meeting minutes, financial reports, and other official records must be preserved for the life of the organization. Your secretary of state or state attorney general's office can help.
- ☀ **Establish an accounting system.** Responsible stewardship of the organization's finances requires establishing an accounting system that meets both current and anticipated needs. For more information, talk to a certified public accountant experienced in nonprofit accounting.
- ☀ **File for an Internal Revenue Service (IRS) determination of federal tax exempt status.** Nonprofit corporations with charitable, educational, scientific, religious, or cultural purposes have tax-exempt status under section 501(c)(3)—or sometimes section 501(c)(4)—of the Internal Revenue Code. To apply for recognition of tax-exempt status, obtain an application (Form 1023) and detailed instructions (publication 557) from your local IRS office. The application is an important legal document, so you should have an experienced attorney help prepare it.
- ☀ **File for state and local tax exemptions.** In accordance with state, county, and municipal law, apply for exemption from income, sales, and property taxes. Visit your state, county, or municipal department of revenue for more information.

²Excerpted from the BoardSource Web site's "Frequently Asked Questions" page, <www.boardsource.org/intel/qa7.htm>. BoardSource, formerly the National Center for Nonprofit Boards, is the premier resource for practical information, tools, best practices, training, and leadership development for board members of nonprofit organizations worldwide.

- ☀ **Meet the requirements of state, county, and municipal charitable solicitation laws.** Many states and local jurisdictions regulate organizations that solicit funds within that state, county, or city. Compliance usually involves obtaining a permit or license and then filing an annual report and financial statement. Visit your state attorney general's office, state department of commerce, state or local department of revenue, or county or municipal clerk's office for more information.

Other steps:

- ☀ Obtain an employer identification number from the IRS.
- ☀ Register with the state unemployment insurance bureau.
- ☀ Apply for a nonprofit mailing permit from the U.S. Postal Service.
- ☀ Obtain directors' and officers' liability insurance.

Assessing Needs and Setting Priorities³

To get a better sense of what your organization *can do*, versus what you *would like* it to do, you will need to assess the needs, strengths, and resources in your community. Because most community-based organizations will have limited resources to address all their needs, they must use resources wisely. When organization members work together to set priorities and allocate resources, they are far more likely to continue participating in the process and achieving measurable results.

Before you can set priorities, you must first determine what issues you want to improve. Chances are, you've already identified one or more environmental health and safety concerns in your community. Surveying community members, leaders, and your own organization staff also can help you identify the issues that your community would like to address.

Getting All the Facts

Whenever possible, gather and evaluate available information about the major environmental health and safety issues in your community. Data about some issues might not be immediately available for your county, city, or neighborhood, so your organization might have to collect the information for itself. When gathering information, keep these ideas in mind:

Tip: Mobilize the Right People

Many effective organizations are built around a core of committed individuals. Members must be willing to work, express themselves openly, and be willing to collaborate with others to inspire and sustain action. Members should also serve as catalysts to improve community organizations. Members are usually highly motivated when they work in areas that they know are directly affecting their lives.

- ☀ Talk to your neighbors, civic leaders, elected officials, and others to see which issues they feel are most pressing and whom they are most interested in helping.
- ☀ Call your appropriate local officials and ask for information about initiatives or activities that are already under way in your community.
- ☀ Search the business section of the phone book and call the outreach officers of relevant local agencies to help you get your ideas going.
- ☀ Get to know the people around you.
- ☀ Ask local business and government employees to participate.

Whatever its source, accurate information about what is happening in your community helps you understand the community's needs and create a reasonable target for improvement.

Prioritizing and Identifying Resources

Once you have compiled a list of issues and areas of concern, your organization must organize them in order of importance and potential for change. As part of this process, ask yourself the following questions:

- ☀ **Need:** Which issues pose the most immediate threat to health and environmental safety in your community?
- ☀ **Scope:** Which issues affect the largest populations in your community?
- ☀ **Potential for Effective Change:** Which issues would be most likely to improve in a reasonable timeframe with targeted funding and resources?
- ☀ **Funding:** Which issues can actually be addressed with the level of funding and resources your organization is likely to generate?

³ Condensed and modified from *Healthy People in Healthy Communities: A Community Planning Guide Using Healthy People 2010* <www.health.gov/healthypeople/Publications/HealthyCommunities2001/toc.htm>

Setting priorities should be a matter of consensus; all organization members should agree on which issues will be addressed immediately and which will be put off until a specified later date.

In addition, you need to develop a list of strengths and resources. The list can include available technology, communication resources, “infrastructure” (such as supermarkets, roads, bus lines, housing, and office space), funding, professional expertise, and data. Don’t think of money as your only resource. Every community has a wealth of non-monetary resources that can be used to address areas of concern. Information is also a resource, and a strong partnership with state and local government agencies can help ensure that the data you need are available.

Building a Community Partnership

Successful community-based organizations know that grants are not the only outlet for raising funds and tapping into valuable resources. Strategic partnerships with other organizations and groups in your community can be another effective way to support, publicize, and implement your programs. Groups with a shared interest are often more powerful when they work together and hold one another accountable for results.

As a first step, make a comprehensive list of potential partners in your community or state. When assembling this list, think about the strengths and resources of each potential partner and how those characteristics could complement your organization’s goals and needs. Determine and record how potential partners would benefit from collaborating with your organization. Your ability to research and persuasively communicate the advantages of an alliance—for both partners—will be critical to forming and maintaining a successful relationship.

The following types of organizations make good partners for community-based organizations:

Churches

Many local churches partner with community organizations to create awareness about environmental issues, form minority support groups, and raise funds for community betterment projects. For example, the Washington Association of Churches (WAC), an organization of 23 state churches, created several programs to support the needs of local groups, including environmental justice, economic justice, and racial justice. Global warming,

Some of the best fundraising potential exists in your own community. Often, your agencies are afraid to approach your own businesses and foundations. You feel awkward ‘pestering’ the folks in your own neighborhood. Yet, these are the very sources who are close to your target population, and most likely to put their faith in you.

—Stephen Fallon, Ph.D., CEO of Skills 4 Life, from *Closing the Gap*, Office of Minority Health, U.S. Department of Health and Human Services, April/May 2001

treaty fishing rights, the proliferation of hate groups and their impact on young people, and the disproportionate exposure to pesticides in minority communities are just a few of the important issues that these programs address.

For more information, visit WAC’s Web site at <www.thewac.org/racialjustice.htm>. Contact your local churches to inquire about community partnerships and programs.

Other Nonprofit Groups

Consider partnering with other nonprofit groups to further your own organization’s reach. Many nonprofits offer free services to community groups. For example, Alternatives for Community & Environment (ACE) based in Roxbury, Massachusetts, works in partnership with low-income and minority communities to achieve environmental justice. ACE provides legal and technical support, educational programs, and organizing assistance to New England community groups to solve environmental problems and develop local environmental leadership. ACE also created the Massachusetts Environmental Justice Network (MEJN), a network of more than 170 attorneys, public health professionals, and environmental consultants. According to ACE, the network acts as a clearinghouse, linking community groups addressing environmental and public health issues with free services from attorneys, environmental engineers, public health experts, and design consultants. Active cases range from toxic sewer overflows, excessive airline traffic, brownfields redevelopment, and polluting facilities.

For more information on ACE, visit <www.ace-ej.org>. Contact nonprofit organizations in your locale to see if they offer similar services. One resource to try is GuideStar, at <www.guidestar.org>, which offers a national database of nonprofit organizations. Another online nonprofit directory is operated by Action Without Borders at <www.idealists.org>.

State Government Departments

State departments are good resources for organizations seeking educational information about environmental and occupational health and safety issues. Many state Web sites provide links to their health and environmental departments, which might include:

- ☀ Department of Environmental Protection
 - Waste Site Cleanup
 - Pollution Prevention Programs
 - Air quality
 - Brownfields
 - Environmental justice
 - Solid waste/recycling
 - Toxic use reduction
- ☀ Executive Office of Environmental Affairs
- ☀ Department of Environmental Management
- ☀ Department of Food and Agriculture
- ☀ Division of Occupational Safety
 - Asbestos Program
 - Lead Program
 - Occupational Safety and Health Statistics Program
 - Mine Safety and Health Program
 - Indoor Air Quality Program
- ☀ Executive Office of Health and Human Services
- ☀ Department of Public Health
 - Childhood Lead Poisoning Prevention Program
 - Environmental Health Education Unit
 - Division of Maternal, Child, and Family Health
 - Division for Special Health Needs
 - Division of Community Health Promotion
 - Minority Health Advisory Board

For more information, visit your state's Web site or check a local phone book to find contact information for each state department. These departments might offer educational outreach materials, training sessions, information on public involvement in community projects, and other relevant information.

Federal Government

The U.S. Environmental Protection Agency's (EPA's) Web site features a Concerned Citizens section at <www.epa.gov/epahome/acting.htm>, which contains a wealth of resources for helping people make a difference in their communities. Topics on this site include protecting your air, protecting your water, dealing with waste, community-based environmental protection efforts, and tips and tools.

Tip: Beware of Partnership Pitfalls

Inadequate commitment or unrealistic expectations on the part of one or more of the partners can weaken or destroy a partnership. The same is true of organizations that realize too late that they lack the capacity to follow through.

Other Organizations

Community partnerships can also be investigated/formed with the following:

- ☀ Health care facilities
- ☀ Unions
- ☀ Insurance companies
- ☀ Chamber of commerce
- ☀ Universities
- ☀ Small business development/assistance centers
- ☀ Private companies
- ☀ Trade associations
- ☀ Economic development agencies

For more information, search the Internet and your local phone book to locate these types of organizations in your community.

Tips for Maintaining a Successful Partnership

Once a partnership is formed, it takes a considerable amount of time and effort to manage and maintain the relationship. Below are a few tips and lessons learned from community partnerships.

- ☀ Create a detailed partnership agreement and action plan, working with your partner organization to outline objectives, activities, partner roles, respective contributions, decision-making processes, and assessment of results.
- ☀ Make sure you and your partners learn about each other's expectations and limitations.
- ☀ Set a time line and meeting schedule to maintain clear objectives and good communication.
- ☀ Document how the partnership is mutually beneficial for each partner and discuss how you can ensure appropriate credit and recognition for partnership results.

Grant Preparation

Securing funding is one of the most crucial and constant challenges your organization will face. Many people

are overwhelmed by the task of developing and writing a successful grant proposal. But with straightforward planning, organization, and thoroughness, your agency can present a compelling proposal that wins financial support for your goals.

Before your organization is ready to seek funding from outside sources, three elements (which are explained in previous chapters) must already be in place:

1. Your agency should have a written mission statement.
2. Your organization should have completed the process of officially acquiring nonprofit status, or you need to have identified an appropriate fiscal agent to receive the funds on your behalf.
3. You should have credible program, achievements, or plans in support of your mission.

Once these details are secured, you are ready to prepare your master proposal—a comprehensive and persuasive account of your project. By assembling the master proposal before you approach funders, you work out all of the details in advance. In addition, you will usually be able to use this master proposal for multiple grant applications.

Some nonprofits believe that their groups must look special or be doing something unique before they are in a position to approach foundations and corporate grantmakers for financial support. This assumption is incorrect. If your organization is meeting a valid need, you are more than likely ready to seek foundation or corporate support.

Gathering Background Information

The first step in writing the master proposal is to gather appropriate documentation. This data-gathering process makes the actual writing much easier. And by involving other stakeholders in the process, it also helps key people within your agency seriously consider the project's value to the organization. You will require background information in three areas:

1. Concept

You need to have a good sense of how the project fits into the philosophy and mission of your agency. The need that your proposal is addressing must also be documented and well articulated. Funders want to know that a project reinforces the overall direction of an organization, and they may need to be convinced

Tip: Enlist the Right Help

Determine who will help you gather the background information you need. In a small nonprofit, a knowledgeable board member might be the logical choice. A larger agency, however, may have program and financial support staff who can help.

that the case for the project is compelling. Collect thorough background data on your organization and on the need your project is designed to address.

2. Program

Here is a checklist of the program information you will need:

- ☀ The nature of the project and how it will be conducted.
- ☀ The timetable for the project.
- ☀ The anticipated outcomes and how best to evaluate the results.
- ☀ Staffing and volunteer needs, including deployment of existing staff and new hires.

3. Expenses

Because you will not be able to pin down all the expenses associated with the project until the details and timing have been worked out, the main financial data gathering takes place after the narrative part of the master proposal has been written. At this stage, however, you do need to sketch out the broad outlines of the budget to ensure costs are reasonable compared to the outcomes you anticipate.

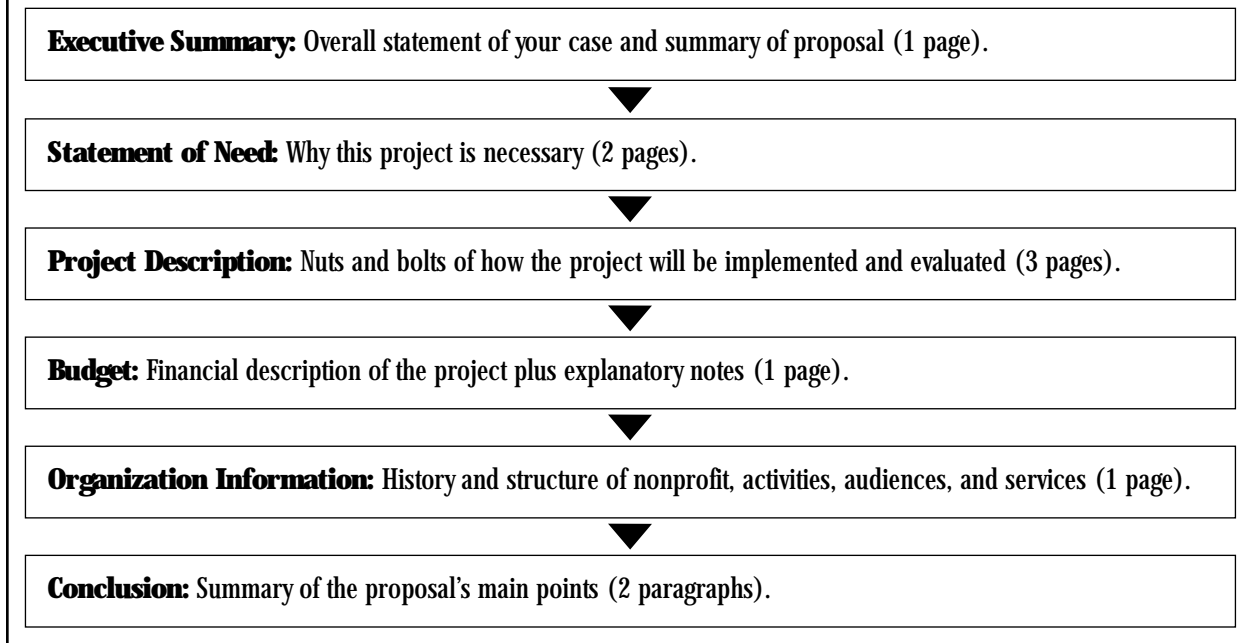
Tip: Predict the Right Price

As you sketch out the potential budget for your project, remember to be realistic. If it appears that the costs will be prohibitive, even with a foundation grant, then you need to scale back or adjust the scope of your plans.

Writing the Proposal

Once you've collected the appropriate background information, it's time to assemble that information in a winning presentation. Figure 1 provides an outline of a successful proposal's main components. Following are brief descriptions of what you should consider and include in writing these various sections.

Figure 1: Components of a Proposal



Executive Summary

This is one of the most important sections of the entire document, providing readers with a snapshot of what is to follow. By summarizing the key information, the executive summary acts as a sales pitch to convince readers that this project deserves support. Be certain to include the following elements:

- ☀ **Problem:** A brief statement of the problem or need your agency is prepared to address (1-2 paragraphs).
- ☀ **Solution:** A short description of the project, including what will take place and how many people will benefit, how and where it will operate, for how long, and who will staff it (1-2 paragraphs).
- ☀ **Funding requirements:** An explanation of the amount of grant money required for the project and your plans for future funding (1 paragraph).
- ☀ **Organization and its expertise:** A brief statement of the name, history, purpose, and activities of your agency, emphasizing its capacity to carry out this proposal (1 paragraph).

The Statement of Need

Building on initial interest, the statement of need enables the reader to learn more about the issues your project will address. It presents the facts and evidence

supporting the need for the project and establishes that your nonprofit understands these problems and is prepared to address them. The information supporting the case can come from authorities in the field, as well as from your agency's own experience.

Remember, the statement of need does not have to be long and involved. Short, concise information captures the reader's attention. As you develop this section, keep the following ideas in mind.

- ☀ **Decide which facts or statistics best support the project.** Be sure the data you present are accurate. Avoid information that is too generic, broad, or out of date.
- ☀ **Give the reader hope.** The picture you paint should not be so grim that the solution appears hopeless. The funder will wonder whether an investment in a solution will be worthwhile. Avoid overstatement and overly emotional appeals.
- ☀ **Decide if you want to put your project forward as a model.** This could expand the base fun-

Tip: Argue Your Case

You want the "Need" section to be succinct, yet persuasive. Like a good debater, you must assemble all the arguments in a logical sequence that will readily convince the reader of their importance.

ders, but it works only for certain types of projects. Document how problems addressed by your project occur in other communities and explain how your solution could be used elsewhere.

