



**Housing Assistance
Council**

**GUIDE TO FUNDRAISING
FOR RURAL HOUSING
NONPROFITS:
STRATEGIES FOR RAISING
OPERATING FUNDS**

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HAC, founded in 1971, is a nonprofit corporation that supports the development of rural low-income housing nationwide. HAC provides technical housing services, loans from a revolving fund, housing program and policy assistance, research and demonstration projects, and training and information services. HAC is an equal opportunity lender.

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INTRODUCTION

Fundraising is a challenge for all nonprofits. Staff often lack the time to develop and follow through on fundraising contacts. Limited staff may be deployed to fulfill program goals rather than fundraising goals. Volunteer boards may lack the focus or expertise to write winning grant proposals.

For nonprofit organizations in rural areas, these challenges are exacerbated by the disproportionate focus of most funding sources on urban needs and urban solutions. The vast majority of community, corporate, and family foundations, as well as religious funding sources, are located in cities. Additionally, most funders are extremely cautious about the complexity and inherent financial risk in affordable housing development. Funders that do invest in affordable housing typically support bricks and mortar projects rather than internal organizational needs. A new housing development will almost always be more attractive to a foundation than a new copier. As difficult as it is to package project financing, attracting operating funds is an even more difficult challenge for many rural nonprofits.

The good news amid these challenges is that some local rural nonprofits are finding it easier to attract operating funds. Even as federal subsidies for affordable housing continue to dry up, foundations and other funding sources are becoming interested in housing, particularly programs that address homelessness and those that provide homeownership opportunities for low-income people. A growing number of community foundations are applying local resources to address local problems. The Community Reinvestment Act continues to propel some local commercial lenders to support the basic operations of nonprofit organizations.

The internet allows unprecedented access to information about fundraising sources, lessening the impact of geographic distance between rural and urban communities. Technological advancements are offering much more than altruistic changes in the fundraising environment for rural nonprofits – a group with reasonably modern computing capacity can research thousands of funding sources in a short period of time without having to travel to a major urban library. Because efficient research is the primary key to successful fundraising, internet access can be a crucial tool for rural organizations.

Fundraising is incredibly time consuming. It is also intimidating, because it involves something most people are uncomfortable with – asking for money. A nonprofit can benefit from developing a simple fundraising strategy that matches its funding needs with available resources. Attracting operating funds is clearly the most important goal of such a strategy, but the process itself can be fruitful in many other ways. Pitching an organization and its work to the broader community forces a rural organization to become good at pithy sound-bites. A fundraising planning process can help staff to articulate internally what their programs need to succeed. Developing relationships in the community or region – regardless of whether they result in an operating grant immediately – will serve a nonprofit well by building a partnership base.

This fundraising guide is not meant to be exhaustive. It is intended to help the staffs and boards of nonprofit housing developers in rural communities to review different types of

fundere, to identify possible sources of administrative or operating support, and to establish effective fundraising strategies. Resources available on the internet will be highlighted throughout. This guide will not focus on grant writing because many useful how-to resources exist; several are listed in Appendix D. Appendix A contains a list of corporate, community, and family foundations that support rural housing.¹ This list includes foundations serving the entire United States, individual states, and specific geographic regions. Other appendices include information about resource materials and how to contact religious funders.

¹ A disclaimer: this guide identifies funders who have *in the past* supported rural housing efforts. Program goals change, and funders' interests evolve. We make every effort in this guide to list only those funding sources with track records of giving for rural housing, but make no claim that these track records will translate into future support.

DEVELOPING A FUNDRAISING STRATEGY

A rural nonprofit can be an effective fundraiser by developing a careful funding strategy that is well integrated into the organization's larger strategic planning process. Once this critical planning process occurs, an organization can develop a master proposal, research potential funders, and submit applications.

Step 1: Engage in Effective Strategic and Program Planning

Conceiving and communicating your nonprofit's program plan to funders is critically important. Long- and short-term strategic planning processes are the best venues within which to consider an overall program plan for the organization. Most books and other written resources on fundraising do not mention strategic planning, and most books on planning contain few references to raising operating funds. But fundraising should never precede planning. It is important that fundraising efforts fit closely into the mission and goals of the organization, and that a plan is in place to allocate appropriate organizational resources to fundraising activities.

Strategic planning is "a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization . . . is, what it does, and why it does it. Strategic planning requires broad-scale information gathering, an exploration of alternatives, and an emphasis on the future implications of present decisions" (Bryson 1991, 5). As your organization's board and staff try to root your vision in practical program applications, try to avoid thinking about which visions are "fundable." "Chasing money" is not a good way to approach fundraising: do not alter your program plan to attract funders.²

You must balance this truth with the fact that funding sources are basically the customers of the fund-seekers. If you cannot get the customer to buy your product, you will go out of business. You may try to convince the customer to sample your new or different product, but the buyer has the ultimate choice. Thus, the organizational planning process must take into account what funders will support. That does not mean that rural nonprofits should be conservative and avoid trying risky things. But if there are no funding customers for your vision you must move on to other ideas.

Once the internal program planning is complete, you may find that some of your organization's program areas may be more suitable for foundation or corporate support than others. Identify these areas as you develop a fundraising strategy. Most rural nonprofits need unrestricted general operating support, but most funders want to support new projects. Learn to state (and do) your best ongoing work as an innovation that needs support.

Step 2: Develop a Master Proposal

Once a program plan has been developed, nonprofits may wish to develop a master proposal

²For tips on strategies local advocates can use to attract funds, see Robinson 1996.

that serves as the core of all grant proposals. Kim Klein, the publisher of *Grassroots Fundraising Journal*, believes that developing a grant proposal can help nonprofits think through their ideas carefully. She believes that the ability to describe a project in one or two paragraphs “is invaluable for people who often need ten minutes just to state the problem and another hour to describe the solutions” (Center for Community Change 1997).

One advantage of developing a master proposal is that a nonprofit can lay out what it does and why without the rhetorical contortions that can occur when trying to guess what a funder wants to hear. This template can be updated over time and altered slightly for each proposal to emphasize the interests of each funder, but these changes are best done in addition to rather than instead of the core work.

Many foundations appreciate (and fund) nonprofits’ demonstrated entrepreneurial spirit. Generally speaking, funders appreciate innovation and a broad view of the solutions to well-documented social problems. This may mean shying away from traditional advocacy approaches in which an explanation of the social need rather than programmatic problem solving is emphasized in proposals. Some funders appreciate business language: identifying “markets” and “constituents,” “expansion opportunities,” etc.

Reading through a potential funder’s annual report is, after talking directly with the staff, the best way to assess what approach would be most effective for a given funder. Use the language the foundation uses to describe its work and that of its grant recipients. If the funder highlights “asset-building” activities, for example, by all means describe your single-family housing development efforts in those terms.

Step 3: Identify Potential Funders

The most important element of fundraising from foundations is effective research. Foundations are very specific about what they will fund, and will reject out of hand applications that do not conform to their guidelines. Researching these guidelines can be time consuming, but not as time consuming as writing and submitting a proposal that does not have a chance to be funded.

Once a nonprofit has identified appropriate funding resources, it is important to develop a list of potential funders and to set up a suitable record keeping system.³ This will make tracking relevant information on contacts, deadlines, and funding priorities easier. This database does not have to be extensive to be helpful (in fact, it does not have to be a formal database at all). Fundraisers should at a minimum record contact information, deadlines, and limitations on giving, and should consider including information about past giving and details about the funders’ mission and goals. A nonprofit can also use this database to track proposal submission dates and funding decisions.

³The Foundation Center suggests filling out a “prospect worksheet” on funders whose priorities closely match a given project. See Appendix C for a copy of this worksheet.

