

Minneapolis Neighborhood Revitalization Program



Grant Resource Guide

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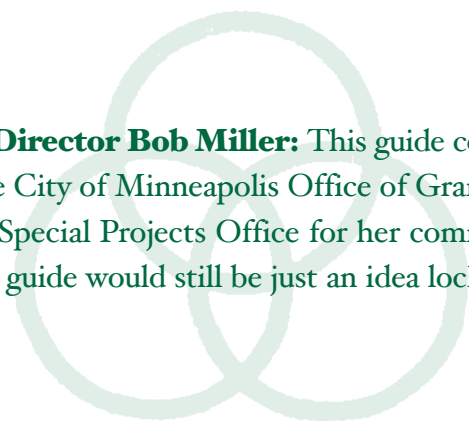
Minneapolis Neighborhood Organizations

2nd Edition

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From the Director

In the late 1980's public officials and community leaders in Minneapolis determined that neighborhood revitalization would be the most urgent long-term challenge facing the city in the coming two decades. In fact, a Neighborhood Housing and Economic Development Task Force Report released in 1988 estimated that physical revitalization of Minneapolis neighborhoods would cost \$3.2 billion.

The Minnesota Legislature, the Minneapolis Mayor and the Minneapolis City Council responded to this daunting challenge in 1990 by establishing the Minneapolis Neighborhood Revitalization Program (NRP).

Because the cost of physical revitalization far exceeds the NRP's 20-year budget of \$400 million, NRP funds function as "start-up" money used to leverage other community resources needed to fill funding gaps that exist in Neighborhood Action Plans.

This guide was prepared to assist you in finding grants to fill some of the funding gaps that are confronting your neighborhood organization today.

While this guide should not be taken as the final word on private sector grant fundraising, it does provide a "how to" section on grant fundraising as well as gives listings of major local and national private institutions that offer grants.

Over the past nine years, the NRP has been involved in more than 1,100 projects that have greatly improved livability in Minneapolis. These projects have ranged from developing a plan for Central Avenue to the reconstruction of Loring Park to the revitalization of Nicollet Avenue and the improvement of thousands of housing structures in the city.

I hope you can use this guide to produce still another in the long line of NRP success stories that have given the Program international recognition.

Sincerely,

Robert D. Miller, Director

August, 2000

NRP Projects with Grants

Photo courtesy of Minneapolis Boys and Girls Club



Several neighborhoods helped raise funds for the Phelps Community Center, a joint-use facility shared by the Boys and Girls Club of Minneapolis and the Minneapolis Park Board. The Boys and Girls Club helps young people develop a sense of worth, life and job skills, and those values that will enable them to make the right choices in life. The Boys and Girls Club and the Park Board share programming at the facility. The McKnight Foundation (\$300,000), the Bush Foundation (\$200,000), and the Minneapolis Foundation (\$25,000) all contributed to the project.

The Powderhorn Park Neighborhood Association joined forces with Phillips neighborhood residents to invest in Mercado Central, a cooperative marketplace/small business incubator owned and operated by 47 Latino merchants. Built in a previously depressed area on Lake Street, the Mercado has spurred wide-scale development on the prominent thoroughway. The project drew support from several foundations including: the Barry Foundation, the Beim Foundation, the Carolyn Foundation, the General Mills Foundation, the McKnight Foundation, the Minneapolis Foundation, the Pentair Foundation, and the Pohlada Family Foundation.



Photo by Bright Star versatile images

Photo by Scott Smith



The Harrison Neighborhood Association collaborated with the Minneapolis Public Schools and the Minneapolis Park and Recreation Board to raise nearly \$3 million to build the Harrison Community Center. The partnership has enabled the newly constructed school/park/neighborhood facility to meet the needs, character and vision of a neighborhood that was in great need of a community space. Grants for the project came from the McKnight Foundation (\$300,000), the Minneapolis Foundation (\$75,000), the Cowles Media Foundation (\$25,000) and a State Youth Initiative Grant (\$850,000).

1

Grant Writing

This chapter outlines the steps your organization should take to prepare a compelling grant proposal. Planning is crucial in pursuing funding opportunities for your organization. Good planning will allow your organization to submit a strong proposal that emphasizes your organization's immediate and long-term needs and provides information on your financial status for current and future fiscal years. Avoid submission of projects that may not be ready for implementation. Funders will scrutinize your project's impact on immediate and long-term goals and how they relate to your organization's mission. Some funders even request documentation of the planning process. Careful planning will help your proposal succeed in the competitive grant seeking process.



Components of a Successful Proposal

1. Select Projects

Review your organization's list of potential projects and choose one or two projects as the focus. Make sure that the projects you choose have clear goals. Select projects that:

- **Are ready for implementation**

Funders like projects with immediate impact for a variety of reasons. The funder needs to know that its money will be used. This may sound obvious, but often, if a project is not ready for immediate implementation, delays in planning, staffing or other issues may postpone the project. This leaves the funder without a project to support in the fiscal year for which it has been budgeted. The funder could withdraw its commitment to a project if it does not proceed as planned.

- **Have other funding commitments in place**

Most funders do not make grants that are big enough to complete a project. By securing other funding sources, you will demonstrate to the funder that your project is ready for implementation. Funders will feel more confident about your project if they see that other funders have already agreed to support implementation.

