



2000 - 2001 Annual Report



About the Grant Center

Mission

The Grant Center opens doors to resources that meet the needs of the Mid-South community.

Vision

We will enhance the quality of life in the region by being the definitive resource for information, training and technical assistance that increases public and private organizations' competitiveness in securing financial resources that benefit the community.

Service Area

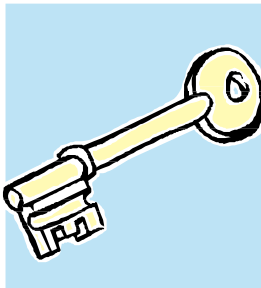
Shelby, Fayette, Lauderdale, and Tipton Counties, TN
Crittenden County, AR
DeSoto, Marshall, and Tunica Counties, MS

Successes

Since its inception in 1992, the Center has helped Mid-South organizations secure over **\$66 million** in national grants.

Staff

Nancy N. McGee, Executive Director
Fayre J. Crossley, Associate Director
Jennifer L. Edwards, Research Associate
Sharon D. Hanna, Office Manager



Board of Directors

Page Williamson, Chair
Leo Arnoult, Vice-Chair
Scott Fountain, Secretary
Aurelia Kyles, Treasurer
Tom Jones, Immediate Past Chair

Prince C. Chambliss, Jr.
Roscoe Dixon
Minna Glenn
Joe Kent
Cleo Kirk
Jesse B. Lee
Terry Lee
Gayle Powelson
Robert Spence
David Thompson
Kimmie McNeil Vaulx
Brad Wanzer
Alonzo Weaver
Mark Yates

For each dollar of local support The Grant Center receives, it generates an average of \$30 for the community, through national funding for local charities and organizations.



A Message from the Board Chair and the Executive Director

Dear Friends:

The Grant Center adopted a new mission statement this year: “The Grant Center opens doors to resources that meet the needs of the Mid-South community.” The development of that mission statement, and the Strategic Plan that it is part of, marks a major accomplishment for The Grant Center. Arriving at this point has truly been a collaborative process, with the Board receiving input from members of the community, nonprofit organizations, funders, staff, and other stakeholders. In developing this three-year plan, The Center created a realistic roadmap to becoming the SOURCE for information, training, and technical assistance in securing and managing financial resources that meet the needs of the Mid-South community.

At the core of The Grant Center’s vision is the desire to enhance the quality of life in the region. Despite our clearly positive impact on the community, our work is often unseen. Though we are not an education institution, we work with school systems to improve the education of local children. We do not directly serve the homeless, but once again this year, The Grant Center helped bring millions of U.S. Department of Housing and Urban Development (HUD) dollars into Memphis to provide housing for the homeless. The Grant Center’s Washington Representative worked closely with the Memphis nonprofit Soulsville U.S.A., helping them attain a \$1.5 million HUD appropriation.

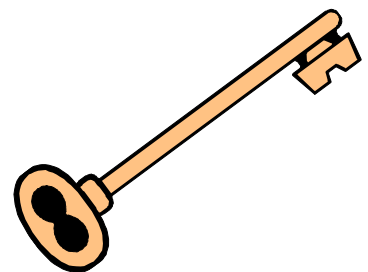
Through our Nonprofit Technical Assistance Program, The Grant Center has continued its dedication to helping Mid-South organizations increase their capacities to seek, receive, and manage outside funding. During Fiscal Year 2001, twenty organizations received assistance through this program. Over half of these organizations received assistance with a Strategic Plan, an essential component for a truly viable nonprofit organization.

As next year marks our celebration of ten years of service to the Memphis community, The Grant Center is excited about sharing our plans to help local nonprofits work together in productive collaborations; develop and implement strategies to address community needs; and increase the national and federal funding that will support their efforts. Thank you for your support of The Grant Center over the past year, and your continued interest in its future.

Sincerely,

S. Page Williamson
Chairman of the Board

Nancy N. McGee
Executive Director





2000 - 2001 Annual Report Executive Summary

During Fiscal Year 2001 The Grant Center continued its commitment to opening the door to resources that meet the needs of the Mid-South community.