- ☀ **Determine whether it is reasonable to portray the need as acute.** You are asking the funder to pay more attention because either the problem you address is worse than others or the solution you propose makes more sense than others.
- ☀ **Decide whether you can demonstrate that your program addresses the need differently or better than other projects that preceded it.** Describe how your work complements, but does not duplicate, the work of others. Avoid being critical of the competition. If possible, make it clear that you are aware of and on good terms with others doing work in your field.
- ☀ **Avoid circular reasoning** In circular reasoning, you present the absence of your solution as the actual problem. Then your solution is offered as the way to solve the problem. For example: “The problem is that we have no pool in our community. Building a pool will solve the problem.”

The Project Description

This section of your proposal should have five subsections, described below. Taken together, the five subsections present an interlocking picture of the total project.

Objectives

Objectives are the measurable outcomes of the program, and they define your methods. Your objectives must be tangible, specific, concrete, measurable, and achievable in a specified time period. Be realistic in setting objectives—in the final report, the funder will want to see the project actually accomplished its objectives.

Do not confuse objectives with goals, which are conceptual and more abstract. For example:

- ☀ **Goal:** Our after-school program will help children read better.
- ☀ **Objective:** Our after-school remedial education program will assist 50 children in improving their reading scores by one grade level as demonstrated on standardized reading tests administered after participating in the program for six months.

Tip: Presentation Matters

Your proposal will set forth one or more objectives. Present these objectives clearly on the page, using numbers, bullets, or indentations. With increasing competition for dollars, well-articulated objectives are critical to a proposal's success.

Methods

The methods section describes the specific activities that will take place to achieve the objectives. It enables the readers to visualize the implementation of the project and convinces them that your agency knows what it is doing. In describing your methods, you must answer the basics:

- ☀ **How:** A detailed description of what will occur from the time the project begins until completion. Your methods should match the previously stated objectives.
- ☀ **When:** Presents the order and timing for the tasks. Provide a step-by-step timetable that tells the reader “when” and provides another project summary supporting the rest of the methods section.
- ☀ **Why:** Defend your chosen methods, especially if they are new or unorthodox. Why will the planned work lead to the outcomes you anticipate? Use expert testimony and examples of other projects that work.

Staffing/Administration

Devote a few sentences to discussing the number of staff, their qualifications, and specific assignments. Describe your plans for administering the project. Make it clear who is responsible for financial management, project outcomes, and reporting.

For a project with paid staff, describe whether staff will work full-time or part-time, and whether they are currently employed or will be hired. Salary and project costs are affected by staff qualifications. Delineate experience and education levels required for key staff. If a program director has been chosen, summarize his or her credentials and include a brief biographical sketch in an appendix. A strong project director can help influence a grant decision.

Tip: What If My Staff Are All Volunteers?

Most proposal writers do not develop staffing sections for projects that are primarily volunteer run. Describing tasks that volunteers will undertake, however, can be most helpful to the proposal reader. Such information underscores the value added by the volunteers as well as the cost-effectiveness of the project.

Evaluation

An evaluation plan should be built into your project, indicating to readers that you take your objectives seriously. Evaluation is also a sound management tool, helping a nonprofit refine and improve its program. In addition, an evaluation helps others learn from your experience.

There are two types of formal evaluation: one measures product and the other analyzes process. Either or both might be appropriate, depending on your objectives. For either type, you must describe how evaluation information will be collected and how data will be analyzed. In addition, explain how and to what audience the evaluation results will be reported.

Sustainability

Today's grantseekers are expected to demonstrate the long-term financial viability of the project and of the nonprofit organization itself. You need to be very specific about current and projected funding streams, both earned income and raised funds, and about the base of financial support for your nonprofit.

Tip: Know Your Numbers

In documenting your funding situation, it is important to have backup figures ready, in case a prospective funder asks for these, even though you are unlikely to include this information in the actual grant proposal.

Tip: The Beauty of Worksheets

Worksheets can be useful as you develop the proposal and discuss it with funders; they are also a valuable tool for monitoring the project once it is under way and for reporting after completion. (See Figure 2.)

Funders want you to prove either that your project is finite (with start-up and ending dates); or that it is capacity-building (it will contribute to the future self-sufficiency of your agency and/or enable it to expand services that might be revenue generating); or that it will make your organization attractive to other funders in the future.

The Budget

The budget for your proposal may be as simple as a one-page statement of projected expenses, or your proposal may require a more complex presentation. For example, it could include a page on projected support and revenue and notes explaining items of expense or of revenue.

Expense Budget

As you assemble the budget, go back through the proposal narrative and make a list of all personnel and non-personnel items related to project operation. Include new costs that will be incurred if the project is funded and ongoing expenses for items that will be allocated to the project. Put the costs you have identified next to each item on your list. Use worksheets to summarize these items and the calculations used to arrive at dollar figures (see Figure 2).

Figure 2:

Part of a worksheet for a year-long project might look like this:

Item	Description	Cost
Executive director	Supervision	10% of salary=\$10,000 25% benefits=\$2,500
Project director	Hired in month one	11 months at \$35,000=\$32,083 25% benefits=\$8,025
Office space	Requires 25% of current space	25% x \$20,000=\$5,000
Overhead	20% of project cost	20% x \$64,628=\$12,926

Using your worksheets, prepare the expense budget. For most projects, costs should be grouped into subcategories reflecting critical areas of expense. You might organize by personnel and nonpersonnel costs. Personnel subcategories could include salaries, benefits, and consultants. Nonpersonnel subcategories could include travel, equipment, and printing. Attach a dollar figure to each line.

Support and Revenue Statement

For the typical project, no support and revenue statement is necessary. But if grant support has already been awarded to the project, or if you expect project activities to generate income, a support and revenue statement is the place to provide this information.

Budget Narrative

A narrative portion of the budget is used to explain any unusual line items in the budget and is not always needed. If costs are straightforward and the numbers tell the story clearly, explanations are redundant.

If you decide a budget narrative is needed, create “Notes to the Budget,” with footnote-style numbers on the line items in the budget keyed to numbered explanations. Or, if an extensive explanation is required, structure the budget narrative as straight text. Remember, the basic narrative about the project and your organization does not belong in the budget narrative.

Organizational Information

Typically, a resumé of your nonprofit organization should come at the end of your proposal. It is usually better to sell the need for your project and then your agency’s ability to carry it out. This information can be conveyed easily by attaching a brochure or other prepared statement. In two pages or less, tell the reader when your nonprofit came into existence; state its mission, being certain to demonstrate how the subject of the proposal fits within or extends that mission; and describe the organization’s structure, programs, and special expertise.

Discuss the size of the board, how board members are recruited, and their level of participation. (You should include the full board list in an appendix.) Provide details on the staff, including the numbers of full- and part-time staff and their levels of expertise.

Conclusion

Every proposal should have a concluding paragraph or two. This is a good place to call attention to the future,

Tip: Tone It Down

For a short proposal, keep in mind that you are writing a letter to someone. It should not be as formal in style as a longer proposal would be. But don’t assume that because it is only a letter, it isn’t a time-consuming and challenging task. Every document you put in front of a funder says something about your agency.

after the grant is completed. If appropriate, outline some of the follow-up activities that might be undertaken to begin to prepare your funders for your next request. Alternatively, you should state how the project might carry on without further grant support.

This section is also the place to make a final appeal for your project. Briefly reiterate what your nonprofit wants to do and why it is important. Underscore why your agency needs funding to accomplish it. Don’t be afraid at this stage to use a bit of emotion to solidify your case.

Letter Proposal

Sometimes the scale of the project might suggest a small-scale letter format proposal, or the type of request might not require all of the proposal components recommended here. Remember, the letter should be no more than three pages. Here are key components of a good letter proposal:

- ☀ **Ask for the gift:** Begin with a reference to prior contact with the funder, if any. State why you are writing and how much funding is required.
- ☀ **Describe the need:** Briefly tell the funder why there is a need for this project, piece of equipment, etc.
- ☀ **Explain what you will do:** Provide enough detail to pique the funder’s interest. Describe precisely what will take place as a result of the grant.
- ☀ **Provide agency data:** Include your mission statement, a brief description of programs offered, number of people served, and staff.
- ☀ **Include appropriate budget data:** The budget might be a half page long. Decide if this information should be incorporated into the letter or in a separate attachment. Be sure to indicate the total cost of the project.
- ☀ **Close:** As with the longer proposal, a letter proposal needs a strong concluding statement.

- ☀ **Attach any additional information required:** The funder will need: a board list, a copy of your IRS determination letter, financial documentation, and brief resumés of key staff.

What Happens Next?

Submitting your proposal is not the end of your involvement in the grantmaking process. Grant review procedures vary widely, and the decision-making process can take anywhere from a few weeks to six months or more. During the review process, the funder may ask for additional information either directly from you or from outside consultants or professional references. You need to be patient but persistent. If you are unclear about the process, don't hesitate to ask.

If your hard work results in a grant, acknowledge the funder's support with a letter of thanks. You also need to find out whether the funder has specific forms, procedures, and deadlines for reporting the progress of your project. Clarifying your responsibilities as a grantee at the outset, particularly with respect to financial reporting, will prevent misunderstandings and more serious problems later.

Progress and Measurement⁵

After your organization has won a grant or formed a partnership, the real work begins. Monitoring and measuring your progress toward specific project goals is critical to long-term success.

For most grantees, post-award administration consists of a number of different activities carried out by grants management staff, program staff, auditors, and others. Depending on the type of grant or program, performance monitoring can include specific assessments of grant-related performance and financial aspects, as well as the entire organization's performance.

Tip: Why Evaluate?

Conducting an evaluation of your program can:

1. Facilitate your thinking about what the program is all about, including its goals, how it meets goals, and how you will know if goals have been met.
2. Produce data or verify results that can be used for public relations and promoting services in the community.
3. Produce valid comparisons between other programs in your community to help grantmakers or sponsors decide which program to fund.
4. Fully examine and describe effective programs for duplication elsewhere.

Establishing Measurement Criteria

In many cases, the funder develops a specific set of criteria to measure the progress of your grant performance. Grant management staff and program staff should always set formal guidelines concerning grantee performance and progress. The monitoring approach should be consistent with the type of program, whether the award is a grant or cooperative agreement, and other relevant factors. Remember, it is important not only to understand your funder's expectations for the progress of the grant, but also to set your own internal benchmarks and checkpoints to assess results. Measurement criteria will vary depending on your program or grant, but some potential areas for evaluation could include:

- ☀ **Quality:** How long has your group been together? What type of structure has been developed to ensure the continuity of your group, such as officers, membership guidelines, and memoranda of understanding? How active are the group's members? How often do they meet? How much volunteer and professional time is being focused on a particular problem because of your group?
- ☀ **Comprehensiveness:** What types of individuals are representing your organization? Are they the right type of individuals to accomplish the work of the

⁴Based on *The Foundation Center's Guide to Proposal Writing*, 3rd ed. (New York: The Foundation Center, 2001), by Jane C. Geever, chairman of the development consulting firm, J. C. Geever, Inc. *The Foundation Center's Guide to Proposal Writing* and other resources are available for free use in Foundation Center libraries and Cooperating Collections, or can be ordered through The Foundation Center's Web site (<http://fdncenter.org/>).

⁵ Portions of this section excerpted from or based on the following: *Closing the Gap*, a newsletter of the Office of Minority Health, U.S. Department of Health and Human Services, April/May 2001, page 7. "How to Evaluate Your Program."

Evaluating the Collaboration Process, Richard W. Clark, Ohio State University fact sheet, <<http://ohioline.osu.edu/bc-fact/0007.html>>.

The Foundation Center's Guide to Proposal Writing, 3rd ed. (New York: The Foundation Center, 2001), by Jane C. Geever, chairman of the development consulting firm J. C. Geever, Inc.

U.S. Department of Health and Human Services: GrantsNet <www.hhs.gov/grantsnet/adminis/gpd/gpd306.htm>.

grant? What types of databases or directories have been created to facilitate information sharing and assistance related to this grant?

- ☀ **Access and Equity:** Do all members of your grant's target audience in the community have equal access to program efforts? Has access to services been enhanced by program efforts? How does the target audience obtain access to your program's information and services?
- ☀ **Information and Advocacy:** How has information increased to your target audience? To what extent is your organization promoting its efforts and services? How is your group serving as an advocate to its target audience?
- ☀ **Cost-Effectiveness:** Have existing funds been used effectively? How? Have the funds used attained the expected results?
- ☀ **Additional General Questions:** What are you doing that is really working well? What are the major problems you are facing? Are there unanticipated outcomes from the project?

You can use many methodologies to explore the questions in the proposed areas of evaluation, including:

- ☀ Surveys/questionnaires
- ☀ Interviews
- ☀ Structured observation
- ☀ Review of records and reports
- ☀ Focus group interviews
- ☀ Interaction analysis

The following Internet resources provide information on program evaluation and measurement:

- ☀ The American Evaluation Association: <www.eval.org>
- ☀ Nonprofit Managers Library: The Basic Guide to Program Evaluation <www.mapnp.org/library/evaluation/fnl_eval.htm>
- ☀ United Way: Resource Network on Outcome Measurement <<http://national.unitedway.org/outcomes/>>
- ☀ Basic Guide to Program Evaluation, Carter McNamara, Ph.D., 1998 <www.mapnp.org/library/evaluation/fnl_eval.htm#anchor184773>.

Tip: Always Provide a Report

Even if you have received unrestricted, general-purpose support, funders want to know what overall goals you set for your agency for the year. Did you achieve them? What were some specific triumphs? What were some particular problems you faced, and how did you overcome them? Or, are you still dealing with the challenges?

Communicating With Your Funder

Throughout grant implementation, maintaining consistent communication with your funder is crucial. In many cases, this involves a continuing dialogue between your project officer/program official and the grant management officer or specialist. This dialogue should allow you to assess whether:

- ☀ Your progress is consistent with available funding. In other words, is current funding adequate, or is some supplement needed? Are any unobligated balances being accumulated?
- ☀ Changes are anticipated that will require action by the awarding office.
- ☀ There are actual or potential institutional compliance issues that may have an impact on the project(s) being funded.

Grant Reporting

Besides communication, your funder might also require formalized progress reports. Usually, specific reporting requirements are included in the grant letter; sometimes you are asked to sign and return a copy of the grant letter or a separate grant contract. In some cases, the funder will request timely reports from your organization and tie their receipt to grant payments.

When a foundation provides formal reporting guidelines, there usually will be dates when the reports are due. If they have given you specific dates for reporting, develop a system to keep track of them. Some funders want reports at quarterly or six-month intervals, but most request an annual report and/or a final report two to three months after the conclusion of the project. Even for grants of fairly short duration, foundations often express the desire to receive an interim report. Unless otherwise stated, an interim report can be informal.



III. Grants in Action

Following are just a few examples of Hispanic community-based organizations that have successfully secured grants to enhance their environmental and occupational health and safety work. For more information, visit each of the Web sites included below.

Grantee: Coalition including Esperanza Health Center, Nueva Esperanza, and the School District of Philadelphia

Grant Title: Healthy Living 2000

Grant Giver: The Office of Minority Health (OMH) of the U.S. Department of Health and Human Services

Program: The Minority Health Coalition Demonstration Grant Program

Program Background: The Minority Community Health Coalition Demonstration Program was founded in 1986 to promote the development of coalitions to plan and coordinate services to reduce sociocultural and linguistic barriers to health care. The coalition approach is believed to be an effective strategy for health promotion and risk reduction among targeted minority populations. Grants are administered by minority community-based organizations that have established coalitions with at least two other organizations/institutions, one of which is a health care facility. Grantees are given flexibility to define and address health problems unique to their communities.

Funding: Three-year period (7/98-7/01)

Target Population: Hispanic/Latino

Grant Description: The Healthy Living 2000 project's overall goal is to educate and empower 100 asthmatic children, their families, and others to reduce or eliminate risk factors relating to asthma and lead poisoning. The Coalition members consist of Esperanza Health Center, Nueva Esperanza, and the School District of Philadelphia. The Coalition seeks a holistic approach to improve the health status of Latino children, their families, and friends through environmental risk-reduction education and links with community health centers, housing associations, and other networking agencies. The project activities focus on interactive educational workshops, developing relationships with participants, providing intervention services, and establishing linkages with community agencies and

churches for ongoing treatment and support. Educational "Healthy Living" workshops are conducted for the target group, their families, and school personnel. Attendees of the workshops are trained to recognize, control, and eliminate environmental health hazards that trigger or exacerbate asthma episodes or put them at risk for lead poisoning. The community housing representatives provide free in-home lead paint assessments to those enrolled in the program.

For More Information: Visit www.omhrc.gov/omhfs1.pdf.



Grant Title: Renewal Grant

Grantee: Silicon Valley Toxics Coalition (SVTC), San Jose, California

Grant Giver: Common Counsel Foundation

Program: FY 2000 Acorn Foundation Grants

Program Background: Established in 1978, the Acorn Foundation supports projects dedicated to building a sustainable future for the planet and restoring a healthy global environment. The Acorn Foundation is particularly interested in small and innovative community-based projects that:

- ☼ Preserve and restore habitats supporting biological diversity and wildlife.
- ☼ Advocate environmental justice, particularly in low-income and indigenous communities.
- ☼ Prevent or remedy toxic pollution.

Grantee Background: SVTC calls attention to and improves the environmental health and safety practices of the global electronics industry. Since 1982, SVTC has worked with hundreds of communities and companies locally and around the world to raise the environmental consciousness and performance of the high-tech sector.

