FOUNDATION FUNDING RESEARCH
Strategies for Finding and Evaluating Prospects
About the Foundation Center
Established in 1956, the Foundation Center is the leading source of information about philanthropy worldwide. Through data, analysis, and training, it connects people who want to change the world to the resources they need to succeed. The Center maintains the most comprehensive database on U.S. and, increasingly, global grantmakers and their grants—a robust, accessible knowledge bank for the sector. It also operates research, education, and training programs designed to advance knowledge of philanthropy at every level. Thousands of people visit the Center’s website each day and are served in its five regional library/learning centers and its network of more than 450 funding information centers located in public libraries, community foundations, and educational institutions nationwide and around the world. For more information, please visit foundationcenter.org or call (212) 620-4230.
DAY 1

Introductions and Course Objectives 1:00–1:15
The Role of Research in Fundraising 1:15–1:30
Insider’s Look at Foundation Directory Online 1:30–2:30
BREAK 2:30–2:45
Power Search to Create and Execute Your Funding Research Strategies 2:45–4:00

DAY 2

Welcome to Day 2 and Review 9:00–9:10
Exploring the Targeted Search Paths — Search Grantmakers 9:10–10:30
BREAK 10:30–10:45
Exploring the Targeted Search Paths — Search Grants and 990s 10:45–12:00
LUNCH 12:00–1:00
Exploring the Targeted Search Paths — Search Companies 1:00–1:45
Evaluating Prospects 1:45–2:15
BREAK 2:15–2:30
Evaluating Prospects, continued 2:30–3:15
Guided Funding Research 3:15–3:45
Evaluation 3:45–4:00
OBJECTIVES

- Connect your organization and projects to funder interests and language
- Develop and execute effective search strategies to find funding prospects
- Analyze and evaluate funding prospects to develop a targeted list
UNIT ONE

THE ROLE OF RESEARCH IN FUNDRAISING
Planning

- How does foundation support fit into your overall fundraising plan?
- Identifying your needs for foundation funding:
  - What kind of funding do I need?
  - How much do I need?
  - When do I need the funds?

Who will use your research findings?

- Nonprofit's leaders
- Development director
- Program director(s)
- Proposal writer
- Board members

For what purpose?

- To prioritize the prospect list
- To fine-tune strategies for the initial approach
- To make the "ask"
- To find connections within your nonprofit's network
YOUR FUNDING RESEARCH GOALS

To find the "fit" — funders that:

- Support your field(s) of interest, funding organizations like yours
- Are interested in the people you serve
- Fund in your geographic region
- Provide the type of support you need
- Award grants in the range you need

To find funders where you may have a contact
CONNECTING YOUR WORK TO FUNDER INTERESTS

• Making the case
  • What is the issue/need to be addressed and how is it central to your mission?
  • How is your response unique and vital?
    — Who else is working on this? What is different in your approach?
  • Who benefits?
  • What are your long-term outcomes? What will be the impact of this project?
  • How much will this cost?
  • Can you get the job done? How will you know?

• Connecting the case to funder interests
  • Possible connections:
    — Who you serve
    — How you serve them
    — The results you promise
    — Where you work
    — A combination of the above
UNIT TWO

INSIDER'S LOOK AT FOUNDATION DIRECTORY ONLINE
PRIVATE INSTITUTIONAL FUNDERS

- Independent foundations including family foundations
- Company sponsored foundations and direct corporate giving programs
- Grantmaking public charities including community foundations
Private Foundations

The Foundation Center defines a foundation as a non-governmental, nonprofit organization with its own funds (usually from a single source, either an individual, family, or corporation) and program managed by its own trustees and directors that was established to maintain or aid educational, social, charitable, religious, or other activities serving the common welfare, primarily by making grants to other nonprofit organizations. Three types of foundations are included in Foundation Directory Online:

Independent Foundation. A fund or endowment designated by the Internal Revenue Service as a private foundation under the law, the primary function of which is the making of grants. The assets of most independent foundations are derived from the gift of an individual or family. Some function under the direction of family members and are known as family foundations. Depending on their range of giving, independent foundations may also be known as general purpose or special purpose foundations.

Company-sponsored foundation. A private foundation under the tax law deriving its funds from a profit-making company or corporation but independently constituted, the purpose of which is to make grants, usually on a broad basis although not without regard for the business interests of the corporation. Company-sponsored foundations are legally distinct from contributions programs administered within the corporation directly from corporate funds.

Operating foundation. A fund or endowment designated under the tax law by the Internal Revenue Service as a private operating foundation, the primary purpose of which is to operate research, social welfare, or other programs determined by its governing body or charter. Most operating foundations award few or no grants to outside organizations.
Public Charities

A public charity is an organization identified as tax-exempt under Section 501(c)(3) of the Internal Revenue Code and generally derives its funding or support primarily from the general public in carrying out its social, educational, religious, or other charitable activities. A public charity is eligible for maximum income tax-deductible contributions from the public and is not subject to the same rules and restrictions as private foundations. Only those public charities that engage in grantmaking in addition to direct service of other charitable activities are included in Foundation Directory Online. In addition to the broad grantmaker category of public charity, there is a second type of public charity included in Foundation Directory Online:

Community foundation. In its general charitable purposes, a community foundation is much like a private foundation; its funds, however, are derived from many donors rather than a single source, as is usually the case with private foundations. Further, community foundations are usually classified under the tax law as public charities and are therefore subject to different rules and regulations than those which govern private foundations. Grantmaking is the primary activity of community foundations, unlike most other public charities.

Corporate Giving Programs

A grantmaking program established and administered within a profit-making company. Corporate giving programs do not have a separate endowment and their annual grant totals are generally more directly related to current profits. They are not subject to the same reporting requirements as private foundations. Some companies make charitable contributions through more than one funding avenue, including corporate giving programs, company-sponsored foundations, operating foundations deriving their funds from a profit-making company, or public charities deriving their funds from a profit-making company.
FOUR PRIMARY SEARCH OPTIONS

› Search Grantmakers
  • Find funders interested in what you do

› Search Companies
  • Find companies with grantmaking programs located in your area

› Search Grants
  • Find examples of who has funded organizations or projects like yours

› Search 990s
  • Find additional examples of funded organizations
What's in the Grantmakers Database?

- 100,000+ grantmaker profiles
- Grantmaker types:
  - Foundations
  - Corporate giving programs
  - Grantmaking public charities
- Sixteen search fields including keyword and zip code searching

Why use the Grantmakers Database?

- To find funders interested in your organization's subject area
- To find information about specific funders
- To find individuals affiliated with foundations
SEARCH COMPANIES

What's in the Companies Database?

- Over 4,300 company profiles
- Over 5,100 grantmakers that are associated with companies
- Fifteen search fields including keyword and zip code searching
- Links to grantmaker profiles, company web sites, and 10-K forms

Why use the Companies Database?

- To find companies with grantmaking programs located in your area
- To identify companies involved in specific business activities
- To find information about specific companies, including locations of their subsidiaries and names of corporate officers and directors
SEARCH GRANTS

What’s in the Grants Database?
- Records of over 2.8 million awarded grants
- Fifteen search fields including keyword and zip code searching
- Links to grantmaker profiles and recipient web sites

Why use the Grants Database?
- To find organizations and projects similar to your own that have received grants from grantmakers
- To review grants made by a specific grantmaker
SEARCH 990s

What’s in the Search 990s Database?

- Includes over 738,000 informational returns
  - IRS Form 990-PF for foundations
  - IRS Form 990 for public charities
- Search by organization name, geographic location, year of return, EIN, or use keyword search

Why use the Search 990s Database?

- To find in-depth information about a specific funder
- To review grants made by a specific funder (990-PF)
- To find organizations similar to your own that have received grants (990-PF)
- To find additional funders
- To find an individual
Search by keyword(s)

- Searches the four primary databases and:
  
  — Nonprofit Literature (bibliographical database of books and articles available in Foundation Center libraries)
  
  — Jobs (from the Job Corner)
  
  — RFPs (Requests for Proposals)
  
  — News (from Philanthropy News Digest)
  
  — PubHub Reports (Foundation-sponsored research reports)

Why use Power Search?

- To quickly search across multiple data sources, picking up all references to foundation interest in your topic area

- To find all references to an individual, including foundation affiliations and/or philanthropy news

- To uncover additional information on your topic area in foundation-sponsored research reports or news stories

- To find new short-term funding opportunities (RFPs)
1. What is the source of the data in *Foundation Directory Online*?
   
The data in *Foundation Directory Online* is compiled from IRS information returns (Forms 990 and 990-PF), grantmaker web sites, annual reports, printed application guidelines, the philanthropic press, and various other sources. In all, the Foundation Center’s editorial staff continually monitors more than 35 diverse information sources to verify the details in our databases. Our editorial team is also in frequent communication with grantmakers nationwide through telephone calls, surveys, and electronic reporting.

2. How frequently does new and updated data appear in *Foundation Directory Online*?
   
New and updated grantmaker, company, and grant data appears weekly. New grantmaker-related news, job opportunities, RFPs, publications, and articles appear daily. New IRS Forms 990 and 990-PF are posted when they become available from the IRS.