Strategic Plan

The Grant Center completed its Strategic Plan for the years 2001 – 2004. This plan was adopted at the Board of Directors' March meeting and establishes strategic goals for the Center's future that include: Becoming THE SOURCE for information, training, and technical assistance in securing and managing financial resources that meet the needs of the Mid-South community; Increasing national foundation funding of local collaborative efforts; and Building the capacity of nonprofit organizations to seek national funding.

Membership

Grant Center membership has increased to **514** organizations and individuals. This marks an increase of almost **10%** over last year's 471 members. The Grant Center's new and improved web site is currently under intensive construction, and will be unveiled in the next few months. This interactive site will be a source for training information, Grant Center news, research tools, and much, much more. Also, The Grant Center expanded its office space while remaining in the same central location, allowing the Center to make its resource library more user-friendly for members.

Grants Awarded

During Fiscal Year 2001, **34** grants that The Grant Center offered assistance on have been awarded. This number represents **\$9,129,955** coming into the Mid-South. Included in this amount is the \$1.5 million U.S. Department of Housing and Urban Development appropriation The Grant Center's Washington Representative helped the Memphis nonprofit Soulsville obtain.

Training

A total of **477** people attended one or more of The Grant Center's **28** workshops in the past year. This marks a **33%** increase over last years' total of **369** attendees. The Grant Center introduced two new workshops to the Mid-South this year: The Nonprofit Expo in October and the State of Tennessee Funding Forum held in November.

Nonprofit Technical Assistance Program (TAP)

During Fiscal Year 2001, The Center subsidized the hiring of certified consultants for **22** organizations through TAP. Of these, **13** worked with their consultants to develop a strategic plan for their organization, thereby laying the groundwork for successful grant seeking.

Grant Center Publications

The Grant Center published the second edition of its popular book *Internet Resources for the Nonprofit Grantseeker* this year. This edition contains over 300 sites to help the nonprofit grantseeker research government, foundation, and corporate funding; statistics and information; and local data. The publication is available both in print format and on CD-ROM.

Grants Awarded

Thirty-four (34) grants have been awarded totaling \$9,129,955.

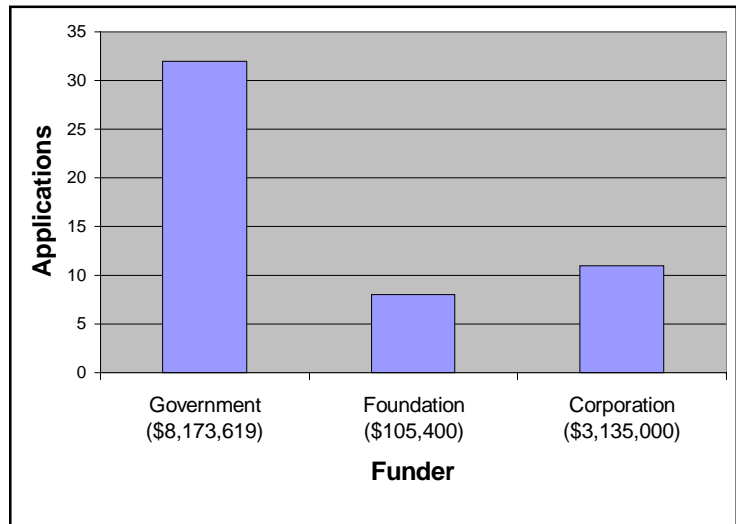
Applicant	Funder	Name of Program	Amount
Government			
AGAPE	HUD	Families in Touch: Transitional Housing and Supportive Services	253,498
Alliance for the Mentally Ill	DOJ	Law Enforcement Block Grant	25,000
Alpha Omega Veterans Services	HUD	Transitional Housing and Supportive Services	95,130
Catholic Charities	HUD	Genesis House: Transitional Housing and Supportive Services	910,716
Catholic Charities	HUD	Dozier House: Transitional Housing and Supportive Services	1,250,700
Downtown Memphis Ministry	HUD	Permanent Supportive Housing	472,500
Family Services of the Mid-South	HUD	Housing Locator Program	24,102
Grace House of Memphis	TN Dept.of Health	Families First Alcohol & Drug Treatment	105,850
Memphis/Shelby County Health Dept.	HHS	Healthy Start	2,000,000
MIFA	HUD	Estival Communities: Transitional Housing	349,734
Rust College	NSF	HBCU Undergraduate Program	160,000
The Salvation Army	HUD	Renewal Place: Transitional Housing	435,209
Shelby County Schools	DOJ	COPS Grant	250,000
Shelby County Schools	TN Dept. of Ed.	Even Start	102,000
Shelby County Schools	TN Dept. of Ed.	Early Childhood Education	103,000
Shelby County Schools	TN Dept. of Ed.	Goals 2000 Educate America Grants	113,000
Soulsville USA	HUD	EDI-Special Project	1,500,000
University of TN Health Science Center	HUD	Community Occupational Therapy Services for Homeless Individuals	99,907
West TN AHEC	TN Dept.of Health	Tobacco Control Program	50,000
Whitehaven-SW Mental Health Center	TN Dept. of Human Services	Families First	75,000
Foundation			
The Bodine School	Dorr Fdn.	Science Lab	20,000
City of Olive Branch	Max & Victoria Dreyfus Fdn.	Arts Program	5,000
Downtown Memphis Ministry & AMI	United Thank Offering	Helping Hands	32,500
Neighborhood Housing Opportunities	Herron Fdn.	General Operating Support	25,000
Rust College	Hearin Fdn.	Scholarships in Business Education	500,000
Rust College	Hearst Fdn.	Education Grants	100,000
Sacred Heart Southern Missions	National Gardening Assn.	Kids Growing with Dutch Bulb Awards	Flower Bulbs
Shelby County Schools	National Gardening Assn.	Kids Growing with Dutch Bulbs Awards	Flower Bulbs