- **Offer the potential for collaboration with other neighborhood groups or non-profit organizations.**

Collaborations between multiple grant seekers are attractive to funders for several reasons. Funders look for opportunities to maximize the impact of their grant dollars and may view investing in partnerships as accomplishing more for less. Proposals from partnerships provide the funder with opportunities to target funds to the most deserving projects. Duplication of services is also less likely when partnerships are formed, which will reassure the funder that it is getting the most for its money.

2. Prepare first draft of proposal and budget

Once projects have been identified, the next step is developing a first draft of your proposal and a preliminary budget.

The draft proposal should include a project need statement, background information on your organization and its partners, a description of the planning process, and the impact of the project. To assist in proposal development, a number of area foundations accept the *Minnesota Common Grant Application Form*. If the foundation to which you are applying does not accept the Common Grant Form, the foundation will list in its giving guidelines the issues it wishes you to address in your application. Most federal and state agencies provide applications with specific issues for you to address.



Quick Tip: More than 55 area funders use the MN Common Grant Application Form. To receive a copy of this Form, call the Minnesota Council on Foundations at 612-338-1989 or go to their website - www.mcf.org - to download a copy.

When preparing your first draft consider the following:

- Do not provide any unnecessary information. Tell the funder exactly what the funder wants to know, clearly and succinctly.
- Conversely, do not assume the funder knows important information, such as population statistics or the special needs of your neighborhood.
- Adhere to page limitations.

- Respond to every question a funder poses. If you do not have an answer, do not skip the question. Address the issue and explain why you are not offering a response.
- Provide an evaluation method. The funder will want to see how your organization will quantify the outcomes of the project. In other words, how will you determine if the project is meeting the goals outlined in the proposal?

At this point, develop a budget for the project. The budget should be detailed with line item costs and funding sources. (The MN Common Grant Application Form provides a budget outline to assist you – See Appendix A). Identify clearly the funding gap and where the funders dollars will be used.

3. Research potential funders

Where do I get the money? The most crucial stage in developing your proposal is identifying funders for your project. After you've outlined your plans, start to research and identify potential funders. Many sources exist to assist you in finding funding sources, including the Government, Private Sector and Individual Donors (Chapter II provides details on these sources).

Limit your focus to funders whose service areas, priority interests, grant range and deadlines match your project. Most funders offer guidelines and annual reports that describe priority interests and the protocol for submitting a proposal. Often, a first step in approaching a foundation is calling or sending a letter for this information. Do not be afraid to call the funder and speak directly with him/her about your project.

Above all, be sure to identify a strong match between your project and the funder before submitting a full proposal. Always check the funder's mission and giving interests with your project's goals. Funders receive a large number of grant requests and must, therefore, enforce strict guidelines in deciding which proposals to fund. If it is clear that your project does not match a funder's interest area or guidelines, the funder will not consider your project, no matter how worthy.

4. Approach potential funders

Now that you have identified potential funders, submit a letter of inquiry that briefly describes your project. Follow this letter with a phone call, and invite representatives to visit your project and meet with neighborhood leaders and residents. Ask the representatives for suggestions on improving the project and for feedback on your project. If the representative feels your project is a good match for their foundation, the representative will ask you to submit a full proposal and detailed budget.

Exposure to your project may increase the likelihood of funding. This initial contact will offer you valuable input from the funder's perspective and raise your project above the many "cold" proposals funders receive. If your project meets a funder's criteria, the representative may become an advocate for your project at selection time.

5. Submit full proposal

You have now reached the final stage of developing a grant proposal. While the exact requirements vary according to the funder, most funders require that proposals contain some combination of an executive summary, background information about the grant seeker, need statement, description of proposed activities, anticipated outcomes, evaluation plan, and budget. Attachments, such as letters of support, a list of board members, maps or drawings, and certification of IRS tax-exempt 501(c)(3) status, should be included at the end of the document.

Finally, send the finished proposal and attachments with a cover letter from the executive director or president of your organization.

2

Grant Sources and Resources

There are three main sources of funding for local community development projects: the government, the private sector (foundations and corporations) and individual donors. Grant support mutually benefits both the giver and the receiver. Frequently large cash gifts or sponsorship in one lump sum will help your organization meet a specific objective. Other times, relationships with funders may enable you to collect small gifts over time and on a fairly regular basis. The funder, in turn, receives value for its contribution by investing in projects and groups that positively impact the community in ways that are consistent with the funder's mission. Keep in mind that foundations and corporations have their own agendas, which may or may not mesh well with your fundraising wish list.



Government

The government offers substantial grants to non-profit organizations. Government grants are generally competitive and require adherence to many federal and state laws. Most government grants have strict guidelines and require the project to meet citywide goals.

To identify funding opportunities from the government, it is best to check the federal and state registers daily for grant announcements. Federal and state registers are daily updates on legislative activity including grant opportunities.

- **The website address for the federal register is:**
www.access.gpo.gov/su_docs/aces/aces140.html
- **The website address for the state register is:**
www.comm.media.state.mn.us

Since government funding programs and priorities change frequently, it is a good idea to call the agency in question before applying for government funding in order to obtain the most up-to-date information on its programs. Once you have identified a grant opportunity, phone the grant's contact person to receive a printed Request for Proposal (RFP) and information on deadlines. Also, discuss with this person the merits of your project.