3. How quickly are profiles for new foundations added to *Foundation Directory Online*?

Profiles for new foundations are typically added to *Foundation Directory Online* after a foundation files its initial IRS Form 990-PF with the IRS. Generally, the Foundation Center won’t add a profile for a new foundation at any earlier stage because we’ve found that most organizations that file preliminary paperwork to become foundations ultimately fail to satisfy IRS private foundation requirements and organize as public charities instead. However, if a new foundation establishes a web presence, receives significant media coverage, or provides sufficient information about its activities in other ways, a profile might be added before its initial IRS Form 990-PF is filed with the IRS.
4. What criteria are used to determine the inclusion of a grant in the Search Grants database?

Generally, all grants of over $10,000 are included for all foundations with a total giving amount of at least $5,000,000. Beyond that, we include an assortment of grants of less than $10,000 for these foundations and an assortment of grants of all sizes for foundations with a total giving amount of less than $5,000,000. All grants are at least $1,000.

To search across and access data for all grants made by all foundations, we recommend using our Search 990s database. Search 990s, an exclusive feature of Foundation Directory Online Professional, provides keyword searching capability across the text of every 990 and 990-PF in our database simultaneously.

5. Why is the 990s tab missing from some grantmaker records?

You’re probably looking at the record of a corporate giving program. A corporate giving program is a grantmaking program established and administered within a for-profit business organization. Corporate giving programs are not subject to the same reporting requirements as private foundations and don’t file an annual IRS Form 990 or 990-PF.

6. What is the difference between an IRS Form 990 and an IRS Form 990-PF?

The IRS Form 990 is filed with the IRS by community foundations and other public charities. The IRS Form 990-PF is filed with the IRS by private foundations only.
Friedman Family Foundation
353 Folsom St.
San Francisco, CA 94105-2300

Person to whom inquiries should be addressed
Telephone: (415) 434-8750
Contact: Lisa Kayahara
Fax: (415) 223-3978
E-mail: info@friedmanfamilyfoundation.org
URL: www.friedmanfamilyfoundation.org

Type of Grantmaker: Independent foundation
IRS Exemption Status: 501(c)(3)
Additional Descriptor: Family foundation

EIN: 946109602

The IRS has announced processing errors on electronically filed Forms 990 for filing years: 2007-2009. Learn More»

Specific limitations on foundation giving:
- Donor(s): Phyllis K. Friedman; Howard Friedman
- Background: Established in 1964 in CA.
- Limitations: Giving primarily in the nine counties of the San Francisco Bay Area, CA. No grants to individuals, or for films, videos, conferences, seminars, capital campaigns, scholarships, research, or special or fundraising events.

Areas of foundation giving:
- Purpose and Activities: Support for programs which attempt to end the cycle of poverty, especially programs that provide tools, support, asset building, and opportunity to people in need in order to overcome the root causes of their poverty, and in which the people to be helped are part of the design and decision making of the organization or project. Preference is given to new and creative programs, and programs working for systemic change.
- Geographic Focus: California.

Types of grants:
- Types of Support: General/operating support; Program-related investments/loans; Program development.
- Printed material available from the foundation:
- Application Information: Applications are by invitation only, upon review of letter of inquiry. Fax submissions are not accepted. E-mail is preferred. Application form required. Initial approach: Brief letter of inquiry (no more than 3 pages)
- How to apply:

Officers and Directors:
- Phyllis K. Friedman, *President; Eleanor Friedman, *Vice President; Robert E. Friedman, *Secretary; David A. Friedman, *Treasurer
- Staff: Number of Staff: 1 part-time professional. Key Staff: None. Does not include officers: Lisa K. Kayahara, Admin.
Foundations Directory, Online, continued


Financial Data: Year ended 2/28/11: Assets: $10,568,585 (market value); Expenditures: $576,084; Total giving: $455,000; Qualifying distributions: $575,099; Giving activities include: $455,000 for 83 grants (Hi: $10,000; low: $495).

Additional Location Information: County: San Francisco; Metropolitan area: San Francisco-Oakland-Fremont, CA; Congressional district: California District 6.

Selected Grants:

The following grants are a representative sample of this grantmaker’s funding activity:

- $10,000 to Alliance of Californians for Community Empowerment, Los Angeles, CA, in 2010, payable over 1 year.
- $10,000 to California Association for Microenterprise Opportunity, San Francisco, CA, in 2010, payable over 1 year.
- $10,000 to California Reinvestment Coalition, San Francisco, CA, in 2010, payable over 1 year.
- $10,000 to Center on Budget and Policy Priorities, Washington, DC, in 2010, payable over 1 year.
- $10,000 to Community Financial Resources, Berkeley, CA, in 2010, payable over 1 year.
- $10,000 to Earned Assets Resource Network, San Francisco, CA, in 2010, payable over 1 year.
- $10,000 to Low-Income Families Empowerment through Education, San Leandro, CA, in 2010, payable over 1 year.
- $10,000 to Mission Asset Fund, San Francisco, CA, in 2010, payable over 1 year.
- $10,000 to New Foundry Ventures, San Francisco, CA, in 2010, payable over 1 year.
- $10,000 to Transnational Institute for Grassroots Research and Action, Oakland, CA, in 2010, payable over 1 year.
FINDING MORE INFORMATION ON FOUNDATION MEMBERSHIP ASSOCIATIONS

To find regional associations of grantmakers (RAGs):

- Forum of Regional Associations of Grantmakers
  www.givingforum.org
  Locate Your Regional Association
  www.givingforum.org/s_forum/sec.asp?CID=575&DID=2625

  www.cof.org/about/affinitygroups.cfm?navItemNumber=16238
1. Where does the mapping data come from?
The mapping data comes from the FDO Professional grants database.

2. How many grantmakers include mapping functionality?
Approximately 20,000 of the grantmakers in FDO Professional include mapping functionality. For some of these grantmakers, data can be mapped for multiple years. For others, data can be mapped for one or two years only.

3. What is the difference between Recipient Type and Primary Subject?
Each grant in the FDO Professional grants database is assigned a Recipient Type term identifying the specific field or subject area of interest reflected by the grant recipient's activities and a Subject term identifying the specific field or subject area of interest reflected by the grant itself. For example, "Hospitals (general)" might be the Recipient Type term of a grant while "Art & music therapy" might be the Subject term. When multiple Subject terms are assigned to a grant, a Primary Subject term is designated. If the purpose of a grant is unknown and a Subject term cannot be assigned, the Recipient Type term is used by default. Recipient Type and Subject terms are based on the National Taxonomy of Exempt Entities (NTEE), originally developed by the National Center for Charitable Statistics.

4. Are grants mapped based on the location of the grant recipient or the ultimate destination of the grant funds spent?
Grants are mapped based on the location of the grant recipient, which is not necessarily the ultimate destination of the grant funds spent. For example, a grant made to the American Red Cross, located in Washington, DC, might have been allocated for Hurricane Katrina relief in New Orleans, but the grant will be mapped based on the location of the American Red Cross.

5. What size are the grants represented on a map?
Approximately half of the grants in the FDO Professional grants database are over $10,000 and half are under $10,000. All grants are at least $1,000.
6. Does the year represent the calendar year or the grantmaker's fiscal year?
   The year represents the grantmaker's fiscal year.

7. Does the year represent the year that grants were paid or the year that grants were authorized?
   The year can represent either the year that grants were paid or the year that grants were authorized. Of course, many grants are paid in the same year that they are authorized.

8. How often is the mapping data updated?
   All data in FDO is updated weekly.

9. How many years of grants are included in the mapping data?
   The mapping data includes no more than seven years of grants, including the current year. We're able to include grants from the current year because we don't rely solely on the IRS Form 990-PF to update the data in our grants database. For example, many of the largest foundations submit electronic grants lists to us on a regular basis. This enables us to include this data in our grants database long before it appears on the 990-PF. Electronic grant reporting accounts for many of the most recent grants that appear in our database. Grantmakers that report their grants to us electronically can be identified by the eGrant Reporter icon located at the top of their grantmaker profiles.
1. Where does the charting data come from?
   The charting data comes from the FDO Professional grants database.

2. How many grantmakers include charting functionality?
   Approximately 20,000 of the grantmakers in FDO Professional include charting functionality. For some of these grantmakers, data can be charted for multiple years. For others, data can be charted for one or two years only.

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4. Is each grant charted only once or are grants assigned with multiple Subject terms double-counted?
   Each grant is charted only once; there is no double-counting. A Primary Subject term is designated for grants assigned with multiple Subject terms and the grant will be charted based on that term.