Community Background: Minority groups, mostly Latino and Asian/Pacific Islander, make up 45 percent of the general population and 56 percent of children younger than age 15. Lower income people of color work in the most hazardous jobs and live in the most polluted neighborhoods in Silicon Valley. Ethnic minorities and low-income groups suffer poor health compared to the more affluent, white population in Silicon Valley, losing more years of life because of illnesses such as heart disease, cancer, and strokes. Minorities, especially women, also face greater health and safety risks from industrial pollution both on the job and in the community. A majority of workers in high-tech semi-skilled production jobs, which often involve hazardous chemical handling and exposures, are minority women. Latinas and Asian/Pacific Islanders also live in neighborhoods nearest to sites of toxic leaks and spills from industry, resulting in “double exposure” to chemicals, in many cases.

Funding: \$6,000

Grant Description: This was a renewal grant to organize community, labor, and environmental groups around safety and health issues brought on by the expansion of the computer and electronic industries and its pollution of air, water, and land.

For More Information: Visit <www.commoncounsel.org/pages/foundation.html#acorn> or <www.svtc.org/about/programs.htm>.



Grantee: Center for Hispanic Policy and Advocacy, Providence, Rhode Island

Grant Title: The Rhode Island Environmental Justice Network

Grant Giver: U.S. Environmental Protection Agency (Region 1)

Program: Urban Environmental Initiative (1997)

Program Background: The Urban Environmental Initiative (UEI) is a pilot program launched in 1995 under EPA New England, to address environmental and public health problems in urban cities. The UEI facilitates community-based environmental protection in Boston, Massachusetts; Hartford, Connecticut; and Providence, Rhode Island.

The UEI program takes an active role in listening to community needs and concerns, identifying projects, and providing resources to implement projects that make measurable improvements in public health and the quality of the urban environment.

Grant Description: The Rhode Island Environmental Justice Network is a coalition of numerous local grassroots organizations including: the Center for Hispanic Policy and Advocacy, Direct Action for Rights and Equality (DARE), The Urban League of Rhode Island, the Hmong United Association of Rhode Island, and the All South Providence Union (ASPU). The Network focuses on environmental issues, especially vacant lots, which affect low-income people of color in Rhode Island’s urban areas. Major goals of the Network include enhancing community capacity to identify and solve local environmental problems and to better understand and use available public health and environmental data.

The Network hosts regular coordination and planning meetings involving community groups, sponsors educational workshops, and trains community residents to map neighborhood environmental risks. Each organization involved with the Network brings its own innovative, community-based approach to environmental and health issues. The Environmental Justice Network is a great example of local, grassroots organizations uniting together to more effectively and accurately identify and address environmental issues in their neighborhoods.

For More Information: Visit <www.epa.gov/region01/eco/uei/provid/pgrants97.html> or <www.epa.gov/region01/eco/uei/index.html>.



Grantee: Clean Water Fund

Grant Giver: U.S. Environmental Protection Agency, Office of Environmental Justice

Program: Small Grants Program

Program Background: The Small Grants Program was established by the EPA’s Office of Environmental Justice (OEJ) in 1994. The program assists community-based organizations that are working on solutions to local environmental problems.

Funding \$10,000

Grant Description: Funding was used to help farm workers gain access to workplace safety information and training by bridging the language barriers between farm workers and their employers.

The program aimed to improve communication between farm workers and employers and to address the migrant farm worker community's high rates of pesticide exposure. "Train the Trainer" workshops were held to educate 10 Hispanic community leaders about pesticides and workplace safety. Intensive, one-on-one training was provided to the leaders, who planned to use this information to educate 500 migrant workers.

A daylong community forum was held with more than 80 farm workers, and a Hispanic Food Festival brought together 400 Hispanic residents who learned about pesticide safety and household hazards. Educational outreach was conducted in eight North Dakota communities, and a bilingual intern was hired to speak with nearly 1,500 farm workers about their issues.

For More Information: Visit <<http://es.epa.gov/oeca/oej/success.pdf>>.



Grantee: Michigan Migrant Legal Assistance Program (MMLAP)

Grant Giver: U.S. Environmental Protection Agency, Office of Environmental Justice

Program: Small Grants Program

Program Background: The Small Grants Program was established by OEJ in 1994. The program assists community-based organizations that are working on solutions to local environmental problems.

Funding \$20,000

Grant Description: The purpose of this program was to increase the safety of farm workers and their families in 30 counties in Western Michigan by providing information on environmental and public health issues. Topics included environmental laws, pesticide labeling, ground water contamination, and safety conditions.

An educational packet was produced and distributed to farm workers, and bilingual camp meetings and farm worker information meetings related to health and safety were conducted, reaching 1,500 farm workers. Training on the worker protection standards and pesticide safety was also provided.

A concert for farm worker environmental justice was held and attended by approximately 1,800 people. A mailing list was compiled at the concert, increasing the size of the target audience.

For More Information: Visit <<http://es.epa.gov/oeca/oej/success.pdf>>.



IV. Glossary

Environmental and Occupational Health and Safety Terms

Following are definitions of terms related to environmental and occupational health and safety. They were taken and abridged from the following sources:

- ☀ National Safety Council's Environmental Glossary: <www.nsc.org/ehc/glossary.htm>.
- ☀ Alaska Community Action on Toxics Definitions: <www.akaction.net/pages/glossary.html>.
- ☀ Connecticut Department of Public Health Glossary: <www.state.ct.us/dph/OPPE/sha99/glossary.htm>.

Acid rain: Precipitation that has been made acidic by airborne pollutants.

Air emissions: Gas emitted into the air from industrial and chemical processes, such as ozone, carbon monoxide, nitrogen oxide, nitrogen dioxide, sulfur dioxide, and others.

Air pollutant: Any substance in air that could, in high enough concentration, harm humans, other animals, vegetation, or material. Pollutants can include almost any natural or artificial composition of airborne matter. They might be solid particles, liquid droplets, gases, or a combination of these elements.

Asbestos: A mineral fiber that can pollute air or water and cause cancer or asbestosis when inhaled. EPA has banned or severely restricted the use of asbestos in manufacturing and construction.

Benchmark: A term meaning a measurement taken at the outset of a series of measurements of the same variable, sometimes meaning the best or most desirable value of the variable.

Burden of disease: A general term used in public health and epidemiological literature to identify the cumulative effect of a broad range of harmful disease consequences on a community, including the health, social, and economic costs to the individual and to society.

Byproduct: Materials other than the intended product generated by an industrial process.

Carcinogenic or carcinogen: Capable of causing cancer. A suspected carcinogen is a substance that might cause cancer in humans or animals, but for which the evidence is not conclusive.

Chronic disease: A disease with one or more of the following characteristics: permanence; leaves residual disability; caused by non-reversible pathological alternation; requires special training of the patient for rehabilitation; or may require a long period of supervision, observation, or care.

Climate change: This term is commonly used interchangeably with "global warming" and "the greenhouse effect." Climate change refers to the buildup of man-made gases in the atmosphere that trap the sun's heat, causing changes in weather patterns on a global scale. The effects include changes in rainfall patterns, sea level rise, potential droughts, habitat loss, and heat stress. The greenhouse gases of most concern are carbon dioxide, methane, and nitrous oxides. If these gases in our atmosphere double, the Earth could warm 1.5 to 4.5 degrees by the year 2050, with changes in global precipitation having the greatest consequences.

Disability: Any temporary or long-term condition (physical and/or mental) that results from an acute or chronic condition that might prevent the performance of regular duties.

Environment: The sum of all external conditions affecting the life, development, and survival of an organism.

Environmental health: Characteristics of health that result from the aggregate impact of both natural and man-made surroundings, including: health effects of air pollution, water pollution, noise pollution, solid waste disposal, and housing; occupational disease and injuries; and those diseases related to unsanitary surroundings.

Environmental justice: The fair treatment of people of all races, cultures, incomes, and educational levels with respect to the development and enforcement of environ-

mental laws, regulations, and policies. Fair treatment implies that no population should be forced to shoulder a disproportionate share of exposure to the negative effects of pollution due to lack of political or economic strength.

Epidemiology: The study of the occurrence and causes of health effects in human populations. An epidemiological study often compares two groups of people who are alike except for one factor, such as exposure to a chemical or the presence of a health effect. The investigators try to determine if any factor is associated with the health effect.

Exposure: Reference to pollutants that come into contact with the body and present a potential health threat. The most common routes of exposure are through the skin, mouth, or by inhalation.

Hazardous air pollutants: Air pollutants that are not covered by ambient air quality standards but which, as defined in the Clean Air Act, may reasonably be expected to cause or contribute to irreversible illness or death. Such pollutants include asbestos, beryllium, mercury, benzene, coke oven emissions, radionuclides, and vinyl chloride.

Hazardous chemical: An EPA designation for any hazardous material capable of producing fires and explosions or adverse health effects like cancer and dermatitis. Hazardous chemicals are distinct from hazardous waste.

Hazardous substance: 1) Any material that poses a threat to human health and/or the environment. Typical hazardous substances are toxic, corrosive, ignitable, explosive, or chemically reactive. 2) Any substance designated by EPA to be reported if a designated quantity of the substance is spilled in the waters of the United States or if otherwise released into the environment.

Hazardous waste: A subset of solid waste that poses substantial or potential threats to public health or the environment and meets any of the following criteria:

- ☼ Specifically listed as a hazardous waste by EPA.
- ☼ Exhibits one or more of the characteristics of hazardous waste (ignitibility, corrosiveness, reactivity, and/or toxicity).
- ☼ Generated by the treatment of hazardous waste, or is contained in hazardous waste.

Health: A state of physical, mental, and social well-being and productive functioning—not merely the absence of disease or infirmity.

Health plan: A health maintenance organization, preferred provider organization, insured plan, self-funded plan, or other entity that covers health care services.

Hispanic ethnicity: Refers to people whose origins are from Spain, the Spanish-speaking countries of Central America, South America, and the Caribbean, or persons of Hispanic origin identifying themselves as Spanish, Spanish-American, Hispanic, Hispano, Latino, etc.

Incidence: The number of new cases of a specific disease occurring during a certain period of time.

Indicator: A measurable factor that reflects or is highly correlated with either a health problem or outcome (e.g., infant mortality or disability days) or particular characteristics of health systems service delivery (e.g., cost per patient day, percent of area residents with a regular control course of care, or time or distance from primary care). A proxy indicator can be used to determine social or environmental conditions, values, interests, and concerns.

Medicaid: A federally aided, state-operated and administered program that provides medical benefits for certain indigent or low-income persons in need of health and medical care. The program, authorized by Title XIX of the Social Security Act, is basically for poor persons who meet specified eligibility criteria. Subject to broad federal guidelines, states determine the benefits covered, program eligibility, rates of payment for providers, and methods of administering the program.

Mental health: The capacity of an individual to form harmonious relations with his/her social and physical environment and to achieve a balanced satisfaction of his/her own drives.

Mortality rate: Also known as “death rate,” expresses the number of deaths in a unit of population within a prescribed time. May be expressed as crude death rates (e.g., total deaths in relation to total population during a year) or as rates specified for disease and, sometimes, for age, sex, or other attributes (e.g., number of deaths from cancer in white males in relation to the white male population during a year).

Pollution: Any substances in water, soil, or air that degrade the natural quality of the environment; offend the sense of sight, taste, or smell; or cause a health hazard. The usefulness of natural resources is usually impaired by the presence of pollution.

Preventive care: Comprehensive care emphasizing patients' behaviors that encourage health promotion and disease prevention, early detection, and early treatment of conditions, generally including routine physical examinations, immunization, and well-person care.

OSHA: Occupational Safety and Health Administration of the United States, which covers worker health and safety regulations and programs.

Race: A population of individuals who identify themselves from a common history, nationality, or geographical place. When responses in the "race" line item on vital records are associated with the definition of Hispanic origin, they are re-coded to "white race," as described in the National Center for Health Statistics instruction manuals for coding vital records. Individuals identifying themselves as either "white," "black," or "other" race can be of any ethnic group.

Solid waste: As defined under the Resource Conservation and Recovery Act (RCRA), any solid, semi-solid, liquid, or contained gaseous materials discarded from industrial, commercial, mining, or agricultural operations, and from community activities. Solid waste includes: garbage, construction debris, or commercial refuse; sludge from water supply or waste treatment plants or air pollution control facilities; and other discarded materials.

Toxic substance: A chemical or mixture that can cause illness, death, disease, or birth defects. The quantities and exposures necessary to cause these effects can vary widely. Many toxic substances are pollutants and contaminants in the environment.

Underground Storage Tank (UST): A tank and any underground piping connected to the tank that has 10 percent or more of its volume (including pipe volume) beneath the surface of the ground. USTs are designed to hold gasoline, other petroleum products, and hazardous materials.

Uninsured: People who lack public or private health insurance.

Grant-Seeking Terms

Following are definitions related to grant proposals and awards, taken and abridged from *The Foundation Center's User-Friendly Guide to Funding Research & Resources* Glossary. <http://fdncenter.org/learn/ufg/ufg_gloss1.html>.

Annual report: A voluntary report issued by a foundation or corporation that provides financial data and descriptions of its grantmaking activities. Annual reports vary in format from simple documents listing the year's grants to detailed publications that provide substantial information about the grantmaker's programs.

Assets: The amount of capital or principal—money, stocks, bonds, real estate, or other resources—controlled by a foundation or corporate giving program. Generally, assets are invested and the resulting income is used to make grants.

Associates program: A fee-based membership program of the Foundation Center providing toll-free telephone reference, photocopy and fax service, and computer searches of Foundation Center databases.

Beneficiary: In philanthropic terms, the donee or grantee receiving funds from a foundation or corporate giving program is the beneficiary, although society benefits as well.

Capital support: Funds provided for endowment purposes, buildings, construction, or equipment.

Challenge grant: A grant that is paid only if the donee organization is able to raise additional funds from other sources. Challenge grants are often used to stimulate giving from other donors. *See also* **matching grant**.

Community foundation: A 501(c)(3) organization that makes grants for charitable purposes in a specific community or region. The funds available to a community foundation are usually derived from many donors and held in an endowment that is independently administered; income earned by the endowment is then used to make grants. Although a community foundation may be classified by the Internal Revenue Service as a private foundation, most are classified as public charities and are thus eligible for maximum tax-deductible contributions from the general public. *See also* **501(c)(3); public charity**.

Community fund: An organized community program that makes annual appeals to the general public for funds

that are usually not retained in an endowment but are instead used for the ongoing operational support of local agencies. *See also* **federated giving program**.

Company-sponsored foundation (also referred to as a corporate foundation): A private foundation whose assets are derived primarily from the contributions of a for-profit business. Although a company-sponsored foundation may maintain close ties with its parent company, it is an independent organization with its own endowment and as such is subject to the same rules and regulations as other private foundations. *See also* **private foundation**.

Cooperating collection: A member of the Foundation Center's network of libraries, community foundations, and other nonprofit agencies that provides a core collection of Center publications in addition to a variety of supplementary materials and services in areas useful to grantseekers.

Corporate foundation: *See* **company-sponsored foundation**.

Cooperative venture: A joint effort among two or more grantmakers. Cooperative venture partners may share funding responsibilities or contribute information and technical resources.

Corporate giving program: A grantmaking program established and administered within a for-profit corporation. Because corporate giving programs do not have separate endowments, their annual grant totals generally are directly related to company profits. Corporate giving programs are not subject to the same reporting requirements as corporate foundations.

DIALOG: An online database information service made available by Knight Ridder Information Services, Inc. The Foundation Center offers two large files on foundations and grants through DIALOG.

Distribution committee: The committee responsible for making grant decisions. For community foundations, the distribution committee is intended to be broadly representative of the community served by the foundation.

Donee: The recipient of a grant. (Also known as the grantee or the beneficiary.)

Donor: An individual or organization that makes a grant or contribution to a donee. (Also known as the grantor.)

Employee matching grant: A contribution to a charitable organization by an employee that is matched by a similar contribution from his or her employer. Many corporations have employee matching-gift programs in higher education that encourage their employees to give to the college or university of their choice.

Endowment: Funds intended to be invested in perpetuity to provide income for continued support of a nonprofit organization.

Expenditure responsibility: In general, when a private foundation makes a grant to an organization that is not classified by the IRS as a “public charity,” the foundation is required by law to provide some assurance that the funds will be used for the intended charitable purposes. Special reports on such grants must be filed with the IRS. Most grantee organizations are public charities, and many foundations do not make “expenditure responsibility” grants.

Family foundation: An independent private foundation whose funds are derived from members of a single family. Family members often serve as officers or board members of family foundations and have a significant role in their grantmaking decisions. *See also* **operating foundation; private foundation; public charity.**

Federated giving program: A joint fundraising effort usually administered by a nonprofit “umbrella” organization that in turn distributes the contributed funds to several nonprofit agencies. United Way and community chests or funds, the United Jewish Appeal and other religious appeals, the United Negro College Fund, and joint arts councils are examples of federated giving programs. *See also* **community fund.**

Field offices: Reference collections operated by the Foundation Center in Washington, DC; Atlanta; Cleveland; and San Francisco, all of which offer a wide variety of services and comprehensive collections of information on foundations and grants.

501(c)(3): The section of the tax code that defines nonprofit, charitable (as broadly defined), tax-exempt organi-

zations. 501(c)(3) organizations are further defined as public charities, private operating foundations, and private nonoperating foundations. *See also* **operating foundation; private foundation; public charity.**

Form 990-PF: The public record information return that all private foundations are required by law to submit annually to the IRS.