Grants Awarded, continued

Applicant	Funder	Name of Program	Amount
Corporate			
The Bodine School	ServiceMaster	Furnishings for Science Laboratory	18,114
Citizens for Community Values	Medtronic Fdn.	Victims Assistance Program	10,000
Shelby County Schools	Medtronic Fdn.	STAR Grant	24,000
Shelby County Schools	Toyota/Time	Time Math Project	9,995
Volunteer Memphis	Starbucks	Raising Readers Tutoring Program	10,000

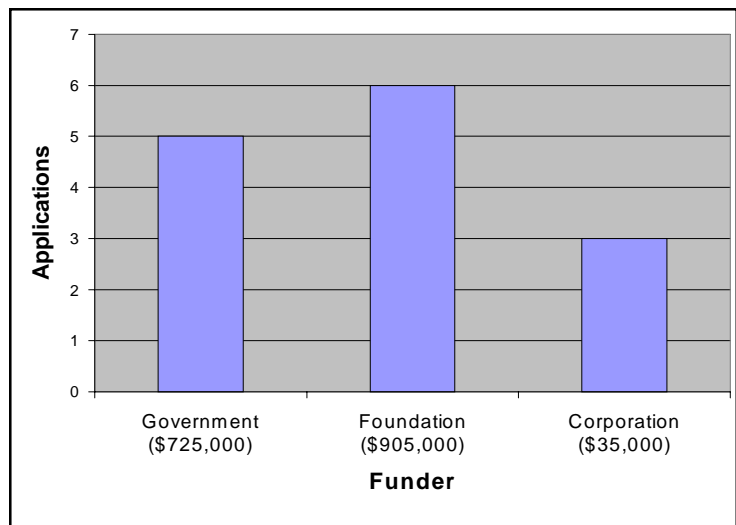
Grants Pending and Being Developed*

The Grant Center assisted on 51 grants that are currently pending or being developed, totaling \$11,414,019.



Grants Not Funded

The Grant Center provided assistance in developing 14 grants totaling \$1,665,000 that were not funded. There are many reasons that a grant proposal might not be funded including, but not limited to: geographic distribution, politics, funder's lack of interest in service delivered, lack of proper planning, reviewer bias, insufficient relationship with funder, lack of good evaluation plan, lack of measurable objectives, and/or unit cost per service delivery being too high. The Grant Center can work with agencies to address some of these issues, but others are completely out of the applicants' control.



