FOUNDATION AND CORPORATE GRANTSEEKING FOR EMPLOYMENT NETWORKS

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INTRODUCTION

THERE'S NOTHING LIKE SUCCESS: ONE EMPLOYMENT NETWORK'S SUCCESSFUL FUNDING SEARCH—AN INTERVIEW WITH SUSAN WEBB

Arizona Bridge to Independent Living (ABIL) Employment Services, Inc of Phoenix, Arizona was one of the first organizations to become an Employment Network (EN) under the Ticket to Work and Work Incentives Improvement Act and may be the first EN to obtain a significant foundation grant as seed funding. Since there is nothing like success to encourage others to try a new endeavor, the following interview with Susan Webb, director of the ABIL Employment Network, is offered as an introduction to these chapters on foundation and corporate grantseeking for current and potential ENs.

In the following interview, Ms. Webb shares her experience in seeking foundation funding to help support some of the upfront costs of providing employment and support services for Ticket holders. Ms. Webb applied for and received two successive $100,000 grants from the Nina Mason Pulliam Charitable Trust in Phoenix/. ABIL used retained earnings from its Personal Assistance Services (PAS) as a match. The following interview, conducted by Jeanne Argoff of the Disability Funders Network, outlines several financial and programmatic issues to be considered when seeking this type funding.

> **Jeanne Argoff (J): Why did you choose to pursue foundation funding rather than other forms of alternate funding, like loans and other government grants?**
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> **Susan Webb (S):** As a Center for Independent Living (CIL) we looked at it as part of our obligation as a CIL. We're a CIL, we're about independence; employment is about independence, so it is an obligation consistent with our mission. That said, as an organization we had to look at our finances and convince our Board of Directors that, while this was definitely risky, it was a risk worth taking. In order to make that convincing argument to them, I had to do a business plan and project revenues over a 5 to 10 year period. My experience as an MBA helped with that. Beyond that, I also have professional experience in the staffing industry. That was also a critical element.
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> I had to show the Board that we were not the only ones willing to take the risk. I showed them I could go to an unbiased third-party with my business plan, and the plan was solid enough that they, too, would invest in it. That made my Board feel more comfortable about investing in it.
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> It wasn't a one-shot deal, either. It took several months of negotiating and studying and keeping my Board abreast of what I was doing. So it was a balancing act, where I convinced my board that it was a good plan because I could get funding from a foundation, and then I convinced the foundation that it was a good plan because I could get funding from my board.

To get back to your question of why I chose foundation funding over loans or government funding, there are several reasons for that.

Loans

I did my homework about loans, even though ABIL does not typically take out loans. We have only taken out credit lines, if anything. We don't get ourselves into debt. If I had wanted to take out a loan, that would have been another hurdle to convince my board to do that, because ultimately that means they have to pay back that loan in addition to whatever they put into the project.

In addition, we had a really good relationship with the executive director of the Arizona Multi Bank. He's done a lot for us over the years. I went over my business plan with him, what the payment structure would look like under the Ticket and what my break-even point would be. I asked him if this would be something that a bank would loan me money to do, and he said, "absolutely not!" He said the projected 2-1/2 year break-even point is not the problem. The problem is having to make payments on the loan during the time it takes to reach the break-even point. He questioned whether that was possible given the length of time it takes to start generating program revenue. He said this not so much from the perspective of ABIL but from the perspective of the Ticket Program—of anybody seeking to qualify for a loan for this program.

J. **Did you try going to a Community Development Financial Institution (CDFC)?**

S. Arizona MultiBank *is* a CDFC.

Foundation Grants

Once we decided to apply for a foundation grant, it was a matter of deciding which foundation to go to—and again, that was based on the business plan: how much money do I need? If my board is willing to put up fifty percent, how much do I need from a foundation, and which foundation in town is able to support a project of this size?

I'm reminded of a conversation I had with you, Jeanne, early in my research for this project. You steered me in the direction of not going to a national foundation but looking locally. And I took your advice.

I researched all the foundations in the area that give grants around disability issues, and the Nina Mason Pulliam Charitable Trust was the only one that gave grants large enough and that also was really supportive of employment and self-sufficiency as opposed to health care and some of the other disability funding areas. They were a natural fit. We applied and got the grant.

J. Were you prepared to go after smaller grants and piece them together if you didn't get the Pulliam grants?

S. We were prepared to do whatever we had to do. Nina Mason Pulliam was the obvious first choice. When they came for their site visit they asked the same thing: why did you come to us? And I said, "because you were the best fit because of the amount of money you were willing to put into it; because you were looking for self-sufficiency and employment; and you're local, and none of the other foundations fit that bill." The President of the Foundation just nodded her head, and I felt confident at that point that we were a good fit. If we had had to look for smaller grants, my board would have looked at it a little more askance.

The problem with foundation grants is that they're so few-and-far-between. Another active EN here hasn't been able to get a Pulliam grant for their EN.

J. When you researched the foundations you were considering, how did you do it? What was the process?

S. I just looked them up on the Internet. I didn't need to go to The Foundation Center because I've been doing this a long time. I knew who was around. I knew where to go.

J. So you were so familiar with your territory that you didn't need to start at the beginning?

How long was the time span between when you initially started working on getting a grant to when you received it? And how long from the time you submitted the proposal to when you received the money?

S. About 8 or 9 months total. We submitted a preliminary proposal in January, full proposal in March, and the first-year check for $100,000 was in our hands July 1.

J. That's fast.

S. You also asked me why I didn't go for government funding. First, it would have taken a lot longer to get. I've had a lot of government grants; and I've had a lot of foundation grants. I really prefer foundation grants because they leave you alone to do the work that needs to be done. Government keeps telling me how to do my job. I know how to do my job, and I know it better than they do. I did not want to go there for funding this program because it's too new; it's groundbreaking, and it really needs funders who will let us be creative out in the hinterlands, and government funding doesn't let us do that.

J. So foundation funding is the perfect match for you?

S. Yes, but I also really like the bank loan idea. I like the idea of guaranteed loans where the loan is guaranteed by a foundation. The national Ticket Program is so massive and needs so many ENs that I think leveraging is critical. We need a way for foundations to spread the risk and spread the resources more widely.

J. I think that some of the CDFC's aren't used to the idea of employment programs as an investment. They've been in the housing mode and see that as the kind of investment they're comfortable with.

S. Right, the director of Arizona MultiBank I talked to spent years on the housing commission—he's big into housing.

J. What was the hardest part of submitting the proposal to Pulliam?

S. I don't really think there was a hard part. It was an easy proposal to write. A lot easier than a government grant.

J. You've talked about the value-added of going after foundation money. Is there anything else you'd like to say about that?

S. It's really important that whoever goes for foundation funding shows an investment in their own program. Then a foundation will be more likely to fund it. If you go to them and aren't putting any of your own money in, it doesn't look as good. But that, of course, is difficult for an organization that doesn't have any of its own money to put in.

J. Do you have a suggestion for organizations in that circumstance?

S. Just like you said, leverage smaller grants together. Do some kind of private fundraising campaign. Expecting to go for a big proposal without any thought or even a plan of looking for funding elsewhere won't work well.

The other thing I've found over the years is that people don't partner enough. I have gotten many calls from people who want to start a new 501(c)(3). Most people think they can raise money on the power of an idea alone (without follow through and implementation). I advise people to align themselves with an already established organization that shares their vision. The idea has a lot more opportunity for success by starting it first within an established organization. The Ticket Program lends itself well to that. It is no accident we are called Employment "Networks".

J. Did the foundation ask you additional questions to supplement the information you put in your proposal?

S. It was a while ago but I don't recall them asking me anything else. Mostly they just wanted to know that our financials were solid—and the viability of the financial assumptions we made. I think they came to the site visit with a good understanding of what we wanted to accomplish with the program.

The other thing was that they saw that we are people with disabilities ourselves who would lead and staff the project. I believe it made a huge difference. Phil and I both being people with significant disabilities show by example. We live our mission. For us, it's not just our job.

Also, they already knew our organization and our reputation in the community.

J. One aspect of the proposal/program is that ABIL proposed to hire some of the program participants and/or seek out participants who can be future staff of ENs. Have you hired anyone yet?

S. Actually we've hired quite a few to work on our Ticket staff and also in other departments in our CIL. One of the most pleasant aspects of the Ticket Program is that the people who are exploring using their Ticket don't fit the stereotypes many think of as being on SSI or SSDI. The education level is phenomenal. We have two physicians, a computer programmer, a school superintendent for 20 years, one guy who was VP of a huge corporation making more than $350,000 per year. Lots of masters degrees—just a lot of very educated, capable people. We've got people with GED's, too. All kinds of disabilities, all ages, all ethnicities. The thing they all have in common is a genuine desire to work.

A ticket holder came in yesterday and deposited his ticket with us. He's an American citizen but he grew up in Mexico—got a bachelors degree there; was a teacher there. He moved to Tucson and got a degree from U of A in music. What he was doing all along here and there while at U of A was to moonlight as a musician— he plays piano, guitar, sings. Eventually he came to Phoenix and got a job as a substitute teacher. The first day on the job, he had an epileptic seizure. He didn't go on disability until 1999, and then six months after that he had that new kind of brain surgery for epilepsy and was doing very well. So here's a person with two bachelor degrees but can't get a job. He is afraid to be a musician because he's afraid he'll have a seizure on stage.

These are the kind of people coming into this program: educated, capable, mature people, but they don't know how to deal with career and disability. We're working now with another person who moved here from Ohio. He has a certificate of completion in human resources as well as a bachelor's degree and wants to get into HR. Fabulous guy. If I had an opening, I'd hire him in a minute.

J. I'm thinking back to what you said about the Ticket participants being more highly educated and better motivated—are these people who would be

more likely to respond to receiving the Ticket and the information about the opportunity it represents? I'm just trying to get at why these people are falling into the categories of being more educated, motivated and capable?

S. I think it's that they have someplace else to go now~~.~~ They have more choice among providers than they did before. When I conduct our orientation I say that it used to be that the only place SSA could refer beneficiaries was to VR, I explain to them that VR has a very good purpose. But these are not the people who get the greatest benefit from the type of service that VR provides. They want a job. They need a staffing agency…an agent…an advocate. And that's not what VR is. VR is needed, but the Ticket holders who have been coming to us are a whole other group of people. They are mostly on SSDI and they don't need the typical VR services.[*]. So having that additional choice really changes the landscape for them.

J. Can you give me some examples of the VR services that this group does not need?

S. Job training, resume writing, medical restoration, transportation, psychological evaluation and social services.

J. I'd like to look at your proposal goals and anticipated outcomes and see where you are with them. I noticed when I was a foundation program officer reviewing disability employment proposals that it was usually quite difficult for grant recipients to meet the quantitative goals they set for themselves, especially placement goals.

S. We weren't on track for meeting the numbers for IWPs and numbers screened and interviewed. But we are on track to meet our placement goals.

J. So you mean you have a higher percentage of placements among those that came in the door than you expected?

S. Yes, we actually do on a percentage basis. And our retention rate is actually better. My financial projections were based on an 80 percent attrition rate. But it's actually about 50 percent. But it turns out that we need to spend more time with each individual than we anticipated even before we accept their Ticket or they decide to deposit it. S we spend a lot of time explaining the program and discussing each person's individual circumstances even though they may not end up depositing their ticket with us let alone becoming employed. That's very expensive; and every EN has this problem.

Initially, when those Tickets went out and people called in, they became frustrated because sometimes it took us four days to get back to them because of the demand. Every conversation took approximately15 minutes~~,~~ and we didn't anticipate that. In

[*] Susan—what are some of the typical VR services your EN clientele don't need?

the first year we anticipated that we would screen 2,000—and we're about 1,100 right now after about 17 months of operation.

J. These are the goals you listed in your two proposals.

2001 Proposal #1 (anticipated year one results)
Yr 1: 2000 screened; 400 interviewed; 300 IWPs; place 100; 75 work 7 mo
Yr 2: 4000 screened; 500 interviewed; 350 IWPs; place 125; 200 work 7 mo (with year one carry-over)

2002 Proposal #2 (anticipated)
1500 screened; 400 interviewed; 300 IWPs; 100 placed; 75 worked 7 mo; 50 worked 12 months

What are your numbers at this point?

S. 1,100 screened. 120 active IWPs; 70 placements; 24 – 30 earning above SGA that are actually generating revenues for us. Totally, we've got about 40 people currently working, but they're not all working at a level high enough to be above SGA and get off benefits.

J. What's your total program income?

S. I don't know because we just got the first year report from MAXIMUS, which was something like $9,000, but there's a whole lot outstanding because SSA is taking so long to pay. Then when we place someone, we don't know whether they're under milestone or outcome. That's got to be fixed, and I know SSA is looking at it.

But we have the first person in the nation who has achieved a full year of employment. We are doing a media event in early May. Our congressman will be there and the Commissioner of SSA will be on the speakerphone. The honoree is working for our agency providing personal assistant services. She's Hispanic, and she's 62 years old and she's been working over SGA from day one.

J. Did Pulliam require a report?

S. Yes. It was pretty cursory…just a description of how we spent the money.

J. In my mind, the two things you've stressed most in this conversation and others we've had are 1) the business plan and the need to approach it as a business, and 2) the importance of involving people with disabilities as staff and directors of the EN.

S. Not just as a business but as a staffing agency. ENs are not paid for hours of to keep program participants in a room writing their resume for a week. To achieve success we need to customize services for each person's needs.

People are moaning and groaning about the Ticket payment system, but I'm one of its proponents. There are things that could be improved, but paying for outcomes is really the way to go. We don't get paid by SSA until we get someone working. I just think that's appropriate. For too long, people have been paid for services that don't result in jobs. Why would we sit a truck driver in a room for a week and teach him to write a resume? A staffing agency doesn't do that to people: why do we do that simply because we're working with people who have disabilities?

J. Can you give me some examples of things that ENs should do?

S. We need to do job research. We need to establish the contact and set up the interview. We need to coach people one-on-one how to do an interview—and we need to do it from the HR perspective. And we need to understand that it's not about vocational rehabilitation. I'm not here to rehabilitate anyone. I'm here to get him a job. Rehab is a medical function. Jobs are not.

J. Can you share some of the financial numbers you've used?

S. I don't feel comfortable using the original projections since they were a "best guess" for a program with no history to draw from. I think it's fair to say that an EN starting from scratch can expect a 2-1/2 year break-even point with a staff of 5—director, technician (does initial screening, helping to do job opening research, helps to develop resume), support staff and two employment coordinators. In Phoenix dollars this cost $500,000 and we should break even in the projected 2-1/2 year time frame with 100 people concurrently placed. By the way, 100 concurrent placements is an industry standard in the staffing industry. It is proving to be the case in this program as well.

CHAPTER ONE. FINDING FOUNDATION FUNDING

As an Employment Network (EN) eligible for federal payments through the outcome or milestone payment options, you may not have thought about using foundation funding as seed money or supplemental support for your program. However, providing jobs for people with employment challenges is an ideal topic for some foundations, particularly at the local level. In these times of diminished resources, especially at the state and federal government level, adding private funding is a way to ensure that services are provided to those who need them. In addition, diversifying your funding base is the best way to insure continued organizational stability. In many ways, an Employment Network program is a business venture, and having diversified funding makes good business sense.

Employment Networks have several elements that are attractive to foundations, including:

- *Meeting Real Needs*. Most foundations want to fund programs that meet real and clear needs in their community. They want to be able to count the number of people served and show how their investment made a difference in the lives of individuals. Employment programs for people with disabilities fit this criterion perfectly.

- *Visibility*. Many foundations, particularly local ones, favor programs that serve clients directly and can be seen and visited by Board members and staff. Employment and training programs are ideal in this respect.

- *Small Investment, Big Return*. The Ticket to Work program may be particularly attractive to foundations because it allows them to “leverage” or extend their funding by providing a small initial investment that will then be matched by substantial government funding.

- *Sustainability*. Since the core funding for ENs comes from the government, foundations do not need to be concerned that the program will collapse as soon as the foundation money runs out.

All of these factors should make foundations eager to hear about the good work being done to provide employment opportunities to people with disabilities—and mentioning these “value added” factors in your proposal will strengthen your submission.

Then why are program directors often reluctant to approach foundations? Unfortunately, some have had bad experiences in the past and do not feel that their time and effort will be rewarded with support. One of the themes of this chapter is that writing proposals for foundations is distinctly different from writing government contracts and even government grants, and the purpose of this section is to provide some specific and practical guidance on how to create a foundation proposal that will help you reach your goals.

First, some general information about foundations and how they work.

FOUNDATIONS DEFINED AND DESCRIBED

What Are Foundations?

Many organizations use the word “foundation” in their title, but not all “foundations” are places to look for money. For example, most universities have a “foundation” whose sole job is to raise money for the university, and all of the money raised goes into its programs.

When searching for an appropriate place to approach, look for **grantmaking** foundations that provide support for specific causes and programs. Many of these foundations have “endowments,” or sums of money given by the original donors that are invested to produce income. The income is then used to fund projects and to pay for the expenses of the foundation. For most foundations, the endowment principal (also called the “assets” or the “corpus”) is never used, only the income. Typically, the foundation will spend approximately 5% of the endowment principal on grantmaking every year.

Foundations come in a bewildering number of shapes and sizes. The largest have endowments in the billions, while small foundations often have less than a million dollars. The Foundation Center—the nation’s leading authority on philanthropy, which serves grantseekers, grantmakers, researchers and others by collecting, organizing and communicating information about the field—reports that there were over 56,000 foundations in the U.S. in 2000 with assets of over $485 billion. That year, they gave away over $27 billion in grants.[1] Some have large permanent professional staffs, while others are “staffed” by family members of the donor who meet once a year to distribute grants. To be successful in approaching foundations for funding, it is essential to know the type of foundation, the issues they support, and their typical grant size.

Types of Foundations

Grantmaking foundations in the U.S. generally fall into one of six categories:

- *Community foundations* are created to serve a specific geographic area, usually a city or county, although they may occasionally fund outside of that area. They actively seek new donors, and often create “donor advised funds” that allow the donors to designate the types of programs they want funded with their donation. These foundations have seen tremendous growth in the last twenty years.

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- *Family foundations* are set up by individual donors or a family of donors from their personal wealth. Family members usually control the Board of Directors, and the topics funded by the foundation often reflect the personal interests of the family members.

- *Private or independent foundations* often evolve from family foundations once the original family is gone or the foundation grows to a size that it is no longer possible to manage with just family members. Many of the largest national foundations (e.g., Robert Wood Johnson, Rockefeller, Ford) started this way. They use the interest from their endowments to fund programs and generally do not raise money from donors.

- *Corporate foundations* and corporate giving programs are vehicles through which businesses give back to their communities. Some corporations have an actual foundation while others have a giving program that is run by the corporation directly. Corporate giving programs are usually funded with a percentage of the profits of the company; so that in bad years, the available funding is minimal. Corporate foundations usually have more stable programs but also reflect changes in the parent organization—a new CEO or the introduction of a new

Services in Minneapolis, an organization that prepares people with developmental disabilities for self-sufficiency and employment and develops employment opportunities in corporations for program participants. A number of the participants worked at American Express' headquarters in Minneapolis as part of the program funded by the grant.

- Family and community foundations may have particular funds set aside for people with disabilities.

- Larger national private foundations may be interested in innovative programs like The Ticket that allow them to leverage their investment by bringing together funding from several sources.

The keys, once again, to successful foundation fundraising are knowing the interest of the particular foundations you are targeting, tailoring your ideas to meet their needs, and working as closely as possible with foundation staff.

What Foundations Fund

The good news is that U.S. foundations provide a large amount of funding to worthy causes each year – over $27 billion in 2000. The less than good news is that neither funding for people with disabilities nor employment grants are currently high on the list of priorities.

Here is a percentage breakdown of the major categories of foundation funding:

Topic Area	*Percentage*
Education	25.2
Health	20.6
Human Services	14.4
Arts and Culture	12.0
Community Improvement	11.3
Environment	6.6
Science and Technology	2.7
International Affairs	2.7
Social Science	2.2
Religion	2.2
Other	0.1
Total	**100.0**

Source: *Foundation Giving Trends,* The Foundation Center, 2002.

In this category system, employment programs fall under human services, comprising 6 percent of those grants, or .8 percent of all grants made. It should be noted, though, that many grants benefiting people with disabilities, regardless of their target activity, are categorized as health grants by a number of foundations that still categorize their funding of people with disabilities under the "medical model" which sees them as patients to be cured or rehabilitated.