General/operating support: A grant made to further the general purpose or work of an organization, rather than for a specific purpose or project; also called an unrestricted grant.

General purpose foundation: An independent private foundation that awards grants in many different fields of interest. *See also* **special purpose foundation.**

Grantee financial report: A report detailing how grant funds were used by an organization. Many corporate grantmakers require this kind of report from grantees. A financial report generally includes a listing of all expenditures from grant funds, as well as an overall organizational financial report covering revenue and expenses, assets, and liabilities.

Grassroots fundraising: Efforts to raise money from individuals or groups from the local community on a broad basis. Usually an organization’s own constituents—people who live in the neighborhood served or clients of the agency’s services—are the sources of these funds. Grassroots fundraising activities include membership drives, raffles, auctions, benefits, and a range of other activities.

Guidelines: Procedures set forth by a funder that grantseekers should follow when approaching a grantmaker.

Independent foundation: A grantmaking organization usually classified by the IRS as a private foundation. Independent foundations may also be known as family foundations, general purpose foundations, special purpose foundations, or private nonoperating foundations. The Foundation Center places independent foundations and company-sponsored foundations in separate categories; however, federal law normally classifies both as private, nonoperating foundations subject to the same rules and requirements. *See also* **private foundation.**

In-kind contribution: A contribution of equipment, supplies, or other tangible resources, as distinguished from a monetary grant. Some organizations may also donate the use of space or staff time as an in-kind contribution.

Matching grant: A grant that is made to match funds provided by another donor. *See also challenge grant; employee matching gift.*

Microfiche: Flat strips of microfilm. The Foundation Center collects and makes available foundation 990-PFs on microfiche mounted on aperture cards by the IRS.

Operating foundation: A 501 (c) (3) organization classified by the IRS as a private foundation whose primary purpose is to conduct research, social welfare, or other programs determined by its governing body or establishment charter. An operating foundation may make grants, but the sum is generally small relative to the funds used for the foundation's own programs. *See also 501 (c) (3).*

Operating support grant: A grant to cover the regular personnel, administrative, and miscellaneous expenses of an existing program or project. *See also general/operating support.*

Orientation: An introduction to available resources and fundraising research strategies presented by Foundation Center library staff. Supervisors at cooperating collections may conduct orientation sessions as well.

Payout requirement: The minimum amount that private foundations are required to expend for charitable purposes (including grants and, within certain limits, the administrative cost of making grants). In general, a private foundation must meet or exceed an annual payout requirement of five percent of the average market value of its total assets.

Private foundation: A nongovernmental, nonprofit organization with funds (usually from a single source, such as an individual, family, or corporation) and program managed by its own trustees or directors. Private foundations are established to maintain or aid social, educational, religious, or other charitable activities serving the common welfare, primarily through the making of grants. *See also 501 (c) (3); public charity.*

Program amount: Funds that are expended to support a particular program administered internally by a founda-

tion or corporate giving program.

Program officer: A staff member of a foundation who reviews grant proposals and processes applications for the board of trustees. Only a small percentage of foundations have program officers.

Program-related investment: A loan or other investment (as distinguished from a grant) made by a foundation to another organization for a project related to the foundation's philanthropic purposes and interests.

Proposal: A written application, often accompanied by supporting documents, submitted to a foundation or corporate giving program to request a grant. Most foundations and corporations do not use printed application forms but instead require written proposals; others prefer preliminary letters of inquiry prior to a formal proposal. Consult published guidelines.

Public charity: A nonprofit organization that qualifies for tax-exempt status under section 501 (c) (3) of the IRS code. Public charities are the recipients of most foundation and corporate grants. Some public charities also make grants. *See also 501 (c) (3); private foundation.*

Qualifying distributions: Expenditures of a private foundation made to satisfy its annual payout requirement. These can include grants, reasonable administrative expenses, set-asides, loans, and program-related investments, as well as amounts paid to acquire assets used directly in carrying out tax-exempt purposes.

Query letter: A brief letter outlining an organization's activities and its request for funding and is sent to a potential grantmaker to determine whether it would be appropriate to submit a full grant proposal. Many grantmakers prefer to be contacted in this way before receiving a full proposal.

RFP: Request for Proposal. When the government issues a new contract or grant program, it sends out RFPs to agencies that might be qualified to participate. The RFP lists project specifications and application procedures. Although a few foundations occasionally use RFPs in specific fields, most prefer to consider proposals that are initiated by applicants.

Seed money: A grant or contribution used to start a new

project or organization. Seed grants might cover salaries and other operating expenses of a new project.

Set-asides: Funds set aside by a foundation for a specific purpose or project that are counted as qualifying distributions toward the foundation's annual payout requirement. Amounts for the project must be paid within five years of the first set-aside.

Special purpose foundation: A private foundation that focuses its grantmaking activities in one or a few areas of interest. *See also* **general purpose foundation**.

Sponsorship: Affiliation with an existing nonprofit organization for the purpose of receiving grants. Grantseekers may either apply for federal tax-exempt status or affiliate with a nonprofit sponsor.

Tax-exempt: Refers to organizations that do not have to pay taxes such as federal or state corporate tax or state

sales tax. Individuals who make donations to such organizations may be able to deduct these contributions from their income tax.

Technical assistance: Operational or management assistance given to nonprofit organizations. It can include fundraising assistance, budgeting and financial planning, program planning, legal advice, marketing, and other aids to management. Assistance may be offered directly by the staff of a foundation or corporation, or it may be provided in the form of a grant to pay for the services of an outside consultant. *See also* **in-kind contributions**.

Trustee: A foundation board member or officer who helps make decisions about how grant monies are spent. Depending on whether the foundation has paid staff, trustees may take a more or less active role in running its affairs.



V. What's Out There? Resources for Community-Based Organizations

The following lists were compiled throughout 2001 and may not be up-to-date. Please check the Web sites or other contact information listed with each resource.

☀ **About.com – Nonprofit Management Information**

<http://nonprofit.about.com/cs/managementinfo>

This About.com page offers several links to resources for managing a nonprofit.

☀ **The Foundation Center**

www.fdncenter.org

The Foundation Center's mission is to support and improve institutional philanthropy by promoting public understanding of the field and helping grant seekers succeed.

☀ **Institute for Nonprofit Organization Management (INOM)**

www.inom.org

INOM, based at the University of San Francisco, offers information in several categories related to nonprofit management, including: education programs, research, conference and community programs, and publications. INOM also offers a comprehensive list of nonprofit resources on the Web.

☀ **Internet Nonprofit Resource Center (INRC)**

www.nonprofit-info.org/npofaq

The INRC Web site provides links to articles and sites for fund development, board organization, management sites, and other areas.

☀ **Board Source (Formerly the National Center for Nonprofit Boards)**

www.boardsource.org/main.htm

Provides practical information, tools and best practices, training, and leadership development for board members of nonprofit organizations worldwide.

☀ **The National Network for Collaboration (NNCO)**

<http://crs.uvm.edu/nnco>

NNCO, based at the University of Vermont, seeks to expand the knowledge base and skill level of Cooperative Extension System educators, agency and organizational partners, youth, and citizens by establishing a network that fosters collaboration and leads to citizen problem-solving to improve the lives of children, youth, and families. The Web site offers, tools, resources, and links, as well as an online version of its training program manual, "Collaboration: The Power of WE the People."

☀ **National Network of Grantmakers Common Grant Application (CGA) Form**

www.nng.org/html/resources/cga_table.htm

The CGA form is a labor-saving device for groups seeking grants for social and economic justice work. Check the funder's guidelines on the Web to determine if the CGA is appropriate for your program.

☀ **United Way**

www.unitedway-portage.org/links/nonprof.htm

This local United Way branch in Portage County, Ohio, provides a comprehensive list of online resources for forming and managing a nonprofit.

Environmental Health and Occupational Health and Safety Resources

Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/Branch-off Resources
National Institute of Environmental Health Sciences	Community-based Participatory Research in Environmental Health: Aims to implement culturally relevant prevention/intervention activities in economically disadvantaged and/or underserved populations adversely impacted by an environmental contaminant.		Yes	Project Period: Up to 5 years Funding: \$300,000 per year	Frederick L. Tyson, Ph.D. Scientific Program Administrator Phone: 919/541-0176 Email: tyson2@niehs.nih.gov	General information can be found at: www.niehs.nih.gov/dert/programs/translat/cbpr/cbpr.htm Specific information regarding this initiative can be found at: http://grants.nih.gov/grants/guide/rfa-files/RFA-ES-01-003.html
National Institute of Environmental Health Sciences	Advanced Research Cooperation in Environmental Health (ARCH): The ARCH grant is a mechanism for support of a broadly based research program involving investigators from Hispanic Serving Institutions (HSIs). Facilitates sharing of knowledge and common resources.	Yes	Yes		Frederick L. Tyson, Ph.D. Scientific Program Administrator Phone: 919/541-0176 Email: tyson2@niehs.nih.gov	General information can be found at: www.niehs.nih.gov/dert/programs/translat/arch/arch.htm Environmental Health Sciences K-12 Education: Addresses ethnic differences of the student populations, which should enhance the appeal of these programs for minority students and increase the interest of minorities in environmental health sciences. www.niehs.nih.gov/dert/programs/translat/k12/k12educa.htm
National Institute of Environmental Health Sciences and National Human Genome Research Institute	Environmental Justice: Partnerships to address ethical challenges in environmental health.		Yes		Shobha Srinivasan, Ph.D. Scientific Program Administrator Division of Extramural Research and Training National Institute of Environmental Health Sciences Phone: 919/541-2506 Fax: 919/316-4606 Email: sriniva2@niehs.nih.gov	

Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/Branch-off Resources
The National Alliance for Hispanic Health	<p>Action forum for Hispanic health that supports health and human service providers and insures accountability and advocacy on behalf of Hispanics. Relevant projects include:</p> <p>Project Heal: Implements Hispanic health needs assessment.</p> <p>Project ALFA: Educates Hispanic communities about indoor air pollutants and prevents exposure to other toxics.</p> <p>Policy Centers: Establishes policy and research centers in community-based organizations.</p>	Yes		<p>Project Heal: Involves implementation of a community-based data collection, including environmental data centers.</p> <p>Project ALFA: Involves community outreach and materials development, and operates EPA's national Spanish-language hotline.</p> <p>Policy Centers: Create relationships between community groups and university-based researchers to monitor and assess data on health and well being of Hispanic adolescents. Includes a number of environmental health elements.</p>	<p>1501 16th Street, N.W. Washington, DC 20036 Phone: 202/387-5000 Web site: www.hispanichealth.org</p>	<p>Available resources include: Bulletin boards, educational materials, fact sheets, hotlines, newsletters, policy analyses, press releases, publications, and reports.</p> <p>Links are provided to a wealth of information on issues, activities, and target audiences relating to these topics.</p> <p>National Coalition of Hispanic Health & Human Services Organizations: www.cehn.org/cehn/resourceguide/nchhso.html</p>
The Office of Minority Health Resource Center (OMHRC)	<p>Health Disparities Grants In Minority Health: Aims to reduce health disparities in racial and ethnic populations through local pilot and small-scale projects that address a demonstrated health problem or health-related issue.</p>		Yes	<p>The program demonstrates the merit of using local organizations to develop, implement, and conduct pilot or small-scale community-based projects that address a wide range of health problems and issues related to health disparities in local minority communities.</p> <p>Eligible Applicants: To qualify for funding, applicants must be private, nonprofit, minority, or public community-based organizations that address health and human services.</p> <p>Funding for FY 2001: About \$1 million</p> <p>Number of Grants: 20 to 30</p> <p>Total project period: 1 or 2 years</p>	<p>Web site: www.omhrc.gov/OMH/WhatsNew/2pgwhatsnew/fedregisters/fr03202001.htm</p> <p>Main Web site:www.omhrc.gov</p>	<p>Information resources on minority health include databases (funding, media, research, data, and listings of volunteer resource persons) as well as scientific reports, journals and documents. OMH RC services are free and can be obtained by calling 800/444-6472, or emailing info@omhrc.gov.</p>

Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/Branch-off Resources
W.K. Kellogg Foundation	<p>Health programming: Aims to improve the health of people through increased access to integrated, comprehensive health-care systems.</p> <p>Major Initiative: <i>Community Voices: Health Care for the Underserved</i>—Focuses on strengthening access to health promotion, disease prevention, and primary health care.</p>		Yes	Support: A broad range of appropriately trained personnel staff the programs.	<p>Send pre-proposal letters to: Supervisor of Proposal Processing W.K. Kellogg Foundation One Michigan Ave East Battle Creek, MI 49017-4058 Web site: www.wkkf.org/Grants/</p>	Information on approaching the Foundation for a grant can be found at: www.wkkf.org/Grants/Default.asp
National Center for Chronic Disease Prevention and Health Promotion	<p>Reach 2010: Eliminate disparities in health status by racial and ethnic minority populations in the following six priority areas:</p> <ul style="list-style-type: none"> · Cardiovascular Diseases · Diabetes · HIV Infection/AIDS · Child and adult immunizations 		Yes	<p>REACH 2010 is a two-phased, five-year demonstration project to support community coalitions in the design, implementation, and evaluation of unique community-driven strategies to eliminate health disparities.</p> <p>Grantees will use local data to develop a Community Action Plan (CAP) to guide the coalition through the implementation and evaluation period. CAPs target one or more specific racial or ethnic minority community groups.</p> <p>Program budget for fiscal year 1999: \$9.4 million in awards to 32 grantees. Program budget for fiscal year 2000: \$30 million in awards to 42 grantees.</p>	<p>Email: ccdinfo@cdc.gov Web site: www.cdc.gov/reach2010/</p>	

Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/Branch-off Resources
Centers for Disease Control and Prevention Agency for Toxic Substances and Disease Registry (ATSDR)	<p>1. Provides funding for the Center for Agricultural Disease and Injury Research, Education, and Prevention-University of California, Medical School.</p> <p>2. Supported three grassroots Farmworker Stream Forums via agreement with the Health Resources and Services Administration's Office of Minority Health</p> <p>3. ATSDR Ombudsman: neutral resource service for all parties concerned with environmental health disputes involving ATSDR. Available in Spanish</p>	Yes		<p>1. Study investigates how to bridge language, cultural, and educational barriers that impede the delivery of safety training and hazard awareness information to agricultural workers and their employers. Focuses on pesticide safety and hazard awareness. Activities include:</p> <ul style="list-style-type: none"> · Train-the-trainer workshop conducted in San Luis Obispo, Merced, and Napa counties. · Pesticide safety training workshop. · Two courses, using English as a Second Language to teach non-English speaking pesticide handlers how to read pesticide labels. <p>2. Forums provide front-line migrant health center staff and advocates an opportunity to network, access new information, and share strategies to deliver care to underserved farmworker populations.</p> <p>3. The ATSDR Ombudsman's services are independent and open to all parties—private citizens, citizen advocacy groups, corporations, federal, state and local government entities. Eligible participants must:</p> <ul style="list-style-type: none"> · Have environmental health concerns involving ATSDR. · Believe that they are not being heard. · Have exhausted all other resources. 	<p>Wilma G. Johnson Deputy Associate Director for Minority Health Phone: 404/639-7210 Email: wgj1@cdc.gov</p> <p>Ronnie Wilson Ombudsman ATSDR 1600 Clifton Road, E-28 Atlanta, GA 30329-4027 Phone: 404/498-0004 Fax: 404/498-0083 Email: RWilson2@cdc.gov</p> <p>Ombudsman Web site: www.atsdr.cdc.gov/COM/omweb.html</p>	
Centers for Disease Control and Prevention	Grants and funding for Environmental Health and Occupational Safety and Health programs.		Yes	Find funding announcements in the areas of occupational safety and health CDC (NIOSH) and environmental health CDC (NCEH) and ATSDR at the Center's Web site.	Web site: www.cdc.gov/od/pgo/funding/grantmain.htm	Applications for funding are available at: www.cdc.gov/od/pgo/forminfo.htm

Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/Branch-off Resources
Centers for Disease Control and Prevention	Cooperative Agreement Program: "Surveillance for Asthma Incidence." This program addresses the focus areas of maternal, infant, and child health, and respiratory diseases.		Yes	Funding: Two grants, approximately \$200,000 each. Funding Period: 12-month budget period.	Web site: www.cdc.gov	Applicant qualifications are listed on the Web site. Other grants: Asthma Intervention Funding: 5 to 10 awards, \$125,000 each.
Centers for Disease Control and Prevention	A new program intended to stimulate investigator-initiated participatory research on community-based approaches to prevention. Specifically, the program seeks to support multidisciplinary, multi-level, participatory research that will enhance the capacity of communities and population groups to address health promotion and the prevention of disease, disability, and injury.		Yes	Approximately \$13 million is available in 2002 to fund roughly 30 awards, beginning on or about Sept. 30, 2002.	Details are available on the Federal Register Web site at: http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=2002_register&docid=f	
Centers for Disease Control and Prevention—National Institute for Occupational Safety and Health	NIOSH is the federal agency responsible for conducting research and making recommendations for the prevention of work-related disease and injury.	Yes		NIOSH has a Spanish language Web site.	www.cdc.gov/spanish/niosh	
The California Wellness Foundation	Environmental Health Grants: Support and strengthen organizations working to alleviate the disproportionate health costs of environmental hazards for children and low-income communities of color.		Yes	Who can apply: Nonprofit organizations and government agencies. Funding: Average of \$40 million in grants each year.	Director of Grants Administration The California Wellness Foundation 6320 Canoga Avenue Suite 1700 Woodland Hills, CA 91367 Web site: www.tcdf.org/about/about.htm Phone: 818/593-6600 Fax: 818/593-6614 Email: tcwf@tcwf.org	How to Apply: Write a one- to two-page letter of interest that describes the organization's mission and activities, region and population(s) served, how the funds will be used, and total funds requested. Specific info on Environmental Health Grants can be found at: www.tcdf.org/environmental_health/environmental_health.htm

Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/Branch-off Resources
LASPAU: Academic and Professional Programs for the Americas	<p>A nonprofit organization affiliated with Harvard University that designs, develops, and implements academic and professional exchange programs on behalf of individuals and institutions in the United States, Canada, Latin America, and the Caribbean.</p> <p>The Web site is available in Spanish.</p>		Yes	<p>Grants: OAS Ecology Initiatives and Fulbright Faculty Development Programs.</p> <p>Locations: Visit the following Web site for a list of countries: www.laspau.org/grant-LASPAU.htm</p>	<p>LASPAU: Academic and Professional Programs for the Americas 25 Mount Auburn Street, Cambridge, MA 02138-6095 Phone: 617/495-5255 Fax: 617/495-8990 Email: laspau@harvard.edu</p>	
Jessie Smith Noyes Foundation	<p>The foundation makes grants primarily in the areas of environment and reproductive rights.</p> <p>Program Components:</p> <ul style="list-style-type: none"> · Toxics · Sustainable agriculture · Sustainable communities · Reproductive rights · Metro New York environment 		Yes	<p>Send a letter of inquiry, no more than three pages.</p> <p>Letters are reviewed on a continuous basis.</p>	<p>Jessie Smith Noyes Foundation 6 East 39th Street, 12th Floor New York, NY 10016-0112 Phone: 212/684-6577 Fax: 212/689-6549 Email: noyes@noyes.org Web site: www.noyes.org/</p> <p>Contacts: Millie Buchanan (Toxics) Victor De Luca (Sustainable communities) Wilma Montañez (Reproductive rights) Kolu Zigbi (Sustainable agriculture, Metropolitan New York environment)</p>	<p>Information on applying for a grant is available at: www.noyes.org/admin/applying.html</p> <p>The Foundation accepts the common grant application form of the National Network of Grantmakers.</p>
Common Counsel Foundation	<p>Acorn Foundation: Provides grants to grassroots organizations for environmental justice, particularly in low-income and indigenous communities, and grants to prevent or remedy toxic pollution.</p>	Yes	Yes	<p>Funding: \$5,000 to \$10,000.</p> <p>Proposal Deadlines: January 15 and June 15 for spring and fall grantmaking meetings. Decisions usually take place at least six months from date of submittal.</p>	<p>Common Counsel Foundation 1221 Preservation Park Way, #101 Oakland, CA 94612-1206 Phone: 510/834-2995 Fax: 510/834-2998 Email: ccounsel@igc.org Web site: www.commoncounsel.org/</p>	<p>Application guidelines are available at: www.commoncounsel.org/pages/application.html</p>

Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/Branch-off Resources
National Safety Council (NSC)	Occupational Safety and Health Products	Yes		<p>NSC Safetyworks is a packaged training system to help companies develop, implement, and evaluate a comprehensive safety or ergonomics program.</p> <p>The kit includes: Videos Publications available in Spanish:</p> <ul style="list-style-type: none"> · Admin Guide · OSHA compliance guide · Employee handouts cost: \$450/\$499 	<p>Visit www.nsc.org/product/osh/sworks.cfm for a list of Safetyworks topics.</p> <p>To order online, visit http://secure.nsc.org/onlinecart/choosecategory.cfm?id=45</p>	<p>A Safer Site: Includes links to Web sites focusing on children's health and provides information on hazards such as lead poisoning. www.nsc.org/mem/youth/11_top.htm</p> <p>Environmental Health Center: Provides information and links regarding environmental health risks for children and professionals (i.e., hazardous chemicals, radioactive waste, etc.). www.nsc.org/ehc.htm</p>
The Sierra Club Foundation	Sierra Club's National Environmental Justice Grassroots Organizing Project: Provides grassroots organizing assistance, activist orientation, and support to low-income people and communities of color fighting polluting corporations that threaten their health.			<p>Training: Technical and professional from Sierra Club volunteers and staff.</p> <p>Skills gained: Empowerment skills to address quality of life issues.</p>	Web site: www.sierraclub.org/foundation/programs/environmental.asp	
The Rockefeller Foundation	Working Communities Program: Transform poor urban neighborhoods into safe, healthy, and effective neighborhoods.		Yes	Funding: Low, \$421; high, \$2.5 million.	<p>The Rockefeller Foundation 420 Fifth Avenue New York, NY 10018-2702 Phone: 212/869-8500 Fax: 212/852-8439 Web site: www.rockfound.org/display.asp?context=3&SectionTypeID=19</p>	<p>Example of Funded Program: Hispanics in Philanthropy \$750,000</p> <p>To support the funders' collaborative for the strong Latino communities' initiative to build organizational capacity among, and a broader funding base for, Latino nonprofit organizations in the United States.</p>

Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/Branch-off Resources
Common Counsel Foundation	Abelard Foundation West: Committed to expanding com- munity control over economic, social, and environmental deci- sions affecting a community.	Yes	Yes	Funding: \$6,000 to \$12,000. Proposal deadlines: January 15 and June 15 for spring and fall grantmaking meetings. Decisions usually take place at least six months from date of submittal.	Common Counsel Foundation 1221 Preservation Park Way, #101 Oakland, CA 94612-1206 Phone: 510/834-2995 Fax: 510/834-2998 Email: ccounsel@igc.org Web site: www.common counsel.org/	Application guidelines are avail- able at: www.commoncounsel.org/pages/ application.html
Pan American Health Organization (PAHO) An international pub- lic health agency with more than 90 years of experience working to improve health and living standards of the countries of the Americas.	The Division of Health and Environment programs include: Basic Sanitation, Environmental Quality, and Pan American Center for Sanitary Engineering and Environmental Sciences. Promotes and implements techni- cal cooperation activities to diminish the inequities related to exposure to environmental risks.			Web site links to many resources, including community list serves, videos, and docu- ments (reports, fact sheets, etc.) relating to: · Air pollution · Chemical safety · Drinking water and sanitation · Environmental health · Ozone · Pesticides · Solid waste management All documents are available in Spanish.	Web site: www.paho.org/ Pan American Health Organization Pan American Sanitary Bureau Regional Office of the World Health Organization 525 23rd Street, N.W. Washington, DC 20037 Phone: 202/974-3000 Fax: 202/974-3663	
Coalition for Healthier Cities and Communities	Campaign for 100 Percent Access and Zero Health Disparities: The campaign's vision is for everyone living in America to gain access, regularly use, and be satisfied with comprehensive, high-quality primary health services.	Yes		Support: CHCC's State Network and proj- ect staff will: 1. Create links and access to existing state and national resources via the Web and telephone assistance. 2. Play a convening role to identify interest- ed catalysts, disseminate resources, and develop ideas for taking action. 3. Coach and advise new and existing local partnerships/coalitions committed to 100/0 through telephone technical assistance (and in some cases "on site" assistance).	Monte Roulier Phone: 303/322-3158 Email: roulier@bwn.net Myra Gueco Phone: 312/422-2604 Fax: 312/422-4566 Email: mgueco@aha.org Web site: www.healthy communities.org	

Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/Branch-off Resources
Californians for Pesticide Reform	<p>A nonprofit organization providing technical and organizational assistance to populations adversely affected by toxic chemicals, specifically in the San Diego/Tijuana area.</p> <p>Toxic-Free Neighborhood Campaign: Provides education to at-risk families and assists parents in getting their children tested for lead poisoning.</p>	Yes		Educational Materials: Publications, newsletters, and information on the Web site are available in Spanish.	<p>Environmental Health Coalition 1717 Kettner Blvd., Suite 100 San Diego, CA 92101 Phone: 619/235-0281 Fax: 619/232-3670 Email: ehc@environmentalhealth.org Web site: www.environmentalhealth.org/overview.html</p>	Other relevant links found at: www.environmentalhealth.org/links.html
Environmental Health Coalition	"Healthy Communities: A Message to America." Designed to introduce diverse groups all across the country to what "healthy communities" means.	Yes		<p>Resources include articles and presentations on healthy communities.</p> <p>Cost: \$10 plus \$4.95 shipping.</p> <p>How to Order: Call 800/242-2626, or fax your request to 312/422-4506. Include reference code 070801.</p> <p>Order online at www.ahaonlinestore.com</p>	<p>Community Initiatives, Inc. 2119 Mapleton Avenue Boulder, CO 80304 Phone: 303/444-3366 Fax: 303/444-1001 Email: info@communityinitiatives.com Web site: www.communityinitiatives.com/home.html#</p>	<p>Facilitating Community Change: A guide to designing, organizing, and implementing community partnerships that generate positive outcomes. It includes resources and approaches based on lessons emerging from the "communities movement."</p> <p>Who Can Use This Guide: Community trainers, facilitators, project coordinators, and other key community catalysts.</p> <p>Order Form: www.communityinitiatives.com/order.html</p>
Peace Development Fund	Public foundation makes grants to organizations and projects that strive to achieve peaceful, just, and interdependent relationships among people and nations.		Yes	<p>Provides grants, training, and other resources in partnership with communities, organizations, trainers, and donors with a shared vision for change.</p> <p>Average grant: \$7,000.</p> <p>Eligible applicants: Projects, organizations, and national and international networks based in the United States and its territories.</p>	<p>Peace Development Fund 44 North Prospect Street P.O. Box 1280 Amherst, MA 01004-1280 Phone: 413/256-8306, ext. 236 or 227 Email: pdf@peacefund.org Web site: www.peacefund.org</p>	

Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/Branch-off Resources
The William and Flora Hewlett Foundation	Seeks out and supports organizations throughout the West that effectively promote change to sustainable environmental policies.		Yes	<p>Initial Contact: Write a letter of inquiry addressed to the president containing a brief statement of the need for funds.</p> <p>Funding: \$50,000 to \$200,000.</p>	<p>Paul Brest, President 2121 Sand Hill Road Menlo Park, CA 94025 Phone: 650/234-4500 Fax: 650/234-4501 Email: info@hewlett.org Web site: www.hewlett.org</p>	
The Prudential Foundation	Ready to Live Program: Supports nonprofit community health and safety efforts including initiatives that build healthy families, and community-based health care and human services for economically disadvantaged populations.		Yes	<p>Grants: Emphasize direct-service rather than policy-oriented grants.</p> <p>Locations: The Foundation has geographic priorities (see their Web site for a list of cities).</p>	<p>The Prudential Foundation 751 Broad Street, 15th Floor Newark, NJ 07102-3777 Phone: 973/802-4791 Email: community.resources@prudential.com Web site: www.prudential.com/community</p>	
The Neighborhood Funders Group	National network of grantmakers working to expand support for organizations that help low-income people improve their communities.		Yes		<p>Spence Limbocker Executive Director NFG One Dupont Circle, N.W. Suite 700 Washington, DC 20036 Phone: 202/833-4690 Fax: 202/833-4694 Email: nfg@nfg.org Web site: www.nfg.org</p>	
MacArthur Foundation	Program on Human and Community Development that supports development of healthy individuals and effective communities.		Yes	<p>Program focus areas:</p> <ul style="list-style-type: none"> · Access to economic opportunity · Building community capacity · Child and youth development · Mental health · Florida philanthropy · Program strategy <p>The program looks for collaborative work that incorporates a variety of voices and perspectives, especially of those most affected by poverty and discrimination.</p>	<p>The John D. and Catherine T. MacArthur Foundation Office of Grants Management 140 S. Dearborn Street Chicago, IL 60603-5285 Phone: 312/726-8000 Fax: 312/920-6258 Email: 4answers@macfound.org Web site: www.macfdn.org/ Phone: 800/591-9663.</p>	

Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/Branch-off Resources
SBC Foundation	Addresses local needs in the areas of education, community economic development, health and human services, and arts and cultural outreach.	Yes	Yes	Support: Combination of extensive local presence, employee volunteers, and financial resources.	Web site: www.sbc.com/community/sbc_foundation/0,5931,7,00.html Addresses for local chapters can be found on the grant application.	Grant applications (in Word and PDF formats) are available at: www.sbc.com/community/sbc_foundation/grant_guidelines_and_application/0,5931,28,00.html
W. Alton Jones Foundation	Sustainable World Program: Supports efforts to ensure that human activities do not erode the earth's capacity to support living organisms.		Yes	Funding focus areas include: 1. Maintaining biological diversity. 2. Creating economic incentives and policies for sound environmental management. 3. Developing energy resources that protect the climate. 4. Avoiding contamination that undermines children's health. Funds are set aside to support grassroots efforts of organizations working from local to statewide levels.		The W. Alton Jones Foundation is in the process of restructuring. The endowment will be distributed among three new charitable organizations headed by members of the Jones family. These new organizations are still under development and will not be in a position to review new grant applications for some time.
The AMR/American Airlines Foundation	Works to meet the needs of non-profit health and welfare organizations in the communities that American Airlines serves.		Yes	Support: Air transportation as well as cash. Locations: Preference given to Dallas/Fort Worth, Chicago, Miami, and San Juan.	Web site: www.amrcorp.com/facts/amr_foundation.htm	
The Grantsmanship Center Web Site	This resource is designed to help nonprofit organizations and government agencies write better grant proposals and develop better programs.	Yes	Yes	Product: CD-ROM containing 12 top-ranked proposals. Cost: \$99. Custom-made CDs also can be purchased. Cost: \$29 for one proposal, \$20 for each additional proposal.	Web site: www.tgcgrantproposals.com/minorities.htm Order form: www.tgcgrantproposals.com/cds/cd_order.htm	

Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/Branch-off Resources
The Aspen Institute Roundtable on Comprehensive Community Initiatives	Small Grants Program: Advances the ability to measure key community-level aspects of social capital and community capacity. Deepens the understanding of what these elements contribute to building healthy communities and producing better outcomes for children and families.		Yes	Funding: 6 to 10 awards of \$50,000 each and 1 to 3 awards of \$100,000.	Email: dianac@aspenroundtable.org Web site: www.aspenroundtable.org/proposals/proposal.htm	For proposal guidelines and more information, visit the Web site.
The Foundation Center	Use this comprehensive Web site's search engine (SearchZone) to search for grants by keyword and by organization (private foundations, corporate grantmakers, public charities, community foundations, nonprofit organizations, and government resources).		Yes	SearchZone: http://fdncenter.org/searchzone/	The Foundation Center 79 Fifth Avenue/16th Street New York, NY 10003 Phone: 212/620-4230 or 800/424-9836 Fax: 212/807-3677 Web site: www.fdncenter.org/	
U.S. Institute for Environmental Conflict Resolution	Any federal agency, or any person or organization involved in an environmental conflict with a federal agency can call upon the Institute for assistance with environmental, natural resources, or public lands issues.	Yes		Support: Services range from preliminary consultations to convening and conflict assessment, process design and guidance, large group facilitation, assisted negotiation and mediation, and dispute system design and evaluation.	U.S. Institute for Environmental Conflict Resolution 110 S. Church Avenue Suite 3350 Tucson, AZ 85701 Phone: 520/670-5299 Fax: 520/670-5530 Email: usiecr@ecr.gov Web site: www.ecr.gov/	
Earth Island Institute: The Brower Youth Awards	Environmental Award for Youth Leadership: The prizes highlight projects ranging from campus organizing to habitat restoration to neighborhood cleanup of toxics.		Yes	Award: \$3,000 annually to six environmental heroes.	Earth Island Institute 300 Broadway, Suite 28 San Francisco, CA 94133 Phone: 415/788-3666 Ext. 144 Fax: 415/788-7324 Email: bya@earthisland.org Web site: www.earthisland.org/project/viewProject.cfm?subSiteID=40	The application for this award is available in PDF format at: www.earthisland.org/bya/BYA_2001App.pdf

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Corning Foundation	Develops and administers projects in support of educational, cultural, community, and selected national organizations.		Yes	Funding: 225 grants totaling \$2.25 million per year.	Kristin A. Swain Corning Incorporated Foundation MP-LB-02 Corning, NY 14831 Web site: www.corning.com/inside_corning/foundation.asp	Grant guidelines and instructions on how to apply can be found at: www.corning.com/inside_corning/foundation.asp
Turner Foundation	The Foundation is committed to protecting water, air, and land. The Foundation makes grants in the areas of the environment and population.		Yes	Deadlines: Proposals are considered four times per year: December 15, March 15, June 15, and September 15.	Send Grant Request to: Program Department Turner Foundation, Inc. One CNN Center Suite 1090 - South Tower Atlanta, GA 30303 Phone: 404/681-9900 Fax: 404/681-0172 Email: turnerfi@turnerfoundation.org Web site: www.turnerfoundation.org	How to Apply: Visit www.turnerfoundation.org/apply/ay.asp Grant cover sheets are at: www.turnerfoundation.org/grants/hg.asp
Environmental Support Center (ESC)	Provides training and subsidies to local, state, and regional organizations working on environmental issues.	Yes	Yes	Programs: Training and organizational assistance, leadership and enhanced assistance, technology resources, workplace solicitation, environmental loan fund, and state environmental leadership. Funding: See Web site for funding information for each program.	1500 Massachusetts Ave., NW Suite 25 Washington, DC 20005 Phone: 202/331-9700 Fax: 202/331-8592 Email: general@envsc.org Web site: www.envsc.org/	Applications for ESC programs can be found at www.envsc.org/es02000.htm
The Henry J. Kaiser Family Foundation	Minority Health Activities: Focuses on efforts to reduce racial and ethnic disparities in health care access.	Yes		Resources: Policy research and analysis, media and public education activities, and leadership and skills development programs for disadvantaged youth, through the Barbara Jordan debates and scholars programs.	2400 Sand Hill Road Menlo Park, CA 94025 Phone: 650/854-9400 Fax: 650/854-4800 Web site: www.kff.org/sections.cgi?section=minority	