Often a lack of funding for rural areas is caused by a lack of information on the problems and needs of these areas, and an attendant lack of awareness on the part of the potential funder. An important component of a nonprofit's strategy, then, should be to educate foundations and other potential givers. This can be accomplished by sending out information or publications to potential funders, and by adding them to the organization's mailing list. By offering regular updates, invitations to ground breakings, and other events, a nonprofit may develop and nurture ongoing relationships with potential funders.

Step 4: Contact Funding Sources

Nonprofits should avoid sending in cold proposals. Once you have identified likely sources of funding, call the funding source and ask to speak to a program officer. It is the program officer's job to field questions about the foundation; do not feel shy about calling directly. This inquiry process is vital: it can save a nonprofit from submitting an unsuitable proposal, it can provide insight into the foundation's funding priorities, and, perhaps most importantly, it can begin to build a working relationship. Depending on the specificity of the discussion with program staff, a nonprofit may wish to send a letter of interest to the foundation that *briefly* describes the potential proposal. Foundations are likely to respond quickly if the proposal is outside its funding priorities.

Step 5: Write the Proposal

Most funders have extensive guidelines governing the precise format of applications. Follow them. Nonprofits should use their best writers to compose funding proposals. These proposals require extensive knowledge of the organization and its program plan, and this information must be conveyed clearly and concisely. It is tempting to overstate the need that your organization is addressing and the impact of the organization's work on that need. Exaggeration will hurt your proposal. Remember that many foundation staff will be familiar with the general housing and poverty issues that your proposal describes. Offer specific examples of how these issues play out in your community.

For more information on proposal writing, consult one of the many grant writing guides that are available. A list of guides is included in Appendix D.

Step 6: Follow up

Once your organization submits a proposal, call your program officer to ensure that it arrived and ask about the review process (if this is not clear from the foundation's written materials). These conversations build relationships with foundation staff that are important even if a specific proposal is rejected. If your organization gets the grant, be sure to write a thank-you note and to meet the foundation's reporting requirements. If the proposal is rejected, write a thank-you note anyway.

SOURCES OF ADMINISTRATIVE FUNDING

There are three primary sources of nongovernmental financial support for nonprofit organizations: corporations and businesses, religious organizations, and foundations.⁴

Corporations

Corporate funding typically comes either from corporate-created foundations or from the corporation itself as direct grants or gifts-in-kind. However structured, corporate giving is likely to be administered by the company's office of public affairs: the public relations/community relations/media department. This placement demonstrates the corporate view of philanthropy, where improving the corporation's image and creating good will – particularly in places where the company does business – are the central goals. Nonprofit housing providers may publicly or privately condemn this bottom line approach to giving as cynical, but from the company's point of view it makes perfect sense. Corporations spend money to make money. Nonprofits need to recognize this fact when approaching corporations, and help corporations identify ways that partnerships with local groups (such as their own) can serve companies' community interests. Many corporations appreciate being given the opportunity to support community groups and feel obligated to give back to the communities that they serve. Figure 1 shows the total grants of corporate givers as of 2000.

Corporate funders usually make most of their donations to conventional charities and nonprofits like the local United Way, youth programs, and museums. But more progressive public

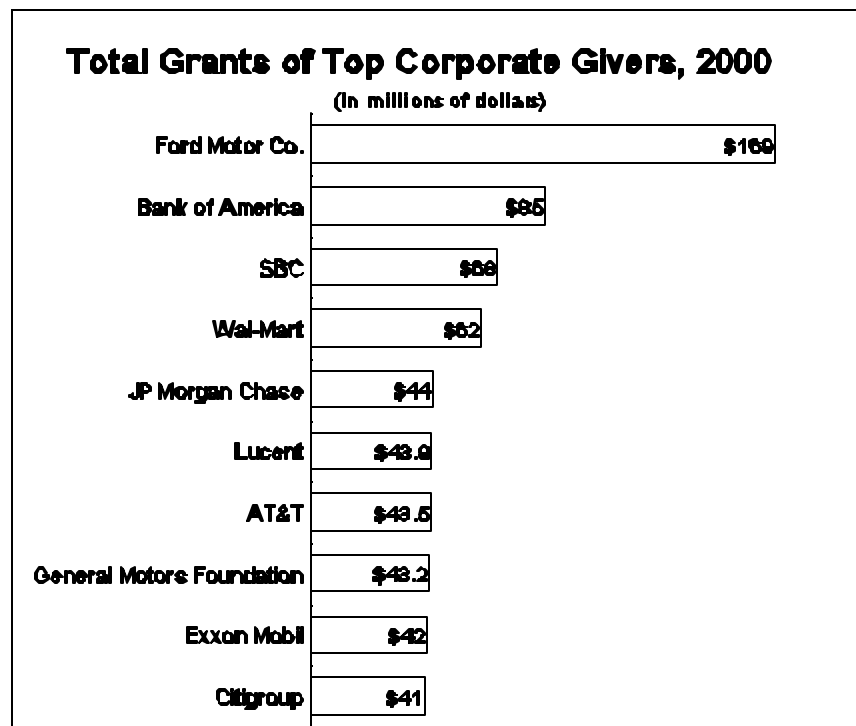


Figure 1. Source: The Foundation Center 2000b.

⁴Nurturing the support of wealthy individuals can also be an effective fundraising tool for rural nonprofits, but it is beyond this guide's scope to suggest strategies for developing individual donors, since this type of fundraising is highly specialized and labor intensive. Many of the resources listed in Appendix D offer information about cultivating individual donors.

interest groups than you might imagine have in recent years received corporate support. Most corporations want to make grants in local or regional areas where the company has offices, plants, employees, or customers. Grants are often fairly small (note in Appendix A that the average grant of even the largest corporate foundations is in the \$25,000 range) – corporations usually want to distribute more grants to more recipients to improve their image with the broadest possible audience.

Larger corporate giving programs resemble foundations, but their application processes tend to be simpler. (They are not, after all, in the business of grant making.) Most large corporations such as AT&T, General Electric, Ford, and Microsoft, despite their national scope, still prefer to make grants in communities where offices or manufacturing plants are located. Giving by these large corporations in rural areas is usually limited, since corporate headquarters and offices are almost always located in central cities or suburbs. (Wal-Mart is a notable exception.) Regional and local corporations such as supermarket chains, hardware stores, pharmacies, and utility companies are a better bet. Consider researching utility companies – especially power companies, which seem to have an unusual number of corporate foundations – and manufacturers.

Businesses

Local businesses can be a more modest but plentiful source of operating funds for rural nonprofits. Commercial lenders are an obvious funding source, especially those with whom nonprofits have an established financing track record or successful administrative accounts. Operating grants from local or regional lenders are limited for the same reasons that corporate giving is. Operating grants are usually administered by a bank's Community Reinvestment Act (CRA) compliance office; there is often no formal grant-seeking mechanism. Local nonprofits might start an inquiry by calling a local commercial lender's CRA compliance officer.

Rural nonprofits involved in affordable housing have an unusually high need for professional services compared to other types of nonprofit organizations. Architects, engineers, attorneys, appraisers, accountants: all play a vital role in successful housing development. Professional services are expensive, especially in the predevelopment stage when a project may be years away from generating operating income. Getting local professionals to provide pro bono services can dramatically reduce a nonprofit's operating expenses.

Of course, getting professionals to provide free services is easier said than done. One obvious but effective strategy is to ask professionals to serve on the nonprofit's board of directors. Another is simply to ask for help with a particular project or problem. For example, a local attorney can help draft articles of incorporation without committing to serve as pro bono corporate counsel. An appraiser can spend a few hours reviewing and informally valuing potential properties. Some professionals, such as attorneys and certified public accountants, actually have an established ethical mandate to provide pro bono services. Do not be afraid to ask, but make sure you are asking a qualified person with experience providing the service you need. Some nonprofits may be tempted to accept free help from professionals looking to cut their teeth on development-related work. Avoid the temptation: choose only experienced help.