Although it is difficult to track every foundation project supporting people with disabilities, the best estimate is that between 3-5 percent of foundation funding currently goes into this area. The most recent Foundation Center figures show that, of the $15 billion in grant support provided by the 1,000 largest foundations in the country, 3.2 percent, or over $670 million went to grants serving people with disabilities.[2] Most of that support, 65 percent, went to projects focusing on health ($146 million), research ($37 million) and mental health ($255 million).[3] Grants focusing on education of people with disabilities made up 9 percent of the total ($58 million). Less goes to other issues, with employment programs receiving approximately 3.5 percent of the total disability funding dollars, or $23 million.

Differences Between Foundation and Government Funding Processes

Perhaps the most difficult and frustrating aspect of working with foundations is that the grant writing and selection processes are so different from the government process with which many disability grantseekers are intimately familiar. Chapter Two discusses specific techniques for researching and writing successful foundation proposals, but it may be helpful to understand the process of decision-making at foundations before moving to those suggestions.

The contrast between the government and foundation process can be summarized as the difference between **"fairness"** and **"stewardship."** Each, in and of itself, is a wonderful principle, but the two concepts imply different priorities and ways of making decisions.

The government process emphasizes "fairness," in the sense that all applicants should have an equal opportunity to compete successfully for funding. While we all know examples of the process not being as "fair" as advertised, most government programs stress the importance of having a "level playing field" for everyone. Examples of how this shows up in the funding process include:

- A written "request for proposals" (RFP), with detailed written guidelines on what topics will be funded, for how much, and for how long;
- Detailed, published review criteria that enable applicants to know exactly how their proposals will be judged;
- Use of a review panel made up of outside experts who do not have a vested interest in who is funded;
- Designated government staff members who are assigned to answer questions during the proposal process.

[2] The percentage of the number of grants to people with disabilities is somewhat larger: 4.7% of the total number of grants given by the top 1000 foundations.
[3] Mental health funding saw a large increase in 2000, but that was influenced by a few very large grants to organizations in the mental health field. It is therefore possible that this is not an ongoing trend.

While fairness is also important to foundations, the foundation world stresses "stewardship." Foundation trustees are "stewards" of money given to the foundation, and their responsibility is to use it in the most effective way to meet the goals laid out by the donors. This leads to a process that:

- Often favors excellent programs already known to the foundation, rather than making sure that everyone is applying on an equal footing;
- Can make use of information that is not in the grant application, including personal knowledge about applicants that foundation staff or board members may have;
- May or may not have a written request for proposals or other specific guidelines for potential applicants;
- Has review and selection processes that are not open to public scrutiny and review criteria that are often not explicit.

The goal for both is to fund the best programs and to serve the public good. The difference is that foundation decision-makers may choose to fund programs well known to them because they believe that the product will be excellent. Applicants may find this "unfair," and many find it frustrating; but it is essential to understand the difference in how government and foundations funding processes works and how to tailor a proposal for the audience you are trying to reach.

STEPS TO SUCCESSFUL FOUNDATION GRANTSEEKING

If there is one lesson to remember about foundations, it is this: each foundation is unique. This does not mean that every proposal must start from scratch but that each proposal should target one specific foundation and be responsive to whatever instructions that organization provides. Do not try to short circuit the process into a "one size fits all" approach by sending identical proposals to all foundations that have some interest in disability issues.

Below are some steps on how to make this idea a successful reality. It may come as a surprise that actually writing the proposal comes almost at the end of the process (Step 8 out of 9). Most of the hard work to create a successful proposal comes before the proposal itself is sent.

Step 1: Nurture relationships.

Probably the greatest single difference between foundation and government funding is the importance of relationships to foundations. While it always useful to know people in relevant federal or state agencies, it is even more important to foundation grantseeking. This does not mean that only "insiders" are funded (although it sometimes seems that way), but staff and trustees tend to support programs they know and respect.

All too often, the initial proposal submission is the only interaction a nonprofit has with a potential funder. If the proposal is unsuccessful, many nonprofits are reluctant to call and find out whether the proposal was good but needs reworking or whether it was completely off the mark. It is essential to work directly with the staff to the extent possible. In foundations with small or no staff, this is more difficult; but larger foundations have professionals who can give you an initial indication of your chances.

Non-profits can also enhance their relationships with foundations by simply providing a regular stream of information. Foundation staff should be on the mailing list for press conferences, educational sessions, and social events. If you are already putting on these events, the additional cost of including foundation members is minimal. If you are successful in attracting foundation staff to an event, remember that the event itself is neither the time nor the place to do a hard sell. These events do, however, offer opportunities to highlight your organization's good work, show how much the community appreciates your agency, and educate foundation staff about your issues.

Step 2: Advertise your successes.

As noted above, the most important concept in the foundation world is "stewardship." Foundation officers and boards are "stewards" of someone else's money. Their responsibility is to use it wisely to meet the needs the founders cared about. Because of this, foundations often fund projects that have a good chance of being successful.

Larger foundations may have an application process open to everyone, but smaller local foundations often do not. Many organizations feel that this is "unfair," since only "insiders" have access to the money under these circumstances. But for board members, funding a project that will be successful over one by an organization that is unknown is being a good steward of the foundation's resources.

The challenge as a potential grantee is to become an "insider," and one of the most important ways to do that is to be *publicly* successful. That is not the same as *being* successful – people must know about your agency's success and tell others about it. Many non-profits are too preoccupied with running their programs to engage in this kind of systematic communication, while others (particularly faith-based groups) find self-promotion distasteful. Non-profits need to devote time and energy to communicating their successes as part of an overall strategy.

Step 3: Do your homework.

All foundation program officers have favorite stories of odd, misplaced, or even bizarre grant proposals that come across their desk on a regular basis. The Duke Endowment receives at least a dozen proposals a year addressed to James Duke – who died in 1922! Another example is a foundation that funds only biomedical research receiving regular requests to purchase vans to transport people with disabilities to doctors' offices and rehabilitation centers. While this is a perfectly worthy project, it is not what the foundation does. Just because your project is worthy doesn't mean it is appropriate for a particular foundation.

More importantly, a misplaced application tells the foundation that the applicant did not do the minimal amount of work to find out the foundation's funding priorities. Obviously, such proposals have very little chance of success. Successful grantseekers follow the most fundamental rule of grant writing – they always do their homework.

Chapter Two discusses in detail how to research a foundation and lists a number of readily accessible resources; but the critical point is that to the extent possible, applicants need to know what the foundation funds, its criteria for selection and the process it uses to fund projects. Fortunately, many foundations now have websites, and this information is usually readily available there. If the foundation you are researching doesn't have a website, there is usually a phone number to call. Many foundations publish annual reports of their activities, and these are available to the public. These sources of basic information make an inappropriate proposal even less appealing to foundations.

It is worth repeating that you should never send identical copies of a proposal to every foundation listing disability and/or employment as areas of interest. "Over the transom" proposals (as unsolicited proposals are called) have almost no chance of success, and can damage your chances of being funded by that foundation in the future. Each foundation deserves the time and effort it takes to tailor programs to its specific needs.

As mentioned above, many foundations, especially larger ones, have regular application schedules and guidelines. These usually set out specific questions or programs for which proposals are solicited, provide detailed instructions on how to apply, and have fixed application deadlines. If you are applying to a foundation with this type of application process, read the instructions carefully several times before beginning. If they ask for specific items in a specific order, follow the format carefully. If reviewers are expecting to see certain items in a certain place, they will not appreciate having to search through the whole proposal to find what they need.

Most websites and annual reports also have lists of recently funded projects showing the size of the grants given by the foundation, the geographic region served, and the types of programs funded. Many foundations have very broad missions (e.g., "to improve the healthcare of all Americans") and their grant list will give you a much clearer idea of their current priorities and how these are defined. These lists are often particularly helpful in providing a sense of the target grant size. The application information may say that proposals can be submitted for amounts "up to $1 million," but the current grant list may indicate that the largest single grant made in the previous year was $50,000. It's a good idea to base your request on the dollar range of the actual grants made, looking especially carefully at the average grant amount.

Step 4: Look locally.

Non-profits often think first of the huge, nationally known foundations when they think of submitting a foundation proposal. Indeed, they may be the *only* ones they know about. The irony is that they are usually not the most promising sources of support. For that, agencies must look locally.

Local foundations include private and family foundations, public charities, and your local community foundation. While individual national foundations may be enormous, only one out of eight foundations give nationally, and over 60 percent of foundation dollars come from local foundations.[4] These are also the foundations that care about your community and may already know your work. Corporate foundations and giving programs often have a special interest in supporting programs that improve the communities in which they do business and in which their employees live, so it is useful to identify any corporation with headquarters or major operations in your area as possible places for support.

It is important to find out as much as possible about local foundations and their funding priorities. Family and private foundations can sometimes be difficult to reach, and this is where the assistance of a strong board of directors or advisory board is important. Your board members and advisors can promote your organization, guide the grant application process, and also vouch for the excellence of your work.

Finally, receiving support from local foundations makes success with national foundations much more likely. Having this "stamp of approval" from those who know your agency best is an important step in finding more support at a higher level.

Step 5: Understand the funder's needs.

Many potential applicants do not realize that foundations have needs, just like non-profits do. These needs are reflected in their mission statements and funding criteria.

Particularly clear examples are family or private foundations that have close ties to the original founder. Part of the role of these foundations is to perpetuate the memory and interests of their founders, and their boards of directors and staff will often frame reviews in terms of how the founder might have reacted to a proposal. Other types of foundations have needs as well. Public and community foundations raise money from donors and are always looking for projects that will be appealing to current or future contributors.

It is possible to better understand the foundation's needs by carefully reading its mission statement and history. Looking at the mission statement in light of recent grants made by the funder can give you a good idea of the foundation's current emphasis and priorities, and *this* can give you a fairly solid idea of whether or not your proposed project will be competitive.

Step 6: Simplify and clarify your messages.

Once you have a clear understanding of the foundation's funding priorities and needs (Steps 1-5), it's time to prepare for a discussion with the foundation.

[4] *Foundation Year Book 2002*, pp. 22-3.

This is sometimes a challenge to otherwise intelligent and committed non-profit leaders. In the excitement of explaining the important work they are doing, they often try to include every facet of their program in their first conversation with a prospective funder. This approach often confuses the listener and obscures the main thrust of the project. Obviously, this is not an effective strategy to use with busy foundation officials.

Most foundation staff care deeply about serving the needs of others, but in an average week, a program officer at a major foundation will field 20-30 “pitches” (verbal presentations) for potential funding and a similar number of written communications. In that environment, it’s critical to be clear and prepared.

You should be able to state the major elements of what you propose to do in less than three minutes. Achieving this degree of clarity and brevity takes work, and as much effort should be devoted to this part of the process as to the final written proposal. Write out your talking points and practice your speech with others. If requested by foundation staff, prepare a written version of your comments (no more than two pages).

Once you create your basic message, prepare answers to the logical “second tier” questions foundation staff may ask: “How long will this take?” “Have you done this before?” “How much will this cost?” “Why are you the right organization for the project?” Thinking on your feet is not usually effective in this context, even if the proposed project is familiar. You may well be nervous. If so, you may forget that important parts of your main idea or express them in a jumbled manner.

Step 7: Talk before writing.

After carefully constructing a three-minute speech, it’s time to call the foundation and talk to a program officer. When asked how many discussions they have had with their potential funders, most non-profits respond “none.” They assume that the grant guidelines or Request for Proposals contains everything they need and that the program officer cannot provide additional help. This is a critical and potentially fatal mistake.

One of the differences between foundations and government agencies is that it is more likely that a foundation program officer will offer specific advice on matching your proposal to the foundation’s priorities. When you first call a foundation office, especially a small one, recognize that the secretary/receptionist may well be empowered to provide you with a lot of information about applying to the foundation. Identify yourself and your organization and ask which program officer (if there is more than one) deals with issues of employment, work force development or disability issues (if the foundation lists this as an interest). Ask for the best way to speak to that program officer -- directly, by phone or e-mail -- and then get the person’s direct contact information. If the assistant is unwilling to provide that information, ask her/him if there are community information meetings at which potential grantees can come in to the foundation office and hear a presentation about what the foundation is likely to fund or not fund. Is there anyone available to answer questions?

Once you get the program officer on the phone or e-mail, the first question to ask after briefly describing your project should be, “does this idea fit your foundation’s priorities?” If not, are there some aspects of the work that might fit your guidelines? If the idea is so far off the mark so that it cannot be reshaped, the program officer will usually say so. This should not be taken as an insult or lack of appreciation of the work your organization does. Rather, take the position that the program officer has just saved you countless hours of labor in creating an unsuccessful proposal.

While speaking with the program officer, if you are told that your idea is “in the ballpark” but missing the mark somehow, ask questions about specific parts of the project to explore possible ways of strengthening your effort. Once you hear in more detail how the foundation is currently interpreting its interests and requirements, it may become clear that your proposal has little chance for success. While this is obviously disappointing, keep in mind that both you and the foundation staff will have been spared a lot of futile effort. On the other hand, you may now have significant new information that allows you to prepare a proposal to the foundation that will more likely meet the needs of both the foundation and your nonprofit.

Smaller foundations sometimes do not have full-time staffs, and communicating may be harder. This is often where a concise written communication may be helpful—either on paper or by e-mail. Always follow the foundation’s instructions on how to communicate with them.

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There are other reasons that a foundation might change its giving program. The current economic climate almost always influences a foundation's programs; at the very least it influences the amount of grant dollars available for such programs. At the time of the publication of this manual, Spring 2003, the United State economy is in a recession. The plunge of the stock market has, in most cases, greatly decreased the assets of endowed foundations. Since foundations traditionally give away a percentage (approximately 5 percent) of their asset base each year, the dollars available for grants during a recession is diminished. Foundation trustees who are being thoughtful stewards may well cut entire program areas out of their giving program rather than have all programs take cuts across the board. This allows the foundation to continue to work in depth in some of their interest areas, rather than making superficial impact on many program areas. On the other hand, when the economy is thriving, foundations are able to increase their giving to areas of concern, many times adding program interests that were previously beyond their means.

For grantseekers, the problem is twofold. Not only do funders change their priorities, but the publications and websites that report such changes to help you with your research are not always up to date. So, once again, it bears repeating that checking in with foundations to ensure that your information about their guidelines and criteria are up to date and accurate saves you and the foundation staff a great deal of work in the long run.

Step 8: Write the proposal and answer the three "what" questions.

Having carefully completed the first seven steps, it is *now* time to write the proposal. One common mistake is to write the proposal first, and then begin the exploration and cultivation process. It's no surprise that most of these efforts are not successful.

As stated before, you must modify each proposal to meet the specific interests of each foundation. For example, if benefits planning assistance is part of your program, you might apply to a health funder for that aspect of your program, while training and placement activities are reasonable objectives for submission to funders that focus on employment or economic development.

Once specific sections are modified, a great deal of your material can be used repeatedly. For example, all Employment Network proposals can contain identical descriptions of the Ticket to Work program. Each proposal also has "boilerplate" sections (agency description, populations served, resources available for the project), and your program description, goals, and objectives are likely to be the same—even though you may stress different goals and objectives of your EN project for different funders. However, it is essential to read the application instructions, since the application may ask for this information in a specific format. *Be sure to provide information in exactly the way requested.*

Another common mistake is to concentrate your proposal-writing efforts on the methodology section. This is particularly likely if you are used to the government-funding model, which assumes that sophisticated reviewers will assess the quality and merit of the design. While some foundations either have such sophistication on staff or hire it when they need it, many do not. Paid staff or unpaid family members who staff family foundations are frequently generalists with knowledge of their communities and broad layperson's knowledge of a wide variety of issues. Most important is clearly answering the question, "How will this program make life better for people with disabilities and the community at large?" (see section 2. below: So What?). While following the foundation's prescribed format and ensuring that your proposed methods are sound, your proposal should also focus on answering other questions as well. These can be summarized as the "Three *What* Questions."

1. *Do What?* Your proposal should have a concise and clear statement of what it will accomplish in layman's terms. This advice seems so obvious as to be almost insulting, but an amazing number of foundation proposals lack this element. Either the program is described in technical jargon that can only be understood by experts or it is embedded in a long and confusing narrative. Another mistake is to assume that because there is a strong need for the program, the foundation should support it. How the program will *meet* the need is the critical issue.

2. *So What?* This is the question of most interest to board members, who usually make the final decisions on what programs are funded. Many times foundations receive proposals for programs that the applicant could clearly complete successfully. The question is, what *difference* would it make for the population the foundation serves? This is a key question for nonprofits serving people with disabilities. As indicated by the small percentage of foundation grant dollars awarded to organizations serving people with disabilities, most foundations do not think of their dollars being spent on this specific population. This is where education is needed in the proposal regarding the impact fully employed people will have on the community in which the funder is interested. If the grantmaker states an interest in low-income community members in a certain geographic area, you then must make the connection for them about how your Employment Network will improve the lives of that very population. Do not assume that the grantmaker will see the obvious connection that you see between the two. Even if the program officer does make the connection, s/he will need your written documentation and arguments to make the case to the Foundation's Board of Trustees.

3. *Then What?* Say the foundation funds the program, it is a tremendous success, and everyone is happy. Where does it go from there? Many applicants give no thought to this at all, but foundations are interested in outcomes and making sure that the knowledge gained is shared with others. It is important to have a strong evaluation component, a mechanism for measuring outcomes, in your proposal, and a plan for communicating the project to others. Foundations also want to make sure that the program will continue once foundation funding ends, so you should make certain to describe how the Ticket to Work's outcome-based payment system insures continuation of a successful program.

Once again, clear language is key. Have one or two people who don't know very much about your program read the proposal, and then have them restate the major elements in their own words. If they cannot do so, you are not describing your program clearly. Simplicity and clarity are much harder to achieve than complexity and jargon. Devote substantial time and effort to making what you mean crystal clear.

Step 9: Don't give up: remember your goals.

Unfortunately, foundations have a reputation for not being responsive. Like all stereotypes, this one has some truth to it. Many non-profits have not been successful after repeated attempts to reach a program officer and have given up out of frustration.

It would be wonderful if every foundation followed the rule that each call should be returned within 24 hours. This is clearly not the case, however, which makes it part of *your* responsibility to understand the foundation's structure and how best to communicate with it. In some cases, direct communication will be quite difficult. In many small foundations, there may not *be* a program officer. There may not be any staff at all. These are the hardest groups to reach, but they can be the most generous and long-lasting supporters of those applicants who take the time to build relationships.

The key is to be politely persistent. Never harass or get angry at foundation personnel—but silence should not be taken as an answer either. The ultimate answer may be "no," but remember that this just means that your project does not match the foundation's needs, not that your efforts are not worthy. Try to develop relationships with individual foundation staff and keep in touch with them. It may be that they are not able to fund your project, but they can provide information that will save the organization needless work and heartache

In some cases, despite your best effort to educate, some foundations will not understand the importance of employment for people with disabilities or the "fit" with their program areas. While it is important not to give up after the initial approach, it is also prudent not to expend endless energy hoping that a foundation will eventually see the light. At some point, a decision needs to be made to move on to another foundation.

Remember that all of this activity is done to build a positive relationship with the funder. All of your efforts to contact, inform, educate and document your work for the foundation employee should be built on the premise that the person on the other end of the phone or computer line is a dedicated, caring individual trying to make a difference just like you are. Even if you don't receive a grant from a particular foundation, the staff person should be left with a very positive impression of you and your organization.

The intent of this chapter has been to give you a broad overview of the research and fundraising process. Chapter Two discusses in greater detail the steps for researching and writing your proposal and provides you with some suggestions about proposal formats and the type of information to include in describing and supporting your EN activities and your organization's capacity.

CHAPTER 2. RESEARCHING AND WRITING THE PROPOSAL

RESEARCHING FOUNDATIONS

Somewhere between 65 and 80 percent of proposals received by foundations are disqualified because they do not fall within the funder's stated field of interest.[5] Good research is essential to the foundation-funding process, and there is a wealth of sources readily available if you know where to look. The two most efficient places to start your research are 1) at a Foundation Center collection or at a public or university library, and 2) online. This chapter guides you through the funding research and proposal writing process. All of the resources cited here are described in more detail in Chapter Three.

Library Research

The Foundation Center has major libraries in New York, Washington, DC, Atlanta, Cleveland and San Francisco and over 200 "cooperating collections" of resources in public libraries, community foundations, universities and other nonprofit agencies throughout the U.S. In addition, other public and university library collections frequently have foundation directories, grant guides and other research tools.

Although they are far from the only resources, the print publications of The Foundation Center are central and invaluable tools. These publications, which are described in more detail in Chapter Three, include *The Foundation Directory; The Guide to U.S. Foundations, Their Trustees, Officers and Donors; The Foundation Grants Index*; corporate funding directories, and a series of "grant guides" focused on various fields of interest. The guide of specific interest to current or potential Employment Networks is *Grants for the Physically and Mentally Disabled.*

Research material can also be found in local collections operated by groups of local funders called Regional Associations of Grantmakers (RAGs). While not all RAGs operate public collections, many do, and some publish their own regionally oriented grant guides. The Foundation Center also publishes a few regional grant guides.