5. What size are the grants represented in a chart?
   Approximately half of the grants in the FDO Professional grants database are over $10,000 and half are under $10,000. All grants are at least $1,000.
6. Does the year represent the calendar year or the grantmaker's fiscal year?
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7. Does the year represent the year that grants were paid or the year that grants were authorized?
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<table>
<thead>
<tr>
<th>Large Foundations</th>
<th>Small Foundations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Geographic Preferences</strong></td>
<td>National, international, and local</td>
</tr>
<tr>
<td></td>
<td>Local</td>
</tr>
<tr>
<td><strong>Giving Programs</strong></td>
<td>Defined program interests determined by the original donor, board of trustees and program staff</td>
</tr>
<tr>
<td></td>
<td>General giving, often determined by family interests</td>
</tr>
<tr>
<td><strong>Decision Making</strong></td>
<td>Board of Trustees</td>
</tr>
<tr>
<td></td>
<td>Board of Trustees, often family members</td>
</tr>
<tr>
<td><strong>Staffing</strong></td>
<td>Professionally staffed</td>
</tr>
<tr>
<td></td>
<td>Little or no staff</td>
</tr>
<tr>
<td><strong>Applications</strong></td>
<td>Many very large foundations accept applications</td>
</tr>
<tr>
<td></td>
<td>Many smaller family foundations do not accept applications</td>
</tr>
</tbody>
</table>
UNIT THREE

POWER SEARCH
TO CREATE AND EXECUTE YOUR
FUNDING RESEARCH STRATEGIES
Applicable to indexed search fields and keyword search fields, including Power Search. Boolean Searching lets you combine multiple search criteria in various ways, broadening or narrowing search results based on index entries and/or keywords you select. To perform a search with more than one term per search field, you place a Boolean operator between each term. There are four Boolean operators that can be incorporated into a search. They are the words AND, OR, NOT, and NEAR.

Note: In keyword search fields, including Power Search, Boolean operators must be typed in ALL CAPS. This is not necessary in the indexed search fields.

The OR operator

Placing OR between search terms broadens a search, retrieving all records containing either term.

Example: Go to the Grantmakers file, enter children OR human services in the Fields of Interest search field, and click Search. All records containing either the word children or the words human services (or both) are displayed in the Grantmakers Search Results window.

Note: The OR operator is the default operator placed between terms when you select more than one from an index. You can replace OR by highlighting it, pressing Delete or Backspace and typing another operator in its place.

The AND operator

The AND operator between search terms narrows a search, retrieving only records containing both terms.

Example: Replace the OR operator from the prior example with the AND operator. Your search term should now be children AND human services. Click Search. Only records containing both the words children and human services in the Fields of Interest part of the record are retrieved and displayed in the Grantmakers Search Results window. There will be fewer records retrieved than in the previous example.
The NOT operator

The NOT operator limits a search, excluding records with terms you enter to the right of the NOT operator.

Example: Replace the AND operator from the prior example with the NOT operator. Your search term should now be children NOT human services. Click Search. Records containing the word children but not the words human services in the Fields of Interest part of the record are retrieved.

The NEAR operator

Including NEAR/n between two index entries, words, or phrases narrows an “and” operator search, retrieving results containing both of the index entries selected or words or phrases typed but only if they appear within a specific proximity to one another. The “n” should be a numerical value indicating the maximum number of words that should appear between two index entries, words, or phrases.

Example: Typing arts NEAR/3 culture into the keyword search field on the Search Grantmakers screen will retrieve grantmaker records containing both “arts” and “culture” but only if they appear no more than three words away from one another.
Applicable to indexed search fields and keyword search fields, including the Power Search field, Wildcard Searching (also known as Truncation) is used to search for variations of index entries, words, phrases or numerical expressions, broadening your search. Wildcard Searching can be used in all search fields except for Grantmaker State on the Grantmakers Search Screen and Recipient State on the Grants Search Screen.

To conduct a wildcard search, modify an index entry, word, or phrase to include a wildcard character in your search. Two wildcard characters can be incorporated into a search: the asterisk, "*", and the question mark, "?".

**The Asterisk**

Modifying an index entry, word, or phrase to include an asterisk representing any number of letters at the beginning or at the end broadens a search, retrieving results containing variations of the index entry selected or word or phrase typed based on the position of the asterisk.

*Example:* Typing art* into the Keyword Search field on the Search Grantmakers Screen will retrieve grantmaker records containing "art," "arts," "artists," and even "Arthur." Typing *art will retrieve grantmaker records containing words like "start," "heart," and "part."

**The Question Mark**

Modifying an index entry, word, or phrase to include a question mark representing any single letter or a series of question marks representing any series of letters at the beginning, at the end, or anywhere in between broadens a search, retrieving results containing variations of the index entry selected or word or phrase typed based on the position of the question mark(s).

*Example:* Typing wom?n into the Keyword Search field on the Search Grantmakers Screen will retrieve grantmaker records containing "women" and "woman." Typing psych????y will retrieve grantmaker records containing "psychology" or "psychiatry."
Tagging is a method by which records are categorized under any number of keywords or key phrases created by the user. For example, a user might identify several different funding prospects for an arts program. Those grantmaker records could be tagged as “Arts prospects” for future reference and quick and easy retrieval.

To tag a grantmaker, company or grant record, you can create a new tag or use a tag you previously created. To create a new tag, type the name of the tag into the box under “Tag this record” and click the Submit button. To use a tag you previously created, click Choose From Your Tags to view a list of your previously created tags, click on a tag to automatically insert it into the submission box, and click the Submit button. Note that the list of previously created tags might contain tags currently associated only with company and/or grant records. You can also type the name of a previously created tag into the submission box and click the Submit button.

For reference, a list of tags associated with a particular record is shown under “Tags for this record.” To remove a tag from a particular record, click the “x” to the right of the tag. To access the Tagged Grantmakers/Companies/Grants Screen(s) and view list of all records associated with a particular tag, click on a tag.

Saving Searches

FDO allows you to save a record of the criteria you used to conduct a search. Doing so enables you to quickly and easily run that search again in the future.

To save the initial criteria you used to conduct your search, click the Save Search link above the column headings. In the pop-up window that appears, enter a name for your search and click the Save Search button.

Signing Up for Alerts

To sign up to receive alerts for a grantmaker, click the Add to My Alerts check box. Alerts will contain information on profile and status changes; details on newly posted grants; links to new 990 filings; and links to newly posted news articles, job openings, RFP announcements, and publications. To delete an alert, uncheck the check box.

Alerts will be sent to the e-mail address associated with your account.
CUSTOMIZATION FEATURES
OF MY FDO

My FDO enables you to access and manage your tagged grantmaker, company, and
grant records; manage and load your saved grantmaker, company, grant, and 990
searches; and manage your grantmaker alerts.

To access My FDO, click the My FDO link at the top of any page.

My Tags

Tags are categorized by record type and listed in alphabetical order. The number in
parenthesis to the right of a tag indicates the number of records tagged under that
name, in that record category. Tags needn't be exclusive to any one record type;
therefore, identical tag names might appear under all three record categories. To
view a list of tagged records for a particular record type, click a tag under that record
category. Your tagged records are displayed on a tagged records screen made up of
a number of components.

Tagged Grantmakers/Companies/Grants Screens

The Tagged Grantmakers/Companies/Grants Screen has several components:

- Records Line. Located at the top of the screen, the Records Line displays
  the number of tagged grantmaker/company/grant records.
- Tag Name Line. Displays the tag name.
  - Records List. Displays a list of tagged grantmaker/company/grant records.
    All tagged records are displayed on a single page.

Note that if a grantmaker/company/grant record is removed from FDO for any
reason, such as the termination of the grantmaker or company, it will no longer
appear on the Tagged Grantmakers/Companies/Grants Screen.

My Saved Searches

Saved searches are categorized by database type and listed in alphabetical order.
Click on the name of a saved search to load its criteria into the applicable search
screen. To delete a saved search, click the "x" to the right of its name.

My Alerts

Alerts are listed in alphabetical order by grantmaker name. To delete an alert, click
the "x" to the right of a grantmaker name. Click on the name of a grantmaker to
view its record.
Printing

To print a record or records from the Results List, click the check boxes of the records you want to print and then click the Print/Save Records link above the column headings. Printing requires the use of the most recent version of the free Adobe Reader. A .pdf file will be generated in Adobe Reader displaying the text of the grantmaker/company/grant profiles of the selected records. Use the tools at the top of the screen to print the file. Up to 100 records can be printed at a time. To print the Results List itself or any portion of the Results List, click the universal check box above the column headings or click the check boxes of the records you want to include and then click the Print/Save List link above the column headings. A .pdf file will be generated in Adobe Reader displaying the list or the portion of the list selected. Use the tools at the top of the screen to print the file. Up to 100 records can be included at a time.

Saving

To save a record or records from the Results List, click the check boxes of the records you want to save and then click the Print/Save Records link above the column headings. Saving requires the use of the most recent version of the free Adobe Reader. A .pdf file will be generated in Adobe Reader displaying the text of the grantmaker/company/grant profiles of the selected records. Use the tools at the top of the screen to save the file. Up to 100 records can be saved at a time. To save the Results List itself or any portion of the Results List, click the universal check box above the column headings or click the check boxes of the records you want to include and then click the Print/Save List link above the column headings. A .pdf file will be generated in Adobe Reader displaying the list or the portion of the list selected. Use the tools at the top of the screen to save the file. Up to 100 records can be included at a time.

Exporting

To export the Results List or any portion of the Results List, click the universal check box above the column headings or click the check boxes of the records you want to include and then click the Export List link above the column headings. Exporting requires the use of a spreadsheet application, such as Microsoft Excel. An .xls file will be generated in your spreadsheet application containing the data from the list or the portion of the list selected. When exporting Grantmaker lists the file will also include complete contact and address information for each grantmaker in the list. Up to 100 records can be included at a time.
Update Central enables Professional subscribers to view summaries of recent additions and updates to our grantmaker database and build customized reports for more detail. To access Update Central, click the Visit Update Central link on the left side of the Home Screen.

