Education and Housing Equity Project Records.

Version 3
August 20, 2018

Program Related Investments

Where financing is a practical way of funding a project, program related investments may be appropriate to some organizations. Similar to low cost loans, program related investments are made for *a maximum of five years* and carry *an annual five percent interest* on the unpaid balance. As the investments are repaid, the funds become available for redistribution to other charitable projects. In this manner, more of the Foundation's resources can be employed in the charitable sector.

The same guidelines governing the grant making process apply to requests for program related investments. Because these investments must be repaid, special attention is given to the applicant's cash flow projections and capacity to meet a repayment schedule. In 1996, the range of program related investments was $7,375 to $600,000.

Grant Making Procedure

- When can proposals be submitted?
  Applications are accepted throughout the year.
- How long is the process?
  Allow two or three months to evaluate the grant. The request will come before the trustees of the Foundation at two review meetings. These meetings are generally held monthly. Applicants receive written notification within a week of the board's final action.
- Who makes the decision on the proposal?
  Foundation staff investigate proposals, request additional information when necessary and conduct site visits whenever possible. Recommendations are then presented to the Board of Trustees, who make all funding decisions. If a grant is awarded, recipients are asked to sign a donee agreement.

The Foundation encourages initial telephone inquiries concerning its interest in a particular project. Applicants are encouraged to contact Foundation staff for assistance in the development of a proposal. In addition, a video on how to apply for a grant is available through the Foundation, First American Bank affiliates and some local libraries. The Foundation's Annual Report contains a complete listing of grants and program related investments given in 1996, and is available upon request.

Checklist

A proposal should include the following:

Program and Organization Information

- Legal name, address, telephone number of the organization and name and telephone number of contact person.
- A brief description of the organization, including its goals, purposes, short history and any organizational changes, if appropriate.
- A description of the project for which funds are being sought, what it hopes to achieve and how it will be accomplished. Questions a proposal should answer include:
  - What do you want to change?
  - How will you go about changing it?
  - What will you need to do it?
  - Who will help you do it?
  - How will you know when it is done?
  - How are you going to communicate your results with others?
- The names and qualifications of individuals responsible for implementing this project.
- Evidence that the request is endorsed by the board of directors of the applicant organization, and a list of those members.

Financial Information

- The specific amount being requested.
- A complete budget for the project, including projected revenues and expenses.
- An audited financial statement, if available, for the organization's previous fiscal year.
- A copy of the most recent IRS 990 tax return.
- A description of the procedures for reporting expenditures of grant funds.
- A list of other funding sources to be used to support this project. The Foundation encourages applicants to seek funding from a variety of sources.
- A description of future funding plans.

Additional Information

- A statement explaining how the activity supported by the grant will help eliminate racism and other forms of bigotry.

Proposals may be submitted through a local Bremer First American Bank affiliate or sent to the Foundation.

Send requests to:

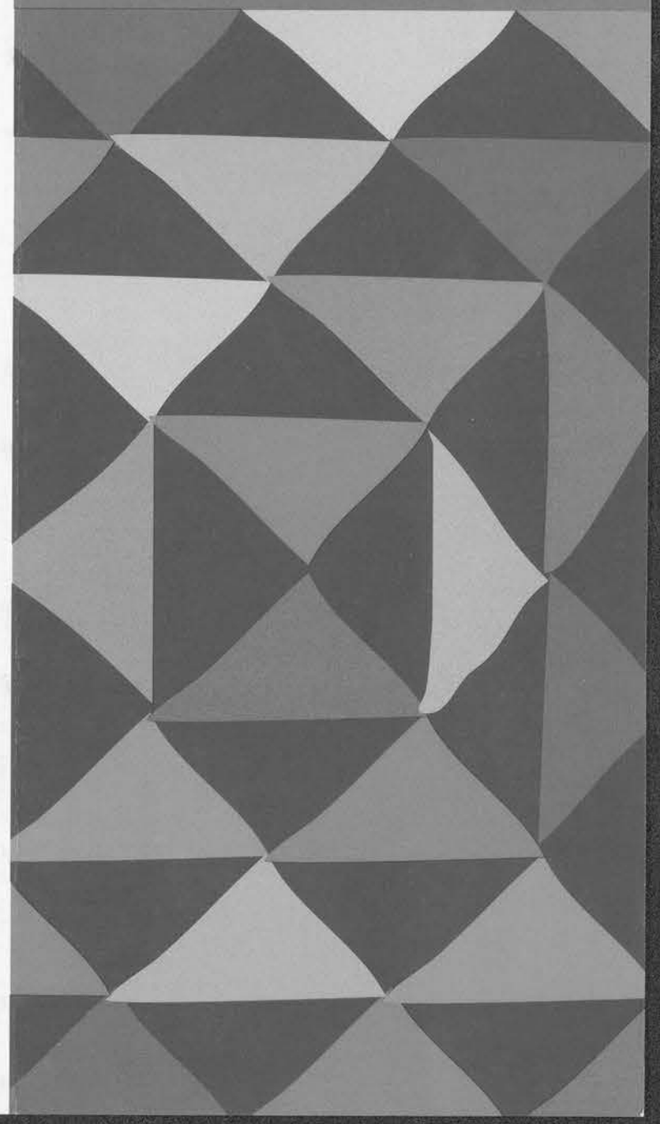
Otto Bremer Foundation

Suite 2000
445 Minnesota Street
St. Paul, Minnesota 55101-2107
(612) 227-8036
Fax: (612) 227-2522

Guidelines for Grant Applicants

Effective June 1, 1997

Otto Bremer Foundation



Invest in the Communities...

Primary Considerations

Otto Bremer believed in working cooperatively to sustain the vitality of the rural communities and the people who lived in them. The grant making interests of the Foundation were defined by Otto Bremer in the Trust Agreement that was created in 1944. Today, geography is a foremost determining factor in grant review.

Communities

A primary criteria in considering a grant request is the geographic location of the grant beneficiaries. This criteria is tied to Otto Bremer's commitment to the small rural communities in Minnesota, Wisconsin, North Dakota and Montana that led to his investment in small town banks. The earnings of these banks and affiliates, now part of Bremer Financial Corporation, are the Foundation's principal source of income. It is for this reason that preference is given to communities served by the affiliates of Bremer Financial Corporation.

City of St. Paul

Through his Trust agreement, Otto Bremer outlined the issues and concerns he wanted the Foundation to address. One of these was to "relieve poverty in the City of St. Paul." Hence, for proposals from St. Paul, the Foundation's priority is in projects that address the root cause of poverty, enhance the self-sufficiency of low-income people, and work at removing the barriers that keep them in poverty.

Non-Geographic

Occasionally, there are projects which meet the programmatic priorities of the Foundation, which are not specific to these geographic communities, but are within the four-state area in which the Foundation can fund. Although grants in this area still address community needs, 'community,' in this case, is not geographically defined.

Once qualifying geographically, the Foundation considers requests in the broad programmatic areas of community affairs, education, health, human services and religion. Each year the Foundation identifies an issue as a "focus area" within our programmatic areas. The purpose of a focus area is to draw attention to a serious problem in our communities and to encourage and engage our partners in seeking solutions to it. In 1996, the Foundation remained committed to the focus area of "eliminating racism and bigotry."

Eliminating Racism and Bigotry

Racism and bigotry are problems that have manifested themselves throughout our history as a nation, as Americans have struggled with the issues of race, ethnicity, sexual orientation and religious differences.

More recently, increased racial diversity in small communities and increased economic hardship have been cause for racially motivated attacks, anti-Semitic actions and other forms of intolerance. In order to assist in the healing necessitated by these events and to avoid similar situations in the future, the Foundation encourages projects that will help communities understand and respect other cultural perspectives.

Beyond addressing immediate problems caused by bigotry and intolerance, the Foundation also encourages efforts in dismantling the existing barriers of institutional racism, thereby assuring everyone equal access to community resources.

Types of Grants Funded

- The Foundation's pattern of grant making is characterized by a large number of relatively small grants, which enables it to respond to diverse interests and encourages applicants to seek partnership funding from other sources.
- Most grants are given for a one to three year period.
- The Foundation accepts grant applications for projects in its program and geographic areas of interest for the following purposes:
  - program development
  - operating support
  - capital (including building and equipment)
  - matching or challenge grants
  - internships
- Restrictions:
  - Grants are restricted to private nonprofit or public tax exempt organizations for purposes defined under section 501(c)(3) of the Internal Revenue Code.
  - Grants are not made to individuals.
  - Beneficiaries must be residents of Minnesota, North Dakota, Wisconsin or Montana.
  - Requests for grants for annual fund drives, benefit events, camps, economic development or medical research are discouraged.
  - The Foundation does not have a discretionary fund.