There are also a number of periodicals that can help you to keep current on trends and issues affecting the philanthropic world. You can look in the print or electronic archives of these periodicals to read about issues directly affecting disability and employment. These include The *Chronicle of Philanthropy, Foundation News and Commentary* and *Disability Funding News*. The last is a bi-weekly newsletter including both foundation and government funding news.

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[5] Foundation Center collection at the Tucson-Pima public library (http://www.lib.ci.tucson.az.us/grants/FitFundingMatch.htm), and Hilary Sternberg, "Internet Resources for Grants and Foundations," C& RL NewsNet (http://www.ala.org/acrl/resmay97.html)

Online Research

The amount of resources available on the Internet is dazzling. To a newcomer to the foundation grantseeking process, encountering the array of websites, links, tools, and information available on the Internet is like being a three-year old with free rein in a candy store. And, like a kid with too much candy, you can spend hours and days hot-link jumping from one reference site to another, only to and find yourself with a glut of information, how-to advice and references. Some of this is free, but the most useful and efficient web resources do, like other things of value, cost money.

While a certain amount of "surfing" is a wonderful way to get your feet wet in the funding waters, learning how to use the web efficiently is crucial. Luckily, there are resources for this as well. *The Foundation Center's Guide to Grantseeking on the Web* and other internet guides help you structure your research with information on searchable databases, grantmaker websites, online journals and periodicals, discussion groups, electronic mailing lists and other tools.

In addition, there are a number of websites that provide free and fee-based assistance that not only help you find potential funders but also lead you step-by-step through the entire proposal process—from conception to research to proposal writing and beyond. Chapter Three lists a number of these print and Web-based guides, but a few of the more user-friendly sites are:

/www.d7.64 f.9.3.org/l.

http://www.pnnonline.org

In addition to the online publications, the growing number of electronic discussion groups can be extremely helpful places to ask "how-to" questions about your own grantseeking activities to other participants, many of whom are experts in the field, and to search their archives for past discussions of issues that you may be encountering in your own funding search. The Charity Channel, for example, has a large number of discussion lists populated by professionals who always seem ready to respond to calls for advice (http://www.charitychannel.com/forums).

Stages in the Research Process

The three-stage research process suggested here is an expansion of Step 3 (Do Your Homework) in the grantseeking process described in Chapter One.

Stage One. Create an initial list of prospective funders.

Like all the stages in the research process, this one can be done using print resources in a library, online, or by using a combination of the two. Libraries with good philanthropy collections will have online resources as well as funding directories and other print resources. An initial visit to a library collection can orient you to both types of research, especially if you can ask questions to trained staff.

There are three basic approaches to finding information about potential support: the subject approach; the geographical approach; and researching the different types of support foundations provide.

Subject approach. There are a number of databases and directories that can help you find foundations and corporations that fund in subject areas suitable for ENs. Each directory or database employs a classification system based on index entries, so looking over the subject list before you begin is a good idea. The subject or field-of-interest index entries cover foundation program areas and will help you identify funders who support projects in those areas.

If you are working online and using keywords, looking over the keyword or subject area list will also tell you what term to use to get the best results. For example, if you put "disability" into the Foundation Center's search engine, you won't get anything since the keyword that system uses is "disabled." Some resources still use the term "handicapped."

Types of resources that can help you with the subject approach are:

> **Directories of Foundations**: *The Foundation Directory* and *Foundation Directory, Part 2* (together, these cover 20,000 foundations); *Annual Register of Grant Support: A Directory of Funding Sources*.

Specialized Funding Directories: *Grants for the Physically and Mentally Disabled*, for example, lists recent disability-related grants made by over 750 foundations.

Grant Indexes: The Foundation Center's *Foundation Grants Index* on CD-ROM has brief descriptions of over 125,000 grants over $10,000 made by the 1000 largest foundations for all foundation subject areas. The grant index is also available online for a fee. Another resource is the *Directory of Grants for Organizations Serving People with Disabilities: A Reference Directory Identifying Grants Available to Nonprofit Organizations*, published by Research Grant Guides.

Online Directories: The Foundation Center, GrantStation and other electronic databases offer a variety of levels of access to information on funders and grants. You can access the entire Foundation Center database (which currently includes data on 70,000 foundations) for free at many of the cooperating collections or from your office or home computer for sliding fees depending on the level of access (i.e., number of foundations and grants covered).

If you are using a print resource, *Grants for the Physically and Mentally Disabled*, for example, you would definitely check the subject index for "employment," and you might also look for related terms like "vocational rehabilitation," "economically disadvantaged," and "business and industry." [6]

If you are using an electronic database, cross-referencing "disabled" and "employment" is a good place to start—but it's important to note that this is only a starting place.

For example, if you are using the Foundation Center basic database—which gives you access to the 10,000 largest foundations—and you search for foundations under the keyword "disabled," you will get a list of 444 foundations, but many of these will not fund employment programs.

If you refine your search to foundations that list both "disabled" and "employment" by subject you will get a list of only 30 foundations. That is because this type of search will only reach those foundations that list both employment and disability in their stated giving interests or priorities.

Using the same database but focusing your search on grants made rather than foundation priorities, you will get a list of 738 grants made by 269 foundations. You will also get links to brief descriptions of the grants themselves. You can then scan the grant descriptions to see which ones indicate that the foundation has

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[6] "Workforce development," is not a term yet employed by the Foundation Center database, which is the model for most others. However, in 2003 a new electronic database focused entirely on Workforce Development was launched. While this database does not focus directly on funding, it will include some information on foundations and other funding sources. See Appendix V for more information.

funded a past project that bears some similarity to your Employment Network concept.

To get the best results from this type of database, it's advisable to spend some time familiarizing yourself with the search capacities and experimenting with different keywords and search phrases. You might also get some ideas on how foundations categorize their own grants by looking at annual reports and the categories and subcategories that are used to organize their grants lists. Such research might surface such keywords as "job development," "access," "life skills training," "economic development" and "community development." In addition, even though you are looking for support for an employment program, make sure to check guides and other resources focusing on health. Unfortunately, the foundation world has one foot (maybe even a foot and a half) solidly in the Medical Model, and many non-medical disability programs are funded under the category of health programs. They are, therefore, often listed this way in philanthropy resource guides. For examples of disability funding resources listed under health categories, see:

Fundraising for Health: A Resource List
http://fdncenter.org/learn/topical/health.html
User Aid for Health Care Programs and Research
http://fdncenter.org/learn/useraidsm/health.html

At this stage, do not exclude foundations that have no record of funding disability programs. In the same spirit, do not discard those foundations that broadly fund disability but do not specify employment unless it is clear that they only fund in areas that would exclude workforce projects.

Geographic Search. Since most grants are local and your best chance is with a foundation that has ties to your community, it's a good idea to narrow your search to your own state or region. You may want to do one broad sweep to find one or two likely national funders, but most of your efforts should go toward looking at funders in your own territory.

Many databases have the capacity to search by geographical area. The largest of these, the Foundation Center database, includes information on all 70,000 of the foundations that file with the IRS. This is by far the most complete database of foundations, but unless you are willing to spend $150 per month or $995 a year for an online subscription, you will have to go to a Foundation Center library or cooperating collection to access the full database. More affordable office or home access is available for smaller portions of the database.[7]

The Foundation Center website has a free bibliography of state and local directories (http://fdncenter.org/learn/topical/sl_dir.html), and many library collections have

[7] For example, you can search the 10,000 largest foundations and 100,000 grant listings for $29.95 a month.

additional resources for locating prospects that only give locally. For examples of local collections, see:

> The Donors Forum of Chicago (a Regional Association of Grantmakers)
> http://www.donorsforum.org/resource/grant
> Michigan State University Library Grants and Related Resources Pages
> http://www.lib.msu.edu/harris23/grants/grants.htm
> Tucson-Pima Public Library (a Foundation Center Cooperating Collection)
> www.lib.ci.tucson.az.us/grants

Other sources of local support are from corporations based in your geographic area or those that have branch operations in your region; corporate giving programs typically support the communities where their employees live and work. While corporations that have formalized foundations are included in the foundation directories listed above, many companies choose to do their giving directly through a corporate giving program. Taft Publishers, Aspen Publishers and others also publish directories of corporate funders. Chapter Three has annotated lists of all of these directories.

Knowing that each corporation may locate its charitable giving in a different department is the key to using these resources successfully. The most likely contacts are in Public Affairs, Community Affairs, Marketing, or Public Relations departments. Giving may be centralized in one of those departments or spread among two or more. For example, the Director/Manager of Community Affairs may be responsible for reviewing all proposals from nonprofits that are sent to the corporation; but it may fall to the Director of Public Affairs to support fundraising events (dinner, lunches, walks). Each department will have a separate budget with different goals for giving. The contact people may be listed in the corporation's annual report, which will be available at a business library; or you might reach them by phone, through the company's main receptionist/operator, or on-line.

Scanning a company's website is probably the most efficient approach in understanding how the corporation's giving activities are organized. Another route is networking with your local nonprofit colleagues through your state's nonprofit support organization or Regional Association of Grantmakers. This can give you additional information about your local corporate giving programs and how to access them.

Type-of-Support Approach. Another way foundations categorize their grants is by the kind of operations they support. The types of grants commonly awarded include:

- Capital support
- Endowment
- General operating support
- Project support
- Seed money
- Technical assistance

Most grants (over 50%) are restricted to the development and support of discrete programs or projects, which is good for grantseekers submitting EN proposals because project support and/or seed money are the most suitable types of funding for these projects.

Conducting an initial search that combines all three approaches enables you to locate foundations that fund in your geographic area and provide project support and/or seed money for employment-related programs. It bears repeating that it would be a mistake to limit your search to only those foundations that list disability in their program priorities or even those who have given disability grants in the past. The Ticket to Work Act and the Employment Network concept is an invitation to innovation for foundations and other funding sources as well as for service providers and SSA beneficiaries. A well-written proposal to the right foundation that may have a history of workforce development funding but may not have funded any disability programs in the past can open doors not only for your project but for the entire disability employment field.

Stage Two. Collect and organize information about your prospects

Once you've compiled your initial list of prospects, collect basic information about them, which could include the following:

- Mission statement and core values
- Main interests
- Special interests
- Geographic restrictions
- Patterns in their recent giving
- Typical grant size
- Organizations they have previously funded
- Populations served
- Key decision makers (staff and board) and their special interests
- Limitations and exclusions
- Application guidelines
- Deadlines for proposals.[8]

Most of this information can be found in the print and online resources listed in step one. In addition, as noted in Chapter One, many foundations now have

Stage Three. Refine your list and conduct in-depth research on the most likely funding sources.

As you collect more information, you will naturally refine your list until you are left with a handful of solid prospects. The first prospects to eliminate are those that don't fund your type of recipient organization or your size of project. The best prospects are those whose mission statements, philosophy and priorities are closely aligned to yours and who have supported similar programs in the past. You also want to check to make sure that their funding cycle suits your needs, remembering that foundation proposals can take from 6 to 18 months to fund.

Additional information on the most promising funding sources includes the funder's history, information about staff and board members, and the funder's preferred method for initial contact. At this stage you might call or write to the foundation for its annual report, application materials and grants lists if you have not already gotten these from their Web site, along with newsletters and other publications.

Many foundations, especially small family foundations, do not publish annual reports. If you're looking for information on these foundations, you can go to libraries and electronic databases that collect foundation tax returns (Form 990 PF for private foundations and Form 990 for public charities like community foundations and public foundations). Both forms have information about assets, receipts and expenditures; and 990 PF forms also have lists of grants made during the year.

If some of your prospects fund employment programs for "economically disadvantaged" but your research does not show that they have funded disability projects, this is the time to make an initial call to determine if they will consider your EN proposal. While more foundations now include people with disabilities among programs focused on poverty alleviation, minority groups and other population categories, there are still those funders who "don't do disability," either because their board members don't feel comfortable with it, because they don't think they have enough information to fund disability programs in an informed manner, or for a variety of other reasons.

When you do make this inquiry, you should address the foundation's guidelines immediately, rather than asking first if they fund disability projects. For example, if the foundation's guidelines indicate that it is interested in programs targeted at low income families or communities, make your case about the high unemployment rate of people with disabilities and the connections between under- and unemployment and income levels. Know the numbers and make the case for the alleviation of unemployment in a certain percentage of the population and how that will benefit your community as a whole.

This may be the time for a strategic funder-education exercise. In the above example, if the project officer wants to know more, educate him or her about the current sources of income for people with disabilities, how that is potentially impacted by the new Ticket to Work legislation, and how your program is necessary for the successful implementation of the Ticket Program in your area. If possible, use a specific example—put a face on the situation. Relate a story of an individual known by your organization whose income has been directly impacted by his or her disability, and then relate how the implementation of your program has or will, with this new legislation, increase his or her income.

If you sense an opening, you might also want to use the "Ticket to Work" material in Appendix III, which was developed specifically to educate foundations and corporate grantmakers about funding opportunities created by the Ticket to Work Act. Offer to send a copy to the grantmaker, so he or she can better understand the issue. However, if you run up against a solid roadblock, it may be wiser to conserve your energy for a more receptive audience.

WRITING PROPOSALS FOR EMPLOYMENT NETWORK GRANTS

Successful *foundation* proposal writing is first and foremost successful proposal writing. All of the principles of good government grantwriting apply to private proposal preparation. However, as discussed in Chapter One, foundations also have some characteristics that set them apart from government funders, particularly the lack of uniformity among them. Nevertheless, a proposal that is clear, concise and meets the goals of the foundation's funding priorities has the basic ingredients for success.

In spite of their lack of uniformity, foundations have a number of attributes in common that, once understood, can make the proposal writing process easier. Most foundations' annual reports, application guidelines or Web sites lists their specific requirements for what to include in the proposal and attachments, but most foundations follow one of these procedures:

- Many foundations ask applicants to first send in a *letter of inquiry* or an *application form*, which will be reviewed to determine if the applicant should go on to the next stage of submitting a full proposal;
- Others prefer to receive a short *letter proposal*, which is often the only submission necessary;
- *Full proposals* can be requested by the foundation after the letter of inquiry or letter proposal has been reviewed.[9]

The Letter of Inquiry

Preparing and reviewing grant proposals is a labor-intensive and time-consuming process for both the applicant and the foundation. For that reason, many foundations ask for a letter of inquiry first, which allows the foundation to quickly evaluate the appropriateness or match of the proposed project to its funding priorities. The purpose is to save the applicant and the program officer time and effort if the project is not of interest to the foundation. Some program officers will respond to the letter of inquiring by offering advice to applicants whose projects are potentially fundable but need further refinement.

[9] A new trend among foundations is online applications, discussed briefly at the end of this chapter.

A letter of inquiry is always short (usually one or two pages) but contains all of the basic information the foundation needs to understand your proposed project, including:

- Who you (the applicant) are;
- What you do;
- Who you serve (target population);
- What the project will do and how it will improve your community;
- How long it will take;
- How much funding you are asking for, and over what period of time; and
- Who to contact for more information and how to do so.

As expected from the title, the letter of inquiry should be in the form of a business letter on your organization's letterhead, with a date, salutation, closing and signature of the chief executive officer.

Some foundations have specific guidelines for the Letter of Inquiry; if so, follow their instructions exactly. For the many that do not provide guidance, the letter should contain all of the items listed above and be self-explanatory as a free standing document without attachments or other materials.

Because it is a brief correspondence, some applicants think the letter of inquiry is an informal communication before the "real" grant review begins and can be thought of as something like a "brainstorming session" with the foundation staff. While the staff may be able to respond and give advice, it is mistake to think of this letter as the place to toss out poorly thought-out ideas. The letter of inquiry is a formal proposal to the foundation and requires all the clarity of a full proposal, although in a shorter format. If the letter is rejected, it is very unlikely that the applicant will be asked to apply again for that project with a full proposal. It is critical to devote the same level of effort to this part of the process as to the full proposal.

The following websites have excellent general descriptions of the Letter of Intent, as well as some examples of format and content:
http://donorsforum.org/resource/grant_m_approaching.html
http://www.lib.ci.tucson.az.us/grants/grants41.htm
http://www.lib.ci.tucson.az.us/grants/grants43.htm
http://www.ncg.org/philanthropy/reso_about.html
http://www.sera.com/sera/funding/temp_inquiry_sma.htm

The Letter Proposal

The Letter Proposal is similar to the Letter of Intent in that it is a relatively brief summary (usually 2-4 pages) of the proposed project containing all of the information needed for the foundation to understand your proposed project. The main difference is that it provides more detailed information. It is often used for projects with relatively small budgets or for continuing support and is sometimes the only proposal required.[10]

The proposal should be in the form of a letter to the foundation from the CEO of the applicant organization and should have the tone of professional correspondence. Once again, if the foundation provides a particular format, it should be used. If not, the following items should be included:

- Description of your organization—including the mission, a brief description of programs, and number and type of people served;
- Description of the need, making particular reference to how the need matches the foundation's areas of interest;
- Description of the project that clearly and concisely shows how your activities will meet the identified needs;
- Request for funding, which includes the major budget items, total amount, and length of time the money will be needed; and
- A concluding statement that summarizes your project, its importance and how it matches the foundation's priorities.

Unlike the Letter of Inquiry, the Letter Proposal may include attachments similar to those found in a full proposal. The foundation usually will specify what it wants, but typical items include an IRS "determination letter" giving the organization's 501(c)(3) charity status, board of directors list, audited financial statement, annual report, and resumes of key project staff.

As with the letter of inquiry, the letter proposal must be clear and complete, in spite of its condensed format. It should not be thought of as a lesser version of a full proposal.

The following Web site gives some additional information on the letter proposal and its format: http://fdncenter.org/learn/shortcourse/prop2.html.

The Full Proposal

There is also variation in the contents and shape of what funders expect to see in a full proposal; and again, different foundations provide varying levels of specificity in their instructions for proposal preparation.

- Some foundations publish application outlines or guidelines that specify the order, type and amount of information required.

- Others follow what is called a "common application form."

- Some list items to be covered but do not specify how or in what order these should be addressed.

[10] Corporate foundations frequently require letter proposals rather than full proposals.

For Proposals Following Detailed Application Outlines

A few foundations publish instructions that provide step-by-step instructions for completing proposals. This makes it easier for both applicants and reviewers. One such foundation was The Dole Foundation for Employment of People with Disabilities, which ceased operations in 1998. Even though The Dole Foundation is no longer a potential funding source, its application materials are duplicated here in full because they offer a useful model. It should be remembered, however, that this is simply a model, and it is always of utmost importance to adhere to the instructions of the foundation to which you are applying.

The Dole Foundation
Application Outline

Instructions: This outline must be followed in all proposals to The Foundation. The Foundation has a small staff, and we therefore place a premium on clarity and brevity to enable us to review it in a timely fashion. Please submit three copies of the proposal, typed on letter-sized paper in 12-point type. Fasten each copy securely with a binder clip or one stable. Please do not submit in bound form. Elaborate presentation does not affect review. Enclosures such as brochures are permitted, but in general we prefer that questions be answered in the body of the proposal.

Cover Page: Must be kept to one page in the following format. Please limit each item on this page to no more than five lines.

Name of Organization:	**Date Submitted:**
Address and telephone	Date of preproposal
Fax number	Proposal number
Name and title of contact person for further information (with phone number if different from above)	

Amount requested: total amount (by year for multi-year request).

Brief description of project

Population served: type(s) of disability.

Duration: period for which funds are requested and whether service or enterprise is to be ongoing or one time only.

Results to be achieved: anticipated impact of the project or program; numbers of people to be served, trained, placed, or other results. Please be as specific as possible.

Special features: if project is intended to demonstrate a new or unique approach or to modify an approach used by another organization, please describe briefly the new or unique feature.

Budget: total project/program budget and organization’s operating budget, by year.

Other support: summarize other support planned or anticipated for this project/program.

Applicant: describe applicant organization and any co-venturers.

NOTE: Sections A-C must be limited to a total of five pages.

Section A. Statement of Purpose

Summarize purpose of the proposed project/program. This statement should include the following points:

1. Specific need or problem addressed, including how such need or problem was identified.
2. Consumer/client population—elaborate briefly on description given on title page.
3. Current and past efforts to address this need or problem.
4. Description of project/program goals: specific objectives and results to be achieved within a definite time frame.

Section B. Activity Plan

Describe activities and their relation to project/program objectives. Provide graphic depictions of time sequence of activities through graphs or charts and indicate allocation of staff resources. (Note: proposals for business ventures must include a supplemental business plan; an outline for this purpose should accompany this outline—please contact the Foundation if not received.)