Religious Organizations

Of all possible funding sources, local and national religious organizations are the most receptive to issues affecting low-income people, including housing. Nonprofits probably will not have to convince these organizations of the need for affordable housing. Local churches and synagogues usually cannot provide large cash gifts, but they can harness volunteer support for your organization and its projects. They can also provide a vehicle for rural nonprofits to spread the word about the need for affordable housing, thus reaching potential donors.

Many Catholic women's and men's religious orders have explicit social justice commitments that translate into support for nonprofits. Catholic women's religious orders were the first to promote and implement socially responsible investing and program-related investments in affordable housing efforts. Find out what religious orders have schools or other presence in your area and call the community's leadership for support.

Most mainline Protestant denominations, Catholic dioceses, and Jewish congregational associations have regional and national offices that can be a source of funds. (Appendix B contains a list.) Grants from these sources are typically small to medium-sized: \$25,000 is a large church grant. The application process is often slower and more complicated than that of other funding sources, but they have a well-established track record of giving to support rural housing.

Foundations

There are three types of non-corporate foundations: a) independent foundations established by a person or family; b) operating foundations established to support research, social welfare, or other charitable programs; c) company-sponsored foundations created and funded by business corporations; and d) community foundations supported by and operated for the benefit of a specific community or region (Foundation Center 2002c). In 2000, the 1,015 largest U.S. foundations made 120,000 grants to 48,000 organizations totaling \$15 billion, a 29 percent increase from the previous year (Foundation Center 2002b). Despite the fact that foundation funding of environment and health issues is experiencing the fastest growth rate, many large national foundations have long track records of supporting housing, as reflected in Table 1.

Table 1. Top Ten US Foundations Awarding Grants for Housing and Shelter, 2000

Foundation	Total Awards	Total Grants
The McKnight Foundation	\$27,575,000	24
Fannie Mae Foundation	\$11,247,965	248
The Blandin Foundation	\$8,020,000	4
Lilly Endowment, Inc.	\$7,400,540	8
The Columbus Foundation and Affiliated Organizations	\$6,236,920	28
Marin Community Foundation	\$5,697,770	22
The Bush Foundation	\$5,261,978	8
El Pomar Foundation	\$5,219,500	8
John D. and Catherine T. MacArthur Foundation	\$4,818,500	24
Citigroup Foundation	\$3,991,000	123
Totals	\$85,469,173	497

Source: Foundation Center 2000c.

Not all foundations are national in scope with huge assets. There were over 50,000 grant-making foundations in the United States in 2000, a substantial increase since 1985, when there were only 5,100 such foundations (Foundation Center 2002a). Community foundations are growing in asset size and numbers of grants made. In 2000, the ten largest community foundations alone made more than \$702 million in grants.

Like corporate funders, most foundations favor traditional charities related to the arts and education. Case in point: according to the Foundation Center, of the \$27.6 billion dollars in foundation grants made in 2000, 1.3 percent were for housing and shelter-related purposes (Renz and Lawrence 2001, 3; Foundation Center 2000a). However, some funders are progressive and more innovative in their approach. Perhaps the best news for rural nonprofits is that many of the largest foundations explicitly support rural housing efforts. These may be small, such as the James C. Penney Foundation, or extremely large, like the Ford Foundation, whose endowment exceeded \$14.5 billion in 2000 (Ford Foundation 2002). Generally speaking, national foundations tend to focus on larger-scale solutions to social problems, while community and regional foundations support more modest local approaches to local problems. Each has its own philosophical vantage point and political emphasis; some focus on public policy while others support direct services. Some support “asset-building” and homeownership while others concentrate on emergency needs.

Regardless of their size, foundations tend to be very specific about what communities they serve and which activities they will and will not fund. Foundations list so many activities for which they will not provide funds that one often wonders what is left to support. Some foundations do not support building/construction efforts, while others will not fund operating budgets. For rural nonprofits attempting to raise administrative funds, deciphering exactly what foundations will and will not fund is important. Fortunately, fundraising directories and a funder's prospectus will spell out these limitations. To make matters more complicated, one foundation's definition of operating funds can be very different from another's. For example, are administrative overhead expenses related to a specific program or project "operating funds" or "program funds"?

A general rule is that foundations prefer to support special projects rather than established programs. As illustrated in Table 2, foundations gave three times more money to support program development than they did for general support in 2000. This presents a danger to rural nonprofits, who may be tempted to launch a new program in order to attract funding. Many nonprofits respond to this temptation by recasting existing programs in a new light. It is possible to pitch your program in many different ways depending on what a given foundation is likely to support, but there is a danger in taking liberties with definitions. Grant makers see a lot of grant applications, and are probably familiar with any strategy a nonprofit might use to get around established funding limitations.

Table 2. Foundation Giving by Type of Support, 2000 (dollars in thousands)

Type of Support	Dollar Volume	Average Grant	Number of Grants
General Support (operating)	\$2,100,341	\$90,170	23,293
Capital Support (capital campaigns, etc.)	\$3,396,964	\$238,954	14,216
Program Support	\$6,870,895	\$152,887	44,941
Research	\$1,588,386	\$244,442	6,498
Student Aid	\$1,065,565	\$214,615	4,965
Other (TA, program evaluation, etc.)	\$336,146	\$221,003	1,521
Not Specified	\$2,503,148	\$69,487	36,023
Total	\$17,861,445	\$1,231,558	131,457

Source: Foundation Center 2000d.

Programmatic Sources of Operating Income

Rural housing organizations should not overlook the income-generation potential of their own projects. Project income in excess of costs is a great source of operating income. Balancing the need to keep housing as affordable as possible with the need to generate income is a constant tension. But the healthiest, most stable nonprofits will get administrative funding from a wide range of sources, including their own projects.

Investing organizational equity wisely can also generate operating income. Larger groups that have been able to accumulate net assets over time often find that they can augment their operating budget with investment income. Similarly, organizations that are able to attract program-related investments (PRIs) from investors may be able to invest the balance of their awards before funds are actually used. HAC does not recommend investing these funds rather than using them for the purposes intended by the investor, but large amounts of cash invested wisely (and safely) for short periods of time can add up.

STRATEGIES FOR ACCESSING FUNDS

The key to unlocking all of the resources mentioned in this guide is research. Each foundation has extensive guidelines about what types of activities it will not fund. Each corporation has public relations goals that inform its giving priorities. And most churches have limited resources with which to address voluminous social goals. All receive infinitely more applications than they can fund. A nonprofit's ability to match its needs with the program goals of potential funding sources is the single most important contributor to successful fundraising.

Reference Materials

Fortunately, some excellent resources exist to help rural nonprofits conduct fundraising research. The Foundation Center is the one-stop shop for most of this information. Based in New York City, the Foundation Center publishes the definitive annual directories and subject subdirectories of foundations in the United States. These reference materials provide an extensive profile of each foundation, with information about how to contact the foundation, its financial data, purposes and activities, fields of interest and type of support, funding limitations, application information and deadlines, officers and trustees, and a list of selected recent grants. These directories are extremely expensive. The 2002 *Foundation Directory* sells for \$215, far beyond the budget of many nonprofit organizations. However, the Foundation Center does provide the Foundation Directory Online service, which gives organizations a choice of various subscription plans starting at \$19.95 a month.

The Foundation Center has regional libraries in New York City, Washington, D.C., Atlanta, Cleveland, and San Francisco where all Center publications are available for free to the public. There are also 210 cooperating libraries nationwide (for a list, call the Foundation Center or access its website at www.fdcenter.org). Appendix A includes a list of over 150 foundations interested in rural housing that was culled from these directories. Concentrate especially on community and regional foundations working in your area; these have a demonstrated commitment to supporting charitable activities in your geographic region and thus are an excellent place to start.