MARBROOK FOUNDATION

Notes to Financial Statements
December 31, 1996 and 1995

(1) Significant Accounting Policies

Nature of Business

Marbrook Foundation (the Foundation) was formed under an agreement dated November 1, 1948 to be operated exclusively for religious, charitable, scientific, literary or educational purposes within the United States.

Basis of Statement Presentation

The Foundation has adopted the modified cash basis of accounting, and accordingly, investments are recorded at cost in the accompanying financial statements and the financial statements do not reflect such items as unrealized appreciation or depreciation on investments, accruals for interest and dividends receivable, accruals for federal excise taxes, or amortization of bond discounts and premiums.

Cash Equivalents

Cash equivalents include short-term highly liquid investments with original maturities of three months or less. The short-term highly liquid investments are carried at cost, which approximates market.

Carrying Value of Investments

Investments are recorded at cost at the trade date adjusted for subsequent repayments of principal as applicable. Gains and losses on the sales of investments are computed on a specific identification basis. Market values disclosed in the accompanying financial statements are based upon published quotations or the estimated value of the underlying assets of the limited partnerships.

Distributions

It is the Foundation's policy to comply with federal income tax regulations governing distribution requirements.

(2) Excise Tax

The Foundation is classified as a private foundation, as defined in Section 509(a) of the Internal Revenue Code, and is subject to an excise tax on net investment income. The effective excise tax rate for the years ended December 31, 1996 and 1995 was 2% and 1%, respectively.

Excise tax on net investment income includes $773 refunded in 1996 relating to 1995 overpayments of excise tax. An amount of approximately $3,349 will be refunded to the Foundation in 1997 relating to 1996 overpayments of excise tax.

(3) Commitments

At December 31, 1996, the Foundation has unpaid pledges for charitable contributions aggregating $311,250, payable over the next four years.

KPMG Peat Marwick

CERTIFIED PUBLIC ACCOUNTANT
4200 Norwest Center
MINNEAPOLIS, MINNESOTA 55402

INDEPENDENT AUDITORS' REPORT

The Trustees
Marbrook Foundation:

We have audited the accompanying statements of assets and principal arising from cash transactions of Marbrook Foundation as of December 31, 1996 and 1995, and the related statements of cash receipts and disbursements and changes in principal for the years then ended. These financial statements are the responsibility of the Foundation's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

As described in note 1, these financial statements were prepared on the basis of cash receipts and disbursements, which is a comprehensive basis of accounting other than generally accepted accounting principles.

In our opinion, the financial statements referred to above present fairly, in all material respects, the assets and principal arising from cash transactions of Marbrook Foundation as of December 31, 1996 and 1995, and its cash receipts and disbursements and changes in principal for the years then ended, on the basis of accounting described in note 1.

February 28, 1997 KPMG PEAT MARWICK

APPLICATION PROCEDURES

Marbrook Foundation makes grants to tax-exempt organizations in the areas of physical and mental health, education, social welfare, visual and performing arts, conservation and preservation. The Foundation generally limits its grants to established organizations located in the Twin Cities metropolitan area.

The Foundation does not make grants to individuals or to organizations which attempt to influence legislation or intervene in any political campaign.

A formal application form is not required; however, written proposals should include a description of the objectives for which the grant is sought, specific details on how the objectives are to be attained, a budget, including information about other possible sources of support, and a proposed method of evaluation to determine the eventual extent to which the proposed objectives are met.

Also included should be a description of the organization requesting support, including a listing of officers and board members, and a statement that it has been granted tax exemption under Section 501 (c)(3) of the Internal Revenue Code and that contributions to it are deductible for tax purposes. The organization should also state whether or not it has been classified as a non-private foundation or a private operating foundation under the provisions of the Tax Reform Act of 1969.

Trustee meetings to consider grant proposals are generally held in June/July and November/December.

Proposals and other requests for information should be sent to Marbrook Foundation, 400 Baker Building, Minneapolis, Minnesota 55402. Preliminary enquiries may be made by telephone at 612-332-2454.