Section C. Evaluation And Dissemination Plan

1. Discuss methods for evaluating program impact on consumers/populations served, and on businesses and other organizations, if applicable.
2. Discuss methods for evaluating and assessing program methodologies, strategies, and implementation.
3. If project or program is expected to have value for a wider audience (other organizations of consumers), indicate how you plan to gain exposure to such audience(s).

Section D. Management And Personnel

Describe project/program organization: duties, responsibilities, channels of authority and accountability for results. Include resumes for key personnel (and/or job descriptions for these positions).

Section E. Applicant Organization

Describe organization in terms of mission, functions and track record. Published brochures and articles may be included as attachments. Describe relationships to other organizations providing similar services. Describe functions of governing body (Board, etc.). Please do not restate information on experience of key personnel included in previous section.

Section F. Budgets

1. Present a line-item project budget. Provide a brief justification for each item of expenditure. Indicate the amount of requested funds to be applied to each expenditure category and the sources(s) of other funding required in each category (cash or in-kind). If salary expenses are requested, indicate the percentage of time personnel will devote to proposed activities. For multi-year requests, a separate budget summary must be provided for each year. (The Foundation cannot consider overhead requests totaling more than ten percent).

2. Describe the impact of this program/project on the organization's overall operating budget, during and after the period covered by the requested funding.

Section G. Support For This Proposal

Submit letters of support for the proposed program or project, including ones from your own governing body, other organizations (public and/or private), consumers and the community at large. Letters of commitment are required from collaborating organizations that have a direct impact on project outcomes, and from donors who have made commitments of additional funding for your project. Please limit additional support letters to ten (10) maximum. Additional letters will not be reviewed. An index of support letters must be included on a separate page.

Required Attachments

1. IRS Letter of Determination 501(c)(3).
2. Resolution of governing body specifically authorizing this funding request to The Dole Foundation.
3. Most recent financial statement (must be independently audited if the organization has annual revenues of more than $50,000) including any internal control recommendation or management letters, a federal and state grant and contract audit reports, including OMB circular A-133 and A-128 report letters if these are prepared by your auditor.
4. List of sources of revenue, with amounts, for current fiscal year (general purpose and special projects/programs other than the one for which funds are requested in this proposal).
5. List commitments for additional funding.
6. Overall operating budget for current fiscal year, and for next year if applying within four months of the close of the fiscal year.

Note that there is a strict page limitation for the core of the proposal. Because program officers must review and evaluate hundreds of proposals, many foundations have page limitations. Other suggestions provided by The Dole Foundation that can be applied directly to any proposal for training and placement of people with disabilities are these:

- Be very clear about what your project will accomplish: how many people will benefit from this grant? What new opportunities will be made available? If it is an expansion or improvement of a program, explain why the expansion or improvement is needed. Do not assume the Foundation knows. Explain the difference between your project and comparable programs that may be in operation. If there are similarities, explain how the programs will complement each other.

- While it is not always a guarantee of funding, foundations like to see that your project has community support and, in some cases, proof of your ability to obtain revenue-producing sales or contracts. Explain where you expect to obtain other and future support. If in-kind support is available, give an estimate of its equivalent cash value.

- For your own benefit, calculate the "price" of each job: for example, if you are asking for $50,000 and plan to serve 5 people, that means an average cost of $10,000 per individual served. Consider how cost-effective this is.

- Explain your follow-up procedures for client placement. Assume that good follow-up is an important consideration, which may indicate the success of a project, and therefore a good opportunity for evaluation.

Appendix I contains the criteria used by The Dole Foundation to evaluate proposals. These criteria may be useful to review because they specifically pertain to employment programs for people with disabilities.

Common Grant Application

Another way foundations try to make the funding process easier is to agree that a group of foundations will accept a single application form. A number of Regional Associations of Grantmakers promote common application forms, which many of their members agree to accept. This is particularly helpful for the staffs of small, local organizations that can be intimidated by complex application processes and do not have the time to create a new proposal for every application. However, the fact that a community or region has a common application form does not change any of the steps for creating a successful proposal. All of the care, homework, and effort that are needed for good proposal writing are still needed even if many funders accept a single application format. You might also want to tailor your introduction to an individual foundation that accepts the form, and you should always tailor your cover letter (see below).

The following websites give more information and links to communities that use a common grant application.

http://fdncenter.org/funders/cga/index.html
http://www.nng.org/html/resources/cga_table.htm
http://www.mcf.org/mcf/grant/applicat.htm#Background

For Foundations That Do Not Provide Proposal Formats[11]

Often, foundations will say that proposals should include certain elements but leave it up to the applicant to determine the shape and final contents of the proposal.
The following list contains the elements most foundation program officers expect to see in a full proposal in the typical order in which they expect to see them:

Executive Summary. Some foundations list an executive summary among their required or suggested items for inclusion in a proposal. Others ask applicants to either fill in a pre-formatted **cover sheet** or to create one containing specific pieces of information. Even if neither a cover sheet nor executive summary is requested, it is always a good idea to include a summary. It is the first thing a reviewer will read and should provide a clear, concise snapshot of the proposal. The summary should include, in abbreviated form, these items, which are described in more detail below:

- The problem your proposal addresses (see Statement of Need/Problem Statement)
- The solution—a brief description of your project or action plans (see Implementation/Methods)
- Results (see Goals and Objectives)
- Funding required for the project (see Budget)
- Organizational capacity to carry out the project (see Description of Applicant Organization)

Introduction. This section should contain a one-or-two-sentence description of your project and a description of your organization. Include the mission and purpose of your organization, population served, a very brief history, and its qualifications for operating the project.

Statement of Need. Sometimes called a **Problem Statement** or **Needs Assessment,** this section documents the needs to be met or problems to be solved by your proposed project. The "Proposal Writing Short Course" on the Foundation Center's website contains a good discussion of what to consider when developing a needs statement. You can access the short course directly by going to http://fdncenter.org/learn/shortcourse/prop1.html.

[11] This section incorporates material from the following sources: Diana Wake, "Fundraising on the Home Front." *ICA Caregiver;* The Foundation Center Web site (http://fdncenter.org); the Web site of the Tucson-Pima Public Library (http://www.lib.ci.tucson.az.us/grants/grants36.htm.); and the Donor's Forum Web site (http://www.donorsforum.org/resource/grant)

Project Description. This is the core of the proposal and contains the following five items:

Goals and Objectives establish the benefits of the project in measurable terms by explaining what you hope to accomplish and by when. Again, the Foundation Center's "Proposal Writing Short Course" is a good place to go for a concise description of the difference between goals and objectives and a discussion of different types of objectives. (http://fdncenter.org/learn/shortcourse/prop2.html)

The **Implementation** subsection, sometimes called **Methods,** explains how you are going to achieve your goals and objectives by describing the activities to be used to achieve the anticipated results. This section not only describes what the activities are but how long they will take and when they will occur, so it is usually a good idea to include a **timeline** here.

Resources and Personnel, or **Staffing/Administration,** covers the people who will be involved in the project and their credentials. Volunteers and consultants, as well as full-time staff, should be included here. This is also where you would describe how the project will be administered, including any collaborative arrangements.

The **Evaluation** section presents a plan for determining how effective the project is by measuring how well the objectives are met and the how the methods are followed. This section should contain a description of the type of information you will collect and how you will analyze it. Sometimes, foundations will ask for a brief discussion of how the results will be disseminated and to whom.

Future Support or **Continued Funding** describes your plan for continuation funding beyond the grant period The vast majority of grantmakers are looking for an opportunity to fund projects that will be able to sustain themselves without having to go back to the original funder. As previously noted, this is an area in which an EN proposal will be particularly strong because success in placing and maintaining people in the workplace literally guarantees continuation funding from SSA as long as that success is maintained.

Budget. Most budget sections consist of two parts: the budget for the proposed project and the **Budget Narrative** or **Budget Justification**:

The **Budget** itself does not have to be complicated, but it should show expenses by line item and should contain one column showing how you will allocate the funds from the grantmaker to whom the proposal is addressed and another showing what expenses you expect to be covered by other sources. In addition, you should provide a list of other potential funders to whom you have sent or will send the proposal.

The **Budget Justification/Narrative** explains any item in your budget that is not self-explanatory. It should explain the relationship between a project and its costs, not make another case for the project itself.[12] Instead of requiring a budget narrative, some budget formats will show a budget summary with major line items together with another document showing "budget detail." This budget detail is stated in narrative form in a budget narrative.

You can see some sample project budgets by typing the keywords "sample nonprofit budget" into an Internet search engine. One such source is the Nonprofit Guides website (http://npguides.org/guide/budget.htm). Note that foundations often set limits to what is allowable for the "indirect" or overhead expense line item. This limit is often set at 10 or 15 percent of your project budget.

Conclusion. Not all proposal formats list a conclusion as one of the elements, but this is a good place to restate how important your project is and the investment opportunity it offers to the target funder.

Attachments. Almost all foundations require a series of attachments to funding applications. The most common attachments are:

- A list of your board of directors, including their organizational affiliations;
- Your IRS letter determining tax-exempt status (501(c)(3) and 509(a);
- A list of your current funders and those of the recent past;
- Most recent independent audit or account review (as required by law in individual states);
- Year-to-date financial statement for the current fiscal year;
- Total board-approved organizational budget for the fiscal year;
- Project budget for fiscal year;
- Your annual report or organizational brochure.

Some foundations ask for one or more of the following:

- A diversity chart or statement showing percentages of women and minority groups on your staff and board;
- A resolution from your governing body authorizing your proposal;
- Letters of support;
- IRS Form 990;
- Resumes of key staff.

[12] Norton J. Kiritz, "Program Planning and Proposal Writing."

For EN proposals, if funders allow additional attachments, you may want to include the descriptive material on the Ticket to Work program and other aspects of the Work Incentives Improvement Act developed by the Disability Funders Network. These can be found in Appendix II.

Style and Packaging of the Proposal. There are a number of articles, books and online guides to proposal writing that list style and packaging tips for proposal preparation. Here are a few of the most important of them. Others can be found by consulting the resources listed in Chapter Three.

- Use active rather than passive voice
- Don't use jargon, and define insider terms. For example, most program officers won't know the term "benefits planner." If anything, they will think that it refers to some type of financial planning, and they will almost certainly not know what a benefits planner does in relation to the Ticket to Work Act unless you explain it to them.
- Use simple sentences and short paragraphs.
- Provide concrete examples of what you are trying to explain.
- Make sure to use headings, subheads and bullets for clarity.
- Include a Table of Contents listing everything in your proposal including attachments and page numbers if your proposal is over 10 pages long.

The Cover Letter

When you submit a full proposal, you should use a cover letter to introduce your organization and highlight the essence of your proposal. This letter should be short (no more than one page) and should give the reader a sense of what will follow in the full proposal. It should also emphasize how your proposal meets the foundation's stated funding priorities.

Like the Letter Proposal, the cover letter should be written in the form of a business letter from your CEO. Since your proposal will describe your project in detail, there is no need to reiterate all the proposal elements. Rather, the letter should include a brief description of your organization along with a few accomplishments, an introduction to the project, and the amount of the grant request.

Perhaps the best way to approach the cover letter is to look at it as an opportunity to introduce your project, explain why the foundation should be interested, and to share your enthusiasm for the project. The following websites give examples of cover letters:

http://www.lib.ci.tucson.az.us/grants/grants44.htm
http://www.npguides.org/guide/cover.htm
http://www.sera.com/sera/funding/temp_cover_letter_sma.htm

Cover Sheet or Summary Form

Many foundations now require grantseekers to submit a cover sheet or summary form—usually on the foundation's Web site. In some cases, these forms can be printed and then filled out by typewriter. Others can be filled out on-line or after they are downloaded, then printed and submitted with the cover letter and proposal. In either case, it is imperative to determine if the foundation to which you are applying requires such a summary form. In cases where they are required, the foundation will not process your proposal without a completed summary form.

Applying On-Line

In a relatively small number of cases, you may be able to apply on-line. This has its benefits and downsides for the grantseeker. The positive aspect of these forms is that they are brief – hence, relatively easy to fill out. This process also allows you to save on paper, postage and delivery charges and submit right up to a deadline. However, the fact that these formats are brief is also their chief negative aspect. Most restrict the space available to describe your organization and program—often electronically limiting the number of characters you can use—and therefore restrict your ability to make your case. There is very little room in the process to develop a personal relationship with the grantmaker. If the giving program is a "cyber-foundation" you will be asked *not* to send paper mail, and this restricts your ability to supply the funder with powerful marketing materials unless you have them in e-format. Many believe that on-line applications may develop into a trend for the future of organized philanthropy as more and more foundations move in that direction.

A FINAL NOTE

Finally, remember that your relationship with the foundation is just beginning. If your proposal is successful, it should go without saying that you should send a thank you letter when you receive notification of funding and that you should adhere to the foundation's reporting requirements. Too many non-profits "take the money and run." Rather than taking this short-range approach, take advantage of the new relationship to continue to educate your funder. As interesting information in the area of disability and workforce development or other appropriate areas comes across your desk or computer screen, forward the most useful and interesting pieces to your funder. You do not want to bombard program officers with information, but you do want to be helpful to them. You are in a field that they may know little about. You can be a great source of information to them while also building a strong professional relationship that can last for years.

It is also important to give credit to the foundation in any publicity your program receives. Many foundations send grantees info article shows up in the media, send them a copy or let them know where they can find it on the Internet.

If your proposal is not successful, you should also thank the grantmaker for the time he or she took to answer your questions and review the proposal. This kind of thoughtfulness will be well received and will indicate to the funder that you have a professional relationship regardless of whether or not you received funding.

This final note brings us back to Step One of the grantseeking process: nurture relationships. Whether or not you plan to seek additional funding from a foundation, always remember that building personal relationships, especially with local funders, heightens the credibility of your organization and enhances your future fundraising ability.

CHAPTER 3. RESOURCES

This chapter has three sections. The first outlines important print resources available in libraries, and section two covers resources available on the Web. These two areas have a great deal of cross-over, since many resources are offered in both print and electronic format, and a great deal of the most useful work you are likely to do when you go to a library is Web-based research using the library's computers. Section three collects resources especially relevant to people with disabilities, some of which are also covered in the first two sections. For ease of reference, these disability-specific resources are marked with an asterisk (*) when they appear in other sections.

Note that some references that serve a number of functions are discussed under more than one heading. For example, the National Network of Grantmakers (NNG), association funders and others committed to progressive philanthropy, has produced a directory of grantmakers that also contains a "fundraising toolkit." The NNG resource directory is covered both under " Other Reference Books" and "Instructional Books."

LIBRARIES AND PRINT RESOURCES

While many libraries have resources on grantseeking, the most complete collections are those operated by The Foundation Center.

The Foundation Center Libraries and Reference Books

As noted in Chapter Two, The Foundation Center has major libraries in New York, Washington, DC, Atlanta, Cleveland and San Francisco and over 200 "cooperating collections" in libraries, community foundations, universities and nonprofit agencies throughout the U.S. The Foundation Center provides much of the standard information in the field of non-federal funding for grants, including foundations and corporate giving programs.

This section describes The Foundation Center's major print publications available at their libraries. You can also buy these research tools, but they are relatively costly [$155 to $295 apiece].

- *The Foundation Directory* contains information on the 10,000 largest foundations in the country, including descriptions of selected grants. Information includes field of giving, region served, types of support, limitations, financial data and names of donors officers and trustees. *The Foundation Directory Part 2* contains the same information on the next 10,000 largest foundations.

- *National Directory of Corporate Giving* has portraits of corporate foundations and giving programs, including application outlines, personnel, types of support awarded, subject area, giving limitations, and financial data.

To find basic information about most of the identified 70,000 foundations in the country, you can consult another resource:

- *The Guide to U.S. Foundations, Their Trustees, Officers and Donors* covers 70,000 foundations and is organized by state to assist with local searches. It also has an index of trustees, officers and volunteers to help you see if any of your own board members have foundation affiliations. This resource covers many more foundations than the *Foundation Directories* but has less information about each entry.[13]

To conduct more extensive research on the largest foundations and most active corporate givers, consult these two directories:

- *The Foundation 1000* has in-depth information on the largest 1000 foundations, including recently funded projects, percentage of budget earmarked for specific program areas, application guidelines, and funding patterns by population group, subject area and other topics.

- *Corporate Foundation Profiles* has profiles of the most active corporate funders (over 200) and presents comprehensive grants analyses, including amount of money given to specific population groups like people with disabilities.

Most of these reference books are published annually. Taken together, they contain the most comprehensive information on foundations and corporations and their giving patterns.

The Foundation Center also publishes a series of guides focusing on region or subject area. The subject area grant guide of specific interest to current or potential Employment Networks is:

- ***Grants for the Physically and Mentally Disabled***, which lists recent disability-
  1000 largest foundations whichaccioount for

Regional Associations of Grantmakers (RAG) Libraries

Many regions in the country have a RAG—an association of grantmakers who fund in the local area and who meet regularly to share information. Since the primary mission of RAGs is to serve foundations, the degree to which individual RAGstmaFedentaliSouternt Caliinfniahf categorized by corporate, foundation and association, government and research sites. Also available in an online version for the same price ($99).

- *Grants for Vocational Education: A Guide to Funding for School-to-Work, Job Training and Adult Education*—a resource for schools considering becoming Employment Networks, this resource book has state-by-state contact information for more than 200 private, corporate, and federal funders. It also has tips on preparing, organizing and fine-tuning proposals to meet funder's needs.

- *Giving by Industry: A Reference Guide to The New Corporate Philanthropy (2003 Edition, Aspen Publishers, Inc.)* – Each chapter describes a different industry and explains how philanthropic support is shaped by the business interests specific to the industry. Shows how the system of support has changed through time and raises the issues that will reshape the industry's support of nonprofits in the future. Short profiles of leading companies in each industry follow the analysis section. Indexed.

Directory of Grants for Organizations Serving People with Disabilities: A Reference Directory Identifying Grants Available to Nonprofit Organizations
Richard M. Eckstein, Research Grant Guides, Inc., 2000. This directory covers over 700 foundations that award disability grants. In addition, it includes three articles on grantsmanship and twenty-nine federal program profiles. Subject index categories include accessibility projects, cultural programs, education projects, independent living programs, recreation, rehabilitation, research, vocational training, and youth programs, as well as projects focusing on people with specific physical, sensory and cognitive disabilities.

National Network of Grantmakers (NNG) Grantmakers Directory
NNG is an association of individuals in philanthropy who are committed to social change and economic justice funding. The directory contains funder profiles with facts on application processes, timelines, contact people, budget information, funding areas, target populations, Web data and information on geographic restrictions. The directory is inexpensively priced and contains a toolkit for grantmakers and a commentary section by NNG funders. It also contains essays by social-change grantmakers and a useful "Fundraising Toolkit," discussed in more detail under **Instructional Books**, below.

Taft Group Resources

The Taft Group also publishes a variety of directories that provide information similar to that in the Foundation Center directories. Among the group's titles are:

- *Foundation Reporter*—profiles and giving analyses of the top 1,000 private foundations, including contact, financial and grant information and biographical data on decision-makers.

- *Corporate Giving Directory*—profiles of the 1,000 largest corporate foundations and giving programs. Includes contact information, corporate revenue figures, analyses of giving priorities, corporate operating locations, geographic giving preferences, and application procedures.

- *Prospector's Choice* (CD-ROM)—profiles on close to 10,000 foundations and corporate giving programs, including information on their grants. Contains biographical listings, contact information, financial and contribution summaries, grant analyses, application information and other data.

- *Corporate Giving Yellow Pages 2000* – provides close to 3,800 listings of corporate contributions programs and foundations. Arranged alphabetically by the sponsoring company's name. There are three indexes: one by major products/industry; another by location of headquarters and the last by operating locations.

- *The Directory of International Corporate Giving in America and Abroad 2000* – provides information on the charitable giving activities in the U.S. of foreign-owned firms and U.S. multinational philanthropy for international purposes. Contains profiles of 650 companies that have a minimum 10% investment by a non-U.S. headquartered company. More than three-fourths of the profiles cover direct giving programs.

All of these resources can be ordered on the company's Web site: http://www.gale.com/taft.htm .

State and Local Funding Directories

Foundation DataBooks
DataBooks are available for California, Iowa, Nebraska, Louisiana, Oklahoma, Oregon, and Washington. Each DataBook includes a comprehensive up-to-date directory of grantmakers and the grants they funded during the last reported cycle. Grant listings include all grants made by the foundation for the most recent year recorded. Indexes include a calendar of grants deadlines, foundations listed by grantee categories and other indexing methods. See Web site for information about each state guide: http://www.foundationdatabook.com.