* Because some applications are in review over more than one fiscal year, grants may be developed in one fiscal year, and the funding decision made in another.

Grants Reported

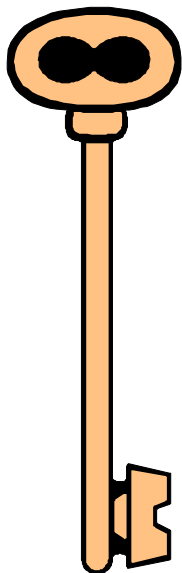
During fiscal year 2001, The Grant Center reported on **922** grant opportunities in the monthly newsletter *Grants Alert*, totaling \$121,786,108.

Grant Information Requested

Members requested information and applications for **1125** grants that had been reported in the *Grants Alert*.

Grant Writing Assistance Program

The Grant Center maintains a list of free-lance grant writers and subsidizes their hiring. Through support from the City of Memphis Division of Housing and Community Development, the Center provides a portion of the cost of hiring a grant writer for competitive organizations with national projects that benefit at least 50% low- to moderate-income individuals. The Center also contracts with organizations for grant writer services.



	GAP: National Grants
Applications Prepared	24
Total GAP Cost	\$31,615.62
Grant Writers Contracted With	9
Total Amount Applied For	\$5,959,461
Grants Funded	3
Grants Pending/ Being Developed	17
Grants Not Funded	4

Membership

Out of a database containing 1,254 agencies, 514 are members of The Grant Center. Of the total membership, 128 organizations receive the Grants Alert on-line.

Membership Benefits

Membership to The Grant Center provides the following benefits for nonprofit organizations: monthly *Grants Alert* newsletter, *Quick Alert*, five printed applications each month (and unlimited funder email addresses), discounts on training and publications, use of the Center's research library, technical assistance on grant proposals, grant writer referrals, and facilitation of collaborative proposals. Individual and for-profit members receive the monthly *Grants Alert* newsletter, *Quick Alert*, and contact information for applications. Beginning in January of 2002, The Grant Center will no longer offer print versions of *Grants Alert* and *Quick Alert*. Members may receive these publications via email or, in some cases, fax.

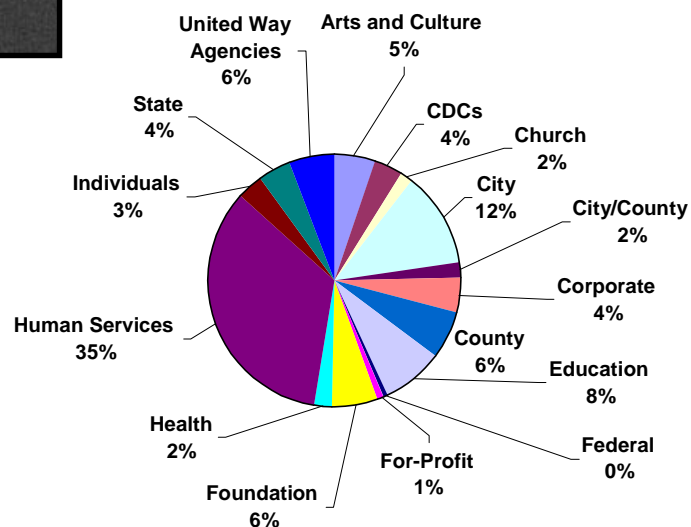


Play it Again Memphis, a nonprofit organization that provides musical instruments to local children, became a Grant Center member during the year 2000.

Current Members by Duration of Membership

Less than 1 year:	48 organizations
1 year:	151 organizations
2 years:	134 organizations
3 years:	32 organizations
4 years:	35 organizations
5 years:	28 organizations
6 years:	15 organizations
7 years:	23 organizations
8 years:	45 organizations
9 years:	3 organizations

Membership



Training

The Grant Center trained a total of 477 unduplicated individuals from 254 different organizations and 124 individuals not associated with a nonprofit organization. This marks a 33% increase over last years' total of 369 attendees. Of the attendees, 3% were from foundations, 4% from health organizations, 18% individuals, 6% from local government, 9% from United Way agencies, 12% from educational institutions, and 48% from other nonprofits (human services, arts and culture, etc).