**Summaries**

Update Central displays summaries of the number of grantmakers added or updated during the previous month and year-to-date in five categories: new grantmakers; high growth grantmakers; contact information changes; fields of interest/types of support changes; and leadership changes. Generally, the categories can be defined as such:

- **New Grantmakers**: Grantmakers added to the database for the first time, usually because a grantmaker was recently established.
- **High Growth Grantmakers**: Grantmakers reporting significant increases in total giving or total assets over the past fiscal year.
- **Contact Information Changes**: Grantmakers updated with new contact information, including grantmaker name, contact person, address, telephone number, fax number, e-mail address, and URL.
- **Fields of Interest/Types of Support Changes**: Grantmakers updated with new fields of interest and/or types of support terms.
- **Leadership Changes**: Grantmakers updated with new leadership, including officers, directors, trustees, administrators, committee members, and members of other governing bodies.

**Update Generator**

Update Generator can be used to build customized reports for more detail on each month’s additions and updates to our grantmaker database. Update Reports can be customized by state or states in any one of three categories: new grantmakers; high growth grantmakers; and grantmakers with recent changes. To generate an Update Report, select a category and then select a state or states. To select multiple states, hold down the Control key. To select all states, click the Select All button. Click the Submit button to generate your report.

**Update Alerts**

Professional subscribers can sign up to receive summaries of each month’s additions and updates to our grantmaker database via e-mail each month. To sign up for Update Alerts, type your e-mail address into the submission box on the left side of the Update Central Screen and click the Submit button.
### The New York Community Trust

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<td>Mission/Giving Statement/Program area(s) — list topic(s)</td>
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<td>Audience(s)</td>
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<td>Types of Support</td>
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<td>Recent Grant Patterns</td>
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<tr>
<td>- Percent/number of grants in my subject areas/or to similar organizations</td>
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</tr>
<tr>
<td>- Percent/number of grants to my Audiences</td>
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<td>- Average grant amount in my area/overall</td>
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<td>- Local funding (city, state, region)</td>
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<td>- Stated geographic limitations</td>
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<td>Board Contact(s)</td>
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<tr>
<td>Notes</td>
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</tr>
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</table>

Source Checklist: Foundation Directory Online, Web site, Annual report/guidelines, IRS Form 990 or 990-EZ, News Sources: Philanthropy News Digest, RF, etc. Other
UNIT FIVE

EXPLORING THE TARGETED SEARCH PATHS:
SEARCH GRANTS AND 990S
UNIT SIX
EXPLORING THE TARGETED SEARCH PATHS: SEARCH COMPANIES
CORPORATE MOTIVATIONS FOR GIVING

- Advancing business objectives
- Increasing brand visibility
- Benefiting employees
- Being a good corporate citizen in the community
- Tax benefits
## CONNECTING TO COMPANIES

<table>
<thead>
<tr>
<th>Corporate Motivations</th>
<th>Why would they give to you?</th>
<th>What do you have to offer?</th>
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<tbody>
<tr>
<td>Advancing business objectives</td>
<td>Do you share an audience/constituency?</td>
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<tr>
<td></td>
<td>Would companies want to connect with your constituents?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Do you address issues of interest to companies?</td>
<td></td>
</tr>
<tr>
<td>Increasing brand visibility</td>
<td>How visible are you in the community?</td>
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</tr>
<tr>
<td></td>
<td>How big an audience do you have?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>How do you get your name in front of the public?</td>
<td></td>
</tr>
<tr>
<td>Benefiting their employees</td>
<td>Do corporate employees benefit from your work?</td>
<td></td>
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<tr>
<td></td>
<td>Do you have volunteer opportunities for corporate employees?</td>
<td></td>
</tr>
<tr>
<td>Corporate citizenship</td>
<td>How do you strive to enhance the local community, making it a more attractive place to live and work?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>How deep is your network of community leaders, those with whom corporate executives would want to associate?</td>
<td></td>
</tr>
<tr>
<td>Tax benefits</td>
<td>Do you have 501(c)(3) status?</td>
<td></td>
</tr>
</tbody>
</table>
CORPORATE CASH VS. NON-CASH CONTRIBUTIONS

- Product/equipment donations
- Donated services
- Use of facilities
- Employee volunteer programs
- Executives on loan
- Board service
- Sponsorships
- Cause-related marketing

Non-cash: 37.6%
Foundation Cash: 27.3%
Company Direct Cash: 35.2%

Foundation grants
Corporate contributions
Employee matching grants

Creating Your Corporate Prospect List

- Find companies located in your geographic area (headquarters, subsidiaries/divisions, plants/offices/stores)
- Find companies based on what they do
- Find companies based on what you do
- Find companies providing the type of support you need
ADDITIONAL SOURCES FOR CORPORATE RESEARCH

Bizjournals (bizjournals.com/)
Indexes articles in business journals in over 40 major U.S. cities.

Directory of Local and Regional Business Periodicals on the Web (bibliomaven.com/businessjournals.html)
An additional source to find a listing for your local/regional business journal.

Corporate Affiliations: Key Information on Who Owns Whom (corporateaffiliations.com)
Available by subscription, this online directory covers U.S. public companies, U.S. private companies, and international public and private companies. Available for free use at Foundation Center libraries.

CSRwire (csrwire.com)
A distribution center for corporate reports and press releases related to corporate social responsibility.

David Lamb's Prospect Research (home.comcast.net/~lambresearch/CorpsExecs.htm)
The Company/Executive Info section of David Lamb's Prospect Research Page has a collection of links that are useful in pinpointing information on a specific corporation's charitable giving interests.

Forbes.com—Lists (forbes.com/lists)
These lists provide links to 500 American CEO's, the Forbes 400 Richest Americans, top companies, the World's Richest People and the world's most powerful women.

Fortune.com—Lists (money.cnn.com/lists/index.html)
This site provides access to company lists including the Fortune 500 List.

Hoovers (hoovers.com)
Hoover's free service provides company information on public and private enterprises. In-depth information is available by subscription.

Investor Relations Information Network Annual Report Resource Center (irln.com/cgi-bin/main.cgi?index=main)
Free corporate annual reports for more than 2,500 companies can be accessed in PDF and HTML formats on this page.

ReferenceUSA Business (referenceusa.com)
This is a suite of reference databases including 14 million U.S. businesses. Subscription only but often freely available through public libraries.

Securities and Exchange Commission EDGAR database (sec.gov/edgar.shtml)
The Security and Exchange Commission's (SEC) EDGAR Database is a useful resource when seeking information about public companies. The database contains an archive of all the financial documents filed with the SEC since 1994.
UNIT SEVEN
EVALUATING PROSPECTS
SUMMARY QUESTIONS: ANALYZING YOUR PROSPECTS

- Is your issue a stated program focus?
- How many of your issues and/or population groups are listed?
- How much are they really giving to your program area?
- What is the giving capacity of the grantmaker?
- Do they support the same organizations every year?
- Do you have a contact?
APPENDIX

- Tips for Searching Foundation Directory Online
- Selective Search Strategies
POWER SEARCH

THE POWER SEARCH allows you to search across nine Foundation Center databases — grantmakers, companies, grants, 990s, news, jobs, RFPs, nonprofit literature, and PubHub reports.

TIPS

- Type in your search terms or select a tab to go right to an indexed database search.
- Power Search results are sorted by relevance, so exact phrase matches will appear higher up in the results list.
- To search for an exact phrase, simply enclose the phrase in quotation marks (e.g., "arts education").
- Asterisk (*) is a truncation symbol (e.g., child* to search for child or children).
- To change the relationships between words: Boolean operators should be entered in ALL CAPS.
- AND will narrow your search.
- OR will expand your search.
- NOT will exclude words or phrases.
- NEAR/n will search for words near each other (where n=number of words separating the two terms).
GUIDED SEARCH

Use GUIDED SEARCH to see a live recap of your search. Refine your search by adding or removing search criteria without having to start your search over, and search within results to add additional keywords or phrases.

Enter additional keywords or phrases to search within your results.

Click "add" to add the guided search menu.

Search the Foundation Directory Online Professional continued.
TIPS FOR SEARCHING FOUNDATION DIRECTORY ONLINE PROFESSIONAL, continued

SEARCH GRANTMAKERS

THE GRANTMAKER DATABASE contains more than 99,000 profiles of private foundations, grantmaking public charities, and corporate giving programs, with 18 searchable fields available. Use this to search for grantmakers based on their giving guidelines and stated areas of interest.

Example: “I am looking for grantmakers that give to children and youth health programs in New York.”

- Click to load last search.
- Click to save searches.
- Click to see the index for this search field.
- Click on the term to put it into the search box.
- Number in parentheses shows how many grantmakers have a stated interest in that field.
- Check this box to screen out grantmakers that don’t accept donations.