The Foundation Center's site has a list of state and local directories: http://fdncenter.org/learn/topical/sl_dir.html

Instructional Books, Articles and CD-ROMs

There are hundreds of books, manuals, articles and other instructional resources on fundraising and proposal writing. Those mentioned here just a sample of what's available. Each was chosen because it was recommended by one or more successful grantwriters. For more information on these and other fundraising and grantwriting books, go to the FundsNet Web site—

http://www.fundsnetservices.com/fundraising_books.htm— which maintains a regularly updated directory of books that you can purchase from Amazon.com or Powells.com.[14] The Foundation Center site also has descriptions of recommended books on proposal writing at http://fdncenter.org/learn/useraids/proposal.html.

Demystifying Grant Seeking: What You REALLY Need to Do to Get Grants
Larissa Golden Brown, Martin John Brown, and Judith E. Nichols. Written by three successful fundraisers, this book offers instruction on how to approach grant seeking systematically. Their approach is aimed at dispelling the initial "common fear" of new grant seekers and helps to tailor a practical and efficient funding search. Published by Jossey-Bass, San Francisco, CA.

Effective Foundation Grantseeking Strategies
This is a detailed outline of a presentation given by Mark W. Jones at the CASE Corporate and Foundations Relations Conference in 1997. It is a concise map of the process of researching, contacting foundations and writing proposals. It is available online at http://www.mindspring.com/~ajgrant/m_jones.htm.

The Foundation Center's Guide to Proposal Writing
Jane C. Geever and Patricia Mc Neil, The Foundation Center, (2nd Ed., 1997)
A comprehensive manual on proposal writing, this book leads the reader through the entire grant-writing process, from preproposal planning to post-grant follow-up.

Fundraising For Dummies
John Mutz and Katherine Murray. This introductory step-by-step guide to fundraising for new grantseekers includes tips on setting up a nonprofit organization, creating a fundraising plan, writing proposals, conducting effective grass roots campaigns, phone and mail solicitations, organizing events and capital campaigns, and other aspects of fundraising. Published by John Wiley & Sons.

Fundraising for Non-Profits
P. Burke Keegan. Keegan focuses on the importance of communities, and the nonprofits that serve them, working together for the "common good"—that is, fostering an attitude of mutual support by looking beyond fundraising efforts to the individuals who are being served. Published by HarperPerennial.

Fundraising for Social Change
Kim Klein. Known to be particularly useful to grass-roots fundraisers, this publication is a new edition of the popular user-friendly book that explores fundraising in the context of philanthropy—as the fundamental expression of goodwill, humanitarianism and social justice. The book discusses ways to create and tailor a solid and ever- increasing base of financial support through individual donor fundraising, capital campaigns and special events. Published by Jossey-Bass, San Francisco, CA.

[14] The FundsNet site is an electronic resource that is discussed in more detail under *General Information Sites*, below.

Getting Funded: A Complete Guide to Proposal Writing
Mary S. Hall of Seattle University's Not-for-Profit Leadership program (http://www.seattleu.edu/artsci/departments/ips/ipsnfpl.html)
Cited by many reviewers as a "classic in the field of nonprofit fundraising," this book offers practical advice for grantwriters and includes sections on proposal ideas, writing the proposal, forms, checklists and evaluation materials. Order from Amazon.com or Continuing Education Publications, P.O. Box 1394, Portland, OR 97207.

GrantSat: Grant Proposal Self Assessment Tool
Developed by Westinghouse Electric Company under contract to the Dept of Energy, this tool was created to assist nonprofits and educational institutions in writing "winning" proposals. This easy-to-use tool can be downloaded from the Web site of Central Michigan University's Office of Research and Sponsored Programs. (http://www.orsp.cmich.edu/pdf/grantsat.pdf)

Grant Writing for Dummies
Beverly A. Browning. Another "For Dummies" guide, this book is a concise "step-by-step" guide for grant writers and fundraisers. It includes a list of the kinds of grants that are available and instructions on how to conduct research, write proposals and submit them for funding. It also includes a comprehensive list of grant terminology and practical information on why some proposals succeed and others fail. Published by John Wiley & Sons.

National Network of Grantmakers (NNG) Grantmakers Directory
The NNG Grantmakers Directory contains "Member Commentaries," a "Fundraising Toolkit" that helps grantseekers from community-based organizations develop proposals, and a fundraising plan for both mainstream and progressive funders. Topics include choosing the right fundraising strategy, how to "pitch" your project to a funder, and what *not* to say to mainstream funders. Also included are the NNG common grant application, a sample proposal, and a list of online resources for grantseekers. To order, download an order form from the Web site: www.nng.org.

Proposal Checklist and Evaluation Form
N. J. Kiritz. Created by the Grantsmanship Center Training Program, this form was designed to assess funding proposals and is a useful tool for grantseekers. Order from Grantsmanship Center Publications, P.O. Box 17220, Los Angeles, CA 90017 or go to the website: http://www.tgci.com.

Program Planning & Proposal Writing
Norton J. Kiritz, The Grantsmanship Center Reprint Series on Program Planning and Proposal Writing. This guide addresses fundraising and proposal writing efforts in a context that includes organizational management and program planning. It guides the proposal writer in a step-by-step process focusing organizing project goals so that a coherent plan is articulated during the proposal-writing process. See entry above for ordering information.

Storytelling for Grantseekers: The Guide to Creative Nonprofit Fundraising
Cheryl A. Clark, San Francisco, Jossey-Bass Publishers, 2001. Clark presents an innovative approach to grantseeking—writing your proposal as story. It is important, she writes, to capture the imagination of potential funders, and with story you can teach them about your project in a way that is more likely to grab their interest. Make the characters of your proposal/story those individuals who will benefit from the funding you are seeking, and the plot on how their lives may be changed and improved. Clark also includes chapters on overcoming "grantwriters block," cultivating relationships with potential funders, budget preparation, and organizing your final package for submission.

User-Friendly Guide to Writing Grant Proposals Mac
Gary Messinger, Aspen Publishers, Diskette. This electronic resource contains 31 step-by-step prompts that result in "ready to submit" proposals. Also contains model proposals before and after 31-step process was applied. Available through the Aspen Publishers Web site: http://www.aspenpublishers.com/.

Winning Grant Proposals: Eleven Successful Appeals by American Nonprofits to Corporations, Foundations, Individuals, and Government Agencies.
Gordon Jay Frost, Rockville, Fund Raising Institute, 1993. Frost highlights a group of funded proposals from a variety of nonprofits to foundations, individuals, corporations, and government agencies. Each profile begins by identifying the recipient organization and proposal writer and then focuses on the funding process and how the relationship between the recipient and the funder evolved. Many profiles include cover letters and copies of budgets.

Winning Grants Step by Step: Support Centers of America's Complete Workbook for Planning, Developing, and Writing Successful Proposals
Mim Carlson, Jossey-Bass (1995). This self-help workbook is a practical guide to writing grant proposals. Written for both novice and experienced grantwriters, the workbook contains practical advice and illustrative examples and has been field-tested by Support Centers of America.

Periodicals

There are a number of newspapers, newsletters and journals that cover the field of philanthropy and the topic of fundraising. Some of these cover the art and practice of fundraising, others focus on grants and grantmaking in specific fields or by particular types of foundations, and others broadly address issues, events and people in the philanthropic/nonprofit arena. Some periodicals—like *Foundation News & Commentary*, which is published by the Council on Foundations—are written for grantmakers, while others—*The Chronicle of Philanthropy*, for example—cover foundation-specific concerns together with fundraising, management and other issues common to the nonprofit sector as a whole. While periodicals in this last group may not be directly applicable for finding funders for your Employment Network, they keep you up-to-date on issues of importance to funders. Some also have lists of new grants and stories about funders. Following is a sample of useful periodicals, including links for those that have online versions:

The Chronicle of Philanthropy
Oriented to philanthropy professionals, *The Chronicle* is the standard news source for current thinking and trends in grantmaking. Published biweekly, *The Chronicle* has a regular feature summarizing recent grants broken down by foundation and then by subject area. The articles in the current issue are available for free on its Web site (www.philanthropy.com), but a subscription is needed to search the archives.

Corporate Philanthropy Report
A monthly publication by Aspen Publishers that is written from both the corporate and the nonprofit point of view, this newsletter helps grantseekers to identify and respond to trends in corporate philanthropy and seek out sponsorships, equipment and volunteer personnel as well as grants. A yearly subscription costs $316. Also available in an e-mail version at http://www.aspenpublishers.com (click on "grants" link).

****Disability Funding News***
At $339 a year ($369 for print and online access) *Disability Funding News (DFN*) is the only periodical that exclusively focuses on disability issues and funding opportunities. Published by CD Publications, *DFN* has details on public and private funding opportunities; tips from grant officials and fundraising consultants; case studies; coverage of Congressional legislation and agency activities that might impact people with disabilities; reports on the work of major advocacy groups; and highlights of significant national legal developments and state and local news. Subscribers can also sign up for e-mail alerts at www.cdpublications.com.

Foundation and Corporate Grants Alert
Also produced monthly by Aspen Publishers, this print journal has information on foundation and corporate funders in the form of foundation profiles, interviews with program officers and executive directors, and grant notices containing proposal deadlines, funding levels, grantmaking priorities and program officer contact information. An added feature is that subscribers can submit questions to be answered by grantseeking experts. A yearly subscription costs $383. Available in an e-mail version; order on the Aspen Publishers Web site: http://www.aspenpublisher.com.

Foundation News and Commentary (FN&C)
Published bi-monthly by the Council on Foundations, *FN&C* is primarily written for grantmakers, but its articles on trends and issues of significance in the philanthropic field are helpful to grantseekers and others interested in private funding. The journal features analysis and commentary on grantmaking issues, interviews with leaders in the nonprofit field and regular columns on Affinity Groups, RAGs, philanthropy-related news from the general media, government updates, and reviews of books and CD-ROMs. Subscribers to the print version have access to the Web version at

Electronic Resources

From electronic databases to online publications to websites with general fundraising information, the growing number of electronic resources make information on foundation and corporate giving much more accessible than ever before. As noted in Chapter Two, the major electronic databases offer a variety of levels of access to information on funders and grants. It also bears repeating that *The Foundation Center's Guide to Grantseeking on the Web* is an invaluable resource to help you wend your way through the many available resources.

Electronic Databases

There are a growing number of searchable electronic databases that can save you enormous amounts of time. The best of them give you the capacity to search large numbers of funders and grant descriptions in a targeted way, specifying a large number of variables including locality, type of grant, population group, subject focus and more. Some of these databases can be searched free of charge, but some can be quite expensive. Some databases are accessed through Web sites; others are on CD-ROM.

The Foundation Center

The Foundation Center's Web site (http://fdncenter.org/) is a compendium of information on the grantseeking process and philanthropy in general. Along with basics on foundations and guides to the research and proposal-writing processes, it also contains hundreds of links to individual funders and other resources. In addition, it has a "marketplace" where you can order print and CD-ROM materials and subscriptions to The Foundation Center's electronic databases.

A great deal of material is available free of charge on the Center's site, including the following:

- Foundation Finder, an online directory containing basic information—contact information, Web site link, basic financial data (assets and total giving), foundation type and a link to the foundation's 990-PF form.
- Common application forms for various regional and one national association of grantmakers.
- A Prospect Worksheet.
- Grantmaker Search, which has direct links to foundation Web sites searchable by an alphabetic list, by subject, and by type of foundation.
- An orientation to the overall grantseeking process.
- A guide to help you organize your own research process.
- Resource lists by topic, including "Disabled" and "Health" (which includes a number of useful disability listings).
  http://fdncenter.org/learn/useraids/disabilities_indiv.html
  http://fdncenter.org/learn/topical/health.html
  http://fdncenter.org/learn/useraidsm/health.html

- Listings of state and local funding directories
  http://fdncenter.org/learn/topical/sl_dir.html
- An introduction to the proposal writing process
- Proposal budgeting basics
  http://fdncenter.org/learn/classroom/prop_budgt/index.html
- *Philanthropy News Digest*, a free online newsletter.

While this information is quite useful for researching funding sources and conducting your grantseeking process, the most valuable information is fee-based. The material in the grantmaker and grants directories described in the previous section is also available online for monthly and annual subscriptions. As noted in Chapter Two, the cost of subscriptions for "The Foundation Directory Online" is tiered by the number of foundations and grant descriptions you can search. The first level, at about $20 a month, gives you in-depth information on 10,000 foundations, while the top level, at $159 a month, gives you access to the Foundation Center's entire database, which includes 70,000 foundations and over 150,000 grant records.

It's important to note that all of this information is available for free if you go to one of the Foundation Center libraries.

The Chronicle of Philanthropy's Grants Database
In addition to a feature available to regular subscribers that enables them to search the archives, *The Chronicle* maintains a database of the grants listed in the newspaper since 1995. There is a fee for access to the grants database, but subscribers receive a discount.

GrantScape
The electronic fundraising database put out by Aspen Publishers, GrantScape is available as a CD-ROM. The information about each funder profiled includes contact information, geographic restrictions, eligibility restrictions, giving priorities, grant types, financial information, application information and guidelines, recent grants, and directors and officers. The cost is $715. Go to http://www.aspenpublishers.com and click on "Non-Profit Administration and Grants."

GrantSmart
This site contains a free searchable database containing tax-related information on more than 60,000 private foundations that file the 990-PF form (for private foundations). The Web site address is http://grantsmart.org.

GrantStation.com
GrantStation.com [http://www.grantstation.com] is a fee-based searchable database containing profiles of national, regional and local foundations and corporations prescreened to ensure they will accept proposals. Profiles are a "compilation of funders' guidelines, information from directories, bulletins, websites and late-breaking news." Common grant forms and a "self-paced Proposal Building tutorial" are also included in the membership fee.

GuideStar
An online resource maintained by Philanthropic Research Inc. containing entries on 850,000 501(c)(3) organizations, searchable by keyword. Basic program and financial data about these organizations are available for free on the GuideStar Web site, www.guidestar.org, which also has copies of IRS Form 990 from thousands of foundations. You can also order

how the Ticket-to-Work operates, how state agencies can help implement the Ticket-to-Work legislation, and the role of corporations and foundations.

- *The Ticket to Work and Work Incentives Improvement Act: Opportunities to Shape Innovation Through Public Private Partnerships* is a fact sheet that outlines the major features of the Act and suggested roles for foundations and other stakeholders. Also includes a matrix containing a range of possible projects for grantmakers with different funding priorities.

- *California State Activities Relating to Work Incentive Act Implementation: The Context for Foundation Actions*. Examines how California has implemented various aspects of the Ticket to Work Act, including enacted legislation.

National Network of Grantmakers (NNG)
NNG is an association of progressive funders whoseWeb site (http://www.nng.org) is especially useful to grantseekers for its links and Common Grant Application form. Also available online is the current issue of its quarterly newsletter. You can also download an order form for NNG's directory of progressive funders, described under **Other Reference Books**, above.

Regional Associations of Grantmakers (RAGs)
Some RAGs have Web sites that are the regional counterparts of the Foundation Center site, including how-to information for grantseekers and regional databases. Following are some examples of highly developed regional Web sites:

Donors Forum of Chicago (http:www.donorsforum.org) maintains a Web site with a free step-by-step guide for grantseekers, trends in local and national philanthropy and nonprofit organizations, and a number of options for researching foundations and grants. The site contains GrantSource, a free service that lets users see complete foundation grant listings for the current fiscal year. You can also subscribe to another service, Illinois Funding Source, to conduct more sophisticated grants searches and gain access to the Donors Forum online foundation directory.

Associated Grantmakers

> accept those forms; deadlines, lists of funders who belong to MCF and links to those with Web sites.

As noted above, you can find your local RAG and see what services it provides by consulting the Council on Foundations' Web site (http://www.cof.org) or that of the Forum of RAGs (http://www.givingforum.org/).

Other Regional and Local Sites

Apart from the Regional Association of Grantmakers Web Sites, there are a number of other sites with a regional or local focus that also contain also contain useful general information. Some of these are Foundation Center regional collections, others are associated with University libraries, while yet others are operated by local nonprofit support groups. Following are some examples of particularly helpful sites in this category:

Tucson-Pima Public Library
This site (http://www.lib.ci.tucson.az.us/grants) is a gold mine of information for any grantseeker and is an essential place to visit if you happen to be looking for funding in Arizona. It contains a free "Grants Orientation Manual," together with prospect worksheets; a sample cover letter, letter of inquiry and other material; subject area directories (including one for disability), foundation directories, corporate directories and more.

Michigan State University Grants and Related Resources
Here's what the *Guide to Grantseeking on the Web* has to say about this truly excellent site (http://www.lib.msu.edu/harris23/grants/grants.htm):

> The amount of information available on these pages is nearly overwhelming, but Jon Harrison of the University of Michigan Libraries has created a site that is well organized and cleanly designed. You won't get lost. Most valuable here are the annotated lists of resources (print, electronic, and online) for grant information in particular subject areas, from Arts and Cultural Activities to Religion and Social Change. For each subject area, Harrison gives abstracts of useful print resources, descriptions of databases, and links to online information. There is a substantial section of information on grants to individuals, including financial aid. Harrison also has assembled an impressive bibliography, with links, on grantsmanship techniques, including lots of information on fundraising research and proposal writing. (*GGW*, p. 179)

Look at "Grants for Nonprofits/Minorities" and Grants for Individuals" for disability-specific information.

State Charitable Trust Listings

Many states maintain registries of charitable trusts that are open to the public. You can find the state agency or Secretary of State who does this by typing “charitable trust” and “state name” in your search engine. [15]

General Information Sites

The sites listed below offer a range of information on grantwriting and fundraising, including fundraising resources, information and advice on grantwriting, current application opportunities, online bookstores, annotated links to other useful sites, glossaries of fundraising terms and directories of funders. Many of these sites contain features that would qualify them for inclusion in other sections of this chapter, such as Instructional Sites or Electronic Databases, but they are placed here because of their range of features.

About.com: Nonprofit Charitable Organizations

http://nonprofit.about.com/

The main About.com site is actually an Internet network covering over 50,000 subjects organized into 23 “channels,” each administered by a “guide” who is an expert in that area. The “Nonprofit” channel guide has extensive experience in many aspects of the field and has included information and advice about nonprofit organizations, management, fundraising, grantwriting, nonprofit start-ups, and other topics. “Nonprofit News” has a list of periodicals with helpful comments. A problem with the site is that it has an overabundance of pop-up ads.

Association of Fundraising Professionals (AFP)

http://www.afpnet.org

AFP is an association of over 26,000 professional fundraisers, researchers, educators and others whose purpose is to advance philanthropy through advocacy, research, education and certification programs. Formerly called the Association of Fund Raising Executives, this organization maintains a Web site with information on nonprofit philanthropy along with AFP publications, professional advancement programs and course information. The

Recognized by many as one of the best sites in the prospect research field, David Lamb's site inspires high praise from his colleagues. *The Foundation Center's Guide to Grantseeking on the Web* has this to say: " Lamb, a former development officer at the University of Washington, has attempted to "separate the wheat from the chaff" in describing truly useful Internet sites for researching corporations, foundations, and individual donors. … What's nice about the Prospect Research Page is that Lamb has distilled the overwhelming number of potential sources of information on the Internet into a relatively small selection of sites, which he has thoughtfully annotated. (p.178).

***FundsNet**

http://www.fundsnetservices.com

FundsNet provides a well-stocked directory of funders and resources for grantseekers. Funders' directories are searchable by state, subject area, and type of foundation; each link has a short comment describing the funder's mission and priorities. The site also contains reviews of books on grantwriting and links to enable you to purchase them online, along with other resources. See **Disability-Specific Resources**, below, for disability pages on this site.

Getting Grants – Help for Grant Writers

http://granthelp.clarityconnect.com/

This site provides tips, techniques, and books related to grantwriting. Resources include a list of Internet resources, quick tips, a glossary, a list of acronyms, and news. The resource list contains links and helpful comments and descriptions of other sites. The "quick tips" section is backed up by a free online "grant writing school" for those who need more information about how to follow the advice offered. The site also offers a newsletter and a "bookstore" where you can purchase books on grantwriting and other related topics through Amazon.com.

***HandsNet**

http://www.handsnet.org

This site has news headlines, alerts and links to sources to "empower organizations to effectively integrate new online strategies, strengthening their program and policy work on behalf of people in need." For a modest yearly fee, you can also sign up for "WebClipper," a clipping service that will send you daily e-mail updates on issues you specify. "Disabilities" is one of the main issue areas offered. Also available are discussion groups and funding pages. You can get a free 30-day trial of WebClipper by signing up online.