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National Institutes of Health	Provides grants to address health disparities.		Yes	Areas for funding: <ul style="list-style-type: none"> · Infant mortality · Cancer screening and management · Cardiovascular disease · Diabetes · Immunizations 	Web site: http://healthdisparities.nih.gov/index.html Spanish Web site: salud.nih.gov/ View funding opportunities at: healthdisparities.nih.gov/funding.html	
Center for Reducing Asthma Disparities (National Heart, Lung, and Blood Institute, NHLBI)	<p>This program promotes a partnership between a minority-serving institution (MSI) and a research-intensive institution (RII) to conduct research on asthma disparities among ethnic groups in the United States.</p> <p>MSIs are graduate or medical schools with more than 50 percent enrollment of minority students, or medical centers that serve a significant proportion of patients of minority groups. RIIs are universities, medical schools, or medical centers with documented accomplishments in research.</p>		Yes	<p>The total project period cannot exceed five years. This is a one-time solicitation with a single deadline for receipt of applications.</p> <p>Previous letters of intent (LOIs) have been due in February with an application deadline of March.</p> <p>NHLBI intends to commit \$3.6 million per year to fund two or three centers (four or six separate grant awards). The maximum total is \$1.2 million per center per year.</p>	Virginia Taggart, M.P.H. Division of Lung Diseases National Heart, Lung, and Blood Institute Rockledge 2, Suite 10018 MSC 7952 Bethesda, MD 20892-7952 Phone: 301/435-0202 Fax: 301/480-3557 Email: taggartv@nih.gov Web site: http://grants.nih.gov/grants/guide/rfa-files/RFA-HL-02-006.html	
The Educational Foundation of America (EFA)	Makes grants for specific projects. Areas of interest include the environment, education, and human services.		Yes	First step: Send letter of inquiry. Letters are restricted to a maximum of two pages, printed back to back on one sheet of unbleached, recycled paper. From 1996 to 1998, 364 grants were given, totaling \$22.6 million.	Diane M. Allison, Executive Director The Educational Foundation of America 35 Church Lane Westport, CT 06880-3515 Phone: 203/226-6498 Email: efa@efaw.org Web site: www.efaw.org/	

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Verizon Foundation	eGrants for dialup Internet access or high-speed Internet access from ISP (Internet Service Provider) of your choice.		Yes	Award: eGrants in the amount of \$240 are targeted to nonprofit organizations with annual budgets under \$500,000. Nonprofits that currently have Internet access are ineligible.	To request an application form: Phone: 800/360-7955, option 5 Fax: 212/398-4362 Email: verizon.foundation@verizon.com Apply for an eGrant at http://foundation.verizon.com/egrants.html	
U.S. Department of Health and Human Services	"Micro-Grant" Pilot Program: Grants to community organizations for activities that support the goals of Healthy People 2010, the nation's public health agenda for the next decade.		Yes	Award: Grants worth up to \$2,010 to promote health education, quality care, access to care, and other national health goals.	Web site: www.health.gov/healthypeople/implementation/community/default.htm	healthfinder® español, a Spanish-language Web site that helps consumers track down reliable answers to their health-related questions quickly and easily on the Internet. The site is available at www.healthfinder.gov/espanol
Shell Foundation	The Sustainable Communities Programme: Supports projects that strengthen vulnerable communities and groups to manage their own futures, adapt to economic and social change, and benefit from economic opportunities.		Yes	The application for funding is open to community-based and non-governmental organizations active in countries where Shell companies operate. In general, funding requests are in the range of \$60,000 to \$120,000 per year per project for one to three years. The smallest funding request that will be considered is \$75,000 in total.	The Sustainable Communities Programme Shell Foundation Shell Centre London SE1 7NA, UK Phone: +44(0)207934 2727 Email: info@shellfoundation.org Web site: www.shellfoundation.org/scp/scp_main.html	

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Soros Advocacy Fellowship for Physicians	Designed to enable physicians to develop or strengthen advocacy skills through collaboration with U.S.-based advocacy organizations during a 12 to 24 month fellowship period. Participating physicians will design and implement projects that address health and service delivery, or other social issues such as environmental hazards and education.		Yes	<p>The program selects up to 10 fellows a year for fellowship periods of 12 to 24 months, with a minimum 50 percent time commitment. Awards range from \$40,000 to \$80,000 in salary support.</p> <p>Applicants must apply for the fellowship with the commitment of an advocacy organization that is prepared to house, mentor, and support them throughout the fellowship period. A list of advocacy organizations that have expressed interest participating in the fellowship is available at the Web site: www.soros.org/medicine.</p> <p>Cycle VII Proposals Due: January 14, 2003 Finalists Interviewed: March 2003 Fellowships Announced: April 2003 Funding to Begin: June 2003</p> <p>Previous cycles have had January and June deadlines.</p>	Claudia Calhoon, MPH Program Officer Medicine as a Profession Open Society Institute 400 West 59th Street New York, NY 10019 Phone: 212/548-0343 Fax: 212/548-4602 Email: ccalhoon@sorosny.org Website: www.soros.org/medicine	
Citigroup Foundation	Grants are made to reinforce community-led efforts to revitalize low-income neighborhoods in Citigroup communities worldwide. The Foundation seeks to support environmentally sustainable growth of local economies.		Yes	<p>The Citigroup Foundation prefers to solicit proposals from prospective grantees with demonstrated successes in the areas they fund. Unsolicited proposals will be accepted, but a favorable decision is less likely.</p>	Charles V. Raymond President Citigroup Foundation 850 Third Avenue, 13th Floor New York, NY 10022 Phone: 212/559-9163 Email: citigroupfoundation@citi.com	

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The Abbott Laboratories Fund	The Fund is designed to provide support through cash grants to United States-based recipients who operate in the areas of health and welfare, education, culture, art, civic and public policy.		Yes	In 2000, the Fund distributed more than 4,700 grants, totaling over \$10.7 million. The largest portion of these grants went to support health and welfare agencies, with priority given to those agencies that serve Abbott communities.	Abbott Laboratories Fund Dept. 379, Bldg. AP6D-2 100 Abbott Park Road Abbott Park, IL 60064-6048 Web site: abbott.com/community/lab_fund.html#facts	
Leadership for a Changing World	Each year, Leadership for a Changing World recognizes 20 outstanding leaders and leadership groups. These outstanding leaders and leadership groups work in such areas as economic and community development and the environment.			<p>Awardees will receive \$100,000 over 2 years to support their program work and \$30,000 for additional learning activities that will advance their efforts. The funds will be made available to the awardees' non-profit charitable organization with 501(c) (3) status or their fiscal agents.</p> <p>Leaders must be nominated. The nominator is responsible for submitting the nomination packet and must be available for follow-up inquiries by the selection committee.</p> <p>Previous nominations have been due in early January. Check website for current deadlines.</p>	Leadership for a Changing World Advocacy Institute 1629 K St., NW, Suite 200 Washington, DC 20006-1629 Phone: 202/777-7560 Fax: 202/777-7577 E-mail: info@leadershipforchange.org Web site: leadershipforchange.org/program/	
Robert Wood Johnson Community Health Leadership Program (CHLP)	Each year, CHLP honors 10 outstanding individuals who overcome daunting odds to expand access to health care and social services to underserved and isolated populations in communities across the United States.		Yes	Each individual is awarded \$95,000-\$100,000 for program support and \$5,000 as a personal stipend.	The Robert Wood Johnson Community Health Leadership Program (CHLP) 30 Winter Street Suite 920 Boston, MA 02108 Phone: 617/426-9772 Fax: 617/654-9922 E-mail: Info@communityhealthleaders.org Web site: www.communityhealthleaders.org/index1.cfm	Learn how to nominate a leader at www.communityhealthleaders.org/nom.cfm

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The Pew Charitable Trusts	The health and human services program is designed to promote the health and well being of the American people and to strengthen disadvantaged communities.		Yes	In 2000, 179 health and human services grants were given for a total of \$41.2 million.	Maureen K. Byrnes Phone: 215/575-4860 Email: mbyrnes@pewtrusts.com Web site: www.pewtrusts.com	
Weingart Foundation	The Foundation will consider grants to assist credible agencies and institutions serving children and youth, the aged, the disabled, the homeless, the sick, the poor, or otherwise disadvantaged, and projects benefiting the general community.		Yes	If you believe that the Foundation's funding priorities and interests are compatible with the needs of your organization, write a brief letter addressed to the President and Chief Administrative Officer. Specific information about this letter can be found at www.weingartfnd.org/w.how.html	Weingart Foundation President and Chief Administrative Officer 1055 W. Seventh Street, Suite 3050 Los Angeles, CA 90017-2305 Phone: 213/688-7799 Fax: 213/688-1515 Email: info@weingartfnd.org Web site: www.weingartfnd.org	
American Academy of Pediatrics	The CATCH (Community Access to Child Health) Planning Funds program provides grants in amounts from \$2,500 to \$10,000 for pediatricians and pediatric residents to develop proposals for innovative, community-based child health projects.		Yes	For more information or to be notified (by U.S. mail) of the next CATCH Planning Funds application cycle, please email name, organization, U.S. Mail address, telephone number, fax number, and email address to: catch@aap.org .	CATCH Program Phone: 800/433-9016, ext. 7632 Email: catch@aap.org Web site: www.aap.org	
The Ittleson Foundation	Supports innovative pilot, model, and demonstration projects that help move individuals, communities, and organizations from environmental awareness to environmental activism by changing attitudes and behaviors.		Yes	In 2000, program grants totaled \$1.13 million. To apply, send a brief letter to the Executive Director describing the organization and the project, along with a budget and evidence of tax-exempt status. The Foundation Board meets twice a year. For the Spring meeting: Initial letters of inquiry must be received before April 1, and for the Fall meeting, before September 1.	The Ittleson Foundation, Inc. 15 East 67 Street New York, NY 10021 Phone: 212/794-2008 Web site: www.ittlesonfoundation.org/	
Findit.org: The Nonprofit Online Resource	A collection of online grant-seeking resources and Web links.	Yes		Categories include the best starting points, government, and foundations.	Findit.org 3371 21st Street #1 San Francisco CA, 94110 Phone: 415/648-7283	

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SC Johnson Fund	The Community Enrichment Committee supports (1) activities that add to the understanding of sustainable environmental development and enhance prospects for improved air, water, land, and ecological systems; and (2) initiatives designed to improve physical and mental health and well being.		Yes	The majority of the SC Johnson Fund's charitable dollars will be applied to programs focused on the area where the majority of their employees live and work. With their corporate headquarters based in Racine, Wisconsin, the Fund supports building a sustainable community in the greater Racine area.	Program Administrator SC Johnson Fund, Inc. 1525 Howe Street, M.S. 066 Racine, WI 53403 Phone: 262/260-4855 Web site: www.scjohnson.com/family/fam_com_phi_fun.asp	
The Bullitt Foundation	The Bullitt Foundation is committed to the protection and restoration of the environment of the Pacific Northwest. This commitment includes environmental problems that disproportionately impact lower-income people in both urban and rural communities.		Yes	<p>Eligibility: Nonprofit organizations that serve Washington, Oregon, Idaho, British Columbia, western Montana (including the Rocky Mountain Range), and the rain forest region of southern Alaska.</p> <p>Deadlines: Proposals are reviewed two times a year and must be received by May 1 and November 1.</p> <p>Application information is available at www.bullitt.org/.</p>	The Bullitt Foundation 1212 Minor Avenue Seattle, WA 98101-2825 Phone: 206/343-0807 Fax: 206/343-0822 E-mail: info@bullitt.org Web site: www.bullitt.org	
Cisco Foundation	The San Jose Community Grant Program focuses on education, workforce development, and basic needs.		Yes	<p>Funding: Averages \$10,000 per grant.</p> <p>Eligibility: The Foundation awards grants within 50 miles of Cisco's San Jose headquarters.</p> <p>Deadlines: April 30 for August funding and November 30 for March funding. Proposals received after the deadline dates may be held for the next funding cycle.</p>	Cisco Systems, Inc. ATTN: Corporate Philanthropy 170 W. Tasman Drive San Jose, CA 95134-1706 Phone: 408/527-3040 Email: ciscofoundation@cisco.com	<p>Take the eligibility quiz at www.cisco.com/warp/public/750/philanthropy/quiz/</p> <p>Download the application form at www.cisco.com/warp/public/750/philanthropy/grants/cg_app.html</p>

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The Pfizer Foundation	The Health Literacy Community Grants Program will support innovative community-based interventions that increase health literacy in underserved populations, including low-income, low-literate, and culturally diverse communities.		Yes	Funding: At least five grants of up to \$100,000 for a two-year period	Proworx The Pfizer Health Literacy Initiative Grants Programs Administrator 1330 Avenue of the Americas, 24th Floor New York, NY 10019 Phone: 888/457-3033 Web site: www.pfizerhealthliteracy.com/community_grants.html	
Hablamos Juntos: The Tomás Rivera Policy Institute and the Robert Wood Johnson Foundation	This program is intended to help improve access to quality health care for Latinos with limited knowledge of English.		Yes	Previous calls for letters of intent (LOIs) have occurred in early January with a proposal deadline of April. Check website for current program deadline.	Hablamos Juntos Program Tomás Rivera Policy Institute 1050 N. Mills Avenue Claremont, CA 91711 Fax: 909/607-9844 Email: hablamosjunto@cgu.edu Web site: www.hablamosjuntos.org/index/	For specific information about the application procedures, visit: www.hablamosjuntos.org/grantmaking/default.asp#a
Hispanic Heritage Awards Foundation	The Hispanic Heritage Youth awards aim to promote and reward Hispanic excellence, provide a greater understanding of the contribution of Hispanic Americans to the United States, and provide role models for our youth.		Yes	<p>Eligibility: Applicant must be a high school senior or eligible for graduation in 2002, must be a U.S. citizen or permanent resident, and must have at least one parent of Hispanic ancestry.</p> <p>Participating Communities: Chicago, Dallas, Houston, Los Angeles, Miami, New York City, Philadelphia, Phoenix, San Antonio, San Diego, San Jose, and Washington, DC.</p>	Hispanic Heritage Awards Foundation 2600 Virginia Avenue, N.W. Suite 406 Washington, DC 20037-1905 Phone: 202/861-9797 Fax: 202/861-9799 Email: info@HispanicAwards.org Web site: www.hispanicawards.org/YAwards/default.asp	

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Community Health Funding Report	This bimonthly newsletter helps nonprofit directors and coordinators maximize their fundraising and grantseeking effectiveness. It highlights funding sources for a wide range of health care concerns, including minority health care.	Yes		Award: Regional winners receive a \$2,000 educational grant, and national winners receive a \$5,000 grant and a personal computer. Each issue contains public and private grant announcements, interviews with grant officials, tips on preparing winning grant applications, case studies of effective fundraising techniques, and updates on federal budget allocations.	CD Publications 8204 Fenton Street Silver Spring, MD 20910 Phone: 800/666-6380 or 301/588-6380 Fax: 301/588-6385 Email: subscriptions@cdpublications.com	
Summer Student Employment Program: The Centers for Disease Control and Prevention (CDC) and the Agency for Toxic Substances and Disease Registry (ATSDR)	A temporary hiring program designed to give students of diverse backgrounds and heritages a valuable and challenging work experience.	Yes		Cost: 24 issues per year for \$339, or 12 issues for \$186. Salary: Students are paid based upon the duties of the position and educational experience. Locations: Atlanta, Georgia; Fort Collins, Colorado; and San Juan, Puerto Rico. Eligibility: Students currently enrolled in a degree or certificate-seeking program who are taking at least a part-time course load. Recent high school graduates also are eligible.	Web site: www.cdc.gov/hrmo/intern.htm	
The Candle Foundation	Supports grants for community investment, education and information dissemination, hunger and homelessness, preventive-healthcare, and medical research.		Yes	Funding: Grants ranging from \$1,000 to \$10,000	Marti Mossawir, Community Relations Manager The Candle Foundation 201 N. Douglas St. El Segundo, CA 90245 Phone: 310/727-4041 E-mail: candle_foundation@candle.com	

Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/Branch-off Resources
Echoing Green Foundation	Offers full-time fellowships to emerging social entrepreneurs. Supports projects in all public service areas including the environment, health, and community and economic development.		Yes	<p>The application for the 2002 fellowship is now available online at www.echoing-green.org/become/index.htm.</p> <p>Funding: Includes a two-year \$60,000 stipend, (\$30,000 per year), health care benefits, on line connectivity, access to our network of social entrepreneurs, training, and technical assistance.</p> <p>Eligibility: Must be 18 years of age or older. Applicants must make a full-time commitment to the development of the project (minimum of 35 hours per week) and must commit to lead the project for a minimum of two consecutive years.</p>	<p>Echoing Green Foundation 60 East 42nd Street Suite 2901 New York, NY 10065 Phone: 212/689-1165 Fax: 212/689-9010 Email: general@echoinggreen.org Web site: www.echoing-green.org/index2.html</p>	
National Health Service Corps: Competitive Scholarship Program	Designed for students committed to providing primary health care in underserved communities. Upon completion of their training, scholarship recipients serve where they are most needed.	Yes	Yes	<p>Funding: The scholarship pays for up to four years of tuition, fees, books, supplies, and equipment. It also includes a monthly stipend.</p> <p>Eligibility: Must be must be a U.S. citizen enrolled, or accepted for enrollment, in a U.S. fully accredited allopathic or osteopathic medical school, family nurse practitioner, nurse-midwifery program, bachelor's or master's physician assistant program, or dentist (pilot program).</p>	<p>Nancy Durham Scholarship Programs Branch Chief Phone: 301/594-4410</p>	
The Peter F. Drucker Award for Nonprofit Innovation	This award is given each year to a nonprofit organization in recognition of a program that has made a difference in the lives of the people it serves.		Yes	<p>Award: \$25,000 and a short video documentary of the winning project or program.</p> <p>Previous deadlines have occurred in June.</p> <p>Eligibility: The nominated program must have been launched no earlier than January 1, 1998.</p>	<p>The Drucker Foundation 2002 Innovation Award 320 Park Ave 3rd Floor New York, NY 10022 Phone: 212/224-1174 Fax: 212/224-2508 Email: info@pfd.org Web site: www.drucker.org</p>	<p>Application information can be found at: www.drucker.org/award/apply.html</p>

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The Metropolitan Life Foundation	Provides grants to help people make more informed decisions about their health. These grants are directed toward national health promotion and education initiatives, particularly for young people. The Foundation provides financial support to tax-exempt organizations, particularly in the communities in which MetLife has a major presence.		Yes	<p>Deadline: Requests are accepted and reviewed throughout the year.</p> <p>Factors Considered: The organization's general structure, objectives, history, and management capability; relationship to the community and the population to be served; position relative to organizations performing similar functions; and financial position and sources of income.</p>	Metropolitan Life Foundation One Madison Avenue New York, NY 10010-3690 Web site: www.metlife.com/Companyinfo/Community/Found/index.html	Application information can be found at: www.metlife.com/Companyinfo/Community/Found/Docs/grantapp.html
The McKesson Foundation	The Foundation seeks to enhance the health and quality of life in communities where McKesson Corporation operates and its employees live, by focusing on youth, health services for underserved populations, and educational enrichment.	Yes	Yes	<p>Eligibility: The organization must be tax-exempt under Section 501(c)(3) of the Internal Revenues Service code.</p> <p>Funding: Grants ranging from \$5,000 to \$25,000.</p> <p>Application Procedures: Send a one- to three-page letter describing the following: The organization's mission and purpose; what the program is expected to accomplish; how results will meet community needs; how results will be measured; the amount of money requested; and an itemized program budget.</p>	Marcia Argyris Vice President, Community Relations and President The McKesson Foundation One Post Street San Francisco, CA 94104 Phone: 415/983-8673 E-mail: marcia.argyris@mckesson.com Web site: http://community.mckesson.com/wt/home.php	
The Ford Foundation Program Associates	This program is a two-year, entry-level, non-career track, professional opportunity for individuals with master's or law degrees. The positions are intended to introduce a diverse group of potential leaders to the field of philanthropy early in their careers in the nonprofit sector.		Yes	<p>Salary: \$45,000 annually plus medical and dental benefits for a period of 2 years.</p> <p>Criteria: Applicants must demonstrate knowledge of and/or experience with the current issues and research in the environment and development field.</p> <p>Eligibility: Candidates must have received a master's or law degree in a field relevant to the Foundation's programs no later than August 2002.</p>	Request a paper application: Phone: 212/573-4685 Email: programassociates@fordfound.org Web site: www.fordfound.org/frameset_assist.cfm	

Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/Branch-off Resources
Community Toolbox: Children's Environmental Health Program	Provides small grants as well as training and technical assistance to community-based, nonprofit groups. These grants help provide the needed services to protect children from preventable, environmental health threats in high-risk communities.		Yes	<p>Funding: 5 to 10 grants per year in the amounts of \$1,000 to \$10,000.</p> <p>Eligibility: Organizations with annual budgets greater than \$150,000 for the past year (2001) and the current year (2002) are NOT eligible.</p>	<p>Community Toolbox for Children's Environmental Health 999 Sutter Street, 4th Floor San Francisco, CA 94109 Phone: 415/614-9533 or 800/220-7630 Fax: 415/614-9537 Email: info@communitytoolbox.org Web site: www.communitytoolbox.org/</p>	The application materials can be downloaded from: www.communitytoolbox.org/Guidelines-CEH.htm
Community Toolbox: Childhood Lead Poisoning Prevention Program	Provides grants to prevent childhood lead poisoning in residential housing in communities at highest risk.		Yes	<p>Funding: 10 to 20 grants per year in the amounts of \$1,000 to \$40,000; most grants will be in the \$1,000 to \$20,000 range.</p> <p>Eligibility: Organizations with annual budgets greater than \$150,000 for the past year (2001) and the current year (2002) are NOT eligible.</p>	<p>Community Toolbox for Children's Environmental Health 999 Sutter Street, 4th Floor San Francisco, CA 94109 Phone: 415/614-9533 or 800/220-7630 Fax: 415/614-9537 Email: info@communitytoolbox.org Web site: www.communitytoolbox.org/</p>	
Public Welfare Foundation: Health Grants	The occupational health and safety program helps improve hazardous working conditions, particularly if they affect workers with little power or means, and promotes adequate health care and benefits for workers injured on the job.		Yes	<p>Funding: Health grants range from \$18,000 to \$150,000. In 2000, 49 grants were issued, totaling approximately \$2.5 million.</p> <p>Application Procedures: Initial requests to the Foundation should come in the form of a letter of inquiry.</p>	<p>Teresa Langston Program Officer Public Welfare Foundation 1200 U Street, N.W. Washington, DC 20009-4443 Phone: 202/965-1800 Fax: 202/265-8851 Email: reviewcommittee@publicwelfare.org Web site: www.publicwelfare.org</p>	

Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/Branch-off Resources
National Council of La Raza: Intermediary Support for Organizing Communities Program	Provides seed grants, training, and technical assistance to "emerging local groups" for community organizing, advocacy, and leadership development.		Yes	<p>Eligibility: Hispanic community-based organizations that are in the beginning stages of organizational development, less than five years old, with a budget of less than \$100,000 are eligible for funding.</p> <p>Funding: Approximately 12 to 15 grant awards will be made. The average award is expected to be \$7,500.</p>	<p>Lorena Mendez-Mott National Council of La Raza 1111 19th Street, N.W. Suite 1000 Washington, DC 20036 Phone: 202/776-1702 Fax: 202/785-1670 Email: lmendez@nclr.org Web site: nclr.policy.net/proactive/newsroom/release.vtml?id=17880</p>	
National Center on Minority Health and Health Disparities (NCMHD): Excellence in Partnerships for Community Outreach, Research on Disparities in Health and Training, or Project EXPORT	This program is intended to promote minority health research as well as support the Department of Health and Human Service's initiative to eliminate health disparities.		Yes	<p>Funding: 10 to 12 grants totaling \$4 million are available in 2002.</p> <p>Eligibility: Public or private institutions (i.e., universities, colleges, hospitals, laboratories); for-profit or nonprofit organizations; units of state and local governments; and faith-based organizations are eligible for funding.</p> <p>Previous LOIs have been due in April and applications in May.</p>	<p>Usha Ganti Acting Grants Management Officer, NCMHD 6707 Democracy Blvd., Suite 800 MSC 5465 Bethesda, MD 20892-5465 Phone: 301/402-1366 Fax: 301/480-4049 Email: GantiU@od.nih.gov Web site: http://grants.nih.gov/grants/guide/rfa-files/RFA-MD-02-001.html</p>	
National Health Service Corps (Migrant Health)	NHSC offers scholarship and loan repayments to doctors and other health professions who serve in rural and inner-city areas, including the migrant farm worker community, that lack adequate access to care.		Yes	<p>\$89.4 million available in 2002 to support 900 new and continuing loan repayment awards and 400 new and continuing scholarship awards. \$70.8 million was awarded in 2001.</p> <p>Awardees must agree to provide health care services for a minimum of two to four years in areas of the country with the greatest shortage of medical professionals. Applications usually due in March. Check website for current deadline.</p>	<p>Antonio E. Durán, Director 4350 East West Highway, 7th Fl. Bethesda, MD 20814 Phone: 301/594-4303 Fax: 301/594-4997 E-mail: aduran@hrsa.dhhs.gov Web site: www.bhpr.hrsa.gov/nhsc</p>	

Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/Branch-off Resources
The Surdna Foundation	One of the foundation's main goals is to prevent irreversible damage to the environment and to promote more efficient, economically sound, environmentally beneficial, and equitable use of land and natural resources. The foundation offers grants to catalytic, entrepreneurial programs that offer viable solutions to difficult systemic problems. It also funds high quality, direct service programs that advance its philanthropic goals.			<p>The foundation's grantmaking principles include:</p> <ul style="list-style-type: none"> · Support for government, private and voluntary actions; · A preference for redesign to prevent problems rather than to deal with them after the fact; · A strong interest in building bridges, defusing conflict, and bringing diverse constituencies together; · Encouraging a diversity of people and interests to participate in addressing environmental concerns; · Recognizing the interdependence of sectors and disciplines—support for multi-sectoral approaches and partnerships; · Fostering a population of environmentally informed, responsible, activist citizens; · Respect for the community and grass-roots perspective. <p>Towards these ends, the foundation has four program areas for primary attention:</p> <ol style="list-style-type: none"> 1. Biological Diversity and the Human Communities That Depend On It 2. Human Systems 3. Transportation and Urban/Suburban Land Use 4. Energy 	Edward Skloot, Executive Director Surdna Foundation, Inc. 330 Madison Avenue, 30th Floor New York, New York 10017-5001 Phone: 212/557-0010 Fax: 212/557-0003 E-mail: request@surdna.org Web site: www.surdna.org	
Interamerican College of Physicians and Surgeons, Inc.	A nonprofit organization founded to promote cooperation among U.S. Hispanic physicians and advance their professional and educational needs.	Yes		The largest association of Hispanic physicians in the nation, ICPS has six active programs that help improve the health of the Hispanic community, reduce the incidence of preventable diseases, improve educational and leadership opportunities for Hispanic physicians, and encourage Hispanic youths to pursue careers in the healthcare field.	1101 Pennsylvania Avenue Washington, DC 20004 Phone: 202 467-4756 Fax: 202 467-4758 Web site: www.icps.org	

Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/Branch-off Resources
F.B. Heron Foundation	The Foundation provides grants and other social investments to community-based organizations that help low-income families in urban and rural communities develop strategies for wealth creation. These strategies include: access to capital, enterprise development, home ownership, child care, and comprehensive community development.		Yes	<p>Annual Grantmaking Budget: \$10.8 million Grant Range: \$25,000 to \$125,000 First Time Grant Range: \$25,000 to \$50,000</p> <p>All first-time applicants should submit a one- or two-page letter of inquiry that includes: a brief statement of your organization's mission, leadership, contact information, and a copy of your tax determination letter; a brief description of the community with whom you work, major program emphases/accomplishments, summary data that demonstrates program impact, and future objectives; and the total dollar amount, duration, and type of support (i.e., grant and/or investment) requested, as well as your total organization budget and other major funding sources, including amounts of approved grants from private sources.</p> <p>There are no formal application deadlines.</p>	Mary Jo Mullan Vice President, Programs The F.B. Heron Foundation 100 Broadway, 17th Floor New York, NY 10005 Fax: 212-404-1805 www.heronfdn.org	
U.S. Department of Health and Human Services (HHS) Compassion Capital Fund (CCF)	CCF is a \$30 million fund that Congress appropriated to the Department of Health and Human Services, specifically targeted to faith-based and community organizations that are uniquely situated to partner with the government in serving poor and low-income families. These funds will help level the playing field for such organizations as they compete for federal grants, allowing them to efficiently operate and manage their programs, develop and train staff, expand the reach of programs into the community, and replicate promising programs.		Yes	<p>Nearly \$25 million will go to 10 to 15 organizations that will provide technical assistance to faith-based and community organizations.</p> <p>Intermediary organizations that receive funding will have the option to issue sub-awards to organizations geared toward homelessness, hunger, at-risk children, transition from welfare to work, and persons needing rehabilitation, such as addicts or prisoners, to support start-up costs, operations or expansion of programs. Technical assistance must be offered at no cost to interested organizations.</p> <p>The remaining \$5 million of the fund will be used to establish a national faith-based resource center and to support research into promising practices.</p>	For further information, contact: LCG OCS Operations Center Phone: 1-800-281-9519 E-mail: OCS@lcgnet.com ACF intends to post answers to frequently asked questions on the ACF Web site at www.acf.dhhs.gov/programs/ocs. Required application forms are available at: www.acf.dhhs.gov/programs/ofs/forms.htm.	<p>Jim Towley, Director Office of Faith-Based and Community Initiatives The White House Washington, DC 20502 202-456-6708</p> <p>Bobby Polito, Director HHS Center for Faith-Based and Community Initiatives 200 Independence Ave, S.W., Room 118F Washington, DC 20201 202-358-3595 Email: bobby.polito@hhs.gov</p> <p>Visit the Web site at www.hhs.gov/faith</p>

Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/Branch-off Resources
				<p>Program announcements will be published in either the <i>Federal Register</i>, the NIH Guide for Grants and Contracts, and the ACF Web pages, at www.acf.dhhs.gov/programs/opre/frpa.htm. Current deadline for application is July 22, 2002. Applicants are usually requested to notify of their intent to apply 30 days prior to deadline. Mailed applications should be sent to OCS Operations Center, 1815 North Fort Myer Drive, Suite 300, Arlington, Virginia 22202 and labeled as follows: Application for Compassion Capital Fund Demonstration Program.</p>		
<p>U.S. Occupational Safety and Health Administration (OSHA)</p>	<p>OSHA's mission is to ensure safe and healthful workplaces in America.</p>	<p>Yes</p>		<p>OSHA has a Spanish language Web site.</p>	<p>www.osha.gov/as/opa/spanish/index.html</p>	

EPA-Sponsored Resources for Hispanic CBOs

EPA Regional Resources

EPA Region Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/ Branch-off Resources
Region 1 Urban Environmental Initiative	Program focuses on urban environmental and public health issues: <ul style="list-style-type: none"> • Lead poisoning prevention • Indoor air quality • Ambient air quality • Urban rivers/wetlands • Vacant/contaminated lots • Open/green space 	Yes	Yes	Technical assistance: Dedicated resources to serve as technical advisors, resource brokers, and advocates for community stakeholders (local neighbors, industry, academia, non-profit groups, state and local government). Grants: Regionally designed and administered grants across EPA programs. Amount: \$5,000-\$20,000 per project. Eligibility: Community-based nonprofit; grassroots organizations; or local municipalities in Boston, Providence, and Hartford.	EPA New England, Region 1 1 Congress St. Suite 1100 (CPT) Boston, MA 02114-2023 Phone: 888/EPA-REG1 Fax: 617/565-4940 Web site: www.epa.gov/region01/eco/uei/contact.html	
Region 2 Community Resources Web Site	Features resources for communities, including tools for learning about and improving the environment, directories of community grants and financial assistance, links to EPA contacts, and other information sources.	Yes	Yes	Information for all Region 2 community grants programs is provided at www.epa.gov/region02/cgp/ Links are provided on community grants; state, local and tribal grants; project grants; grant regulations and policies; grant writing tutorial.	Grace Musumeci Community Grants Program Coordinator EPA Region 2 290 Broadway New York, NY 10007-1866 E-mail: Musumeci.grace@epa.gov Web site: www.epa.gov/region02/grants/contact.htm	Pollution Prevention Grants (bilingual info is available): www.epa.gov/region02/cgp/spanish/ppis.htm EMPACT Grants (Spanish): www.epa.gov/region02/cgp/spanish/empact.htm Solid Waste Management Grants (Spanish): www.epa.gov/region02/cgp/spanish/swma.htm
Region 2 EPA grant to Robert Wood Johnson Medical School	Piscataway, New Jersey, project to translate school's successful environmental risk assessment curriculum into Spanish for use in bilingual public school classes throughout the state.	Yes		Spanish ToxRAP program will train kindergarten through 6th grade bilingual educators to teach their students about relatively common environmental toxins, including carbon monoxide, radon, and cigarette smoke. Students will learn about the risks of exposure to the toxins, how to avoid being exposed, and how to identify toxin sources.	Nina Habib Spencer Press Office EPA Region 2 290 Broadway New York, NY 10007-1866 Phone: 212/637-3670 E-mail: habib-spencer.nina@epa.gov	

EPA Region Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/ Branch-off Resources
Region 2 Livable Communities Grant Program	Promotes livable communities throughout the region by ensuring the long-term health of ecosystems and humans; economic vitality; and community well being. Proposals should suggest innovative solutions to problems related to air and water quality, toxic substances, and/or solid waste management.		Yes	Funding: \$10,000, with a 20 percent match requirement. Number of Grants: Approximately five. Proposal Information: Proposals should be no longer than four pages, double-sided, and should include a detailed budget (the budget does not count toward the page limit).	Rabi Kieber EPA Region 2 290 Broadway, 26th Floor New York, New York 10007 Phone: 212/637-4448 E-mail: kieber.rabi@epa.gov Web site: www.epa.gov/region02/cgp/rfp.htm	
Region 5 Migrant Farm Worker Training	Conducted in both Spanish and English; provided to nurses, doctors, camp health coordinators, and farm workers. Focuses on preventing and assessing lead exposure risks and communicating lead exposure prevention to non-reading learners.	Yes		Populations: Illinois and Michigan. Feedback is provided on the familiarity and usefulness of EPA's educational materials for migrant farm workers. Additional training and follow-up will be held. Region 5 will provide ongoing technical assistance to the Community Health Partnership, a migrant health organization in Illinois.		
Region 5 Lead Outreach	Educate Hispanic communities about the danger of lead paint and impart exposure prevention techniques.	Yes		Outreach efforts: Telephone calls, response mailings, and exhibit booths. The program includes Chicago-based prevention activities, working with an urban environmental organization in a primarily Latino neighborhood. Training is provided to parents and educators. Other urban areas include: Northeast Ohio, Southeast Detroit, Northwest Indiana, and Southwestern Illinois/East Saint Louis.	Noemi Emeric Phone: 312/886-0995 E-mail: emeric.noemi@epa.gov	
Region 5 Migrant Household Environmental Exposure Assessment and Intervention Project	Developed by Community Health Partnership, the project targets nurses and health promoters and is intended to serve as a model for other migrant health organizations to integrate environmental health into practice.	Yes		Region 5 provided technical assistance, resources materials, and document review for this project. The project was presented at the National Migrant Clinician's Network conference. The project will soon be piloted in northern Illinois.		