All federal and most state agencies have websites that further explain each agency's mission and goals. Grant information can be found on these sites. Federal agencies websites all contain the agency's acronym followed by ".gov" (for example, the Department of Housing & Urban Development's website is www.hud.gov, Department of Education www.ed.gov etc.). The State of Minnesota has an excellent website with links to all state agencies, most of which provide grant information online. The state's website address is: www.state.mn.us.

Some government grants require that a government agency be the applicant (such as the city or county). If this is the case and you have a project that would be a good candidate for such a grant, call the city's Grants & Special Projects office at (612) 673-2316. The Grants office assists local community organizations with government applications and can serve as a resource as you pursue funding opportunities for federal or state grants.

Private Sector *(Source: The Foundation Center)*

The private sector offers many funding opportunities. Generally, the private sector in philanthropy means foundations and corporations. Foundation and corporate giving is competitive, as the number of groups seeking such support is constantly growing. The reduction in government aid to the non-profit sector contributes to the competitiveness. For these reasons, strong, well-written grant proposals are key to raising funds to support a project.

I. Foundations

Foundations are institutions that are established to donate money for defined causes. By law, foundations must spend a certain percentage of its endowment each year (a foundation typically spends 5% to 10% of its endowment annually). Foundations are governed by a Board of Directors that make funding decisions based on the foundation's mission and staff recommendations.

Under federal laws, foundations are permitted to make grants to individuals and organizations that do not qualify for public charity status. Foundations follow a set of very specific rules outlining their expenditure responsibility. The rules for expenditure responsibility require the foundations to file a number of reports certifying that the funds were spent solely for the charitable purposes spelled out in the grant.

Occasionally funders will make grants to organizations whose tax-exempt status is still pending, but most will ask for proof of your nonprofit status before considering your project.

There are three types of foundations: private, community and family foundations.

- **Private Foundations**

Private Independent foundations make grants based on charitable endowments. Because of their endowments, they are focused primarily on grantmaking and generally do not actively raise funds or seek public financial support. A private foundation is defined as a nongovernmental, nonprofit organization that has a principle fund or endowment; is managed by its own trustees and directors; maintains or aids charitable, educational, religious, or other activities serving the public good; and makes grants, primarily to other nonprofit organizations.

Private independent foundations are distinct from private family foundations in that the independent foundation is not controlled by the benefactor or the benefactor's family. Most of the largest private foundations in the United States are independent foundations.

- **Community Foundations**

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. Further, community foundations are usually classified under the tax code as public charities and therefore are subject to different rules and regulations than those which govern private foundations. The mission of community foundations is to enhance the community in which it resides through donations to non-profit organizations, research on the community's issues, and public service. The Minneapolis Foundation (see page 20) is Minneapolis' community foundation.

- **Family Foundations**

"Family foundation" is not a legal term, but it denotes those foundations that are either managed or strongly influenced by the original donor or members of the donor's family. Most family foundations are run by family members who serve as trustees or directors on a voluntary basis, and receive no compensation. In many cases, second- and third-generation descendants of the original donors manage the foundations. Most family foundations concentrate their giving locally or to specific causes.

2. Corporations

Corporate foundations frequently feature narrow priorities and restrictive giving guidelines, in accordance with their companies' business interests. Typically, corporations give to nonprofits whose programs benefit the communities where their employees live and work. Corporations often want to see an "exchange" for their investment, such as placing a company's logo on banners at functions.

Corporations provide support to nonprofits through direct-giving programs, private foundations, or both. This can sometimes be a source of confusion for grantseekers. Some of the elements that may help to distinguish between the two types of corporate giving include the following:

- **Company-sponsored foundations**

A company sponsored foundation is a private foundation which derives its grant-making funds primarily from the contributions of a profit-making business. The company-sponsored foundation often maintains close ties with the donor company, but it is a separate, legal organization subject to the same rules and regulations as other private foundations. Although they are separate legal entities, company-sponsored foundations maintain close ties with the parent company, and their giving usually reflects company interests. They generally maintain small endowments and rely on regular contributions ("gifts received") from the parent company and/or subsidiaries to support their giving programs and must follow the appropriate regulations for private foundations.

- **Corporate direct giving programs**

Corporate direct giving programs are not regulated and are not required to file with the IRS. They can deduct up to 10 percent of their pretax income for direct charitable contributions (this includes giving to the company's foundation), although the average percentage is closer to one percent. They are often used as a supplement by the company to support programs that do not fall under the guidelines of the foundation, and are not required to publicize their activities or sustain prescribed levels of funding. Most frequently, grantmaking activities include employee matching gifts and in-kind gifts. Corporate giving programs do not have a separate endowment; their expense is planned as part of the company's annual budgeting process and usually funded with pre-tax income.

3. Individual Donors

Incorporate individual giving as a strategy. Individual giving fundraising methods include special events, canvassing, planned and estate giving, work place giving, and individual solicitations by mail or phone. It may take years of work to develop an individual donor program. Begin with small expectations and gradually build a larger giving base. Utilize your board members and wealthy or "connected" people in your neighborhood to help you identify individual donors. Remember, most individual donors receive tax breaks for donations.

3

Research Tools for Identifying Funding Sources



Numerous resources are available to assist you in searching for grant funds for your neighborhood projects. The following pages list places you can “go” to receive information.