TIPS*

- 2 approaches: Start with a narrow search using 2 or more “Fields of Interest” terms, then broaden your search; OR start with a broader term (e.g., “human services”) then narrow with more or different terms
- Use “Grantmaker Location” to search for local grantmakers. Grantmaker locations can be searched by state, county, city, metro area, congressional district, and zip code. Use “Geographic Focus” to also search for out-of-state grantmakers, national and international grantmakers. Use “Fields of Interest” to find names of countries.
- To change the relationships between words: AND will narrow your search, OR will expand your search, NOT will exclude words or phrases

* For more search tips, also see the Search Tutorial from the Foundation Directory Online home page or the Foundation Directory Online Guided Tour (foundationcenter.org/getstarted/tutorials/fdirguidedtour/) from our web site.
TIPS FOR SEARCHING FOUNDATION DIRECTORY ONLINE PROFESSIONAL, continued

NOT ALL FUNDER PROFILES HAVE THE SAME LEVEL OF INFORMATION!
The size and content of a grantmaker profile depends largely on the scope and nature of the funding programs and the availability of information on the grantmaker. Profiles may or may not include a purpose and activities statement, fields of interest, geographic focus, types of support, and/or the grantmaker’s limitations.

All foundations and grantmaking public charities have profiles and links to Forms 990/990PF.

Larger grantmakers have a greater depth of information.

WHAT IS IN EACH TAB?
PROFILE: Grantmaker's giving interests, application requirements, etc. (see sample profile).
SEARCH GRANTS: Click to search the grants of the grantmaker indexed in the database.
MAP GRANTS: Click to map grants of the grantmaker by recipient type or primary subject on the U.S. or world map. Drill down to see grants by county, city, zip code, or congressional district.
CHART GRANTS: View printable charts of the grantmaker's giving trends by recipient type or primary subject.
NEWS/RFPs/JOBS: Grantmaker-related headlines, requests for proposals, and job opportunities that have been posted on our website's Philanthropy News Digest (foundationcenter.org/pnd/).
PUBLICATIONS: Grantmaker-sponsored reports from our website's PubHub (foundationcenter.org/gainknowledge/pubhub/). You also can link to a list of books and articles on the grantmaker from the Catalog of Nonprofit Literature, the Center's library catalog (cat.foundationcenter.org/).
PEOPLE: Names, titles & affiliations of Officers, Trustees, Donors, and key staff.
990x: Links to the grantmaker's recent Forms 990/990PF.
TIPS FOR SEARCHING FOUNDATION DIRECTORY ONLINE PROFESSIONAL, continued

SEARCH COMPANIES

THE COMPANY DATABASE contains over 3,700 profiles of companies that sponsor corporate giving programs, foundations, and grantmaking public charities, with 15 searchable fields available. Use this to search for sponsoring companies based on their location, their business activities, and the locations of their subsidiaries.

Example: "I am looking for companies located in New York that manufacture sporting goods."

Click to load last search
Click to save searches
Click to see the index for this search field
Click on the term to put it into the search box.

Number in parentheses shows how many companies are involved in that business activity.

TIPS*

• If you're looking for in-kind gifts, use the Business Type (SIC) search field to find sponsoring companies that manufacture or produce certain products

• Use the Officers/Directors search field to identify companies affiliated with your organization's donors, board members, or volunteers

• Since many companies support communities where they operate, use the Subsidiary State/Country and Subsidiary City search fields to find companies in your geographic area

* For more search tips, also see the Foundation Directory Online Guided Tour (foundationscenter.org/getstarted/tutorials/tipguide/online/1) from our website.
NOT ALL COMPANY PROFILES HAVE THE SAME LEVEL OF INFORMATION!

The size and content of a company profile depends largely on the type of company and the availability of information. Profiles may or may not include the company's name and address; the company's URL; establishment information; company type; the company's ticker symbol and exchange; business activities; financial data; directors and corporate officers; names and/or locations of subsidiaries, divisions, joint ventures, plants, and offices; countries of international operations, and historic merger information.

All companies have profiles and links to affiliated grantmaker profiles.

Public companies have links to Securities and Exchange Commission (SEC) 10-K filings.
TIPS FOR SEARCHING FOUNDATION DIRECTORY ONLINE PROFESSIONAL, continued

SEARCH GRANTS

THE GRANTS DATABASE IN PROFESSIONAL contains nearly 2.3 million records of recently awarded grants by the largest grantmakers, with 15 searchable fields available. Each record links to the grantmaker's profile and, when possible, to the recipient's web site. Use this database to find organizations or projects similar to yours that have received grants, review grants made by a specific foundation, or get ideas for search terms that describe your program. (Search Grants is not available in Foundation Directory Online Basic.)

Example: "I am looking for examples of funded projects in California that address childhood obesity."

Click to load text search.

Click to save searches.

Click to see the index for the search field.

Number in parentheses shows how many grant records are in the database for that term.

Asterisk (*) is a truncation symbol that can be used in place of one or more characters.

GRANT RECORDS

Click here to go to the associated grantmaker's profile.

Content of a grant record varies based on availability of information from a grantmaker's IRS, information returns, annual reports, and grant lists.

Get ideas for search terms from: Subject headings.

Click here to go to the recipient's form 990.

TIP:
- For international projects, use "Recipient State/Country" to find grants to foreign organizations. Searching by country name in "Subjects" will bring up grants to U.S.-based organizations as well.
TIPS FOR SEARCHING FOUNDATION DIRECTORY ONLINE PROFESSIONAL continued

SEARCH 990

Search 990s contains recent IRS Forms 990/990-PF for all foundations and grantmaking public charities in Foundation Directory Online (over 650,000 documents). Use this database to search for grants to organizations and projects similar to yours. (Search 990s is available only in Foundation Directory Online Professional.)

- "Keyword Search" scans IRS filings for search terms.
- To change the relationships between words: AND will narrow your search, OR will expand your search, NOT will exclude words or phrases, NEAR/n will search for words near each other (where n = number of words separating the 2 terms — see example).
- Search terms from "Keyword Search" box will be highlighted in the Form 990/990-PF.
- Click on Adobe's "Jump to next highlight" button to go to next highlighted instance of search terms.
- Click on "View the Grantmaker Profile" to go to funder's profile.

Using AND vs. NEAR/30 (NEAR/n): When using AND to search for 2+ words, the search engine will return any forms 990 that have those words, even if the words are pages apart. When using NEAR/30 to search for 2+ words, there is a greater chance that the 2 words will be within 30 words of each other, e.g., a program description for a recently awarded grant. Please note that when using NEAR/n, your proximity search terms will be highlighted in the resulting documents as well as each occurrence of the individual words.

A Note About Highlighting: The technology used to scan the text in the Search 990s documents — optical character recognition or OCR — looks for matches to words you type into the "Keyword Search" field, highlighting them when it finds one. This technology is not a perfect science, and there may be instances where you find highlighting to be slightly off its mark, or you may find a different word highlighted because the search was not able to differentiate it from the terms on which you were searching. In addition, any truncated search terms will not be highlighted. For example, searching on "obes *" will give you "obese" or "obesity," but the terms will not be highlighted in the resulting documents.
# Selected Search Strategies

<table>
<thead>
<tr>
<th><strong>CORE SEARCHES</strong></th>
<th><strong>Search Grantmakers</strong></th>
<th><strong>Search Grants</strong></th>
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<td><strong>Subject Interest</strong></td>
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<td>state (2-letter postal code) or city</td>
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<tr>
<td></td>
<td>Countries (use Fields of Interest index)</td>
<td>Countries (use Subjects index)</td>
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<tr>
<th><strong>ADDITIONAL SEARCH TERMS</strong></th>
<th><strong>Search Grantmakers</strong></th>
<th><strong>Search Grants</strong></th>
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<td>Population Groups</td>
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## SELECTED SEARCH STRATEGIES, continued

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<th>Search Companies</th>
<th>Search fields</th>
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### CORE SEARCHES

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<td>Company City</td>
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<td>Company Metro Area</td>
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<td>Congressional District</td>
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<td>Subsidiary State/Country</td>
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### ADDITIONAL SEARCH TERMS

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<tr>
<td>Range Searching</td>
<td>Company Total Sales</td>
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</table>
FOUNDATION FUNDING RESEARCH

Exercise: Searching for Project Support

Case Study: City Green—Part I
CASE STUDY

The Rider Street Community Center — Brooklyn, NY
Project: City Green

Founded in 1962, the Rider Street Community Center (RSCC) is one of the oldest community-based centers in Brooklyn, New York. It provides programs and services for teenagers from homes in which they’ve suffered the effects of domestic violence, alcohol or drug abuse. Throughout its existence, RSCC has had tremendous success helping youths overcome the emotional and psychological impact of their home environments through their programs and services, which include counseling, tutoring, and academic enrichment programs. The center has received several community awards for its accomplishments and the demand for their services continues to grow.

Last year, a volunteer who works for the Parks and Recreation Department began taking some of these boys and girls, many of whom are familiar only with the inner city, on outings to various city parks to acquaint them with the many species of animals and plants that exist there. These outings have sparked tremendous interest and enthusiasm from the teenagers and the community as a whole. The center sees this as another way to have an impact on the lives of young people, and as a way to build a sense of community and collaboration in a safe and positive environment.

Near RSCC there is a very large vacant lot. The owners of the lot have agreed to donate it to the center so that these youths can create their own local park and garden. The center envisions the park and gardens as a place where RSCC participants, as well as youth from other centers in the area, can study various species of plants and insects in a controlled environment. The goals of this project are to expose youths to new experiences that take them outside of their home communities, and to provide hands-on learning, mentoring and teamwork in a stimulating outdoor, recreational setting.