EPA Region Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/ Branch-off Resources
Region 6 Proyecto Agricultura Sostenible	Undertaken by the National Center for Appropriate Technologies to reduce exposure of low-income, Hispanic-American farm families and farm workers in the Texas panhandle to hazardous agricultural chemicals.	Yes		Learning and practice methods will include farm demonstrations, workshops, and farmer-to-farmer exchange about successful production and market methods. Grant: \$236,442 in federal funds.	Joy Tibuni E-mail: tibuni.joy@epa.gov	
Region 8 Alamosa River Watershed Project	Addressing concerns such as channel stabilization, riparian habitat restoration, water quality, and noxious weed control in the San Luis Valley, which has a strong Hispanic heritage.	Yes		<ul style="list-style-type: none"> • Funding for a watershed committee coordinator for four years from EPA and other sources. • Two demonstration projects installed in 1996 to test different channel stabilization designs. Local contributors funded the demonstration projects. • Production of a 15-minute video describing the Alamosa River Watershed Project. • River channel modification permits from the U.S. Army Corps of Engineers. 	Jeff Stern Conejos County Soil Conservation District P.O. Box 255 La Jara, CO 81140 Phone: 719/274-5868 Fax: 719/274-4312 Web site: www.epa.gov/region08/community_resources/steward/fact/ala.html	
Region 8 Coleccion en Espanol (Spanish Collection)	List of EPA Region 8 resources in Spanish.	Yes		The Los Angeles project involves a cooperative effort between Mothers of East L.A.-Santa Isabel (a local community group), the American Lung Association, and the city of Los Angeles.	Web site: www.epa.gov/Region8/library/collect/espanol.html	
Region 9 Childhood Champion Pilots	Region 9 has two pilot projects, one in Los Angeles, California, and one in Nogales, Arizona. Both focus on asthma and the use of education and outreach tools to help children and parents (often Spanish-speaking) understand asthma and how to limit school absences due to asthma.	Yes		The Nogales project pays for “promotoras”—locally known, Spanish-speaking home health care workers—to visit the homes of families with asthmatic children and help reduce exposure to asthmagens.	Clarice Gaylord Phone: 619/235-4767 Web site: www.epa.gov/Region9/cross_pr/childhealth/status.html More information about Childhood Champion Pilots: www.epa.gov/children/whatwe/comm.htm	
Region 9 Farm Worker Safety in San Luis Obispo, California	The Environmental Center of San Luis Obispo (ECOSLO) is working to minimize environmental health risks facing farmworkers.	Yes		The project aims to improve communication and coordination among farmworker support groups and the county's environmental health stakeholders. The California Department of Health Services and community health workers from Promotoras Comunitarias and Head Start will survey 200 farmworkers and their families. The project will determine the impact of California's Worker Safety Regulations on farmworker health. Survey participants will	Raymond Chavira Phone: 415/947-4218 Katy Wilcoxon Phone: 415/947-4205 Web site: www.epa.gov/Region9/cross_pr/childhealth/status.html	

EPA Region Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/ Branch-off Resources
<p>Region 9 Site Assessment in Response to Cancer in Children</p>	<p>McFarland is a small, largely Hispanic, agricultural community in California's Central Valley, with unusually high cancer rates in children.</p>	<p>Yes</p>		<p>EPA is sampling and analyzing drinking water, soil, and air for releases of hazardous substances associated with past industrial and agricultural practices. EPA will determine current environmental conditions and identify any issues that may be of concern to children's health. Air monitoring will begin this year.</p>	<p>Mark Calhoon Phone: 415/972-3090 Elizabeth Adams Phone: 415/972-3183 Web site: www.epa.gov/Region9/cross_pr/childhealth/status.html</p>	
<p>Region 9 Pesticide Education for Farmworker Families</p>	<p>Campeños Unidos, a community action group representing 6,000 migrant farmworkers, has received an EPA grant to provide pesticide education to farmworker families living in Imperial County. Their goal is to help farmworkers prevent contamination of their homes and exposure of family members, particularly children, from pesticides used at their workplace.</p>	<p>Yes</p>		<p>Trained "Promotoras" provide individual and group education to 200 families at risk for pesticide poisoning and help parents increase their skills in monitoring their children's health through increased awareness of pesticides and hazardous chemical exposures.</p>	<p>Clarice Gaylord Phone: 619/235-4767 Web site: www.epa.gov/Region9/cross_pr/childhealth/status.html</p>	
<p>Region 9 Asthma Training for Border Schools</p>	<p>The American Lung Association of San Diego and Imperial Counties has an EPA grant to conduct asthma education for children along the United States/Mexico border.</p>	<p>Yes</p>		<p>Training: Open Airways for Schools will hold training in 15 low-income schools in San Diego and Imperial Counties. The grant also will build capacity for similar programs in Mexicali.</p>	<p>Clarice Gaylord Phone: 619/235-4767 Web site: www.epa.gov/Region9/cross_pr/childhealth/status.html</p>	

EPA National or Agency-Wide Resources

Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/ Branch-off Resources
EPA Environmental Justice (EJ) Grants	<p>The EJ Community/University Partnership Grants Program helps community groups and tribal governments effectively address local environmental justice issues through active partnerships with all institutions of higher education.</p> <p>There is also a State and Tribal Environmental Justice Grants Program, which provides financial assistance to eligible community groups working on projects to address environmental justice.</p>		Yes	<p>Each EPA Region offers or has awarded different Hispanic-oriented grants through these programs.</p> <p>Projects eligible for funding include:</p> <ol style="list-style-type: none"> 1) Projects that address public health issues in minority/low income communities. 2) Projects that address how environmental information is made available in minority/low income communities. <p>FY 2001: \$1,500,000 available to eligible organizations. \$500,000 available for Superfund sites only.</p>		
National Hispanic Outreach Grants and Fellowships			Yes	<p>The project can:</p> <ul style="list-style-type: none"> • Increase outreach efforts to Hispanic-owned firms to expand their awareness of EPA contracting opportunities. • Broaden access to EPA financial and technical assistance for community groups and other non-governmental organizations that serve the Hispanic community. • Develop tracking systems for monitoring financial resources to Hispanic businesses and identify any barriers to awarding procurements. • Utilize the EPA community grant program. 	Web site: www.epa.gov/oarmhome/grants.html	
Office of Solid Waste & Office of Emergency and Remedial Response	Collaboration on efforts to enhance the Hispanic community's awareness of and participation in environmental issues.			<p>Progress:</p> <ul style="list-style-type: none"> • Geo-demographic analysis of U.S. Hispanic population. • Focus groups and "expert panel." • Prototype CD tool to map Hispanic population relative to NPL and RCRA corrective action sites. <p>Planned next steps:</p> <ul style="list-style-type: none"> • Develop and implement Headquarters/Regional/Community-based Organization Project (includes public service announcements and other outreach efforts). • Develop Spanish outreach materials. 		

EPA Region Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/ Branch-off Resources
Office of Pesticide Programs (OPP)	“Read the Label First” materials in Spanish.	Yes		Pamphlets describing the importance of reading labels on pesticide products are available in Spanish. Bumper stickers and posters also are available.	OPP Health Effects Division Margaret J. Stasikowski Phone: 703/305-7351	
	Hispanic radio broadcasting targeting Latino farm work populations.	Yes		Sponsored by OPP and EPA’s Worker Protection Branch, these radio spots provide information on pesticide safety and risk reduction measures. They also offer a toll-free number for questions.	Edward Zager Associate Director Phone: 703/305-7351	
	Mentor Program for Children of Farm Workers: Grant project to research the best ways to forge a bond between the children of farm workers and Hispanic and other professionals to enhance the educational and economic opportunities available to these children.	Yes		This research project assigns 50 trained student mentors to 100 farm worker children. Mentors use outreach tools to raise the children’s awareness about pesticides and means of reducing exposure. The project developed outreach materials, developed mentor training, designed tracking methods.	Randolph Perfetti Phone: 703/305-7351 Web site: www.epa.gov/pesticides	
	Hispanic Farm Worker Safety Training Program	Yes		In collaboration with the Farm Worker Health and Safety Institute and the Association of Farm Worker Opportunity Programs, the program provides basic worker pesticide safety training to Hispanic agricultural workers. EPA has created a wide variety of Spanish-language safety training manuals.		
	Pesticides and National Strategies for Health Care Providers	Yes		The initiative is aimed at ensuring that health care providers become more aware, better educated, and better trained in pesticide related health issues. 2.5 million Hispanic farm workers will be better served due to this initiative.		
	Border Health Project, in collaboration with the Centers for Disease Control	Yes		The project is working with four U.S. states and six Mexican states along the border to conduct various projects, including those involving: <ul style="list-style-type: none"> • Lead and pesticide intoxication among children. • Elevated rates of neural tube defects. • Training health care providers. • Mapping of environmental contaminants. 		

Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/ Branch-off Resources
Office of Pesticide Programs (cont'd)	Sentinel Event Notification System for Occupational Risk	Yes		In collaboration with National Institute for Occupational Safety and Health, the program works with six states to conduct monitoring of pesticide intoxication cases and investigate large outbreaks.	OPP Health Effects Division Margaret J. Stasikowski Phone: 703/305-7351	
	Recognition and Management of Pesticide Poisonings	Yes		Medical outreach activity is provided to educate health care providers about the diagnosis and treatment of pesticide intoxications. <i>Recognition and Management of Pesticide Poisonings text is now available in Spanish.</i>	Edward Zager Associate Director Phone: 703/305-7351 Randolph Perfetti Phone: 703/305-7351	
	National Web site in Spanish	Yes		OPP's Certification and Worker Protection Branch is developing a national Web site with full access in Spanish for information on worker safety, certification and training of pesticide applicators, and outreach to health care providers.	Web site: www.epa.gov/pesticides	
	NAFTA Technical Working Group on Pesticides	Yes		The working group is a collaboration with the Canadian Pest Management Regulatory Agency and a consortium of Mexican pesticide regulatory agencies to develop a coordinated pesticides regulatory framework among NAFTA partners. The focus is on strengthening the regulatory capacity of Mexico.		
	U.S./Mexico Pesticide Information Exchange Program	Yes		The work focuses on pesticide regulations as well as technical and science issues, with an emphasis on transborder projects. Training workshops are held on applicator certification, worker protection, and groundwater contamination. More than 300 regulators and stakeholders have participated.		
	North American Commission for Environmental Cooperation	Yes		EPA, Mexican Ministry of Environment, National Resources and Fisheries, and the Canadian Ministry of Environment work to foster regional cooperation on conservation, protection and enhancement of the North American environment. Action plans were created to reduce the use and presence of DDT and chlordane through the region.		

EPA Region Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/ Branch-off Resources
Office of Pesticide Programs (cont'd)	Worker Protection Standard publications dealing with pesticide safety and heat stress (in Spanish)	Yes		<p><i>Controlling Heat Stress in Agriculture:</i> A card that lists the key elements and basic steps for controlling heat stress in agriculture (in Spanish). Cost: \$4.50.</p> <p><i>Controlling Heat Stress Made Simple.</i> A poster that explains the symptoms of heat stress. Includes key points to follow for controlling heat stress (Spanish edition on reverse side). Cost: \$1.25.</p> <p><i>Protect Yourself From Pesticides—Guide for Agricultural Workers.</i> In Spanish.</p> <p><i>Radio Pesticida Worker Protection Kit.</i> Audiocassette tapes of five mini-dramas (in Spanish) on pesticide safety, five accompanying talk shows, and a service provider's guide in Spanish. Cost: \$25.00 per kit.</p>	Web site: www.epa.gov/pesticides/safety/resource.htm	
	White House Initiative on Educational Excellence for Hispanic Americans	Yes		<p>The initiative supports the education and employment needs of Latinos by providing effective environmental awareness information to Hispanic communities. It represents EPA in:</p> <ul style="list-style-type: none"> • White House Community Involvement Working Group on Hispanic Education Improvement • White House "Role of Parent in the Education of their Children" Conference Series 	Delta Valente Phone: 202/564-2594	
Programa Nacional de Estuarios (National Estuaries Program)	EPA's National Estuary Program Web site in Spanish.	Yes			Web site: www.epa.gov/OWOW/estuaries/spanish/index.html	
EPA-Recursos en Espanol (Resources in Spanish)	List of EPA's environmental health resources in Spanish.	Yes			Web site: www.epa.gov/espanol/index.htm	
Community-Based Environmental Protection	Place-based program integrates environmental management with human needs, considers long-term ecosystem health, and highlights the positive correlations between economic prosperity and environmental well being.	Yes		<p>Resources for communities:</p> <ul style="list-style-type: none"> • Ecosystem tools • Economic tools • Human dimension tools • Integrated tools 	Web site: www.epa.gov/eco-community/contacts.htm	

EPA Region Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/ Branch-off Resources
Office of Children's Health Protection	Collaboration with Dr. Elmer Huerta of Prevencion to produce five-week-long Spanish language radio series on children's environmental health topics.	Yes		Radio spots have aired over the past year. The office plans to post CDs of this radio programming to its Web site.	Web site: www.epa.gov/children	
Indoor Air Quality	The National Hispanic Indoor Air Quality Hotline.	Yes		The hotline provides bilingual (Spanish/English) information about indoor air pollutants that consumers might find inside their homes, offices, or schools.	Phone: 800/SALUD-12 (800/725-8312) Web site: www.epa.gov/iaq/iaqinfo.html#NHIAQ hotline	
Office of Underground Storage Tanks	Two documents translated into Spanish.	Yes		Documents for communities: "Normas y Procedimientos para TSA." ("Norms and Procedures for Underground Storage Tanks"). EPA/530/UST-90/001. "¡No Espere hasta el 1998!" ("Don't wait until 1998!"). EPA 510-B-95-008	Maricruz MaGowan Senior Team Leader Program Management Team Phone: 703/603-7175	
Environmental Education Grants Program	Supports environmental education projects that educate low-income or culturally diverse audiences about environmental issues.		Yes	200 to 250 grantees are selected annually. EPA's 10 regional offices award grants of \$25,000 or less. Grants issued by EPA Headquarters are usually between \$35,000 and \$125,000. Note: Grantees must provide non-federal matching funds of at least 25 percent of the total cost of the grant project (may be provided by grant applicant or by partner organization).	Diane Berger E-mail: berger.diane@epa.gov Sheri Jojokian Phone: 202/260-8619 E-mail: jojokian.sheri@epa.gov Web site: www.epa.gov/enviroed/grants.html	
Office of Ground Water and Drinking Water	Spanish Web site offers information on drinking water and health basics; local drinking water; source water protection; drinking water standards; and underground injection control.	Yes		Educational resources in Spanish provide background information on water-related issues.	Web site: www.epa.gov/safewater/agua.html	
National Safety Council's Environmental Health Center (NSC/EHC)	Part of EPA's Consumer Labeling Initiative (CLI): Pesticide Safety Outreach Program.	Yes		The initiative promotes proper use of household chemicals, pesticides, and insecticides in NSC/EHC Web sites and publications and works with youth organizations and community-based organizations to disseminate information to encourage consumers to "Read the Label FIRST!" for proper use of household products.	Amy Breedlove Phone: 703/308-9069 Fax: 703/305-5884 Email: breedlove.amy@epa.gov	

EPA Region Resource/ Organization	Description	Educational Resources Available?	Funding Available?	Opportunities	Contact Information	Additional Links/ Branch-off Resources
2002 Community Intern Program	Thirty students from diverse ethnic backgrounds and all academic levels (undergraduate, graduate and doctoral) will be placed with community organizations and will receive training on challenging science, engineering, management, education, and policy-related projects at EPA.		Yes	<p>Eligibility: Students must be citizens of the United States, its territories, or possessions, or lawfully admitted to the United States for permanent residence.</p> <p>Organizations should send the resumes of interested students along with the project description.</p> <p>Funding: Each student will receive a stipend of \$400 a week, and \$500 for relocation, if needed.</p>	<p>Jing Yang Community Intern Program ECO 179 South Street, 5th Floor Boston, MA 02111 Fax: 617/426-8159 E-mail: jyang@eco.org</p>	