Libraries

- **The Minneapolis Public Library**

Located downtown on Third Street South and Nicollet Avenue, the Minneapolis Central Public Library, has information on grant writing, foundations and non-profit management. This information can be found on the second floor in the Sociology section in the Library’s “Foundation Collection.” The Collection contains books, periodicals, directories, and foundation annual reports. Knowledgeable library staff are on-site to assist you with your grant seeking. In addition, each month the Central Public Library holds introductory sessions on how to use the library’s Foundation Collection. Call (612) 630-6300 to find out dates and times. Other libraries, such as neighborhood and university libraries, may also contain fundraising-related information. Access to the Internet is also available at most Minneapolis public libraries. For more information, check out www.mpls.lib.mn.us.

Publications

- **Guide to Minnesota Foundations and Corporate Giving Programs**

The *Guide to Minnesota Foundations and Corporate Giving Programs* is an indispensable resource for those seeking grants from Minnesota foundations and corporations.

The guide lists foundations and corporate giving programs located in Minnesota, their address and contact persons, programs and geographic focuses, and other valuable information. A cross-reference index makes searching for good matches easy. The Minneapolis Public Library has copies of this important publication at its downtown and some branch locations. The guide is published every other year and costs approximately \$50.00. To receive a copy, contact:

The Minnesota Council on Foundations
15 South Fifth Street
Suite 600
Minneapolis, MN 55402-1013
(612) 338-1989

- **Annual Reports**

Most foundations publish an annual report at the end of the fiscal year. Annual reports generally list the foundation's assets, grants made and amounts, and other relevant information. Contact the foundation to receive a free copy. The public library also maintains copies of most annual reports.

- **Tax Form 990**

Each year foundation's are required to file tax returns for their expenditures. Foundations are required by law to spend a certain percentage of their assets per year. To find detailed information on foundations that do not have Web sites or issue annual reports (most do not), you will need to refer to their IRS return, Form 990-PF. The IRS requires that every private foundation file a 990-PF each year. IRS returns provide basic financial data, a complete grants list, the names of the foundation's trustees and officers, and other information on the foundation. The 990-PF may be the only source where you will find complete grants lists for smaller foundations. The amount of detail provided on each grant will vary from foundation to foundation. These forms are particularly useful for smaller foundations that do not have annual reports and family foundations.

- **Giving Forum**

The Minnesota Council on Foundations sponsors the *Giving Forum*, a quarterly newspaper that provides a wide range of news and information on Minnesota grantmaking. *Giving Forum* publishes original in-depth articles that explore current giving issues, educates readers on philanthropy and reports on grantmaking research. The newspaper's regular departments report on the people, organizations, and events making news in Minnesota grantmaking.

- **Non-Profit Yellow Pages**

Another valuable local resource is the *Non-Profit Yellow Pages*, published by the Minnesota Council on Non-profits. This directory features many useful listings for grant seeking organizations including consultants and technical support services.

- **Foundation Directory**

Often called the "bible of grantseeking," the *Foundation Directory* features data on the nation's most influential funders -- those that hold assets of at least \$2 million or distribute \$200,000 or more in grants each year. The volume includes key facts on over 10,000 foundations across the country. With close to 35,000 descriptions of recently awarded grants, the Directory provides fundraisers with unique insights into foundations' giving priorities. The *Foundation Directory* is a publication of the Foundation Center and can be ordered on-line at www.fdncenter.org for approximately \$200. This reference book can also be found at most public libraries.

- **National Directory of Corporate Giving Guide**

The *Giving Guide* lists corporate giving programs for Fortune 500 companies, and describes giving interests, goals and grant amounts for companies throughout the country. Private companies are not included in this Guide.

- **Corporate Foundation Profiles**

This source gives you information on more than 195 of the largest corporate foundations in the U.S. Each profile offers comprehensive, practical data. Grantmaker portraits feature the essential facts you need when writing a proposal, including the grantmaker's address and contact person; purpose and giving limitations statements, application guidelines, and key officials; and an analysis of its parent company. *Corporate Foundation Profiles* also breaks down grantmakers' philanthropic activities by geographic area and types of support awarded. The volume includes a special appendix that lists quick-reference financial data on an additional 1,000 smaller corporate grantmakers.

The Internet

The Internet is the most comprehensive tool for researching funding sources for your projects. The Internet provides a number of websites to assist you in your research, most at no charge. Most major local foundations have websites (see Chapter IV) that offer guidelines, mission statements and grant amounts. Check the foundations websites because they are more likely to be updated on a regular basis than written material.

The following websites provide information on corporations, foundations and individuals. Everything from foundation links to the Town & Country magazine search engine can be found on these sites. Other exciting options on these sites include the Star Tribune on-line, Dun & Bradstreet business listings, Social Security Death Index, National Yellow Pages, census statistics and international prospecting. These sites are worth checking out in your quest to identify and research prospects for your programs. Plus, they are updated more frequently than printed materials.

- **The Minnesota Council on Foundations – www.mcf.org**

Perhaps the most important source for Minneapolis fundraisers, the Minnesota Council on Foundation website should be your first step in seeking funds. This website include grant resources, suggestions for successful grant writing, "grantsmanship for beginners" seminars, the Minnesota Common Grant application, education and professional development opportunities, communications, and important website links.