The *Chronicle of Philanthropy* is another excellent source of information about funding trends. This publication is perhaps most relevant for larger organizations (because it focuses on larger foundations and national trends), but it provides regular summaries of recent grants made and identifies funding trends that can affect nonprofits in all regions and communities. The *Chronicle* can be accessed free via its website (philanthropy.com). The *Grantsmanship Center Magazine*, *Foundation News & Commentary*, and *Nonprofit Times* all offer additional insights into strategies for successful fundraising and trends in foundation and corporate giving. (See Appendix D for contact information.)

Resources on Submitting Successful Applications

The Foundation Center and the Grantsmanship Center both offer comprehensive technical support for fundraisers in the form of conference, trainings, and publications. Because training sessions and conferences tend to be expensive and are almost always offered in urban areas, most rural nonprofits would be best served by accessing written materials on grant writing and fundraising. (Several publishers concentrate exclusively on fundraising titles. See Appendix D for a list.) The Foundation Center's short, simple *Guide to Proposal Writing* is a good place to start.

These and other publications lay out the planning steps required for successful program concepts and provide outlines for successful grant applications. They are a good way for new fundraisers to familiarize themselves with the language and cadence of grant writing. These and other materials can also provide useful tips for rural nonprofits to cultivate funder contacts and manage grants.

Internet Resources

The internet is a superb source of information for nonprofit organizations in rural areas. Using resources readily available online, rural nonprofits can learn about how to write a winning proposal, access lists of possible funders, research individual foundations, and uncover current funding trends. The trick with the internet is to filter the volumes of available information into kernels that address your organization's specific needs.

Using regular search engines (like Yahoo, Lycos, and Google) is not a good way to start. These "gophers" do not filter information efficiently when searching broad topics. It is better to start with funder-related websites, almost all of which have extensive links to other resources. The five sites listed below help rural nonprofits to access a wealth of information.

[The Foundation Center](http://www.fdncenter.org) (www.fdncenter.org). The Foundation Center's website is an excellent way to access the Center's services. The website includes a publications list and calendar of trainings and seminars, with order and registration forms. It also allows beginning fundraisers to browse through basic overviews of the grant-seeking process. One of the site's best features is a set of extensive links to corporate, family, and community foundations' sites.

[Internet Prospector](http://www.internet-prospector.org) (www.internet-prospector.org). Besides providing fundraising news and links to foundations, this website has extensive links to nonprofit management sites, including those on fundraising and strategic planning.

[FundsNet Online Services](http://www.fundsnet.com) (www.fundsnet.com). FundsNet's website has perhaps the most extensive links to corporate, family, and community foundations' sites available on the internet. It also offers guides on fundraising in general and grant writing in particular.

[Council on Foundations](http://www.cof.org) (www.cof.org). This site is similar to FundsNet's, with links to many of the same resources. The advantage of this site is that the Council is the professional

association of foundations, so unlike the Foundation Center, it does not have a product to sell (other than the services of its members).

Neighborhood Funders Group (NFG) (www.nfg.org). NFG is a national network of grantmakers working to expand support for organizations that help low-income people improve their communities. Please note that the NFG, and the related National Rural Funders Collaborative (www.nrfc.org), are groups of funders working together to set priorities and policies. Individual members make grants but the collective groups do not. Periodically reviewing their websites can, however, give you a sense for what kinds of projects member groups might fund in the future.

This primer concentrates on nongovernmental sources of administrative and operating funds, but it should be noted that the U.S. Department of Housing and Urban Development website (www.hud.gov) has a section on private administrative funding for housing organizations with links to major foundations.

CONCLUSION

The tasks required for successful housing development are similar to the tasks that must be performed for fundraising. If you can search for and identify potential building sites you can complete the research fundraising requires. If you can put together a strong development team and coordinate contractors, you can surely facilitate an effective fundraising planning process. And if you can negotiate with lenders and market the housing units, pitching your organization to funders will seem easy. Careful, realistic planning, thorough research, systematic implementation, and building productive community partnerships along with housing units: the efforts that make for successful rural housing lead to successful fundraising.

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APPENDICES

Appendix A: Foundations with a Track Record of Funding Rural Housing and Community Development							
Organization	Address	City	State	Region Served	Zip Code	Notes	Average Grant
BankAmerica Foundation	Bank of America Center, Dept. 3246 PO Box 37000	San Francisco	CA	AK,AZ,HI,ID,IL,NM,NY,OR,TX	94137	Not for government-funded programs, endowments, fundraising events	\$75,000
The J.L. Bedsole Foundation	PO Box 1137	Mobile	AL	AL	36633	Focus on southwestern region of state.	\$35,000
Benjamin & Roberta Russell Ed. & Charit. Foundation	PO Box 272	Alexander City	AL	AL	35010		\$12,500
The Winthrop Rockefeller Foundation	308 East Eighth Street	Little Rock	AR	AR	72202	Giving primarily in AR; not for endowments, deficit financing, general support, travel, research, building funds	n/a
Levi Strauss Foundation	PO Box 7215	San Francisco	CA	AR, CA, FL, GA, KY, MS, TN, NV, NM, NC, TX, VA	941026906	Not for endowments, capital campaigns, research, conferences, films	\$50,000
Walton Family Foundation	125 West Central Suite 217	Bentonville	AR	AR, MS	727125293	Focus on the Delta; not for endowments, travel, or start-up	\$40,000
Arizona Community Foundation	2122 East Highland Ave., Suite 400	Phoenix	AZ	AZ	85016	Not for deficit funding, annual campaigns, endowments, conferences, or land costs.	\$100,000
Margaret T. Morris Foundation	PO Box 592	Prescott	AZ	AZ	86302	not for religious organizations	\$22,000
The US WEST Foundation	7800 East Orchard Road Suite 300	Englewood	CO	AZ, CO, IA, ID, MN, MT, ND, NE, NM, SD, OR, UT, WA	80111	Not for endowment funds, deficit financing, trips	\$50,000
The Ahmanson Foundation	9215 Wilshire Blvd	Beverly Hills	CA	CA	90210	Primarily Southern CA; not for annual campaigns, deficit financing	\$25,000
S.H. Cowell Foundation	120 Montgomery Street Suite 2570	San Francisco	CA	CA	94104	Focus on Northern CA; not for operating funds, annual campaigns, routine operations.	\$100,000
Evelyn & Walter Haas, Jr. Fund	One Lombard Street Suite 305	San Francisco	CA	CA	94111	Serving San Francisco and Alameda Counties. Not for deficit or emergency funding, workshops, fundraising events, annual appeals, conferences, capital or endowment campaigns.	\$75,000

The James Irvine Foundation	One Market Spear Tower, Suite 1715	San Francisco	CA	CA	94105	not for agencies receiving significant government support, operating budgets, continuing support, annual campaigns, deficit funds, endowments, or debt reduction.	n/a
Koret Foundation	33 New Montgomery Street Suite 1090	San Francisco	CA	CA	94105450 9	Serving Bay Area, Alameda, Contra Costa, Marin, Santa Clara, and San Mateo counties. Not for fundraising, endowments, deficits	\$20,000
Marin Community Foundation	17 East Sir Francis Drake Blvd. Suite 200	Larkspur	CA	CA	94939	Marin County only. Not for planning initiatives, research, or capital projects	\$50,000
The David & Lucille Packard Foundation	300 Second Street Suite 200	Los Altos	CA	CA	94022	Santa Clara, San Mateo, Santa Cruz, and Monterey Counties, CA. Not for computer purchases, endowments	\$25,000
Peninsula Community Foundation	1700 South El Camino Real No 300	San Mateo	CA	CA	94402304 9	Serving San Mateo and northern Santa Clara counties, CA. Not for endowments, capital campaigns, building or land acquisition, deficit financing.	n/a
The Weingart Foundation	1055 West Seventh Street Suite 3050	Los Angeles	CA	CA	90017230 5	Southern CA only. Not for endowments, normal operations, annual campaigns, deficit financing, land, conferences, travel.	\$25,000
The James Irvine Foundation	Spear Tower, Suite 1715	San Francisco	CA	CA	94105	Not for operating budgets, annual campaigns, endowment funds, deficit financing, research, scholarships, publications, films, debt reduction	\$100,000
Pacific Bell Foundation	c/o Pacific Telesis Group 130 Kearny St, Suite 3309	San Francisco	CA	CA and NV	94108	Not for religious organizations, for capital projects, endowments, general operations, emergency funds	\$25,000
Wallace Alexander Gerbode Foundation	470 Columbus Avenue Suite 209	San Francisco	CA	CA, HI	94133	Serving Alameda, Contra Costa, Marin, San Francisco, and San Mateo counties in CA and HI. Not for: direct services, deficit budgets, general operations, fundraising campaigns	\$15,000
Adolph Coors Foundation	3773 Cherry Creek North Drive Suite 955	Denver	CO	CO	80209	Not for endowments, research, media projects, deficits or debt retirement	\$15,000
Boettcher Foundation	600 17th St. Suite 2210 South	Denver	CO	CO	80202	Not for endowments	\$50,000
Community Foundation for Palm Beach & Martin Cnt	324 Datura Street Suite 340	West Palm Beach	FL	FL	33401543 1	Not for endowments, operating funds, building, annual campaigns	\$10,000
George W. Jenkins Foundation	PO Box 407	Lakeland	FL	FL	33802040 7		\$50,000