28 Workshops were held in Fiscal Year 2001:

Date	Workshop	Facilitator	Attendees
7.28.00	Grant Writing for Congregational Nursing Symposium**	Karen Nolan	20
8.4.00	Fundraising for Grassroots Organizations**	Karen Nolan	28
9.8.00	Grants Management	Martha Lott	6
9.18.00	Public Forum on Federal Funds	City of Memphis, Div. of Intergovernmental Relations	240
9.20.00	Introduction to Grant Research and Proposal Writing**	Jennifer Edwards	20
9.29.00	Grant Writing 101	Jim Kovarik	30
10.6.00	Nonprofit Expo with Aging Commission of the Mid-South, Memphis Area Chamber of Commerce, United Way of the Mid-South, Rhodes College, Senior Services, STCC, alt.Consulting, Hands on Memphis, City of Memphis, Memphis Business Development Center, The Community Forum, AFP, LeMoyné-Owen College & CDC, U of M Mid-South American Humanics, U of M School of Urban Affairs and Public Policy, U of M Memphis Alliance for Public Health Research, The Volunteer Center, The Grant Center, Memphis/Shelby County Public Library LINC & Nonprofit Resource Center, Center for Neighborhoods, Neighborhood Watch, Junior League of Memphis, Shelby County, MCDP	Organized by The Grant Center, United Way of the Mid-South, and The Community Forum	168
10.18.00	Fund Raising 101 Day*	AFP	51
10.20.00	Beginning Internet Research for the Grant Writer	Jennifer Edwards	7
10.20.00	Intermediate Internet Research for the Grant Writer	Fayre Crossley & Jennifer Edwards	9
11.3.00	State of Tennessee Funding Forum	State Departments of Agriculture, Children's Services, Economic & Community Development, Education, Environment & Conservation, Finance & Admin., Health & Human Services, Labor & Workforce Development, Mental Health & Develop. Disabilities, and Transportation	97
11.10.00	Intermediate Grant Writing	Kim Moss	9
12.1.00	Grants Management	Martha Lott	16
1.11.01	Program Planning	Kim Moss	21
1.11.01	Grant Budgeting	Kim Moss	15
1.19.01	A Look at Corporate Funding	Panel of Corp. Representatives: First TN Bank, Coors, BlueCross BlueShield of TN, MLG&W, International Paper, and Buckeye Technologies	86

Date	Workshop	Facilitator	Attendees
1.26.2001	Roles of Board & Staff in Fund Raising	Leo Arnoult	36
2.2.2001	Writing Objectives and Planning for Outcome Evaluations	Memphis Alliance for Public Health Research	17
2.9.2001	Grant Writing 101	Jim Kovarik	34
2.23.2001	How to Get Million Dollar Gifts and Have Donors Thank You!*	Robert F. Hartsook	55
3.2.2001	Grants Management	Martha Lott	6
3.9.2001	Developing a Convincing Needs Assessment/ Problem Statement	Kim Moss	10
3.19.2001 - 3.23.2001	Grantsmanship Center Training in Memphis	Patty Wolfe with the Grantsmanship Center	26
3.30.2001	Federal Funding Forum on U.S. Department of Health and Human Services	Reps. from Health Resources & Services Administration, Admin. for Children & Families, Centers for Disease Control, NIH, and HIV/ AIDS Regional Resource Network	53
4.6.2001	Research for Grant Funding	Jennifer Edwards	4
4.20.2001	Prospect Research for Major Gift Fund Raising	Lori Allen	16
5.4.2001	Grant Writing 101	Jim Kovarik	13
5.18.2001	Grants Management	Martha Lott	12

* Sponsored by the Memphis Fund Raising Collaborative: Community Foundation of Greater Memphis, The Grant Center, Association of Fundraising Professionals (AFP), and United Way of the Mid-South.