- **Minnesota Council of Nonprofits – www.mncn.org**

Established in 1987, the Minnesota Council of Nonprofits (MCN) is a statewide membership association of nonprofit organizations sharing information, services, and research to educate its members and the community. MCN has over 850 members representing all activity areas, budget ranges, and geographic regions of Minnesota. MCN works in partnership with its members, foundations, businesses, and government to strengthen nonprofits. Services of the Minnesota Council of Nonprofits include: The Nonprofit Library, Publications, Nonprofit News (MCN's bimonthly newsletter), Minnesota Grants Alert, Education and Training Programs, and Cost Saving Programs.

- **The Foundation Center - www.fdncenter.org**

This is one of the most extensive websites for grant seekers. You will find a catalog of the Center's list of publications, such as *The Foundation Directory*, that provides a wide range of information on grantmakers nationwide. Another interesting feature of the site is the "Proposal Writing Short Course" which walks you through the proposal writing process. An on-line librarian is available to answer questions.

- **Prospect Research and Reference Tools - www.uvm.edu/~prospect/research.html**

Perhaps the most comprehensive of all the prospect research websites, this site is easy to maneuver and offers "one-stop-shopping" for your research needs. Created by a prospect researcher, this site links you to a variety of internet search engines, directories (including Canada), financial research resources, companies, foundations and philanthropy, international prospecting, prospect research, newspapers/magazines, organizations, and miscellaneous sources of information.

- **DIALOG - www.dialog.com**

This website can connect you to two searchable database provided by the Foundation Center (fee for the service is \$30/hour). One database provides information on more than 40,000 grantmakers; another gives information on the grants distributed.

- **Council on Foundations - www.cof.org**

The Council's site is primarily for grant makers but has a few items of interest to grant seekers. It contains some basic descriptive information on foundations and highlights from recent issues of Foundation News & Commentary magazine.

- **Independent Sector - www.indepsec.org**

This site contains useful statistics on giving, volunteering and non-profits from the Independent Sector, a non-profit member coalition of over 800 corporations, foundations and voluntary organizations.



Other Sources

- **Affinity Groups**

Affinity groups are organizations designed by grantmakers for grantmakers. Foundation representatives join affinity groups to maintain a dialogue with fellow grantmakers on specific topics or issues. The affinity groups are national in scope and are composed of national, local, regional, and corporate foundations. Affinity groups typically consist of a board of directors (foundation staff from all over the country) who develop the mission of the organization and direct its programming. One or two staff members are then paid to implement the programs.

Generally, these groups only serve the grantmaking community. However, they can serve as a good resource for non-profits to (1) identify local and national foundations that fund specific areas; (2) provide written materials on various topics; (3) suggest program officers to contact to discuss projects; and (4) serve as good leads to other resources that may be helpful. Most likely, the affinity group will refer you to the Foundation Center and leave it at that. However, with the appropriate amount of forethought on your part, a conversation with affinity group staff could result in some good leads.

The following is a list of affinity groups by subject area:

Asian America/Pacific Islanders in Philanthropy 116 East 16 Street, 7th Floor New York, NY 10003 Phone: (212) 260-3999 AAPIP@aol.com	Environmental Grantmakers Association 1290 Avenue of the Americas Room 3450 New York, NY 10104 Phone: (212) 373-4260
Hispanics in Philanthropy 2606 Dwight Way Berkeley, CA 94707 Phone: (510) 649-1690	Native Americans in Philanthropy P.O. Drawer 1429 1102 _ East Second Street Lumberton, NC 28359 Phone: (910) 618-9749
Neighborhood Funders Group 6862 Elm Street, Suite 320 McLean, VA 22101 Phone: (703) 448-1777 Ngoffice@aol.com	Women's Funding Network 332 Minnesota Street, Suite E-840 St. Paul, Minnesota 55101-1320 Phone: (612) 227-1911 ext. 224

- **Neighborhood Organization Peers**

Finally, in seeking to learn more about what works best to promote neighborhood-based initiatives, the best resource is each other. Some Minneapolis neighborhoods have been successful in implementing their NRP projects, while others have been dealt setbacks; all have lessons to tell. To receive information on other neighborhood organizations, contact the Minneapolis Neighborhood Revitalization Program at (612) 673-5140 or visit NRP's website at www.nrp.org.

4

Foundation Guide

Local Foundations

This section provides a general guide for grant seekers as you investigate funding sources. The following foundations have a giving interest in community improvement (source: *Guide to Minnesota Foundations and Corporate Giving Programs 1999-2000*).



Quick Tip: Always research the foundation in depth before submitting a proposal to identify the foundation's specific giving interests and grant amount average. This preliminary step will save time and ensure that the foundation's interests and funding capacity are in congruence with your project's goals. Also, pay close attention to proposal deadlines.



= Education

Giving Interest Key:



= Employment



= Crime & Safety



= Community Improvement



= Youth Development



= Arts



= Health



= Housing



= Environment

Foundations noted with an asterisk () accept the Minnesota Common Grant Application Form. The figure listed next to the heading "grants paid" represents the amount paid by the foundation during the most recent year in which data is available.