Internet Prospector

http://www.Internet-prospector.org

This site has lists of foundations and corporations linked to pages that provide brief comments written for nonprofits prospecting for funds, together with hotlinks to the funders' sites. It also has brief descriptions of and links to funder and grants search engines, links to state databases of charities and corporations, online journals and more. There is also a useful guide to using search engines to find information on foundations.

Internet Public Library
http://www.ipl.org/div/subject/browse/bus60.00.00
This site, created by the University of Michigan School of Information, was created to "determine what a public library might look like if it existed only on the Internet. The Internet Public Library maintains a collection of web sites by adapting traditional library techniques for selection, evaluation and organization. It also offers services like an e-mail reference desk."[16] A portal to other useful sites, it contains excellent brief descriptions of those sites, enabling you to pinpoint those likely to have solid fundraising information and links.

ProposalWriter.com
http://www.proposalwriter.com
This Web site by for-profit independent consultant Deborah Kluge, is full of general information about grantwriting and researching funders, plus links to other helpful resources. It may at first seem overwhelming, but there is a lot of good information for those with the patience to explore the site in full and to follow the links. Note that Ms. Kluge specifically notes that disability as a subject area is outside her service area.

Corporate Information on the Web

Corporate funding is an obvious target for Employment Network proposals. While corporate foundations and some corporate giving programs can be found through the Foundation Center and other philanthropy-oriented electronic resources, a great deal of corporate giving is not reported on these sites, primarily because corporate giving that is not conducted through a foundation is subject to fewer regulations.[17] *The Foundation Center's Guide to Grantseeking on the Web* has an excellent chapter on how to research corporate giving programs and how to interpret corporate Web sites. The Foundation Center Web site also has a condensed version of this discussion, plus useful links to electronic and print resources at http://fdncenter.org/learn/faqs/corporate_giving.html. You can also go directly to the Foundation Center's corporate grantmakers database: http://fdncenter.org/funders/grantmaker/gws_corp/corp1.html.

Another helpful site for learning about how to research corporate information is Researching Companies Online (http://home.sprintmail.com/~debflanagan/) which contains a business research tutorial in the form of a step-by-step proc07 Tontm

CCINet
http://www.ccinet.org
This site focuses on corporate community involvement (CCI) and contains a searchable database of over 270 companies that provide grants or other types of charitable giving. Operated by Charities Aid Foundation, a British organization, the database includes American companies.

Corporations/Execs section of David Lamb's Prospect Research Page
http://www.lambresearch.com/CorpExec.html
This site contains a streamlined guide to the many corporate databases and information sites and provides an entry point for newcomers to researching corporations. It also has links to corporate directories and other corporate information sources.

CSC Non-Profit Resource Center
http://home.attbi.com/~cscunningham/Corporate.htm
This site has hundreds of corporations with foundations or giving programs listed. Each listing includes a notation of the giving areas and a link to the company giving Web site.

Hoovers Online
http://hoovweb.hoovers.com/
This is a resource for general information on corporations. The directory contains information on thousands of companies and links to other corporate resources on the Web. According to David Lamb, this is not a good source for smaller private companies.

Internet Prospector's Corporations Page
http://www.internet-prospector.org/company.html
The Internet Prospector's "corporations" page has a useful annotated list of corporate directories, corporate news sources, corporate yellow pages and other corporate references—all with links to the sources. The "corporate giving" page has descriptions of corporate foundations and giving programs written by prospect researchers, along with links to the corporate Web sites.

Investor Relations Information Network (IRIN)
http://www.irin.com
IRIN is the access point for viewing and printing electronic annual reports of over 3,000 companies. If you want to request a hard copy of an annual report, IRIN will forward your request to the appropriate company. The site also has company statistics and third-party data, as well as a library of Web sites that can be saved and managed in a personalized facility called My Shelf.

Instructional Sites and Pages

The Web sites and pages listed below have useful information on how to write proposals.

EPA Grantwriting Tutorial
http://www.epa.gov/seahome/grants/src/title.htm
Developed for the Environmental Protection Agency by Purdue University, this online grantwriting tool has modules that describe each section of a proposal. Within each module, you are given samples of the component and then are taken through a "mock grant writing activity." While some of the information is particular to environmental grantwriting, a great deal of it is generic.

Ferris University Office of Grants
http://www.ferris.edu/htmls/administration/academicaffairs/vpoffice/grants/
Geared to the university grantseeking process, this site nevertheless has material useful to any grantseeker. The brief descriptions of parts of the proposal–needs statement and objectives, for example—and the more detailed descriptions of budget preparation (along with sample budgets) are especially useful.

Grant Proposal.com
http://www.grantproposal.com
This is a good instructional site for beginning grantwriters. It features tips from funders, sample letter of inquiry, guidelines for proposal writing, helpful comments (for example, on limitations of foundation and grants databases), and other resources.

****The Grantsmanship Center***
http://www.tgci.com
The Grantsmanship Center, Inc. (TGCI) is a clearinghouse of information on proposal writing and fundraising. While it does have a directory of community foundations, its primary value for seeking funds from foundations are 1) its online, print and CD-ROM resources on proposal writing, 2) its storehouse of "winning proposals" in a variety of fields, including disability and job training, and 3) its training programs. The site also contains current Federal Register grant funding information, including a daily summary; an online magazine; and a listing of publications for fundraisers, including the TGCI proposal writing guide.

Innovation Network, Inc. (InnoNet)
http://www.innonet.org
InnoNet has built a Web site that has a series of tools and resources to help you create a blueprint for designing, evaluating and implementing your program. It has a Workstation that helps you to create program and evaluation plans and budgets, along with a feature that automatically downloads those plans into common application forms from the National Network of Grantmakers and the Washington Regional Association of Grantmakers.

Non-Profit Guides
http://www.npguides.org
This site provides a series of brief guides to help non-profits through the proposal-writing process. The material is free and includes a sample cover letter, letter of inquiry, budget, and executive summary, and a step-by-step guide to writing a full proposal.

Paladin Group on Writing Proposals
The Paladin Group is a for-profit grantwriting and consulting firm. However, its Web site contains this useful article, http://www.silcom.com/~paladin/promaster.html, which outlines the elements of a Letter of Inquiry, Cover Letter and full proposal, including the budget and attachments.

A number of the sites reviewed in previous portions of this chapter also have good instructional pages or sections for writing proposals and/or conducting funding research. These are:

The Foundation Center's Learning Lab (http://fdncenter.org/learn)
The Donors Forum (http://www.donorsforum.org/resource/grant_res_learn.html)
Minnesota Council on Foundations (http://www.mcf.org)
GrantStation.com [http://www.grantstation.com]
Tucson-Pima Public Library (http://www.lib.ci.Tucson.az.us/grants)
Michigan State University (http://www.lib.msu.edu/harris23/grants/grants.htm):

Online Publications

Apart from electronic versions of the print publications summarized above, there are a number of electronic journals and newsletters that are available only on the Web or via e-mail. Subscribing to one or more of these is a great way to monitor up-to-the-minute developments and issues. Below is a sample of these online offerings.

Charity News-USA
http://charitychannel.com/charitynews-usa.html
CharityNews - USA is a Monday through Friday opt-in news feature published by CharityChannel LLC. It is available directly on the CharityChannel website at and/or via email delivery. Headlines, brief descriptions of articles, and links to articles are compiled by CharityChannel's own editorial team, which consists of editorial staff and volunteers from the US nonprofit sector. (See below, *Electronic Discussion Groups and Message Boards,* for a description of the CharityChannel and its offerings.)

Internet Insider
http://www.efsinternet.com/internet-insider.htm
This free e-newsletter "for grantseekers and fundraisers" comes out twice a month and offers summarized information about philanthropy Web sites, online discussion groups and publications, among other things.

Internet Prospector
http://www.internet-prospector.org/index.html
This is what the *Foundation Center's Guide to Grantseeking on the Web* says about the *Internet Prospector*: "Each month's newsletter includes reviews of and annotated links to resources organized under the headings Corporations, Foundations/Grants, International, People, News Online, and Tools. There also is an archive of past issues dating back to

November 1998. You can subscribe to an e-mail version of the newsletter that is sent during the first week of each." (GGW, pp 210-11)

Philanthropy Journal
http://www.philanthropyjournal.org
This online journal can be viewed on the Web for daily updates. In addition, you can receive a weekly e-mail newsletter. You can also search the archive by date, region, subject, field of interest, and keyword.

Philanthropy News Digest (PND)
http://fdncenter.org/pnd/current/index.html
The Foundation Center's free, online journal is the standard for the field. Sent to subscribers by e-mail once a week, *PND* is "a compendium, in digest form, of philanthropy-related articles and features gathered from print and electronic media nationwide" (GGW, p. 217). *PND* also has a number of other features, including:

- A search engine that enables you to search past issues back to 1995 by name, keyword or date.
- Book reviews and Web site reviews
- Links to new philanthropy-related material on other Web sites
- Links to *RFP Bulletin*, a list of grant application opportunities compiled weekly

Philanthropy News Network Online (PNN Online)
http://www.pnnonline.org
PNN Online is a daily news service on the Web that features news, information, and resources about the nonprofit world, by field-of-interest (e.g. education, health, human services, advocacy) and other categories like General Fundraising. You can also sign up for *PNN News Alert*, which offers news about fundraising, legal and governmental issues facing nonprofits, updates about issues and trends affecting nonprofits, and other features.

There are also regional journals and newsletters, a number of which contain national information. Following is a sample:

> *Food For Thought (San Francisco area)*
> http://www.compasspoint.org/publications/food4thought/Food4Thought.html
>
> *Giving Forum Online (Minnesota)*
> http://www.mcf.org/mcf/forum/index.html
>
> *Grants Action News* (New York State) anci7.1093 -1.158gg05ws (P2 newsle

Association of Fundraising Professionals
http://www.afpnet.org/tier3_cd.cfm?folder_id=914&content_item_id=1124

The Foundation Center—Literature of the Nonprofit Sector Online
http://fdncenter.org/research/lnps/list.html

MSU Library's Grants and Related Resources Section/ Nonprofit Newsletters and Current Awareness Services
http://www.lib.msu.edu/harris23/grants/percat2.htm

Electronic Discussion Groups and Message Boards

Electronic discussion groups (also referred to as "listservs") and message boards are good ways of getting information from other grantseekers and experts in various fields related to fundraising. These have the benefits of being interactive and therefore allowing you to post and respond to questions directly related to disability, employment and other issues of importance to grantseeking for ENs. The drawback is that you have to filter the information you receive to determine its accuracy. *The Foundation Center's Guide to Grantseeking on the Web* contains a helpful introduction to using these electronic resources, including how to find useful lists, how to subscribe, list etiquette, how to manage your mail, and more. Below are descriptions of a few discussion groups and message boards of particular interest to current and potential ENs.

CharityChannel
The CharityChannel [http://www.charitychannel.com/forums] is an excellent source of information and feedback. The site maintains a large number of discussion lists for nonprofit professionals and has over 45,000 participants using the lists. The most useful of the lists are described below.

Grants focuses on all aspects of grants and foundations and covers grantseeking in all fields, foundation funding, foundation administration and more. Funding for disability organizations is a frequent topic, and you can ask direct questions, like "where can I go to get funding for an employment program for people with disabilities in X state?" To subscribe, send an e-mail to listserv@charitychannel.com. In the body of your message type: subscribe grants <firstname lastname>. To post a message to the list, send your e-mail to grants@charitychannel.com. You can also subscribe or view the valuable archive on the Web at http://www.charitychannel.com/forums.

Prspct-L is for prospect researchers and development professionals in education and service organizations. Topics include rating prospects, ethics, job announcements, and foundations. According to GGW, "this is a busy, well-focused list, full of research leads."(p. 243). To subscribe, go to http://groups.yahoo.com/group/PRSPCT-L and register on the site. As with the Grants list, you can also subscribe and access the archives at http://www.charitychannel.com/forums.

PND Talk
The Foundation Center has a public message board called PND Talk on *Philanthropy News Digest* area of its Web site (http://www.fdncenter.org/pnd). Like the CharityChannel listserv, the message board offers users an opportunity share opinions, insights, and questions about grants and philanthropy. [GGW, p.244]

GRANTSEEKING AND PROPOSAL WRITING TRAINING COURSES

As with the other types of resources listed in this chapter, there are hundreds of training courses to choose from. The two most commonly accepted and respected providers of training for writing proposals, researching funders and other aspects of grantseeking are The Foundation Center and The Grantsmanship Center. If you decide to choose another provider, it might be a good idea to check with other grantseekers in your area or ask for advice on one of the Charity Channel discussion groups.

The Foundation Center
The Foundation Center offers a series of one-day courses covering all aspects of grantmaking. Here is a sample from their program catalogue:

- Foundation Fundraising: An Introductory Course designed for novice fundraisers to learn to prepare their organizations to seek grants.
- Proposal Writing Seminars - Learn to write successful proposals.
- Securing Your Organization's Future: Developing a Fundraising Plan.
- The Foundation Center's Proposal Budgeting Workshop - How to compose and present budgets for your organization and programs.
- Grantseeking on the Web Hands-on Introductory Training Courses - Develop an organized and focused approach to funding research using the Web.
- Funding Research with FC Search Basic and Advanced Training Courses - Optimize the use of FC Search as your fundraising research tool.
- Finding Funding Prospects with The Foundation Directory.

The fees for the above courses range from $125 to $195. Check the Foundation Center Website for more information. http://www.fdncenter.org/marketplace/

The Grantsmanship Center (TGCI)
TGCI's grantsmanship training is very well reviewed by many professional grantwriters. The organization holds approximately 200 workshops in grantsmanship and proposal writing each year in various locations around the country, often hosted by local agencies. Designed for both novice and experienced grantseekers, TGCI's basic grantwriting workshop covers all aspects of searching for grants, writing grant proposals, and negotiating with funding sources. TGCI also offers a "Strategic Fundraising Workshop" that goes beyond the grantwriting process to include instruction in "how to write a case statement, perform a fundraising audit, apply business techniques to your fundraising plan…motivate your board and volunteers to raise more money…(and) how to integrate these elements into a pragmatic fundraising strategy that is specific to your own organization." Both courses last 5 days; the first costs $775, the second is $795.

Call 800-482-9860 or 213-482-9897 (TTY) or view course descriptions online at http://www.tgci.com.

DISABILITY-SPECIFIC RESOURCES

The collection of disability-related grant resources in this section includes those that have been covered earlier in this chapter as well as new ones.

Books and Monographs

The Complete Directory for People with Disabilities
Leslie MacKenzie, Ed., Grey House Publishing, Millerton, NY, 2003
This comprehensive resource for individuals, organizations and professionals contains a compendium of products and services for people with disabilities, including a list of foundations and funding directories. The foundation list is organized by state and contains contact information (contact person, address and phone), plus a brief description of funding priorities relating to disability. Call 800-562-2139 or order online: http://greyhouse.com/disabilities.htm.

Directory of Grants for Organizations Serving People with Disabilities: A Reference Directory Identifying Grants Available to Nonprofit Organizations
Richard M. Eckstein, Research Grant Guides, Inc., 2000. This directory covers over 700 foundations that award disability grants. In addition, it includes three articles on grantsmanship and twenty-nine federal program profiles. Subject index categories include accessibility projects, cultural programs, education projects, independent living programs, recreation, rehabilitation, research, vocational training, and youth programs, as well as projects focusing on people with specific physical, sensory and cognitive disabilities.

Fundraising for Independent Living Centers
Jacki K. Hannah and Susan R.Elkins, (ed.) Lawrence, KS: Research and Training Center on Independent Living 1986. This is a fundraising guide prepared for program directors and board members of ILCs that is also applicable to other disability nonprofits. Includes step-by-step procedures for setting up basic management systems and incorporation as a nonprofit; developing a feasibility study and presenting it to your board; fundraising methods and structures; how to do a fundraising plan and case statement; and how to work with consultants. Also included is a fundraising bibliography, suggestions for a board manual; and a board checklist and worksheets. (Description adapted from Foundation Center material)

Grants for the Physically and Mentally Disabled
Foundation Center, New York, NY, 2002. Lists recent disability-related grants made by the country's 1000 largest foundations (which account for more than half of all grants awarded). Contains statistical tables showing number of grants and dollar amount arranged by foundation name, states, primary subject, type of support, recipient type, and sub-population group served. Indexes include geographic, subject matter and recipient name. http://www.fdncenter.org/marketplace/

Newsletters and Bulletins (Print and Online)

Disability Funding News
At $339 a year ($369 for print and online access) *Disability Funding News (DFN*) is the only periodical that directly focuses on disability issues and funding opportunities. Published by CD Publications, *DFN* has details on public and private funding opportunities; tips from grant officials and fundraising consultants; case studies; coverage of Congressional legislation and agency activities that might impact people with disabilities; reports on the work of major advocacy groups, and highlights of significant national legal developments and state and local news. Subscribers can also sign up for e-mail alerts at www.cdpublications.com.

Foundation Center RFP Bulletin: Disabled
http://fdncenter.org/pnd/rfp/cat_disabled.jhtml
The RFP (Request for Proposals) Bulletin, published weekly by the Foundation Center, contains overviews of current funding opportunities and links to more complete descriptions and the full RFP.

Web sites and Pages

Disability Funders Network
www.disabilityfunders.org
The Web site of this association of grantmakers is not set up to provide access to funders. However it does have general information about disability and philanthropy, a number of publications helpful to grantseekers, and some that focus directly on the Ticket to Work Act. For example:

- *Disability Funding in California,* a report on a 2001 survey of 108 grantmakers and interviews with 20 grantseekers that examines how California grantmakers understand and address disability issues and explores possible knowledge and communications gaps between grantmakers and applicants.

- *Ticket to Work Forums for California Grantmakers, State Agencies and Disability Community Representatives:* Summarizes workshop presentations that describe how the Ticket-to-Work operates, how state agencies can help implement the Ticket-to-Work legislation, and the role of corporations and foundations.

- *The Ticket to Work and Work Incentives Improvement Act: Opportunities to Shape Innovation Through Public Private Partnerships* is a fact sheet that outlines the major features of the Act and suggested roles for foundations and other stakeholders. Also includes a matrix containing a range of possible projects for grantmakers with different funding priorities.

- *California State Activities Relating to Work Incentive Act Implementation: The Context for Foundation Actions*. Examines how California has implemented various aspects of the Ticket to Work Act, including enacted legislation.

Disability Resources Monthly Guide to Grants and Grant-Writing
http://www.disabilityresources.org/GRANTS.html#FOUNDATIONS
Disability Resources, Inc. is a nonprofit network of volunteers who maintain an online guide to hundreds of resources, including funding sources. You can search the site by state and subject.

Foundation Center Literature of the Nonprofit Sector Online
http://lnps.fdncenter.org/search.html?
This is a searchable database of the holdings of the Center's libraries and philanthropy literature. A search using the keyword "disabled," for example, yields 69 hits, including periodical articles, reports, and directories. Using the keywords "disabled & employment" yields 10 hits; "employment" gets 462 hits. Don't forget to search "handicapped."

Foundation Center resource lists

> *User Aid for Individuals with Disabilities*
> http://fdncenter.org/learn/useraids/disabilities _indiv.html
> Books, articles and electronic resources for locating foundations that have previously made grants focused on disability.
>
> *User Aid for Health Care Programs and Research*
> http://fdncenter.org/learn/useraidsm/health.html
> Contains citations to selected works from the Center's Literature of the Nonprofit Sector Online (LPNS Online) on health-related fields, including disability.
>
> *Fundraising for Health: A Resource List*
> http://fdncenter.org/learn/topical/health.html
> Citations to selected works from LPNS Online on fields related to health. Disability references are found under the headings "General Resources" and "Disabilities and Mental Health."

FundsNet
http://www.fundsnetservices.com/disabili.htm
This general purpose site has two pages of links to foundations and corporations that provide disability grants.

The Grantsmanship Center (TGCI)
http://www.tgcigrantproposals.com/
TGCI maintains a storehouse of "winning proposals" on its Web site, including sets of proposals on disability and job training drawn from funding competitions administered by the Rehabilitation Services Administration and the National Institute on Disability and

Rehabilitation Research. Abstracts of all proposals are available for free. The proposals themselves can be purchased on CD-ROM. Note that these are proposals for government funding, not private funding.

HandsNet
http://webx.handsnet.org/webx?98@109.ndLqayfrcCy.0@htmlLinks/Searches/Disabilities-Search.htm
This general site collects articles, alerts and links to strengthen "program and policy work on behalf of people in need." The site offers, "WebClipper," a clipping service that will send you daily e-mail updates on issues you specify. "Disabilities" is one of the main issue areas offered.