You have been asked to find funding for this project. The center is working with a landscaping company which has agreed to donate pro bono services to clear, cultivate and landscape the lot. They need to raise foundation funds to begin developing and implementing the new outdoor programming (which includes hiring a project director).

The center is especially (though not exclusively) interested in targeting local grantmakers. You are seeking a total of $200,000 for the current year of the project.

ASSIGNMENT PART ONE (Search Grantmakers)

1. Find 1-2 funding prospects
2. Share with your neighbor an example of a successful search
3. Discuss search strategies that didn’t work so well

ASSIGNMENT PART TWO (Search Grants)

Same as above but through Grants searching
Foundation Directory Online
Search Grantmakers

Grantmaker Name *

Grantmaker State *

Grantmaker County *

Grantmaker City *

Grantmaker Metro Area *

Grantmaker Zip Code

Fields of Interest *

Types of Support *

Geographic Focus *

Trustees, Officers, and Donors *

Type of Grantmaker *

Total Giving From: To:

Total Assets From: To:

Establishment Year From: To:

Keyword Search

* Indexes available

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Foundation Directory Online
Search Grantmakers

Grantmaker Name *
Grantmaker State *
Grantmaker County *
Grantmaker City *
Grantmaker Metro Area *
Grantmaker Zip Code
Fields of Interest *
Types of Support *
Geographic Focus *
Trustees, Officers, and Donors *
Type of Grantmaker *
Total Giving From: To:
Total Assets From: To:
Establishment Year From: To:
Keyword Search

* Indexes available

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Search Grantmakers

Grantmaker Name *

Grantmaker State *

Grantmaker County *

Grantmaker City *

Grantmaker Metro Area *

Grantmaker Zip Code

Fields of Interest *

Types of Support *

Geographic Focus *

Trustees, Officers, and Donors *

Type of Grantmaker *

Total Giving

From:  
To:

Total Assets

From:  
To:

Establishment Year

From:  
To:

Keyword Search

* Indexes available

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Foundation Directory Online
Search Grantmakers

Grantmaker Name *

Grantmaker State *

Grantmaker County *

Grantmaker City *

Grantmaker Metro Area *

Grantmaker Zip Code

Fields of Interest *

Types of Support *

Geographic Focus *

Trustees, Officers, and Donors *

Type of Grantmaker *

Total Giving From: To:

Total Assets From: To:

Establishment Year From: To:

Keyword Search

* Indexes available
**Foundation Directory Online**

**Search Grants**

<table>
<thead>
<tr>
<th>Field</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grantmaker Name</td>
<td></td>
</tr>
<tr>
<td>Recipient Name</td>
<td></td>
</tr>
<tr>
<td>Recipient State/Country</td>
<td></td>
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<tr>
<td>Recipient County</td>
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<tr>
<td>Recipient City</td>
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<tr>
<td>Recipient Metro Area</td>
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<tr>
<td>Recipient Zip Code</td>
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<tr>
<td>Recipient Type</td>
<td></td>
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<tr>
<td>Subjects</td>
<td></td>
</tr>
<tr>
<td>Types of Support</td>
<td></td>
</tr>
<tr>
<td>Year Authorized</td>
<td>From: ____________________ To: ____________________</td>
</tr>
<tr>
<td>Grant Amount</td>
<td>From: ____________________ To: ____________________</td>
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<td>Keyword Search</td>
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* Indexes available

© The Foundation Center
<table>
<thead>
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<th>Field</th>
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<tr>
<td>Grantmaker Name *</td>
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<td>Recipient Name *</td>
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<td>Recipient State/Country *</td>
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<td>Recipient City *</td>
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<td>Subjects *</td>
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<td>Types of Support *</td>
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<tr>
<td>Year Authorized</td>
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<tr>
<td>Grant Amount</td>
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* Indexes available
Foundation Directory Online
Search Grants

Grantmaker Name *

Recipient Name *

Recipient State/Country *

Recipient City *

Recipient County *

Recipient City *

Recipient Metro Area *

Recipient Zip Code

Recipient Type *

Subjects *

Types of Support *

Year Authorized From: To:

Grant Amount From: To:

Keyword Search

* Indexes available
Foundation Directory Online
Search Grants

Grantmaker Name *
Recipient Name *
Recipient State/Country *
Recipient City *
Recipient County *
Recipient City *
Recipient Metro Area *
Recipient Zip Code
Recipient Type *
Subjects *
Types of Support *
Year Authorized From: To:
Grant Amount From: To:
Keyword Search

* Indexes available

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FOUNDATION FUNDING RESEARCH

Exercise: Evaluating Prospects

Case Study: City Green—Part III
CASE STUDY

The Rider Street Community Center — Brooklyn, NY
Project: City Green

Founded in 1982, the Rider Street Community Center (RSCC) is one of the oldest community-based centers in Brooklyn, New York. It provides programs and services for teenagers from homes in which they’ve suffered the effects of domestic violence, alcohol or drug abuse. Throughout its existence, RSCC has had tremendous success helping youths overcome the emotional and psychological impact of their home environments through their programs and services, which include counseling, tutoring, and academic enrichment programs. The center has received several community awards for its accomplishments and the demand for their services continues to grow.

Last year, a volunteer who works for the Parks and Recreation Department began taking some of these boys and girls, many of whom are familiar only with the inner city, on outings to various city parks to acquaint them with the many species of animals and plants that exist there. These outings have sparked tremendous interest and enthusiasm from the teenagers and the community as a whole. The center sees this as another way to have an impact on the lives of young people, and as a way to build a sense of community and collaboration in a safe and positive environment.

Near RSCC there is a very large vacant lot. The owners of the lot have agreed to donate it to the center so that these youths can create their own local park and garden. The center envisions the park and gardens as a place where RSCC participants, as well as youth from other centers in the area, can study various species of plants and insects in a controlled environment. The goals of this project are to expose youths to new experiences that take them outside of their home communities, and to provide hands-on learning, mentoring and teamwork in a stimulating outdoor, recreational setting.

You have been asked to find funding for this project. The center is working with a landscaping company which has agreed to donate pro bono services to clear, cultivate and landscape the lot. They need to raise foundation funds to begin developing and implementing the new outdoor programming (which includes hiring a project director).

The center is especially (though not exclusively) interested in targeting local grantmakers. You are seeking a total of $200,000 for the current year of the project.

ASSIGNMENT PART THREE (Evaluating Prospects)
Are they viable prospects?
How would you prioritize them?
What would you ask each funder for?
How would you approach them?
# GRANTMAKER PROSPECT WORKSHEET

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Grantmaker Name and City/State</strong></td>
<td>Brooklyn Community Foundation, Brooklyn, NY</td>
</tr>
<tr>
<td><strong>Contact</strong></td>
<td>Marilyn G. Gotlieb, President; Topi Williford, Program Director</td>
</tr>
<tr>
<td><strong>Mission/Giving Statement/Program Areas</strong></td>
<td>The mission is to improve the lives of people in Brooklyn by strengthening communities through local giving, grantmaking and community services. There are four main program areas: Arts for All, Community Development, Caring Neighbors, Education and Youth Achievement and Green Communities.</td>
</tr>
<tr>
<td><strong>Audience(s)</strong></td>
<td>Brooklyn community and residents</td>
</tr>
<tr>
<td><strong>Types of Support</strong></td>
<td>Will consider proposals for program, capacity building, capital, or operating support.</td>
</tr>
<tr>
<td><strong>Recent Grant Patterns</strong></td>
<td>2013 grantmaking: $4.5 million total (preliminary numbers) 2012 grantmaking: $5.1 million total to nearly 300 nonprofits 2012 Details: Education &amp; Youth Achievement: $1,237,000 to 76 nonprofits (average range $15,000-$200,000) Community Development: $660,000 to 20 nonprofits Arts for All: $598,775 to 51 nonprofits Caring Neighbors: $511,500 to 32 nonprofits Green Communities: $375,500 to 24 nonprofits (average range $10,000-$100,000)</td>
</tr>
<tr>
<td><strong>Sample Grants</strong></td>
<td>(Note all nonprofits/projects based in Brooklyn) Batiste Carriou Community Garden—$5,000 (2009) for the creation of a children's garden to bring nature to an urban neighborhood. $500 in 2010 to support gardening workshops Sadie Nash Leadership Project (for youth leadership development) Multiple grants $20,000-$25,000 (2003-10) Added Value—$35,000 in 2010 to expand its Youth Engagement Program and pilot new projects in its Farm-Based Learning Program Green City Force—$15,000 in 2010 to expand services to disconnected Brooklyn youth in environmental stewardship green job training Wildlife Conservation Society—$10,000 in 2010 for Teens in Conservation program, which fosters leadership skills, promotes science learning, and demonstrates career opportunities to Brooklyn youth</td>
</tr>
<tr>
<td><strong>Geographic Preferences</strong></td>
<td>Giving exclusively to organizations based in Brooklyn, NY or benefiting the communities of Brooklyn</td>
</tr>
<tr>
<td><strong>Relevant Limitations</strong></td>
<td><em>Favors organizations that effectively leverage resources (ours included); and those that work closely with other nonprofit organizations as well as with the public and private sectors.</em></td>
</tr>
<tr>
<td><strong>Board Contact(s)</strong></td>
<td>None</td>
</tr>
<tr>
<td><strong>Current or Past Funder</strong></td>
<td>No</td>
</tr>
<tr>
<td><strong>Prior Contact with Funder</strong></td>
<td>No</td>
</tr>
<tr>
<td><strong>Applications Accepted</strong></td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Application Guidelines Listed</strong></td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Initial Contact</strong></td>
<td>Letter of inquiry — must be online</td>
</tr>
<tr>
<td><strong>Professional Staff</strong></td>
<td>7 full time professionals, 2 full time support staff</td>
</tr>
</tbody>
</table>

**Notes:** Formally the Independence Community Foundation; in Oct. 2009 changed name and became a community foundation focused exclusively in Brooklyn. 