Baker Foundation*
c/o Baker Management Company
4900 IDS Center
Minneapolis, MN 55402
(612) 332-7479



Assets: \$4.6 million
Number of Grants per year: 75
Grants Paid: \$349,000
Largest/Smallest: \$100,000/\$100
Preferred form of initial contact: Complete proposal



Bush Foundation
E-900 First National Bank Building
332 Minnesota Street
St. Paul, MN 55101
(651) 227-0891



Assets: \$643 million
Number of Grants per year: 295
Grants Paid: \$22 million
Largest/Smallest: \$1.5 million/\$1,000
Preferred form of initial contact: Telephone/letter inquiry



Butler (Patrick and Aimee) Family Foundation*
First National Bank Building
332 Minnesota St. E-1420
St. Paul, MN 55101
(651) 222-2565



Assets: \$45 million
Number of Grants per year: 97
Grants Paid: \$1.5 million
Largest/Smallest: \$596,000/\$1,000
Preferred form of initial contact: Request for guidelines

Carolyn Foundation*
4800 First Bank Place
Minneapolis, MN 55402
(612) 339-7101



Assets: \$46 million
 Number of Grants per year: 90
 Grants Paid: \$2.2 million
 Largest/Smallest: \$100,000/\$2,000
 Preferred form of initial contact: Request for guidelines

Cherne (Albert W.) Foundation*
PO Box 975
Minneapolis, MN 55440
(612) 944-4378



Assets: \$18 million
 Number of Grants per year: 74
 Grants Paid: \$730,000
 Largest/Smallest: \$30,000/\$500
 Preferred form of initial contact: Request for guidelines

Deikel Family Foundation (The)*
5354 Parkdale Drive, Suite 310
Minneapolis, MN 55416
(612) 545-3000



Assets: \$405,714
 Number of Grants per year: 89
 Grants Paid: \$174,612
 Largest/Smallest: \$17,000/\$25
 Preferred form of initial contact: Complete proposal

Grotto Foundation*
W – 1050 First National Building
332 Minnesota Street
St. Paul, MN 55101
(651) 225-0777



Assets: \$27 million
Number of Grants per year: 54
Grants Paid: \$1.4 million
Largest/Smallest: \$616,000/\$60
Preferred form of initial contact: Request for guidelines



Headwaters Fund
122 W. Franklin Avenue, Suite 518
Minneapolis, MN 55404
(612) 879-0602
Web Site: www.fex.org/headwater/headwate.html



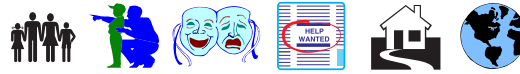
Assets: \$2.3 million
Number of Grants per year: 109
Grants Paid: \$305,000
Largest/Smallest: \$12,500/\$500
Preferred form of initial contact: Request for guidelines



Marbrook Foundation*
400 Baker Building
706 Second Avenue, South
Minneapolis, MN 55402
(612) 332-2454



Assets: \$13 million
Number of Grants per year: 116
Grants Paid: \$540,000
Largest/Smallest: \$45,000/\$1,000
Preferred form of initial contact: Letter of inquiry

The McKnight Foundation**600 TCF Tower****121 South Eighth Street****Minneapolis, MN 55402****(612) 333-4220****Web Site: www.mcknight.org**

Assets: \$1.7 billion

Number of Grants per year: 790

Grants Paid: \$76 million

Largest/Smallest: \$5 million/\$3,000

Preferred form of initial contact: Letter of inquiry

**Minneapolis Foundation*****A200 Foshay Tower****821 Marquette Avenue****Minneapolis, MN 55402****(612) 339-7343****Web Site: www.mplsfoundation.org**

Assets: \$349 million

Number of Grants per year: 2,684

Grants Paid \$18 million

Largest/Smallest: \$250,000/\$25

Preferred form of initial contact: Request for guidelines

**Phillips (Jay and Rose) Family Foundation*****East Bridge Building – Suite 200****10 Second Street N.E.****Minneapolis, MN 55413****(612) 623-1654**

Assets: \$157 million

Number of Grants per year: 345

Grants Paid: \$5.4 million

Largest/Smallest: \$500,000/\$50

Preferred form of initial contact: Telephone inquiry

Corporate Foundations

The following is a list of key local corporate foundations sources for neighborhood and community development:

Allina Foundation
PO Box 9310
9800 Bren Road East
Minneapolis, MN 55440-9310
(612) 922-3923 Web Site: www.allina.com



Assets: \$11 billion
Number of Grants per year: 46
Grants Paid: \$2.9 million
Largest/Smallest: Not listed
Preferred form of initial contact: Letter of inquiry



Bemis Company Foundation
222 South Ninth Street, Suite 2300
Minneapolis, MN 55402-4099
(612) 376-3093



Assets: \$1.1 million
Number of Grants per year: 1,051
Grants Paid: \$2.7 million
Largest/Smallest: \$350,000/\$500
Preferred form of initial contact: Complete proposal



Cargill Foundation*
PO Box 5690
Minneapolis, MN 55440
(612) 742-6290 Web Site: www.cargill.com/today



Assets: \$68 million
Number of Grants per year: 150
Grants Paid: \$4 million
Largest/Smallest: \$250,000/\$2,000
Preferred form of initial contact: Request for guidelines

H.B. Fuller Company Foundation***PO Box 64683****St. Paul, MN 55164-0683****(651) 236-5217****Web Site: www.hbfuller.com/commenv/community**