Michigan State University Grants and Related Resources
http://www.lib.msu.edu/harris23/grants/grants.htm
This is an especially rich site for disability information. Look at "Grants for Nonprofits/Minorities" and Grants for Individuals" for disability-specific information.

National Center for the Dissemination of Disability Research (NCDDR)
http://www.ncddr.org/nidrrinfo/funding.html
The NCDRR is maintained by the Southwest Educational Development Laboratory (SEDL) under a grant from the National Institute on Disability and Rehabilitation Research (NIDRR). The site has a page on corporate and foundation grants relating to disability.

Tucson-Pima Public Library
http://www.lib.ci.tucson.az.us/grants
This site has a subject area directory on disability and a great deal of helpful information for the novice grantseeker, including a "Grants Orientation Manual," together with prospect worksheets; a sample cover letter, letter of inquiry and other material; foundation directories; corporate directories and more.

APPENDICES

I. **Dole Foundation Evaluation Criteria**

II. **Ticket To Work Material for Funders**

III. **Venture Philanthropy and Other New Foundation Trends**

IV. **Sample Ticket to Work Grants by Foundations**

V. **WorkforceUSA.net: An Expanding Resource for Employment Programs**

Appendix I: Dole Foundation Evaluation Criteria

Project Viability

A. Project Benefit/Need

1. Is there a demonstrable need for this project? Are the need and the target population well defined?
2. How does the proposed project benefit people with disabilities in the community served in terms of training? In terms of jobs?
3. How does it benefit the national disability community?
4. Is the benefit commensurate with the size of the grant request?
5. What is the cost-per-person trained/employed?

B. Concept Soundness

1. Is the proposed project concept adequate to the needs described in the proposal?
2. Is the activity plan consistent with both the project design and the described need?
3. Does the project design reflect recent theory and best practice in the field?
4. If the project entails a training program, is the training comprehensive and at an appropriate level?

C. Quality of Presentation

1. Is the proposal clear, concise, and complete?
2. Are all sections included?
3. Is the budget broken down by the line item specifying how the Foundation's funding would be used?
4. Are all requested attachments included? That is, letters of support 501(c)(3) determination letter, audit and other financial statements, resolution of governing body, list of sources of revenue, operating budget, etc?
5. If this is a business venture, is a business plan included? Does the plan follow The Dole Foundation Business Venture guidelines?

Project Supports And Resources

A. Agency Capability

1. Does the organization have an established track record in the operation of programs comparable to the one proposed?
2. Do the project director and other key staff have adequate training and/or experience to conduct the project?

3. Does the proposal indicate staff familiarity with pertinent methods and literature?
4. Are commitments of staff time adequate for the project?
5. Are the applicant's facilities, equipment and administrative support adequate to achieve project objectives?

B. Community, Business and Union Support

1. Does the applicant have solid roots in the community?
2. Does the applicant have community support for this project?
3. Does the applicant demonstrate support from local employers and labor unions?

Dole Foundation Criteria

A. Innovative Features

1. Is the project idea unique or innovative in its approach? Is this program different from others The Dole Foundation has funded?
2. Does the project make innovative use of successful methods previously used in other environments or for other populations?
3. Does the innovation flow out of solid experience in program delivery for the same or similar populations?

B. Model Program Potential

1. Is the program readily replicable in other geographic areas and/or with target groups?
2. Can the project results be applied to other populations? Other geographic areas?

C. Consistency with Dole Foundation Priorities

1. Does the program emphasize competitive employment?

D. Geographic Location

1. Does the applicant organization serve a rural area? An economically depressed area?
2. How often have we funded programs in this state?
3. Is the service area one that is traditionally underserved in the field?

Financial Capability

A. Financial Stability

1. Does the organization operate within its annual operating budget? Is actual and projected income (listed by source) included?
2. Does the organization a broad-based and stable means of ongoing support?

B. <u>Budget and Financing Strategy</u>

1. Is the budget for the project adequate to support project activities?
2. Are the costs reasonable in relation to the project objectives?
3. Does the project have a strategy for eventual self-support from other sources?
4. Is the Project likely to draw in other financial support?
5. Are other sources of funding available? Are these sources more appropriate to fund this project?

Evaluation And Dissemination

A. <u>Evaluation</u>

1. Is there a concrete evaluation plan containing both quantitative and qualitative factors?
2. Does the evaluation focus on both the participants' progress and the effectiveness of the overall project?
3. Is there a tracking system to gauge program effectiveness in the long term? Will we be able to trace participants in the future?

B. <u>Dissemination</u>

1. How will results be disseminated? Are the means to disseminate results clearly defined?
2. Is the dissemination format the best one to achieve the maximum results?
3. What is the scope of the dissemination plan (i.e., local, statewide, national)?

Appendix II. Ticket To Work Material for Funders

- ***A fact sheet that outlines the major features of the Work Incentives Act, California's response to the Federal legislation, and suggested roles for various stakeholders***. The fact sheet, "The Ticket to Work and Work Incentives Improvement Act: Opportunities to Shape Innovation through Public Private Partnerships," is accompanied by a matrix containing a range of possible projects for grantmakers with different funding priorities.

- ***A snapshot of state agency and legislative actions relating to implementation of the Work Incentives Act***. This document, produced to clarify appropriate foundation funding activity, gives foundations information on what TWWIIA-related needs are likely to be filled by state and local government agencies.

- ***A report on forums held in June, 2000, that brought grantmakers together with Federal and state agency representatives, advocates, and subject matter experts***. Participating grantmakers learned about the purpose of the Federal legislation and the policy context within which it arose; its meaning for millions of disabled individuals who forego the opportunity to work for fear of losing crucial public health insurance; and the opportunities and challenges for state-level implementation. The participants then developed an initial consensus list of roles foundations can play in the ongoing systems change signaled by the new legislation. The enclosed report summarizes the presentations of the major speakers, highlights foundation roles, and suggests possible funding strategies and demonstration projects.

The Ticket to Work and Work Incentives Improvement Act
Opportunities to Shape Innovation Through Public-Private Partnerships

Foundations in California and elsewhere focus their energies on addressing poverty, education, unemployment and health-care by funding non-profits that reach out to the most disenfranchised and poorest members of their communities. What is not widely known is that people with disabilities are, in fact, *the* poorest, least educated and least employed minority group in most communities. If the needs and issues of people with disabilities are not factored into analyses of these issues and programs that address them, funding decisions may not be as comprehensive or effective as they could be.

New legislation, *The Ticket to Work and Work Incentives Improvement Act of 1999*, has the potential to remove many fundamental barriers that keep people with disabilities in poverty. In California alone, one million people with disabilities are unemployed and receive Federal monthly cash benefits valued at nearly $9 billion annually.

- Most of them are abjectly poor. The rest are near-poor.
- Nearly all are enrolled in publicly financed health care programs (Medi-Cal and Medicare).
- Many disabled Californians who do not have public insurance because they do not meet the SSA poverty guidelines need the level of care that only Medi-Cal can provide.
- Many of these individuals face significant barriers to employment.

The Opportunity. The Work Incentives Act offers communities significant opportunities to eliminate barriers to employment for Californians with disabilities who want to work by providing continued health care security and expanding employment-related services. New state legislation made possible by the Ticket to Work Act, AB 925, enables with severe disabilities to work while retaining Medi-Cal. Furthermore, the Federal Act creates a potential cash flow to support employment-related services that Californians with disabilities want and need.

Foundations Can Make a Difference

The Work Incentives Act is also an invitation to innovation for both large and small foundations. Because of the inherent limitations of Federal funding and allowable activities under the Act, private funding is essential for fulfilling its full potential. Foundations can fund approaches that create and test solutions to long-standing problems. For example, community foundations can convene stakeholders and address community barriers. Foundations with targeted program areas in health, employment, poverty alleviation/asset creation, and economic development can make sure disability issues are fully addressed in their current funding strategies as well as directly funding projects that are aligned with the goals of the Act. Here is a sample of the type of programs foundations can fund:

Health

- Health insurance product development responsive to the new legislation and taking into account the healthcare needs of working individuals with severe disabilities.
- Employer-offered healthcare models that wrap around Medi-Cal coverage.
- A clearinghouse of healthcare products for Californians with disabilities.
- Advocacy training for consumers
- Partnerships between health research and provider organizations and organizations with disability expertise.

Employment

- Loan funds for individuals transitioning to and from the legislation's Ticket to Work program, which provides Social Security beneficiaries with a "ticket" they can exchange for employment-related services from any provider authorized by SSA to be an Employment Network.
- Small cooperatives made up of Ticket holders who need extensive financial and benefits planning and management.
- Seed funding for disability organizations to develop the capacity to become SSA-authorized Employment Networks.

Health and Work

- Targeted outreach to employers, health organizations, employment service agencies and other stakeholders.
- Train health and employment agency personnel in non-disability organizations about disability.
- Build capacity of organizations that provide employment and health services to economically disadvantaged individuals to integrate people with disabilities.

Poverty Alleviation/Asset Creation

- Specialty product lines that assist people with disabilities in effectively managing both earned income and benefits income.
- Low income credit unions to expand access to credit, financial services and asset accumulation for ticket holders.
- Convene Community Development Financial Institutions (CDFIs) and bankers who have community reinvestment funds to inform them of investment opportunities aligned with the Act.
- Facilitate partnerships between CDFIs and disability funding TD( ) (unity)-7uundinfunership1shiween CDFI Tc0.

For more information about the Ticket to Work Act and local contacts in or near your community contact Jeanne Argoff, Executive Director, Disability Funders Network (an affinity group affiliated with the Council on Foundations) at 703-560-0099 or NJArgoff@aol.com.

Sample Context for Foundation Actions

California State Activities Relating to Work Incentives Act Implementation

The Ticket to Work and Work Incentives Improvement Act (Ticket Act) is an invitation to innovation. It offers states significant opportunities to eliminate barriers to employment for people with disabilities by improving access to health care coverage under Medicaid and Medicare and by increasing employment training and placement services for people with disabilities who work or plan to work.

The Work Incentives Act is also an invitation for foundations to form partnerships with state governments and local health and employment agencies. Policy makers and representatives of the agencies responsible for implementing the Act on the federal level have stated that the legislation provides tools to create integrated systems of healthcare and employment supports but leaves it up to the states and communities to utilize the tools to full capacity. Some agency leaders have also noted that, because of the intrinsic limitations of federal funding and allowable activities, private funding is essential for fulfilling the Act's full potential to enable people with significant disabilities to lead productive lives in mainstream society.

Public-private partnerships have the potential to effect real change in the systems of health and work supports for Californians with disabilities. Foundations and corporate giving programs, in particular, have a unique opportunity to take advantage of this legislation and to play a key role in its successful implementation. The following description of federal and state legislative, policy and funding activities provides a context within which private funders can determine where their support will be most effective.

Federal Provisions

Health Care. The Work Incentives Act's health care provisions became effective on October 1, 2000. As of that date:

- Californians on Social Security Disability Insurance (SSDI) can continue to receive Medicare for 8-1/2 years after they return to work.[18]

- The state can now create options whereby workers with disabilities can "buy-in" to Medi-Cal. The buy-in option, an affordable monthly premium, can be made available to two groups of workers with disabilities: 1) those who are medically eligible but who earn over 250% of the federal poverty level, and 2) those who have had a medical improvement but who remain disabled.

[18] Previously, beneficiaries receiving Medicare could retain it for only four years after returning to work.

- The state can apply for two Federal grant programs: 1) Medicaid Infrastructure Grants, which help states build the systems they need to allow people with disabilities to buy health insurance through Medicaid, and 2) demonstration grants that allow states to extend Medicaid to working people who have disabilities that are likely to become severe enough to qualify them for benefits if they do not receive health services.

Employment. Some of the employment provisions of the federal Work Incentives Act have already gone into effect. Others will be phased in by the end of 2003. The most significant of these provisions is the Ticket to Work Program, which was implemented in 13 states in 2001 and 20 more and the District of Columbia in October 2002. In these states, Social Security (SSA) beneficiaries receive a Ticket, which they can exchange for employment-related services delivered by any provider authorized to be an "Employment Network" by SSA. The Work Incentives Act also offers increased flexibility for people getting on and off the Social Security rolls and creates Social Security Benefits Planning Assistance and Outreach Grants to publicize work incentives and provide the information beneficiaries need to use them. The grants enable state agencies and non-profits to provide benefits planning, assistance and outreach to beneficiaries and their families to help them navigate the new system.

State Systems Change. The Ticket Act provides states with the opportunity and the tools to change public programs that foster dependency into programs that support personal empowerment and responsibility by upgrading and integrating health care and employment services for people with disabilities. This federal law allows states to apply for infrastructure grants from the Center for Medicaid/Medicare Services (CMS) to help them improve and create cooperative links between previously separate health care, employment and other services.

What California has achieved to date relative to The Work Incentives Act's Healthcare, Employment and Systems Change Provisions

State Legislation: Just before the federal Ticket legislation was signed, California had passed a Medi-Cal Buy-In called the 250% Working Disabled Program under the authority of the Balanced Budget Act of 1997. That program is available to working people with disabilities who earn up to 250% of the federal poverty level. However, information about the current Working Disabled Program has not been well disseminated, and the program has been severely underutilized.

On February 23, 2001, Assemblywoman Dion Aroner introduced AB 925—which, in its original form was a model piece of legislation that improved upon the Working Disabled Program in significant ways. For example, the original bill had provisions for raising the maximum earning potential for eligibility for the Medical program from 250% to 450% of poverty. It also eliminated the $2,000 asset limitation.

On September 29, 2002, Governor Gray Davis signed AB 925 into law. However, the law as signed reflects the effect of state budget deficit totaling $24 billion. The law still advances workforce-inclusion policies and lays the groundwork for future changes needed to remove disincentives for people with disabilities to work or increase earnings without losing critical health and human services supports. However, "cost items," that were estimated to increase the state's General Fund costs to the Medi-Cal budget—like the provision raising the income eligibility for the Medi-Cal Buy-In—were deferred for further development.

The law as it now stands contains the following provisions:

- Requires California's new Labor and Workforce Development Agency, in collaboration with the Health and Human Services Agency, to create a sustainable, comprehensive strategy to bring people with disabilities into employment at a rate that is as close as possible to that of the general adult population.

- Allows state-funded personal care services to be used in the workplace;

- Uses the newly empowered Governor's Committee on Employment of People with Disabilities to increase coordination between the Department of Health Services and the Employment Development Department, other state agencies and private employers.[19]

- Ensures better program and physical accessibility for One Stop Employment Centers established under the Workforce Investment Act (WIA) and requires that state and local WIA Boards include people with disabilities as board members.

- Provides for new cross-agency and local benefits-planning training when funds become available.[20]

The Ticket to Work Program and Benefits Planning Services. In the summer of 2003, SSA will launch the Ticket to Work Program in California, which broadens the provision of employment services to Social Security beneficiaries. This means that organizations intending to provide service in California will be able to apply to become Ticket Program Employment Networks in the spring of 2003. During the final months of 2002 and the early part of 2003, state agencies and the California Work Incentives Initiative will prepare for the implementation of the Ticket Program by delivering a state-focused benefits planning training series to help the beneficiaries understand the rules about healthcare and benefits as the Ticket Program rolls out.

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[19] According to the California Work Group on Work Incentives and Health Care—a grassroots advocacy group that provided crucial input to the legislation—the lack of communication between these departments has frequently resulted in misinformation to people with disabilities who are afraid of losing their health coverage if they go to work.

[20] Information about AB 925 adapted from "AB 925 Signed into Law!" *Impact*, v.8, n. 2, Fall/Winter 2002, published by the World Institute on Disability.

Federal Grants. California nonprofits received thirteen of the grants issued by SSA for Benefits Planning, Assistance and Outreach. In addition, California received one of the Medicaid Infrastructure Grants (MIGs) from the Center for Medicaid/Medicare Services. The grant provides $500,000 per year for 10 years and can go up to $750,000 if enough funds are appropriated. The grant will help the state to:

- Improve flexibility of the personal care services program
- Fund outreach and training for Department of Health Services staff
- Train other stakeholders and community agencies
- Make improvements so that DHS works more effectively with California public employment programs

The Foundation Role

Foundations can play a major role in ensuring that California takes maximum advantage of this opportunity to facilitate entry or re-entry to the workplace for people with disabilities. The California Endowment has led the way by funding large-scale grass-roots education and policy input efforts, and The Community Technology Foundation of California has supported a web site that will greatly enhance the benefits planning that is essential to successful implementation.
Additional foundation funding will be needed over the next few years to support a wide variety of efforts that directly or indirectly support the goals of the Act—including employment, job training, building partnerships with government and business, data collection and analysis, community education and outreach, dissemination and marketing, benefits planning assistance and outreach efforts, and development of health insurance products that are responsive to the new legislation and take into account the healthcare needs of working individuals with severe disabilities.

For more information on foundation roles and suggested funding opportunities, see the companion article, "The Ticket to Work and Work Incentives Improvement Act: Opportunities to Shape Innovation through Public-Private Partnerships," available for downloading from the DFN website: www.disabilityfunders.org.

Ticket to Work/Work Incentives Improvement Act
Forums for California Grantmakers, State Agencies and Disability Community Representatives

The recently passed Ticket to Work and Work Incentives Improvement Act (hereafter referred to as the Work Incentives Act) creates unprecedented opportunities for individuals who historically have been barred from the workforce. With the support of a grant from The California Endowment, the Disability Funders Network and Grantmakers in Health cosponsored two workshops on June 8 and 9, 2000 for foundation representatives, state agency officials and disability experts to explore what foundations--small as well as large--can do to support economic development and health programs that will serve as the cornerstone for effective implementation of the Act.

This document summarizes the workshop presentations and lists potential foundation actions suggested by the participants in roundtable discussions and individual meetings following the formal presentations. A companion document provides an overview of the current status of California state and local responses to the Federal legislation. The intent of this second document is to provide a roadmap to help foundations in the state identify appropriate foundation roles. Subsequent project activities will focus on working with foundations and non-profits to facilitate private sector activity and collaboration with state, county and local agencies involved in the Work Incentives Act implementation.

Dr. Jeanne Argoff, Executive Director of the Disability Funders Network, moderated the panel. Featured speakers and their topics were as follows:

> Dr. Susan Daniels, Deputy Commissioner of the Office of Disability and Income Security Programs at the Social Security Administration (SSA)--Work and Healthcare Coverage for People with Disabilities
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> Bryon MacDonald, Coordinator of the California Work Group on Work Incentives and Health Care (CWG)--The Grassroots Advocacy Movement Behind the Work Incentives Act
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> Brenda Premo, Director of the Center for Disability Issues and the Health Professions, Western University (Pomona, CA)--The State Policy Environment

Deputy SSA Commissioner Susan Daniels provided an overview of the Federal legislation and the context within which it was developed. Whereas most people in our economic system obtain access to health insurance from their employers, people with disabilities are often excluded from private insurance and frequently have healthcare needs that only Medicaid or Medicare can support. A major goal of the Work Incentives Act is to enable people with severe disabilities to work while retaining the health insurance coverage they need to manage their conditions.

Until recently, outdated public policy has excluded people with severe disabilities from the general economic upswing even in times like the present, when unemployment is low and welfare reform is putting more and more people into the workplace. A major contributor to this situation is the series of “work disincentives” that result from the definition of disability utilized by SSA for people who qualify for Social Security Disability Insurance (SSDI) or Social Security Supplemental Income (SSI). To meet the definition of disability under both programs, applicants have had to declare themselves so disabled that they are unable to work.

The Work Incentives Act provides what amounts to a set of policy tools to remove those work disincentives. Among those tools are the following:

<u>The Work Incentives Act Medicaid Provisions</u>. The Work Incentives Act allows states that offer Medicaid as a state option to liberalize the amount of income and resources a person can have and still obtain Medicaid. This means that, for the first time, states can fashion programs that allow people to earn a reasonable income and utilize Medicaid at the same time by paying a small premium relative to their earnings. It also means that they can stay on Medicaid when their income increases. The most important thing to remember, however, is that the Medicaid buy-in is an option for states, and action must be taken before the state can implement it.

<u>Medicare Provisions</u>. The Work Incentives Act extends the period during which Medicare recipients can maintain premium-free healthcare benefits after they return to work from four to eight-and-a-half years, thus giving them a good chance to get started in the world of work without risking loss of their Medicare benefits.

<u>Removal of Work Discentives and the “Ticket- to-Work” Program</u>. The new legislation offers increased flexibility in such aspects as getting on and off the rolls and expanded choice in employment services for SSI and SSDI beneficiaries, who will receive a voucher, or “Ticket,” which they can use for employment-related services delivered by any provider authorized to be an “Employment Network” by SSA.