William Selby & Marie Selby Foundation	1800 Second Street Suite 905	Sarasota	FL	FL	34236	Serving Sarasota, Manatee, Charlotte, and DeSoto Counties, FL. Not for general purposes, annual campaigns, deficit financing, operating budgets, special projects, endowments, travel, conferences, fundraising	\$30,000
The Sapelo Foundation	308 Mallory Street Suite C	St. Simons Island	GA	GA	31522	Not for capital, emergency, or endowment funds, deficit financing or publications; no loans	\$10,000
Hawaii Community Foundation	900 Fort Street Mall Suite 1300	Honolulu	HI	HI	96813	Not for annual campaigns; no loans.	\$15,000
McInerney Foundation	PO Box 3170	Honolulu	HI	HI	968023170	Not for religious institutions, endowments, deficit financing, research, loans	\$20,000
Northwest Area Foundation	E-1201 First National Bank Bldg 332 Minnesota Ave	St. Paul	MN	ID, IA, MN, MT, SD, ND, OR, WA	551011373	Not for scholarships, endowments, media, equipment, operating budgets, capital campaigns, conferences, expansion of established programs	\$100,000
The Joyce Foundation	135 South Lasalle Street Suite 4010	Chicago	IL	IL, IN, IA, MI, MN, WI, OH	60603	Not for endowment or building funds, annual campaigns, research or deficit financing	\$100,000
Lilly Endowment	PO Box 88068	Indianapolis	IN	IN	46208		\$100,000
Dane G. Hansen Foundation	PO Box 187	Logan	KS	KS	67646	Giving in Northwestern KS.	\$20,000
James Graham Brown Foundation	132 East Gray Street	Louisville	KY	KY	40202	Emphasis on Louisville but statewide giving.	\$50,000
The Gheens Foundation	One Riverfront Plaza Suite 705	Louisville	KY	KY	40202	Giving in KY, with emphasis on Louisville	\$30,000
Fidelity Foundation	82 Devonshire Street S3	Boston	MA	KY, MA, OH, TX, UT	21093614	Not for start-up organizations or for media projects.	\$10,000
The Steele-Reese Foundation	c/o Messrs Davidson, Dawson & Clark 330 Madison Avenue	New York	NY	KY, TN, VA, ID	10017	Southern Appalachia, esp. KY, NW US, esp. ID. Not for conferences, annual campaigns, workshops, seed money, emergency or building funds, research, land acquisition, loans	\$12,500
Energy Corporate Giving Program	225 Baronne Street	New Orleans	LA	LA	70112	Funding for the MS Delta	n/a
Amelia Peabody Foundation	30 Western Avenue	Gloucester	MA	MA	1966	Not for endowments; no loans	\$25,000
The Mabel Louise Riley Foundation	c/o Grants Management Associates 230 Congress Street, 3rd Floor	Boston	MA	MA	2110	Emphasis on Boston and Cape Cod. Not for operating budgets, emergency funds, annual campaigns, conferences, travel; no loans.	\$50,000

Community Foundation of Western Mass	1500 Main Street Suite 1800 PO Box 15769	Springfield	MA	MA	1115	Western MA, emphasis on Hampden County.	\$10,000
The Abell Foundation	111 South Calvert Street Suite 2300	Baltimore	MD	MD	212026174	Giving in MD with emphasis on Baltimore. Not for housing facilities, or for operating	\$50,000
Eugene B. Casey Foundation	800 South Frederick Ave. Suite 100	Gaithersburg	MD	MD	208774102		\$50,000
The Jacob & Anita France Foundation	The Exchange, Suite 118 1122 Kenilworth Drive	Baltimore	MD	MD	21204	Giving in MD, with emphasis on Baltimore	\$20,000
Agnes M. Lindsay Trust	238 Central Street	Hudson	NH	ME, MA, NH, VT	2051		\$10,000
NBD Bank Charitable Trust	611 Woodward Avenue	Detroit	MI	MI	48226	Emphasis on Detroit.	\$20,000
Herrick Foundation	PO Box 2014	Bloomfield Hills	MI	MI, KY, IN, MS, OH, TN, WI	483032014		\$20,000
The Blandin Foundation	100 Pokegama Ave. North	Grand Rapids	MN	MN	55744	Emphasis on rural areas. Not for operating budgets, annual campaigns, deficit financing, endowments, publications, travel, conferences	\$20,000
Central Minnesota Community Foundation	101 South Seventh Ave. Suite 200	St. Cloud	MN	MN	56301	Central MN.	\$20,000
The McKnight Foundation	Suite 600 TCF Tower 121 South 8th Street	Minneapolis	MN	MN	55402	Emphasis on Twin Cities. Not for endowments, scholarships, conferences, national fundraising	\$75,000
The Minnesota Foundation	600 Norwest Center	St. Paul	MN	MN	55101		\$10,000
The Musser Fund	3733 West 50th Street Box 119	Minneapolis	MN	MN, CO, NY, WY, HI	55410		n/a
The Bush Foundation	E-900 First National Bank Bldng 332 Minnesota Street	St. Paul	MN	MN, SD, ND	55101	Not for continuing operating support, debt retirement.	\$50,000
William T. Kemper Foundation	PO Box 13095	Kansas City	MO	MO, KS, IL	641993095	Not for conferences, endowments or fundraising events.	\$20,000
The Kathleen Price Bryan Family Fund	One North Pointe, Suite 170 3101 North Elm Street	Greensboro	NC	NC	27408	Emphasis on Greensboro and rural NC. Not for annual fund drives, research, media, conferences, travel or loans	\$15,000
Z. Smith Reynolds Foundation, Inc.	101 Reynolda Village	Winston-Salem	NC	NC	271065199	not for research, loans, or PRIs	\$25,000
The Winston-Salem Foundation	310 West Fourth Street Suite 229	Winston-Salem	NC	NC	271012889	Giving primarily in Forsyth County. Giving in Forsyth County and NW NC. Not for annual campaigns, land acquisition, publications or conferences	\$30,000