Assets: Not listed

Number of Grants per year: 372

Grants Paid: \$1.3 million

Largest/Smallest: \$80,000/\$100

Preferred form of initial contact: Letter of inquiry

**General Mills Foundation*****P.O. Box 1113****Minneapolis, MN 55440****(612) 540-7891****Web Site: www.generalmills.com/explore/community**

Assets: \$38 million

Number of Grants per year: 727

Grants Paid: \$21.6 million

Largest/Smallest: \$1,132,000/\$25

Preferred form of initial contact: Complete proposal

**Graco Foundation (The)*****PO Box 1441****Minneapolis, MN 55440****(612) 623-6000**

Assets: \$5.7 million

Number of Grants per year: 71

Grants Paid: \$1.3 million

Largest/Smallest: \$368,038/\$150

Preferred form of initial contact: Request for guidelines

International Multifoods Foundation*
33 South Sixth Street
PO Box 2942 Multifoods Tower
Minneapolis, MN 55402
(612) 340-6594



Assets: \$221,000
Number of Grants per year: 78
Grants Paid: \$204,000
Largest/Smallest: \$14,000/\$25
Preferred form of initial contact: Letter of inquiry



Lutheran Brotherhood Foundation*
625 Fourth Avenue South
Minneapolis, MN 55415
(612) 340-5745
Web Site: www.luthbro.com



Assets: \$5.7 million
Number of Grants per year: 901
Grants Paid: \$6.2 million
Largest/Smallest: \$909,000/\$100
Preferred form of initial contact: Request for guidelines



Medtronic Foundation (The)*
7000 Central Avenue NE
Minneapolis, MN 55432
(612) 574-3024
Web Site: www.medtronic.com/foundation



Assets: \$35 million
Number of Grants per year: 515
Grants Paid: \$8.9 million
Largest/Smallest: \$1 million/\$500
Preferred form of initial contact: Website

Minnesota Mutual Foundation*
400 North Robert Street
St. Paul, MN 55101
(651) 298-3501



Assets: \$24 million
 Number of Grants per year: 141
 Grants Paid: \$1.1 million
 Largest/Smallest: \$255,000/\$200
 Preferred form of initial contact: Letter of inquiry

Northern State Power Company*
414 Nicollet Mall
Minneapolis, MN 55401-1993
(612) 330-7701
Web Site: www.nspco.com



Assets: Not disclosed
 Number of Grants per year: 327
 Grants Paid: \$4.9 million
 Largest/Smallest: Not disclosed
 Preferred form of initial contact: Letter inquiry

Norwest Foundation/Norwest Corporation*
Sixth and Marquette
Minneapolis, MN 55479-1055
(612) 667-7860
Web Site: www.norwestfinancial.com



Assets: \$96 million
 Number of Grants per year: 5,418
 Grants Paid: \$25 million
 Largest/Smallest: \$100,000/\$20
 Preferred form of initial contact: Letter of inquiry

Pillsbury Company Foundation (The)
Pillsbury Center 37X5
200 South Sixth Street
Minneapolis, MN 55402
(612) 330-5046
Web Site: info.pillsbury.com/community/foundation.html



Assets: \$3.9 million
Number of Grants per year: 490
Grants Paid: \$5 million
Largest/Smallest: \$550,000/\$135
Preferred form of initial contact: Request for guidelines



Reliant Energy Minnegasco Foundation*
800 LaSalle Avenue, Floor 11
PO Box 59038
Minneapolis, MN 55459
(612) 321-4609 Web Site: www.minnegasco.com



Assets: Not disclosed
Number of Grants per year: 47
Grants Paid: \$522,000
Largest/Smallest: \$130,000/\$1,000
Preferred form of initial contact: Request for guidelines



Relistar Foundation/Relistar Financial Corporation*
20 Washington Avenue South
Minneapolis, MN 55401
(612) 342-7443



Assets: \$1.1 million
Number of Grants per year: 100
Grants Paid: \$1.5 million
Largest/Smallest: \$100,000/\$250
Preferred form of initial contact: Request for guidelines

Star Tribune Foundation*
425 Portland Avenue
Minneapolis, MN 55488-0002
(612) 673-7051



Assets: \$2.5 million
 Number of Grants per year: 811
 Grants Paid: \$3 million
 Largest/Smallest: \$200,000/\$25
 Preferred form of initial contact: Letter of inquiry



TCF Foundation*
801 Marquette Avenue, 140-02-B
Minneapolis, MN 55402
(612) 745-2750



Assets: \$791,000
 Number of Grants per year: 270
 Grants Paid: \$1.4 million
 Largest/Smallest: \$100,000/\$100
 Preferred form of initial contact: Letter of inquiry



Target Foundation*
Local Target Store
Web Site: www.target.com/company/community



Assets: Unavailable
 Number of Grants per year: Not disclosed
 Grants Paid: Unavailable
 Largest/Smallest: \$5,000/\$1,000
 Preferred form of initial contact: "Team Leader" at local Target store

U.S. West Foundation
200 South Fifth Street, Room 390
Minneapolis, MN 55402
(612) 663-5945



Assets: Not disclosed
Number of Grants per year: 96
Grants Paid: \$2.4 million
Largest/Smallest: \$310,000/\$400
Preferred form of initial contact: Request for guidelines



Valspar Foundation
1700 Foshay Tower
821 Marquette Avenue
Minneapolis, MN 55415
(612) 337-5903 Web Site: www.valspar.com