Whereas state vocational rehabilitation agencies were the starting point for consumers to begin receiving services in the past, under the new legislation any state agency, non-profit organization, for-profit placement firm or private employer can provide services by becoming authorized as an Employment Network. The network agrees to be a “ticket taker” and provide services necessary for returning the individual to work. Once beneficiaries have entered the work force and are no longer eligible for cash benefits, the Employment Network responsible for successfully returning them to work can receive up to $16,000 per beneficiary from Social Security entitlement funds that would have been paid to the individuals had they remained on benefits. There is no limit to the number of beneficiaries an employment network can serve

According to Dr. Daniels, the Ticket in combination with the other provisions of the Act creates a win-win situation for all stakeholders. People with disabilities who once had to choose between work and healthcare coverage win because they can now work and keep their healthcare benefits—and they can earn more than they would have received from benefits. Employers win by gaining access to a pool of employees who once would not have been able to consider working for fear of losing health benefits. The Ticket Program Employment Networks win by tapping into the cash flow generated over the five-year time-frame during which they receive a portion of their clients' Social Security benefits. Finally, taxpayers win, since the amount paid to the Employment Networks represents a 60% savings over the amount paid to non-working beneficiaries.

<u>Federal Grants to Assist in State Implementation</u>. Dr. Daniels noted that the Federal government would assist states through a series of grant competitions, including the following:

- Infrastructure grants to help states establish or strengthen their capacity to deliver services and assistance under the new Act;

- Health care demonstration grants to see if Medicaid can be sold to working people whose disability is likely to become severe enough in the future to qualify them for public health insurance and to beneficiaries who medically improve but are still disabled; and

- Grants to train "benefits planners" who will provide outreach to disabled consumers and educate them about how to use the new work incentives provided by the Act.

Dr. Daniels concluded by reminding the audience that it is up to local communities to take the initiative to utilize the tools now available through the Act. She pointed out that Federal funding for activities like dissemination would not be sufficient to cover a state like California, so that real success in implementation must depend on a strategic mix of Federal, local, government and private funding.

Bryon MacDonald, Coordinator of the California Work Group on Work Incentives and Health Care (CWG), presented an overview of the Work Incentives Act implementation efforts in California from the perspective of the CWG, an advocacy group which is a statewide component of a project established under a three-year grant from The California Endowment to the World Institute on Disability and the Center for Independent Living of Berkeley/Oakland. The purpose of the grant is to develop public policy recommendations and community outreach, training, curricula and materials that consumers can use to understand and utilize the new program. Approximately one million people in California are on Social Security benefits. These people form the core of those affected by the new legislation.

Mr. MacDonald introduced his assessment of state efforts by noting that the Work Incentives Act is the first legislation focused on employment of people with disabilities that cuts across the major Federal agencies affecting disability policy. These entities include five bureaucracies (SSI program, SSDI program, Medicaid, Medicare, and Vocational Rehabilitation) overseen by six congressional committees. These linkages, said MacDonald, illustrate the crucial fact that an employment initiative for people with disabilities cannot happen in a vacuum. In order to maintain employment, people need healthcare and a number of other accessible supports working together.

California currently has a MediCal buy-in program established under the Balanced Budget Act of 1997, which is available to working people with disabilities who earn up to 250% of the federal poverty level. This program, however, has a number of limitations that the Work Incentives Act gives the states options to overcome. First, there is no provision in the current law for people with disabilities who "medically improve" but remain disabled. Second, the 250% earnings cap still puts a significant limitation on people with disabilities who need services only available under Medicaid. Finally, information about the Working Disabled program has not been well disseminated and the program is severely underutilized.

The Work Incentives Act enables states to remove the buy-in earnings cap and resource limits of the current program and to offer the buy-in to workers who have improved medically but continue to have a significant disability. In addition, the infrastructure grants available under the Work Incentives Act would assist the state with implementation costs. In many respects, California is well situated to implement new healthcare policies for people with disabilities. Draft legislation is under development by policymakers working with community advocates which would utilize Work Incentives Act options like the removal of the earnings cap and resource limits; the MediCal buy-in for disabled workers who medically improve; creation of a program to provide outreach, benefits planning and assistance to potentially eligible people; and coordination with and accessibility of the One-Stop Centers created under the Workforce Investment Act.

Mr. MacDonald concluded by highlighting some of the principles that guide the CWG in its policy work as a way of bringing home to the foundation audience the core concerns involved in the systems change the Work Incentives Act represents:

> First, healthcare and other related public program reform must take place simultaneously so that valuable opportunities will not be lost because of lack of coordination between people with disabilities, employers, state agencies and service providers.
>
> Second, people with disabilities must be empowered to make informed choices – this means that they must be given the tools to understand the programs and to navigate their use.
>
> Finally, the opportunities the Work Incentives Act offers for creating seamless healthcare--such as complementary coordination of MediCal or Medicare with private, employer-provided health coverage--should be recognized as a priority and utilized.

Brenda Premo, Director of the Center for Disability Issues and the Health Professions at Western University in Pomona and past Director of the State Vocational Education Department, opened her presentation by conveying the impact on individuals of the systemic barriers to independence previously noted by Dr. Daniels and Mr. MacDonald. She described her own experience as a one-time Social Security beneficiary who chose to give up a lifetime of benefits and guaranteed healthcare at a time when the prevailing attitude toward people with disabilities was that they had to be cared for and protected--an attitude that the Work Incentives Act and other recent legislation is helping to change. She relayed her case worker's resistance to her plan to forgo benefits to gain independence from a system that exerted an extraordinary amount of control over her life, saying that the case worker refused to allowed her to leave the rolls until she signed a statement stating that she understood that she was "actually, on purpose, getting off."

The attitude her caseworker exhibited is an example of the messages society sends to people with disabilities: messages that "disability means inability or dependence." The creators of Social Security policy wanted to ensure that people who become disabled and cannot work are able to survive. "That was good," said Premo, "but they made a policy presumption that if you're able-bodied you can work, and if you're disabled, you cannot work."

The regulations written to implement that policy established further limitations on people with disabilities in the workplace. The regulations, said Premo, are built on the premise that "if you're able-bodied, then you won't need all of the supports that you need when you're disabled, and if you're working, it automatically means that you're no longer disabled and therefore do not need any supports in the workplace."

The second premise is "if you're disabled, you are not able to make decisions and incorporate the outcomes of those decisions in your own life." "We presume that the education of able bodied children is an investment," she said "and we presume that the education of disabled children is a cost--that we are throwing money into something that is consumed and that will go away."

The worst thing about these premises, Premo said, is that people with disabilities internalize them. What makes the Ticket-to-Work so exciting is that it stands the old paradigm on its head and looks at the employment of people with disabilities as an investment that will reap benefits for society.

Ms. Premo identified four requirements for successful state implementation of the Work Incentives Act:

- An effective form of communication must be created between state agencies to help bridge the knowledge gap that separates health and employment-focused agencies and to ensure smooth interagency linkages. In particular, a common vocabulary must be developed that includes the concepts of reasonable accommodations,[21] undue hardship[22] and the need to invest in people with disabilities.

- State policy that recognizes the work potential of people with disabilities must be implemented to educate workers about the need for and the content of the Act.

- The state should utilize the expertise of community-based disability organizations to teach the agencies that house the new One-Stop Employment Centers how to make their services, buildings and equipment accessible for people with all types of disabilities.

- Finally, agencies need not only to hear from consumers but must also be prepared to listen and respond to their needs.

Ms. Premo concluded by suggesting that foundations can provide valuable assistance by supporting initiatives characterized by communication, education and empowerment.

Foundation and Corporate Giving Program Roles

The final segment of the meetings, the roundtable discussion among the participating foundations and disability experts on how foundations can play a role in supporting these new legislative changes, produced the following list of options for foundation funding:

- Infrastructure activities, including dissemination of education on the Work Incentives Act for people with disabilities, linking employers to people with disabilities, provision of information and links to healthcare services.

- Model service delivery programs created with input from people with disabilities, state officials, providers and others.

- Service delivery for integrated assistance for people with disabilities to work and coordinate healthcare: models that recognize and make use of established institutions and programs-like Community Development Corporations (CDCs), community health clinics and One-Stop Centers.

- Incubators for service delivery projects.

- Development and delivery of training for non-profits and agencies

[21] Reasonable Accommodations are modifications or adjustments to processes, environments and procedures to accommodate physical and mental limitations. Such accommodations must be reasonable in terms of cost and effort.

[22] Undue hardship is an accommodation that requires significant difficulty or expense.

        - Coordinate with state efforts to develop curricula and train benefits planners. Incorporate input from consumers, state agencies and non-profits with expertise in benefits planning.

        - Train employment agency personnel in non-disability organizations about disability.

        - Fund groups to help integrate disability into agencies and organizations like One-Stop Centers.

    - <u>Development of a range of health insurance products responsive to the new legislation and taking into account the healthcare needs of working individuals with severe disabilities</u>

        - Develop private healthcare models that wrap around MediCal coverage.

        - Create a clearinghouse of healthcare products for people with disabilities. The clearinghouse would contain information on the Work Incentives Act and other related legislation and house demonstration projects.

    - <u>Encourage partnerships between disability organizations and existing institutions and organizations that provide employment, economic development and health access functions</u>

        - Between disability employment organizations and mainstream employment service agencies, including CDCs.

        - Between health research and provider organizations.

        - Between Community Development Financial Institutions (CDFIs) and disability funding organizations (government agencies and private funders).

- <u>Fund data collection, analysis and evaluation</u>

    - Data collection and analysis to feed into state planning, including a cost-benefit analysis and a demographic study

    - Outcome evaluations on the Work Incentives Act implementation

- <u>Support education and outreach</u>

    - o Consumer education and outreach

    - o Education of employers, health organizations and others directly affected by the Act

- State and/or county-wide public relations campaigns to inform the general public

▪ Employment-related support

- Provide seed funding for Employment Networks
- Incorporate Small Business Administration loans
- Convene bankers who control Community Reinvestment funds
- Work with employers in Silicon Valley and elsewhere
- Support loan funds

Appendix III: Sample Ticket to Work Grants by Foundations

The Robert Wood Johnson Foundation

♦ Center for Health Services Research and Policy, George Washington Univ (Allen Jenson & Bobby Silverstein). <u>4/99 – 12/2001 - $550,000. Focus is Medicaid Buy-In (includes but is not limited to Ticket-to-Work).</u>

Activities: 9-state policy study and analysis; Technical Assistance (beyond 9-state); policy paper; short information pieces; state-by-state information; website.

Combined RWJF funds with federal funds (about half and half)

♦ Refunded for <u>$400,000 Spring 2002.</u>
♦ <u>According to Jane Isaacs Lowe, RWJF will not fund any more Ticket-related grants because of a shift in priorities (new president). Phone conversation 1-10-03.</u>

MediCal Policy Institute (California Healthcare Foundation)

♦ Funded Lewin Group (Virginia-based research org) to provide cost-benefit analysis for California's proposed Ticket legislation (AAB 925)

Nina Mason Pulliam Charitable Trust (Phoenix AZ)

♦ Seed Funding for Employment Network established by Arizona Bridge to Independent Living (ABIL). <u>$100,000 for one year with a $100,000 renewal for second year.</u>

Foundation liked the notion of providing seed capital and believed project was innovative. ABIL used retained earnings from their Personal Assistance Services (PAS) program as a match.

New York Community Trust (New York, NY)

- $60,000 to the Corporation for Supportive Housing to support advocacy efforts to ensure that there is a consumer voice at the table as NY State makes decisions on the state Medicaid Buy-In enacted subsequent to the Federal TWWIIA legislation.

The Community Technology Foundation of California (San Francisco, CA)

- Funded the World Institute for Disabilities to develop a one-stop-source of information about programs available to people with disabilities. This website will be an important resource to inform the public and practitioners of the opportunities that now exist as a result of the Ticket to Work and Work Incentives Improvement Act to help people now receiving Social Security benefits and not in the workforce who want to work.

FISA Foundation and Staunton Farm (Pittsburgh, PA)

- Funding for the Consumer Health Coalition to form a statewide coalition of regional and statewide groups to educate consumers and providers to ensure that the PA Medicaid Buy In meets consumer needs and facilitate testimony and comment to influence target programs. $54,500 from FISA to support consumers with physical disabilities and $55,000 from Staunton Farm to support people with mental disabilities.

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Small Grant Requests Currently Being Developed/Considered by Independent Living Centers

- ILs and other organizations with existing employment programs can request a grant in the area of $25,000 to add a staff person, which will enable them to take on a small number of Ticket-holders to incorporate into their program. They can then build Ticket clientele from that base.

- ILs with PAS programs can also build from their current programs to become employment networks—they can use retained earnings as matching funds. Much of the same methodology is used in PAS program an in Employment Networks.

- ILs in Michigan and Milwaukee are working on ideas like these. They are realizing that, with local funding, ILs don't need to compete with one another so they can cooperate.
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Appendix IV: Venture Philanthropy and Other New Foundation Trends

In the last decade, two new vehicles for charitable giving have become popular with individuals of wealth: venture philanthropy and donor advised funds. In addition, "philanthropic advisors" are now used more frequently. While none of these avenues provides open access to the nonprofit grantseeker, they are all valuable sources of information to the individual of high net worth. Knowing about them can provide insight into the philanthropic world, at the least, and, at best, a possible opportunity to position your program and educate the philanthropic field about the potential benefits of investing in the employment of people with disabilities.

Venture Philanthropy

Venture philanthropy is both a way of practicing grantmaking in traditional organized foundations and a movement to gather together individuals of high net worth to pool their funds into venture philanthropy partnerships (VPP) in which donors will make joint funding decisions. The VPP approach consists of seeking out high-potential community based organizations for investment and then supporting these "partners" over a multi-year period to build their organizational capacity so they can achieve their goals. When selecting their investment partners (nonprofits), they do not solicit or accept grant proposals. The VPP searches for partners and then conducts a sometimes-lengthy "courtship" to determine fit. The value of the partnership to the nonprofit is not only the multiyear financial investment, but also the non-financial support – strategic insight, opening of new doors, engaged, hands-on assistance.

Traditional foundations may also practice this adaptation of a venture capitalists approach to a new business idea. These foundations may support nonprofits with not only financial resources, but also management and technical support as well. During the research stage of your grantseeking, determine if any of the foundations that appear to be a good match for your organization practice venture philanthropy. If so, be sure to ask them what types of information they need that might differ from your standard proposal to help them understand how your program can be an excellent investment opportunity.

To learn more about how venture funders are practicing philanthropy, visit the websites of the following organizations. (Reprinted from *The Grantsmanship Center Magazine*.)

Austin Social Venture Partners (Austin, TX) - provides financial support and business expertise to help its nonprofit "investees" develop more efficient, sustainable organizations. ASVP works with Central Texas nonprofits "to address root causes of community problems." www.asvp.org

Community Development Venture Capital Alliance (New York, NY) - comprised of various community development venture capital funds around the country, the group uses a combination of equity capital and entrepreneurial and management assistance to promote economic development and job growth in economically distressed communities. www.cdvca.org

Community Wealth Ventures (Washington, DC) - works with nonprofits and corporations to promote social change using resources produced by revenue-generating enterprise. www.CommunityWealth.org

Dallas Social Venture Partners (Dallas, TX) - Business and technology professionals seeking to invest time, money and expertise in local nonprofits. www.dsvp.org

Echoing Green (New York, NY) - provides seed money and technical support to create innovative public service organizations or projects. Goal is to boost social venture projects at an early stage and help them to grow beyond startup. www.echoinggreen.org

The Entrepreneurs' Foundation (Palo Alto, CA) - works to encourage the entrepreneurial (usually pre-IPO) sector of the Silicon Valley and Bay Area to incorporate community involvement as a core element of startup companies. www.the-ef.org

The Enterprise Foundation (Portland, OR) - works primarily to provide affordable housing, offering a range of funding opportunities to Portland-area nonprofits. www.enterprisefoundation.org

Global Partnerships (Seattle, WA) - raises private-sector funds to support village banking and micro-credit programs in Central and South American communities. www.globalpartnerships.org

Investors' Circle (San Francisco, CA) - a network of individuals who make private equity investments based on "social dividends" as well as economic returns. www.investorscircle.org

New Profit, Inc. (Boston, MA) - seeks to attract new financial and intellectual capital to the nonprofit sector and develop new financing mechanisms for investing in social entrepreneurs. www.newprofit.com

New Schools (Palo Alto, CA) - supports a network of about a dozen "education entrepreneurs," providing them with access to financial and intellectual capital. www.newschools.org

Roberts Enterprise Development Fund (San Francisco, CA) - supports eight Bay Area nonprofits currently operating 23 enterprises that offer transitional and permanent employment to low-income and formerly homeless individuals. www.redf.org

Silicon Valley Community Ventures (Palo Alto, CA) - offers mentoring and financing to nonprofit businesses that provide jobs, economic development, leadership opportunities and on-the-job-training in low-income neighborhoods. www.svcv.org

Social Venture Network (San Francisco, CA) - an international group of business and social entrepreneurs that fosters business partnerships and investments designed to "forge new models for social purpose enterprise, particularly those that generate profitable opportunities in disenfranchised communities." www.svn.org

Social Venture Partners (Seattle, WA) - seeks to "develop philanthropy and valuable market research service to their wealthy clients, identifying trends and needs in the social, cultural and environmental sectors of our society. While grantseekers have little access to donors, you may be able to supply the advisors with targeted information specific to the needs of your constituents. This is a long-range strategy and is unlikely to have an immediate impact on your current programs but may help the field in the long run.

Appendix V: WorkforceUSA.net—
An Expanding Resource for Employment Programs

Organizations focusing on job development, training and other workforce issues for people with disabilities often note their isolation from "mainstream" practitioners. This sense of isolation from the field at large is not unique to disability employment organizations. In fact, experts note that the entire field of workforce development is fragmented…"across institutions that have little contact with one another, across the states, across the varied professional fields that make up workforce development."[23]

A new Web site, WorkforceUSA.net, was created to address the problem of fragmentation in the workforce development field. Described by its builders as "a Web-based knowledge center," the site functions as a public on-line library of resources for the field of workforce development and provides access to the best tools and materials from hundreds of organizations.

Launched by Workforce Learning Strategies with funding from the Department of Labor and The Ford Foundation just a year ago the site is still in the early stages of development. Nevertheless, it is already a promising resource for Employment Networks. While it currently has numerous resources specifically relevant to employment of people with disabilities, its foundation funding resource section is still minimal. However, the site has the potential to be a portal for funding resources as well as other information for building and sustaining ENs.

Apart from functioning as a library portal, WorkforceUSA.net is developing other capacities. It ultimately aims to become:

- A site for peer-to-peer exchange, using vehicles like on-line discussion groups and user reviews of tools and materials.
- A resource for community-building, enabling practitioners with specialized needs—like EN's, for example—to do customized information sorts, have private on-line discussion groups and e-mail alerts, and even customized affiliate home pages.
- A resource for technical assistance providers, helping them to provide increased resources to their clients and a distribution vehicle for project results and learnings.

After a year of development, the project has achieved the following:

> In the first year of the project, a working web-based 'library portal' has been developed and is now ready for beta testing. The foundation of the 'library' is a flexible, user-friendly database that allows for easy entry and uploading of materials, continual addition of new categories of materials (and reorganization of

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[23] WorkforceUSA.net. Workforce Learning Strategies, Users Council Meeting, March 28, 2003, Project Overview.

old categories), and the virtual endless addition of new sort categories (allowing the database to be queried lots in different ways).

The site is organized by eleven workforce development 'functions'. These are: Labor Market Analysis; Labor Market Systems (the design and oversight of); Program Design; Program Management; Program Recruitment; Labor Exchange; Career Development; Training and Education; Workplace Practices; and Other Supports. Each of these functions is divided into numerous topics and subtopics. All are 'annotated' on the site to make it more transparent to users.

Within each topic and subtopic area, many different kinds of materials are posted. These include: analyses; case studies; data; legislation/regulation/-(official) guidance; policy recommendations; tools/protocols, examples; and websites. The entire website can be sorted by state, industry/occupation, population (such as dislocated worker, welfare recipient, immigrant, incumbent worker, workers with disabilities) and strategy (such as career path, neighborhood-focused, sector).

The site now contains more than 1400 resources from over 400 organizations… about one quarter the number of resources needed for the site to be fully populated. [24]

The project operator, Workforce Learning Strategies, has offered the Ticket to Work Employment Network community the opportunity to participate in this early stage of the project, thus providing the opportunity to have input into the contents and design of the site as well as to utilize the material already catalogued.

ENs wishing to view and use the site should go to www.WorkforceUSA.net and use "workforce" as both your Username and Password.

[24] Workforce Learning Strategies, Users Council Meeting, March 28, 2003, Project Overview.