**Detail on two of the foundation's programs:** Education and Youth Achievement Fund promotes access to quality education and academic success for all children and adults. It also supports programs that help young people make smart life choices and nurture their social and emotional wellbeing. Its goals are to: Combine tutoring, academic support networks, and enrichment activities to advance student achievement; to encourage action-oriented, youth development initiatives that promote collaboration, leadership development, and critical thinking; and, to build bridges between youth and adults, responsible adult role models through effective mentoring programs. 

**Green Communities Fund** fosters the development of green spaces, jobs, and neighborhoods. Its goals are to: Encourage the protection and creation of open space, parks and community gardens; to seek new ways to introduce and encourage environmental awareness in all neighborhoods through grassroots programming; and, to train job seekers for green careers and connect them to employment opportunities.
## GRANTMAKER PROSPECT WORKSHEET

<table>
<thead>
<tr>
<th>Grantmaker Name and City/State</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frances L. &amp; Edan L. Cummings Memorial Fund, New York, NY</td>
<td>Rating: PDO</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contact</th>
<th>Elizabeth Cussans, Executive Director</th>
</tr>
</thead>
</table>

### Mission/Giving Statement/Program Area(s)
- Focus topics:
  - The Cummings Memorial Fund was established to assist organizations that "benefit the health and welfare of mankind." The fund's primary interest is in the planning or expansion of new, innovative programs of organizations operating at New York, NY, and its more urbanized surrounding areas in northeastern NJ. The Fund has a particular interest in programs serving young people and in institutions serving economically and socially disadvantaged populations. The three main program areas are (see detail in Notes): education, health care, and social welfare.

### Audience(s)
- As mentioned above: young people, socially and economically disadvantaged populations.

### Types of Support
- The Fund provides support for: new program development; staffing for new programs and program expansion; capacity building (technical, management assistance); and consulting services.

### Recent Grant Patterns
- **Sample Grants**:
  - Boys and Girls Club, Paterson, NJ: Salary support for a Director position: $40,000 (2012); $40,000 (2009)
  - East Harlem Tutorial Program, New York, NY: Salary support for a Director of Out-of-School Time: $50,000 (2011)
  - ExCell Youth, Brooklyn, NY: For the External Partner & Graduate Teaching position for an internship program for disconnected youth: $25,000 (2009) & $25,000 (2007)
  - Family & Children's Services, Elizabeth, NJ: To support the After School Program's Teen Pregnancy Prevention Program: $35,000 (2011) and $27,000 (2010)
  - New Settlement Apartments, Bronx, NY: To support the YAC Outreach Initiative, which provides intervention services to high-risk youth: $200,000 (2009) & $225,000 (2009)

### Geographic Preferences
- Giving primarily in New York, NY and its more urbanized surrounding areas in northeastern NJ (including Bergen, Essex, Hudson, Passaic, and Union counties).

### Relevant Limitations
- No support for alcoholism or drug addiction treatment programs, ongoing programs, environmental programs, or well-endowed institutions.
- No grants for general operating support or capital expenses, including building, equipment, and moving expenses.

### Board Contact(s)
- None

### Current or Past Fundor
- No

### Prior Contact with Fundor
- No

### Applications Accepted
- Yes

### Application Guidelines Listed
- Yes

### Initial Contact
- Proposal

### Professional Staff
- Fulltime professional: 1, fulltime support: 0

### Notes/Details on Funding Interests
- Education, especially efforts to reform the public education system or programs that serve public school children from disadvantaged backgrounds.
- Social Welfare, especially programs addressing issues including child welfare, parent education, youth development, juvenile delinquency, adolescent pregnancy, housing/homelessness, and employment/job training.
- Health Care, particularly for institutions and programs that serve economically and socially disadvantaged people.
- Other notes: "The Cummings Fund approves for only one year at a time and will not consider more than two consecutive grants towards the same project."
- "The Fund trustees ... generally endeavor to creatively fill existing community needs in areas particularly under-funded at the present.

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**Source Checklist:**
- Foundation Directory:
  - Online database
- Annual report/guidelines
- PR Form (990PF), 990
- News Sources:
  - Philanthropy News Digest
  - BFP Bulletin, etc.
- Other

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<table>
<thead>
<tr>
<th>Grantmaker Name and City/State</th>
<th>Charles Hayden Foundation New York, NY</th>
<th>Source</th>
<th>Rating T/-</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Kenneth D. Meiss, C.E.O. and President</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mission/Giving Statement/Program Areas</td>
<td>To promote the mental, moral and physical development of children and youth ages three to eighteen, especially low-income youth, in the Boston and New York metro areas. See program detail in notes.</td>
<td>Web site</td>
<td></td>
</tr>
<tr>
<td>Audience(s)</td>
<td>Includes: “low-income youth”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Types of Support</td>
<td>Program support grants are available for the expansion of programs with well-defined goals that are expected to be met in a specified time frame. “Bricks and mortar” capital support grants are available for renovation, expansion, construction, and acquisition of physical facilities and purchase of nonexpendable equipment (temporarily suspended for fiscal year beginning 7/1/11).</td>
<td>Web site</td>
<td></td>
</tr>
<tr>
<td>Recent Grant Patterns</td>
<td>Year ended 6/30/10. Giving activities include: $12,048,370 for 166 grants (high: $304,800; low: $1,300; average: $50,000-$100,000) Repeated funding for many organizations over time. Approx. 65% of grant dollars to NY-based nonprofits</td>
<td>Web site</td>
<td></td>
</tr>
<tr>
<td>Geographic Preferences</td>
<td>Giving limited to the metropolitan Boston, MA, and the metropolitan New York, NY areas (including Newark, N.J.)</td>
<td>FDO</td>
<td></td>
</tr>
<tr>
<td>Local funding (city, state, region)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National</td>
<td></td>
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<tr>
<td>Corporate location</td>
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<td></td>
<td></td>
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<tr>
<td>(for corporate funders)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stated geographic limitations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relevant Limitations</td>
<td>No grants for endowment funds, operating budgets, fellowships, annual campaigns, emergency funds, deficit financing, publications, or conferences.</td>
<td>FDO</td>
<td></td>
</tr>
<tr>
<td>Board Contact(s)</td>
<td>None</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current or Past Funder</td>
<td>No</td>
<td></td>
<td></td>
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<tr>
<td>Prior Contact with Funder</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applications Accepted</td>
<td>Yes</td>
<td>FDO, Web site</td>
<td></td>
</tr>
<tr>
<td>Application Guidelines Listed</td>
<td>Yes</td>
<td>FDO</td>
<td></td>
</tr>
<tr>
<td>Initial Contact</td>
<td>Proposal; must use Philanthropy NY common grant application</td>
<td>FDO</td>
<td></td>
</tr>
<tr>
<td>Professional Staff</td>
<td>4 full-time professional; 1 full-time support</td>
<td>FDO</td>
<td></td>
</tr>
</tbody>
</table>

Notes
Program areas: The grantmaker has identified the following area(s) of interest:
Youth Grants in this area focus primarily on:
1) expanding community-based programs offering needy youth educational, social, recreational, and career opportunities, particularly in the after-school hours;
2) improving student achievement by strengthening kindergarten to grade 12 in charter schools, independent, and parochial education targeting needy students; and
3) strengthening informal educational enrichment programs offered outside of schools in institutions such as museums, zoos, aquariums, botanical gardens, and public libraries.