** Workshops requested by and presented to a specific audience.

Featured Workshops

Nonprofit Expo

The Grant Center, United Way of the Mid-South, and The Community teamed up to present the first-ever Mid-South Nonprofit Expo on October 6th. This event brought together twenty-four nonprofit organizations that provide training and technical assistance resources to other nonprofits. Representatives from these organizations shared information about their programs with 168 Expo attendees.



The University of Memphis Center for Community Health and Volunteer Memphis were two of the exhibitors at the Nonprofit Expo

State of Tennessee Funding Forum

The Grant Center, Senator Roscoe Dixon, and The City of Memphis Office of Intergovernmental Relations co-hosted this Forum on November 3rd. Representatives from ten State departments spoke about funding opportunities available through their departments. The afternoon consisted of a "State Opportunities Marketplace," a time for participants and representatives from the State departments to meet one-on-one. Sen. Dixon delivered the keynote address at this event and Corky Neale, President of Advanced Planning, was the emcee.

Featured Workshops, continued

How to Get Million Dollar Gifts and Have Donors Thank You!

This workshop, presented in cooperation with the Memphis Fund Raising Collaborative, brought nationally-known fund raising consultant Dr. Robert F. Hartsook to Memphis. Dr. Hartsook, President of Hartsook and Associates, spoke to the crowd of fifty-five participants about the concept of a successful integrated fund raising campaign.

Federal Funding Forum on U.S. Department of Health and Human Services

This second annual Grant Center Federal Forum gave Mid-South organizations a chance to speak one-on-one with representatives from the U.S. Department of Health and Human Services (HHS). Panelists spoke about grant opportunities from five HHS agencies, and provided tips on submitting more competitive Federal grant proposals. Len Simon, The Grant Center's Washington Representative emceed this event.

Fund Raising Coaches Program

The Grant Center and the Association of Fundraising Professionals (AFP) continue to collaborate on the Fund Raising Coaches program. AFP coaches provide up to 20 hours of technical assistance to an organization in developing a fund raising plan and an integrated development program.

Currently Dance Works is the only organization participating in this young program. Jean Vernon has been working with that organization's Executive Director and Board of Directors for the past four months.

Grant Center Marketing and Development

During Fiscal Year 2001, Dean Deyo of Time Warner Communications and Mayors Jim Rout and W.W. Herenton hosted breakfasts for Mid-South corporations to introduce them to The Grant Center. These events gave The Grant Center and its supporters an opportunity to share the positive impact The Center has had on the region, as well as plans for the future with members of the corporate sector.



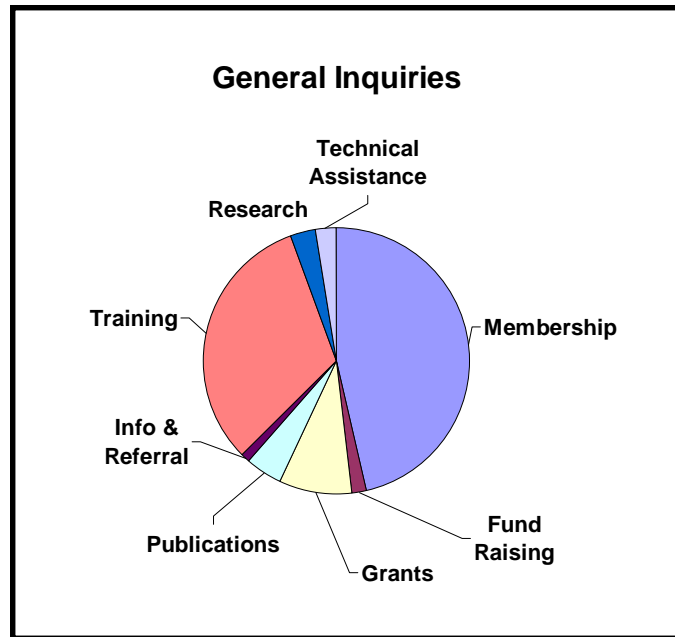
Mayor W.W. Herenton addressing the April 2001 corporate breakfast



Dean Deyo and Mayor Jim Rout co-hosted the corporate breakfast in October 2000

General Inquiries

The Center received 236 general inquiries during fiscal year 2001. One hundred (100) came from organizations while the remaining 136 came from individuals.