James G. K. McClure Fund	Sugar Hollow Farm 11 Sugar Hollow Lane	Fairview	NC	NC	28730	Western NC only. Not for endowments, no loans	\$2,500
Kathleen Price & Joseph M. Bryan Family Found	One North Pointe, Suite 170 3101 North Elm Street	Greensboro	NC	NC	27408	Emphasis on Greensboro and rural areas. Not for annual fund drives, meetings, research, conferences, no loans.	\$15,000
Cumberland Community Foundation	PO Box 2171	Fayetteville	NC	NC	28302217 1	Giving primarily in Cumberland County, NC	\$25,000
Bank of Boston Foundation	100 Federal Street, MABOS 01-28-04	Boston	MA	NE	2110	Emphasis on Southern NE.	\$12,000
Peter Kiewit Foundation	1200 Woodmen Tower 17th and Farnam Street	Omaha	NE	NE, IA	68102	Western IA only. Not for endowment funds or annual campaigns.	n/a
The New Hampshire Charitable Foundation	37 Pleasant St	Concord	NH	NH	33014005	Not for building funds, endowments, operating support, deficit financing or capital campaigns, land acquisition.	\$25,000
The Fund for New Jersey	94 Church Street Suite 303	New Brunswick	NJ	NJ	8901	Not for capital projects, equipment, endowment funds, scholarships	\$30,000
McCune Charitable Foundation	123 East Marcy St. Suite 201	Santa Fe	NM	NM	87501	Emphasis on northern NM. No endowments.	\$15,000
The Bullit Foundation	1212 Minor Ave	Seattle	WA	NW US	98101282 5	Not for capital campaigns	\$20,000
The Samuel S. Johnson Foundation	PO Box 356	Redmond	WA	NW US	97756	Not for annual campaigns, deficit financing, construction, endowments	n/a
A Territory Resource	603 Stewart Suite 1007	Seattle	WA	NW US	98101	ID, MT, OR, WA, and WY only. Not for legal expenses, research, scholarships, or publications	\$6,000
The Clark Foundation	30 Wall Street	New York	NY	NY	10005	Emphasis on Upstate and NYC. Not for deficit financing or matching funds.	\$50,000
Gebbie Foundation	Hotel Jamestown Building, Room 308 PO Box 1277	Jamestown	NY	NY	14702127 7	Chautauqua County and Western NY.	\$50,000
A. Lindsay & Olive B. O'Connor Foundation	PO Box D	Hobart	NY	NY	13788	Delaware County, NY and surrounding rural areas. Not for operating budgets or deficit financing.	\$30,000
Utica Foundation	270 Genesee Street	Utica	NY	NY	13502	Giving only in Herkimer and Oneida Counties. Not for endowments or deficit financing, operating budgets, or loans	\$25,000
The J.M. Kaplan Fund	30 Rockefeller Plaza Suite 4250	New York	NY	NY	10112	Not for building funds	\$50,000

Marble Fund	c/o Rosenberg Selsman and Co. 655 Third Ave., Suite 1610	New York	NY	NY	10017		\$10,000
Richland County Foundation	24 West Third Street, Suite 100	Mansfield	OH	OH	44902120 9	Richland County only. Not for annual campaigns, operating or maintenance funds or travel	\$15,000
McCasland Foundation	McCasland Building PO Box 400	Duncan	OK	OK	73534		\$15,000
Presbyterian Health Foundation	711 Stanton L. Young Blvd Suite 1102	Oklahoma City	OK	OK	73104		\$25,000
Sarkeys Foundation	116 South Peters Suite 219	Norman	OK	OK	73069	Not for operating support, start-up funding, feasibility studies, vehicles.	\$30,000
The J.E. & L.E. Mabee Foundation	3000 Mid-Continent Tower 401 South Boston	Tulsa	OK	OK, AR, KS, MO, NM, TX	74103401 7	Not for research, endowment funds, operating expenses, or loans	\$100,000
The Oregon Community Foundation	621 SW Morrison Suite 725	Portland	OR	OR	97205	Not for emergency funding, endowments, annual campaigns, deficit financing, media, conferences, loans	\$30,000
The Carpenter Foundation	711 East Main Street, Suite 10 PO Box 816	Medford	OR	OR	97501	Jackson and Josephine counties only. Not for deficit financing, endowments, or demonstration programs.	\$7,000
The Ford Family Foundation	c/o Roseburg Forest Products PO Box 1550	Roseburg	OR	OR, CA	97470	OR and Northern CA.	\$25,000
Eden Hall Foundation	600 Grant Street Suite 3232	Pittsburgh	PA	PA	15219	Western PA. Not for operating budgets, deficit financing, general fundraising campaigns.	\$25,000
The Erie Community Foundation	127 West Sixth Street	Erie	PA	PA	16501100 1	Erie County, PA only. Not for deficit financing.	\$15,000
Howard Heinz Endowment	30 CNG Tower 625 Liberty Ave	Pittsburgh	PA	PA	15222311 5	Emphasis on Pittsburgh and Western PA.	\$50,000
Vira I. Heinz Endowment	30 CNG Tower 625 Liberty Ave.	Pittsburgh	PA	PA	15222311 5		\$10,000
Lehigh Valley Community Foundation	961 Marcon Blvd Suite 110	Allentown	PA	PA	18103952 1	Not for operating budgets, annual campaigns, deficit financing, endowments, research	\$13,000
McCune Foundation	750 Six PPG Place	Pittsburgh	PA	PA	15222	SW PA. Not for general operations.	\$100,000
Edith L. Trees Charitable Trust	c/o PNC Bank MS:P3-POLV-27-1 One Oliver Plaza, 210 Sixth Ave.	Pittsburgh	PA	PA	15222260 2		\$35,000
Puerto Rico Community Foundation	Royal Bank Center Bldng Suite 1417	Hato Rey	PR	PR	917	Not for religious organizations, annual campaigns, seed money, endowments, deficit financing, building funds	\$25,000

The Champlin Foundation	410 South Main Street	Providence	RI	RI	2903	Not for general support, program or operating budgets, special projects, conferences, research	\$15,000
The Rhode Island Foundation	70 Elm Street	Providence	RI	RI	2903	Not for endowments, annual campaigns, or deficit financing, no loans	\$15,000
Foundation for the Carolinas	PO Box 34769	Charlotte	NC	SC, NC	282344769	Emphasis on the Central Piedmont region. No deficit financing, capital campaigns, operating budgets, publications, conferences, travel, or endowment funds	\$30,000
Amoco Foundation	200 East Randolph Drive	Chicago	IL	SC, VA	60601	Urban giving plus South Carolina and Virginia; not for annual campaigns, endowments, capital or building funds, conferences, media, travel.	\$20,000
South Dakota Community Foundation	203 East Capitol PO Box 296	Pierre	SD	SD	575010296		\$15,000
Mary Reynolds Babcock Foundation	102 Reynolda Village	Winston-Salem	NC	SE US	271065123	Emphasis on GA, LA, MS, NC, SC, TN, north and central FL, and Appalachia. Not for endowments, building funds, media, scholarships, research, loans.	\$35,000
Bert & Mary Meyer Foundation	2913 Corrine Drive	Orlando	FL	SE US	32803	Giving limited to rural SE.	\$5,000
Mellon Bank Foundation	c/o Mellon Bank Corp. One Mellon Bank Ctr., Rm 1830	Pittsburgh	PA	SW PA	152580001	Not for emergency funds, deficit financing, endowments, equipment, land acquisition, research, publications, travel, conferences.	\$40,000
Richard King Mellon Foundation	One Mellon Bank Center 500 Grant Street, 41st Floor, Suite 4106	Pittsburgh	PA	SW PA	152192502		\$100,000
The R.W. Fair Foundation	PO Box 689	Tyler	TX	SW US	75710	Emphasis on TX. Not for operating budgets	\$15,000
The Fondren Foundation	7 TCT 37 PO Box 2558	Houston	TX	SW US	772528037	Emphasis on TX	\$38,000
The Samuel Roberts Noble Foundation	PO Box 2180	Ardmore	OK	SW US; OK	73402	SW US with emphasis on Oklahoma. No loans.	\$35,000
The Thompson Charitable Foundation	c/o Monica Luke PO Box 10516	Knoxville	TN	TN, KY, VA	37939	Knox, Anderson, Scott and Blount counties, TN; Bell, Clay, Laurel, and Leslie counties, KY; Buchanan and Tazewell counties, VA. Not for budget deficits or endowments.	\$35,000
Abell-Hanger Foundation	PO Box 430	Midland	TX	TX	79702	Emphasis on Permian Basin.	\$25,000