Assets: \$1.5 million
Number of Grants per year: 139
Grants Paid: \$577,000
Largest/Smallest: \$88,000/\$100
Preferred form of initial contact: Informal written proposal or letter



Williams Steel & Hardware*
PO Box 540
60 North 28th Avenue
Minneapolis, MN 55440
(612) 588-9811

Specific interest in Near North Minneapolis



Assets: Not disclosed
Number of Grants per year: 87
Grants Paid: \$100,000
Largest/Smallest: \$11,000/\$100
Preferred form of initial contact: Request for guidelines

Top 25 Minnesota Grantmakers 1999

(Source: Minnesota Council on Foundations)

1. The McKnight Foundation
2. Dayton Hudson Foundation & Corporation*
3. General Mills Foundation & Corporation
4. The Saint Paul Foundation
5. Bush Foundation
6. Norwest Foundation & Corporation
7. The Minneapolis Foundation
8. U.S. Bank Foundation & Corporation
9. The Andersen Foundation
10. The St. Paul Companies Foundation
11. Cargill Foundation & Corporation
12. 3M Foundation & Corporation
13. Blandin Foundation
14. Otto Bremer Foundation
15. Honeywell Foundation & Corporation
16. Medtronic Foundation
17. Lutheran Brotherhood Foundation & Corporation
18. Andreas Foundation
19. The Jay & Rose Phillips Family Foundation
20. American Express Minnesota Philanthropic Program
21. Pillsbury Company Foundation
22. HRK Foundation
23. Northern States Power Company
24. F.R. Bigelow Foundation
25. Charles & Ellora Alliss Educational Foundation

**Named the Target Foundation in 2000*

National Foundations

Note: National foundations have large endowments and tend to fund projects with national significance. Most national foundations support innovative, unique projects that have demonstrated results and can be replicated in similar communities. Be very careful when researching national foundations and always call a national foundation regarding your project before submitting a proposal. This will save you valuable time, as national foundations are not as likely as local foundations to fund neighborhood-based projects. (Source: *Foundation Directory 2000*)



Casey Foundation (The Annie E.)
701 St. Paul Street
Baltimore, MD 21202
(410) 547-660
webmail@aecf.org
Web Site: www.KIDSCOUNT.org
 Assets: \$1.5 billion
 Grants paid: \$68 million for 705 grants

Hasboro Children's Foundation
32 West 23 Street
New York, NY 10010
(212) 645-2400
 Assets: \$4.4 billion
 Grants paid: \$3.3 million for 80 grants



F.B. Heron Foundation (The)
C/O Rockefeller & Co.
30 Rockefeller Plaza, Room 5600
New York, New York 10112
(212) 649-5612
 Assets: \$271 million
 Grants paid: \$9 million for 169 grants

Ewing Marion Kauffman Foundation
4801 Rockhill Road
Kansas City, MO 64110 - 2046
(816) 932-1000
Web Site: www.emkf.org
 Assets: \$17 billion
 Grants paid: \$50 million



Kellogg Foundation
One Michigan Avenue East
Battle Creek, MI 49017-4058
(616) 968-1611
Web Site: www.wkkf.org
 Assets: \$6.3 billion
 Grants paid: \$202 million for 1,304 grants

MacArthur Foundation
(John D. and Catherine T.)
140 South Dearborn Street, Suite 1100
Chicago, IL 60603 - 5285
Web Site: www.macfdn.org
 Assets: \$4.1 billion
 Grants paid: \$109 million for 774 grants



Mott Foundation (Charles Stewart)
1200 Mott Foundation Building
Flint, MI 48502-1851
(810) 238-5651
Web Site: www.mott.org
 Assets: \$2.3 billion
 Grants paid: \$182 million for 780 grants

Surdna Foundation
330 Madison Avenue, 30th Floor
New York, New York 10017 - 5001
(212) 557-0010
Web Site: www.surdna.org
 Assets: \$581 million
 Grants paid: \$20 million for 323 grants

Top 25 U.S. Foundations 1999

(Source: *The Foundation Center*)

1. Lilly Endowment, Inc. – Indiana
2. The Ford Foundation – New York
3. The David and Lucile Packard Foundation – California
4. J. Paul Getty Trust – California
5. The Robert Wood Johnson Foundation – New Jersey
6. W.K. Kellogg Foundation – Michigan
7. Bill & Melinda Gates Foundation – Washington
8. The Pew Charitable Trusts – Pennsylvania
9. John D. and Catherine T. MacArthur Foundation – Illinois
10. Robert W. Woodruff Foundation, Inc. – Georgia
11. The Andrew W. Mellon Foundation – New York
12. The Starr Foundation – New York
13. The Annenberg Foundation – Pennsylvania
14. The Rockefeller Foundation – New York
15. Charles Stewart Mott Foundation – California
16. The California Endowment
17. The Kresge Foundation – Michigan
18. The Duke Endowment – North Carolina
19. The Casey Family Program – Washington
20. The H. and J. Weinberg Foundation Inc. – Maryland
21. The William and Flora Hewlett Foundation - California
22. **The McKnight Foundation – Minnesota**
23. Ewing Marion Kauffman Foundation – Missouri
24. The New York Community Trust
25. Richard King Mellon Foundation - Pennsylvania

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612-673-5140
Or visit the NRP website at
www.nrp.org