Source Checklists:
Foundation Directory Online
Web site
Annual report/guideline
WS Form 500/P/200
News Sources:
Philanthropy News Digest,
RFP Bulletin, etc.
Other:
# GRANTMAKER PROSPECT WORKSHEET

<table>
<thead>
<tr>
<th>Grantmaker Name and City/State</th>
<th>New York Life Foundation New York, NY</th>
<th>Source</th>
<th>Rating <em>/</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Emeline P. Park, President</td>
<td>Web site</td>
<td></td>
</tr>
<tr>
<td>Mission/Giving Statement/Program Areas(s)</td>
<td>The foundation supports organizations and programs that benefit young people, particularly in the areas of learning, safe places to live and grow, educational enhancement opportunities and childhood bereavement.</td>
<td>Web site</td>
<td></td>
</tr>
<tr>
<td>- List topic(s)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audience(s)</td>
<td>Children and youth</td>
<td>Web site</td>
<td></td>
</tr>
<tr>
<td>Types of Support</td>
<td>Continuing support; employee-related scholarships; employee matching gifts; employee volunteer services; general operating support; program development</td>
<td>Web site</td>
<td></td>
</tr>
<tr>
<td>Recent Grant Patterns</td>
<td>Year ended 12/31/10; Giving activities include: $10,270,443 for 638 grants; high: $542,000; low: $400; average: $10,000-$40,000; <strong>Note many multi-year grants awarded. Program Areas:</strong> Childhood Bereavement: 37% at grant dollars Safe Places to Learn and Grow: 16% of grant dollars</td>
<td>Web site</td>
<td></td>
</tr>
<tr>
<td>Sample Grants</td>
<td>Madison Square Park Conservancy, New York, NY—continuing support $25,000 each year 2005-2008; up to $40,000 in 2010. Good Shepherd Services, New York, NY—350,000 (2010, 1st installment of $500,000). A $10,000 grant to support the sailing program for young children.</td>
<td>TDD</td>
<td></td>
</tr>
<tr>
<td>Geographic Preferences</td>
<td>The foundation funds local projects in New York City (includes the five boroughs) and Westchester County, New York. Also funds in approximately 20 other corporate locations nationwide. In 2010 43% of grant dollars stayed in NY state.</td>
<td>TDD</td>
<td></td>
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<tr>
<td>Relevant Limitations</td>
<td>No relevant limitations</td>
<td>TDD</td>
<td></td>
</tr>
<tr>
<td>Board Contacts</td>
<td>Yes</td>
<td>TDD</td>
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<tr>
<td>Current or Past Funder</td>
<td>No</td>
<td>TDD</td>
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</tr>
<tr>
<td>Prior Contact with Funder</td>
<td>No</td>
<td>TDD</td>
<td></td>
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<tr>
<td>Applications Accepted</td>
<td>Yes</td>
<td>TDD</td>
<td>Web site</td>
</tr>
<tr>
<td>Application Guidelines Listed</td>
<td>Yes</td>
<td>TDD</td>
<td>Web site</td>
</tr>
<tr>
<td>Initial Contact</td>
<td>Online grant application form</td>
<td>TDD</td>
<td></td>
</tr>
<tr>
<td>Professional Staff</td>
<td>5 full-time professional</td>
<td>TDD</td>
<td></td>
</tr>
</tbody>
</table>

**Notes:**
- **Nurturing the Children Program Areas:**
  - Educational Enhancement: The foundation funds programs that enhance and augment classroom instruction during the critical out-of-school (latter school and summer) hours. We support programs that help prepare young people for higher education and the workplace and equip them to be responsible citizens.
  - Safe Places to Learn and Grow: The foundation supports programs that provide safe, nurturing environments for learning and advancement for disadvantaged children and youth, including those who are in foster care or “aging out” of foster care, homeless, or are neither in school nor working.
  - Childhood Bereavement: The foundation promotes increased awareness, education, and services to youth, their families and communities affected by loss.
- **Note:** Preference given to requests that provide an opportunity for volunteer involvement with the staff of New York Life agents, employees, and retirees.

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**Source Checklist:**
- Foundation directory
- Online Web site
- Annual report/guidelines
- PS Form 990/990-EZ
- News Sources:
  - Press releases
  - News Digest
  - E-mail Bulletin etc.
FOUNDATION FUNDING RESEARCH

Exercise:
Searching for Project Support

Case Study:
City Green—Part II
# GRANTMAKER PROSPECT WORKSHEET

<table>
<thead>
<tr>
<th>Grantmaker Name and City/State</th>
<th>Source</th>
<th>Rating +/-</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Mission/Giving Statement/ Program Area(s)</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>- list topic(s)</td>
<td></td>
<td></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Audience(s)</th>
<th></th>
<th></th>
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<table>
<thead>
<tr>
<th>Types of Support</th>
<th></th>
<th></th>
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</thead>
</table>

<table>
<thead>
<tr>
<th>Recent Grant Patterns</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Percent/number of grants in my subject areas or to similar organizations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Percent/number of grants to my audiences</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Average/overall grant amount in my area</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sample Grants</th>
<th></th>
<th></th>
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</thead>
</table>

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<table>
<thead>
<tr>
<th>GRANTMAKER PROSPECT WORKSHEET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample Grants, continued</td>
</tr>
<tr>
<td></td>
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<td>Foundation Directory Online</td>
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<td>Web site</td>
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<td>Annual report/guidelines</td>
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<td>IRS Form 990PF/990</td>
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<tr>
<td>News Source: Philanthropy News</td>
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<td>Digest, NFP Bulletin, etc.</td>
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<td>Other</td>
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<table>
<thead>
<tr>
<th>28 Broad Fields of Interest</th>
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<tbody>
<tr>
<td><strong>Agriculture/Food</strong></td>
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<tr>
<td>Agriculture</td>
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<td>Agriculture, community food systems</td>
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<td>Agriculture, farm cooperatives</td>
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<td>Agriculture, farmlands</td>
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<td>Agriculture, livestock issues</td>
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<td>Agriculture, sustainable programs</td>
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<td>Food services, commodity distribution</td>
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<td>Animals/wildlife</td>
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<td>Animals/wildlife, bird preserves</td>
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<td>Animals/wildlife, clubs</td>
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<td>Animals/wildlife, fisheries</td>
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<td>Animals/wildlife, preservation/conservation</td>
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<td>Animals/wildlife, sanctuaries</td>
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<td>Arts, cultural/ethnic awareness</td>
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<td>Arts, folk arts</td>
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<td>Arts, multimedia centers/programs</td>
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<td>Arts, services</td>
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<td>Museums (ethnic/folk arts)</td>
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<td>Museums (marine/maritime)</td>
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<td>Museums (natural history)</td>
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<td>Museums (science/technology)</td>
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<td>Museums (specialized)</td>
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<td>Museums (sports/hobby)</td>
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<td>Performing arts centers</td>
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<td>Performing arts, choreography</td>
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<td>Performing arts, circus arts</td>
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<td>Performing arts, dance</td>
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<td>Performing arts, education</td>
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<tr>
<td>Performing arts, music</td>
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<td>Performing arts, music (choral)</td>
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Fields of Interest/Subject Term/Recipient Type Authority List

Civil/human rights, immigrants
Civil/human rights, LGBTQ
Civil/human rights, minorities
Civil/human rights, women patients’ rights
Cultural rights
Environmental and resource rights
Freedom from violence/torture
Labor rights

Community development
Business/industry
Business/industry, better business bureaus
Business/industry, trade boards
Community development, business promotion
Community development, citizen coalitions
Community development, civic centers
Community development, men’s clubs
Community development, neighborhood associations
Community development, neighborhood development
Community development, public/private ventures
Community development, real estate
Community development, service clubs
Community development, small businesses
Community development, women’s clubs
Community/economic development
Economic development
Economic development, visitors/convention bureau/tourism promotion
Microfinance/microloans
Women’s management
Rural development
Social entrepreneurship
Urban/community development

Crime/Law enforcement
Courts/justice administration
Crime/law enforcement
Crime/law enforcement, correctional facilities
Crime/law enforcement, counterterrorism
Crime/law enforcement, DWI
Crime/law enforcement, missing persons
Crime/law enforcement, police agencies
Crime/violence prevention
Crime/violence prevention, abuse prevention
Crime/violence prevention, child abuse
Crime/violence prevention, domestic violence
Crime/violence prevention, gun control
Crime/violence prevention, sexual abuse
Crime/violence prevention, youth
dispute resolution
Legal services
Legal services, guardianship
Legal services, public interest law
Legal services, tenant law
Offenders/ex-offenders, bail issues
Offenders/ex-offenders, prison alternatives
Offenders/ex-offenders, probation/parole
Offenders/ex-offenders, rehabilitation
Offenders/ex-offenders, services
Offenders/ex-offenders, transitional care

Education
Adult continuing education
Adult education—literacy, basic skills & GED
Business school/education
Charter schools
Child development, education
Dental school/education
Education
Education, alumni groups
Education, bilingual programs
Education, community/cooperative
Education, computer literacy/technology training
Education, continuing education
Education, dropout prevention
Education, e-learning
Education, early childhood education
Education, ESL programs
Education, gifted students
Education, PTA groups
Education, reading
Education, services
Education, special education, testing
Elementary school/education
Elementary/secondary education
Elementary/secondary school reform
Engineering school/education
Graduate/professional education
Graduate school reform
Health sciences school/education
Higher education, college
Higher education, college (community/junior)
Higher education reform
Higher education, university
Journalism school/education
Law school/education
Libraries (academic/research)
Libraries (local)
Libraries (medical)
Libraries (public)
Libraries (school)
Libraries (special)

Employment
Employment
Employment, job counseling
Employment, labor unions/organizations
Employment, retraining
Employment, services
Employment, sheltered workshops
Employment, training
Employment, vocational rehabilitation
Goodwill Industries

Environment
Botanical gardens
Biological/horticulture/landscape services
Environment
Environment, air pollution
Environment, beautification programs
Environment, energy
Environment, forests
Environment, climate change/global warming
Environment, land resources
Environment, natural resources
Environment, noise pollution
Environment, plant conservation
Environment, pollution control
Environment, recreation control
Environment, recycling
Environment, toxins
Environment, waste management
Environment, water pollution
Environment, water resources
Environmental education
Horticulture/garden clubs
Landscape

Health care
Art & music therapy
Dental care
End of life care

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