Washington Representative

For the second year, The Grant Center continued to offer the service of a Washington Representative to represent the interests of the Center's members and advocate for Memphis's nonprofit sector in Washington. The firm maintains regular and direct contact with government agencies, Congressional and Senate offices, and leaders of national organizations. It also monitors developments in Washington, including grant programs, legislation and policies that could impact the Center and its members.

Simon and Co. provided technical assistance on 23 federal proposals being researched and submitted by Grant Center members. This included talking to federal agency staff, researching funding opportunities, and reviewing proposals generated by Center members. Simon and Co. alerted the Center to over 52 funding opportunities from 17 federal departments and national organizations. Simon and Co. worked intensively with the Memphis nonprofit Soulsville, helping them attain a \$1.5 million appropriation from the U.S. Department of Housing and Urban Development.

Simon and Co. also assisted The Grant Center in coordinating its 2001 Federal Forum on the Department of Health and Human Services. During the first months of the new Bush administration, The Grant Center's Washington Representative kept the Center informed through a series of transition reports as well as articles for the *Grants Alert*.

Research

The Center provided 64 hours of specialized research for 11 organizations. The Center has a pool of consultants and staff members who perform research and prepare reports for these organizations. The Center charges \$40 per hour for this service.

Number	Type Organization	Hours
4	Social Services	14
2	Education	10
1	Local Foundation	10
1	Environmental	10
1	Health	8
1	CDC	8
1	Arts and Culture	4

Consultations

The Center has consulted with 101 organizations regarding organizational development, fund raising, grant programs, applying for grants, managing grants, and/or hiring grant writers. **Forty-two** were human service agencies, **9** education institutions, **10** arts and cultural organizations, **14** health organizations, **5** City, County, and State agencies, **4** CDCs, **7** churches, **5** funders, **3** individuals, and **2** for-profit.

Publications

In addition to The Grant Center's resource library, it keeps a collection of 21 books on grant writing, nonprofit management, fund raising, collaboration, and grant research that are available for purchase. Among these publications are two that The Grant Center publishes itself: *A Guide to Mid-South Funders*, and *Internet Resources for the Nonprofit Grantseeker*. Published in April 2000, *A Guide to Mid-South Funders* marks the first time in 18 years that the Mid-South has an up-to-date directory of entities that provide grants and in-kind donations to nonprofit organizations. The Second Edition of *Internet Resources for the Nonprofit Grantseeker* was published in March of 2001.

Publication	Number	Amount
<i>Successful Grant Writing</i>	6	22.00
<i>A Guide to Mid-South Funders</i>	98	6,580.00
<i>Internet Resources for the Nonprofit Grantseeker: Second Edition</i>	50	922.00
<i>How to Write a Proposal</i>	7	205.00
<i>Program Planning & Proposal Writing</i>	16	146.00
<i>Proposal Checklist & Evaluation Form</i>	9	24.00
<i>The Process of Program Evaluation</i>	2	18.00
<i>Collaboration: What Makes it Work?</i>	0	0
<i>Collaboration Handbook</i>	1	35.00
<i>Marketing Workbook for Nonprofit Organizations Volume I: Develop the Plan</i>	3	105.00
<i>Marketing Workbook for Nonprofit Organizations Volume II: Mobilizing People for Marketing Success</i>	0	0
<i>Strategic Planning Workbook for Nonprofit Organizations</i>	2	70.00
<i>The Chief Executive's Role in Developing the Nonprofit Board</i>	3	47.00
<i>Ten Basic Responsibilities of Nonprofit Boards</i>	1	15.00
<i>How to Build a More Effective Board</i>	2	30.00
<i>Starting and Running a Nonprofit Organization</i>	1	25.00
<i>All the Way to the Bank: Smart Money Management for Tomorrow's Nonprofit</i>	1	20.00
<i>Conducting Successful Focus Groups</i>	2	40.00
<i>Fund-Raising and the Nonprofit Board Member</i>	0	0
<i>The Board Member's Guide to Fund Raising</i>	1	30.00
<i>Rosso on Fund Raising: Lessons from a Master's Lifetime Experience</i>	1	35.00
TOTAL	197	\$8269.00