The Don & Sybil Harrington Foundation	700 First National Place I 801 South Filmore	Amarillo	TX	TX	79101	26 northernmost counties. Not for operating support, annual campaigns, endowments, deficit financing, demonstration programs, publications	\$15,000
Hillcrest Foundation	c/o NationsBankof Texas Trust Division PO Box 830241	Dallas	TX	TX	75283024 1	Emphasis on Dallas. Not for endowments	\$25,000
Meadows Foundation	Wilson Historic Block 3003 Swiss Ave	Dallas	TX	TX	75204609 0	Not for annual fundraising appeals, conferences, travel outside TX.	\$50,000
Hal & Charlie Peterson Foundation	741 Water Street, Suite 210 PO Box 871	Kerrville	TX	TX	78029	Kerr County, TX. Not for operating budget, debt reduction, media, publications, endowments	\$20,000
The Pineywoods Foundation	PO Box 3659	Lufkin	TX	TX	75903	Limited to Angelina, Cherokee, Houston, Jasper, Nacogadoches, Panola, Polk, Sabine, St. Augustine, San Jacinto, Shelby, Trinity and Tyler. Not for salaries or annual operating budgets	\$10,000
W. K. Kellogg Foundation	One Michigan Avenue East	Battle Creek	MI	US	49017405 8	Not for building or endowment funds, research, development campaigns, movies, conferences, operating budgets, annual campaigns, emergency funds, land acquisition or rehab; no loans	\$100,000
The Kresge Foundation	3215 West Big Beaver Road PO Box 3151	Troy	MI	US	48007315 1	Not for operating or special project budgets, endowments, conferences, debt retirement, research, or general purposes	\$300,000
Charles Stewart Mott Foundation	Office of Proposal Entry 1200 Mott Foundation Bldng	Flint	MI	US	48502185 1	Not generally for building or endowment funds, research.	\$50,000
Ewing Marion Kauffman Foundation	4900 Oak Street	Kansas City	MO	US	64112277 6	Emphasis on Kansas City area.	\$50,000
The Robert Wood Johnson Foundation	PO Box 2316	Princeton	NJ	US	85432316	Not for general operating expenses, endowments, land or rehab, research	\$300,000
The Prudential Foundation	Prudential Plaza 751 Broad Street	Newark	NJ	US	71023777	Emphasis on NJ, CA, FL, MN, PA. Not for general operating funds, endowments, or loans.	\$25,000
BT Foundation	280 Park Ave	New York	NY	US	10017	Emphasis on NY. Not for endowment campaigns	\$30,000
The Ford Foundation	320 East 43rd Street	New York	NY	US	10017	Not for routine operations, construction.	\$200,000
The Hearst Foundation	888 Seventh Ave, 45th Floor	New York	NY	US	10106005 7	Not for media projects, conferences, workshops, or fundraising events	\$35,000

The F. B. Heron Foundation	c/o Rockefeller Financial Services 30 Rockefeller Plaza, Room 5600	New York	NY	US	10112		\$50,000
Fannie Mae Foundation	4000 Wisconsin Ave., NW	Washington	DC	US	20016	not for religious groups	\$50,000
The Public Welfare Foundation	2600 Virginia Ave., NW Room 505	Washington	DC	US	20037197 7	Not for capital improvements or building, endowments, conferences, research	\$50,000
John S. & James L. Knight Foundation	One Biscayne Tower Suite 3800 Two South Biscayne Blvd	Miami	FL	US	33131180 3	Not for annual fundraising campaigns, general operating support, media	\$100,000
The Allstate Foundation	2775 Sanders Road Suite F4	Northbrook	IL	US	60062612 7	Not for annual campaigns, endowments, building funds, capital campaigns, fundraising events, media, or travel	\$15,000
John D. & Catherine T. MacArthur Foundation	140 South Dearborn Street Suite 1100	Chicago	IL	US	60635285	Not for capital or endowment campaigns, equipment, publications, conferences, debt retirement, development campaigns	\$50,000
The Annie E. Casey Foundation	701 Saint Paul Street	Baltimore	MD	US	21202	Not for capital projects	\$75,000
The Harry & Jeanette Weinberg Foundation	5518 Batimore National Pike	Baltimore	MD	US	21228		\$100,000
The Oak Foundation	c/o Price Waterhouse (ITS) 555 California Street, Suite 3800	San Francisco	CA	US	94104		\$25,000
The Needmor Foundation	2305 Canyon Blvd Suite 101	Boulder	CO	US	80302	Not for endowments, deficit financing, operating support for community services, replacement of lost government funding, land or buildings, media projects.	n/a
GE Fund	3135 Easton Turnpike	Fairfield	CT	US	6431	Not for capital or endowment funds	\$50,000
Joyce Mertz-Gilmore Foundation	218 East 18th Street	New York	NY	US	10003	Not for capital or endowment funds, construction, annual campaigns, travel or conferences, media, matching gifts, publications	\$25,000
The New World Foundation	100 East 85th Street	New York	NY	US	10028	Not for general operating budgets, deficit financing, capital, building, or endowment funds	\$25,000
Jessie Smith Noyes Foundation	Six East 39th Street 12th Floor	New York	NY	US	10016	Emphasis on Southern US (including SE and SC); not for endowments, deficit financing, capital construction, land acquisition, conferences, media, research	\$15,000
The Rockefeller Foundation	420 Fifth Avenue	New York	NY	US	10018270 2	Not for capital or endowment funds, or general support	\$100,000
Surdna Foundation	330 Madison Ave., 30th Floor	New York	NY	US	10017500 1	Not for capital campaigns, building funds, endowments, or land acquisition	\$100,000

E. Rhodes & Leona B. Carpenter Foundation	PO Box 58880	Philadelphia	PA	US	191028880	Eastern US. Not for church organizations.	\$20,000
Scaife Family Foundation	Three Mellon Bank Center 525 William Penn Place, Suite 3900	Pittsburgh	PA	US	152191708		\$75,000
The Hearst Foundation: Eastern Applications	888 Seventh Ave 45th Floor	New York	NY	US	101060057	Not for media projects, conferences, special events, loans	\$35,000
The Hearst Foundation: Western Applications	90 New Montgomery Street Suite 1212	San Francisco	CA	US	94105	Not for media projects, conferences, special events, loans	\$35,000
The Abelard Foundation	2530 San Pablo Ave Suite 6	Berkeley	CA	US	94702	western and southern states only. Not for building or endowment funds, annual campaigns, emergency funds, research, media	n/a
The George S. & Dolores Dore Eccles Foundation	Deseret Building 79 South Main Street, 12th Fl	Salt Lake City	UT	UT	84111	Not for endowments	\$75,000
The Community Foundation Serving Richmond & Central VA	1025 Boulders Pkwy Suite 405	Richmond	VA	VA	23225	Richmond, Chesterfield, Hanover, and Henrico counties. Not for annual campaigns, deficit financing, building	\$15,000
The Freeman Foundation	c/o J.P. Morgan Services PO Box 8714	Wilmington	DE	VT	198998714		\$25,000
Seafirst Foundation	PO Box 34461 CSC - 31	Seattle	WA	WA	981241661	Not for research, endowments, travel, media, publications, operating deficits, fundraising events.	\$25,000
The Stewardship Foundation	PO Box 1278	Tacoma	WA	WA	98401	not for seed money, endowments, deficit financing, research,	\$12,000
Ben B. Chaney Foundation	1201 Pacific Ave Suite 1600	Tacoma	WA	WA, OR, CA	98402	Only nine northernmost CA counties. Not for religious organizations, operating budgets, research, endowments, media, conferences	\$20,000
Patrick & Anna M. Cudahy Fund	PO Box 11978	Milwaukee	WI	WI	53211	Not for endowments, loans	\$20,000
Claude Worthington Benedum Foundation	1400-Benedum Trees Bldg	Pittsburgh	PA	WV and PA	15222	WV and SW PA.	\$30,000
Wyoming Community Foundation	PO Box 4008	Laramie	WY	WY	820714008	Not for capital campaigns, annual campaigns, lobbying, or debt retirement	\$20,000

Appendix B

Religious Funders

Adrian Dominican Sisters
Alternative Investment Fund
1257 E. Siena Heights Dr.
Adrian, MI 49221
517-266-3400
www.admc-op.org

Catholic Campaign for Human
Development
U.S. Conference of Catholic Bishops
3211 Fourth St. NE
Washington, DC 20017-1194
202-541-3000
www.nccbuscc.org/cchd

Claretian Social Development Fund
Justice and Peace Committee
205 W. Monroe St.
Chicago, IL 60606
312-236-7782
www.stjudeleague.org

The Episcopal Church
815 Second Ave.
New York, NY 10017-4594
Presiding Bishop's Funds
212-922-5129
United Thank Offering
212-922-5130
www.dfms.org

Jewish Fund for Justice
Peace and Justice Office
260 Fifth Ave. Ste. 701
New York, NY 10001
212-213-2113
www.jfjustice.org

Leviticus 25:23 Alternative Fund
928 McLean Avenue
Yonkers, NY 10704-4103
919-237-3306
www.leviticusfund.org

Marianist Sharing Fund
4301 Roland Ave.
Baltimore, MD 21210-2793
410-366-1324

McAuley Institute
Revolving Loan Fund
8300 Colesville Rd., Ste. 310
Silver Spring, MD 20910
301-588-8110
www.mccauley.org

Mercy Loan Fund
1999 Broadway, Suite 1000
Denver, CO 80202
303-830-3333
www.mercyhousing.org

Presbyterian Church (U.S.A.)
100 Witherspoon St.
Louisville, KY 40202-1396
Women's Ministry Unit
502-569-5402
Community Development
502-569-5827
Self-Development of People
502-569-5783
www.pcusa.org

Seton Enablement Fund
Sisters of Charity
5900 Delhi Rd.
Mount St. Joseph, OH 45051
513-347-5461

Sisters of St. Francis of Philadelphia
Our Lady of Angels Convent
Aston, PA 19014
215-459-4125
www.osfphila.org

Stewardship Committee
Poverty, Justice and Peace Fund
1237 West Monroe Street
Springfield, IL 62704
217-787-0481

Unitarian Universalist Veatch Program
at Shelter Rock
48 Shelter Rock Rd.
Manhasset, NY 11030
516-627-6576
www.uucsr.org

Unitarian Universalist Funding Program
Fund for a Just Society
P.O. Box 40
Boston, MA 02117
www.uua.org

The United Methodist Church
Women's Division
General Board of Global Ministries
Call to Prayer and Self-Denial Offering
Fund
475 Riverside Drive, Rm. 1503
New York, NY 10115
212-870-3600

Appendix C

PROSPECT WORKSHEET

Date:		
Basic Information		
Name		
Address		
Contact Person		
Financial Data		
Total Assets		
Total Grants Paid		
Grant Ranges/Amount Needed		
Period of Funding/Project		
Is Funder a Good Match?	Funder	Your Organization
Subject Focus (list in order of importance)	1.	1.
	2.	2.
	3.	3.
Geographic Limits		
Type(s) of Support		
Population(s) Served		
Type(s) of Recipients		
People (Officers, Donors, Trustees, Staff)		
Application Information		
Does the funder have printed guidelines/application forms?		
Initial Approach (letter of inquiry, formal proposal)		
Deadline(s)		
Board Meeting Date(s)		
Sources of Above Information		
<input type="checkbox"/> 990-PF -- Year:	<input type="checkbox"/> Requested	<input type="checkbox"/> Received
<input type="checkbox"/> Annual Report -- Year:	<input type="checkbox"/> Requested	<input type="checkbox"/> Received
<input type="checkbox"/> Directories/grant indexes		
<input type="checkbox"/> Grantmaker Web site		
Notes:		
Follow-up:		

Appendix D
Resources for Fundraising:
Guides to Grant Writing, Directories of Funders,
Books, and Periodicals

Organizations

The Foundation Center, 79 Fifth Avenue, New York, NY 10003-3076. 1-800-424-9836
Publications on foundations and fundraising. Resource libraries in New York City, Cleveland, Atlanta, San Francisco, and Washington, D.C.
www.fdncenter.org

The Grantsmanship Center, P.O. Box 17220, Los Angeles, CA 90017. 1-800-421-9512
Training workshops and magazine.
www.tgci.com

Jossey-Bass Publishers, 350 Sansome Street, San Francisco, CA 94104.
Publications on fundraising and nonprofit management.
www.josseybass.com

The Taft Group, 645 Griswold Street, Detroit, MI 48226. 1-800-877-TAFT
Publications on corporate and foundation fundraising.
www.galegroup.com/taft.htm

Directories and Books

Browning, Beverly A. 2001. *Grant Writing for Dummies*. New York: Hungry Minds.

Center for Community Change. 1997. "Grassroots Grants: A Book for the Rest of Us."
Community Change. Issue 19: 13.

Federal Reserve Bank of St. Louis. 2002. *Coming Up With the Money: Community Development Financing*. St. Louis: Federal Reserve Bank of St. Louis.

Flanagan, Joan. 1999. *Successful Fundraising: A Complete Handbook for Volunteers and Professionals*. New York: Contemporary Books.

The Foundation Center. 2004. *The Foundation Directory*. 2004 ed. New York: The Foundation Center.

_____. 2004. *Guide to Proposal Writing*. 4th ed. New York: The Foundation Center.

_____. 2003. *National Directory of Corporate Giving*. 9th ed. New York: The Foundation Center.

Golden, Susan L. 1997. *Secrets of Successful Grantsmanship*. San Francisco: Jossey-Bass.

Klein, Kim. 2000. *Fundraising for Social Change*. 4th ed. Oakland: Chardon Press.

Robinson, Andy. 1996. *Grassroots Grants: An Activist's Guide to Proposal Writing*. Oakland: Chardon Press.

Taft Group. 2002. *Corporate Giving Directory*. 20th ed. Chicago: Taft Group.

Periodicals

The Chronicle of Philanthropy

\$67.50/yr (12 issues) from The Chronicle of Philanthropy, 1255 23rd Street, NW, Washington, DC 20037. 1-800-842-7817
www.philanthropy.com

The Grantsmanship Center Magazine

Free to nonprofits and government from The Grantsmanship Center, PO Box 17220, Los Angeles, CA 90017. 1-800-421-9512
www.tgci.com/magazines/archives.asp

Foundation News & Commentary

\$48/yr (12 issues) from the Council on Foundations, 1828 L Street NW, Suite 300, Washington, DC 20036. 1-800-771-8187
www.foundationnews.org

Philanthropy Journal

A free web newsletter from the A.J. Fletcher Foundation, P.O. Box 12800, Raleigh, NC 27601. 1-800-853-0801
www.philanthropyjournal.org

Nonprofit Times

Free from the Nonprofit Times, 120 Littleton Rd., Suite 120, Parsippany, NJ 07054-1803. 973-394-1800
www.nptimes.com

Fundraising is a challenge for all nonprofits. For nonprofit rural housing organizations, packaging project financing is difficult, and attracting operating funds is even more challenging. The good news is that operating funds are available. This guide, an updated version of a popular 1998 publication, is intended to help the staff and boards of nonprofit housing developers in rural communities find those funds. It discusses ways to review different types of funders, identify possible sources of administrative or operating support, and establish effective fundraising strategies. Resources available online are highlighted throughout.

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