Nonprofit Technical Assistance Program (TAP)

This program, funded by the Day Foundation, provides technical assistance to nonprofit organizations in the areas of planning, grants and financial management, fund raising, marketing, and professional development. The goal is to increase an organization's capacity to compete for and receive national funding. As competition for grants increases, a well-defined vision and the capacity to implement and administer a program properly are imperative to an organization's success.

Organizations requesting assistance are required to be Grant Center members, submit a written request, and meet with the Center to discuss their needs. A three-person committee reviews organizations' requests for assistance. Once an organization is selected for assistance, it is paired with a professional consultant, and expected to match a portion of the consultant's fee. The program currently has a pool of 15 certified consultants, all of whom have been screened by The Grant Center and the TAP Review Committee.



With the help of TAP, Memphis Vocal Arts is currently examining its organizational structure and planning for the future.

During Fiscal Year 2001, The Center subsidized the hiring of consultants for 22 organizations through TAP. Of these, 9 have completed the project that they received assistance for, and 4 have reapplied to the committee to receive TAP assistance for next steps. Additional assistance has been granted in the form of scholarships and training opportunities.



MIFA is working with a consultant to develop an evaluation plan for its Les Passees Center for Children and Families, its new state-of-the-art child enrichment center (seen here under construction).

Financial Information

Fiscal Year Ends 6/30/01 Cash Basis (Unaudited)

Programmatic Support

Revenues and Support	
Government Funding	115,628
Foundation and Corporation	226,654
United Way	10,000
Fees & Services Income	96,923
Interest	29,141
Total Revenues	478,346
Expenses	
Personnel	175,135
Materials/Technology/Programs	192,235
Equipment	6,282
General Operating	38,056
Total Expenses	411,708
Change in Net Assets	66,638

Endowment

The asset value of the Grant Center Endowment Fund as of June 30, 2001 is \$423,408.34.

Endowment Fund Donors

Leo and Catherine Arnoult	Aurelia Kyles
AutoZone	Nancy McGee
Thomas W. Briggs Foundation	Bob and Karen Nolan
Kaye Brooksbank	Mrs. Harry Phillips
Fayre Crossley	Peggy Seessel
Babs Feibelman	Harry Shaw
Janis Foster	Robert Spence
Scott Fountain	Kimmie McNeil Vaulx
Lucia and Jim Gilliland	Karen Von Der Bruegge
J.R. Hyde, Sr. Foundation	Brad Wanzer
Ann and Roger Knox	Alonzo Weaver
	Page and Gail Williamson

Funding for the Grant Center is generously provided by:

Patrons (\$50,000-\$99,999)

Assisi Foundation
 City of Memphis Division of Housing & Community Development
 The Day Foundation

Partners (\$25,000-\$49,999)

City of Memphis Government
 LHS, Inc.
 Plough Foundation
 Shelby County Government

Benefactors (\$10,000-\$24,999)

Community Foundation of Greater Memphis
 J.R. Hyde, Sr. Family Foundation
 United Way of the Mid-South

Sustainers (\$5,000-\$9,999)

FedEx
 Memphis Light, Gas, and Water*
 Northwest Airlines*
 Professional Data Services*

Supporters (\$1,000-\$4,999)

First Tennessee Bank
 Menke Foundation
 Gayle Powelson

Sponsors (\$500-\$999)

Leo and Catherine Arnoult
 Michelle Babcock
 The Goldsmith Foundation
 Dottie Jones
 James Prentiss
 David Thompson
 Gail and Page Williamson

Friends (\$200-\$499)

Minna Glenn
 Lichterman Loewenberg Foundation
 Wilson Foundation

Special Gifts

Time Warner Communications*
 Brad Wanzer
 Mark Yates

*In-Kind Donations