MARBROOK FOUNDATION

1996 ANNUAL REPORT

400 Baker Building • Minneapolis, MN 55402

1996 - The 48th Year

Marbrook Foundation was created on November 1, 1948 and is a tax-exempt private foundation as defined in Section 509(a) of the Internal Revenue Code. Edward Brooks and Markell C. Brooks, both longtime residents of Minnesota now deceased, established the Foundation to promote broad philanthropic objectives through grants and investments in the areas of physical and mental health, education, social welfare, visual and performing arts, conservation and preservation.

The Cities of St. Paul and Minneapolis have been the common denominator for most grants over the Foundation's history and current grants are generally limited to the Twin Cities metropolitan area.

COMPARATIVE GRANTS

	1996		1995	
Arts	$ 61,250	15%	$ 63,500	16%
Education	66,100	17%	121,050	30%
Social Welfare	218,900	55%	175,450	43%
Health	5,000	1%	16,000	4%
Conservation	48,750	12%	29,000	7%
TOTAL	$ 400,000		$ 405,000	

1996 CONTRIBUTIONS AND PAYMENTS AGAINST PLEDGES

Abbott Northwestern Hospital - Associates Program	$1,000
- Park House Capital Campaign	10,000
African American Family Services - Capital Campaign	10,000
American Indian Business Development Corporation	3,000
American Indian Opportunities Industrialization Center	2,500
American Refugee Committee	4,000
Amicus - Project Rafiki	3,000
Basilica 2000 - Restoration	2,500
Bell Museum of Natural History - Bell Live Project	2,000
- Birds in Art Exhibit	3,000
Boys & Girls Club of Minneapolis - Rebuilding the Village	5,000
Breck School - Endowment Campaign	10,000
The Bridge for Runaway Youth	2,000
Bridging, Inc.	2,500
Cabrini House	1,500
Center for Victims of Torture	5,000
Center of the American Experiment	4,000
Charities Review Council	1,000
The Children's Theatre Company	5,000
Citizens Council on Crime & Justice	2,500
The City, Inc.	2,500
Civic Leadership Foundation	5,000
CommonBond Communities	2,000
Common Ground	2,000
Cornerhouse	1,500
Crime Stoppers	1,000
Dispute Resolution Center	1,000
Domestic Abuse Project	1,000
Dunwoody Institute	4,000
Eastcliff Legacy Fund - Dwight F. Brooks Fund	25,000
Eco Education	3,000
English Learning Center	3,000
Family & Children's Service	2,000
Friends School	1,000
Headwaters Fund - Walk for Justice	1,000
The High Desert Museum - Capital Campaign	15,000
Hill Monastic Manuscript Library	5,000
Hospitality House	1,000
Illusion Theater	2,000
In Old Arizona - Indian Performance	250
Indianhead Boy Scout Council - Ntaus Ntej Project	1,000
Institute for Education & Advocacy	1,500
The Jeremiah Program - Capital Campaign	5,000
The Jungle Theater - Capital Campaign	5,000
- Annual Giving	2,500
Junior Achievement of Upper Midwest	1,900
Learning Center for Economics	1,000
MacPhail Center for the Arts	5,000
MAP for Nonprofits	2,500
Melpomene Institute	2,000
The Minneapolis College of Art & Design	1,200
Minneapolis Crisis Nursery	1,500
The Minneapolis Foundation - American Indian Family Empowerment Program	30,500
Minneapolis Heart Institute Foundation	3,000
Minneapolis Institute of Arts - Annual Fund	2,500
Minnesota Audubon Council - Forest Action Work	2,000
Minnesota Council on Economic Education	1,000
Minnesota Council on Foundations - Membership	1,500
Minnesota D.A.R.E., Inc	4,000
Minnesota Historical Society	5,000
Minnesota Independent School Forum	2,000
Minnesota International Center - Program Support	2,000
Minnesota Land Trust	6,000
Minnesota Landscape Arboretum	6,250
Minnesota Orchestral Association - Guaranty Fund	4,000
- Capital Endowment	12,000
Minnesota Private College Fund	4,000
Neighborhood Employment Network	1,400
NEXT Innovations	7,500
Orono Ice Arena	5,000
Parents Anonymous	1,500
Park Avenue Foundation - Computer Learning Project	5,000
Perspective Family Center - Capital Project	1,000
Philadelphia Community Farm	5,000
Phillips Community Development	1,000
Planned Parenthood - Capital Campaign	2,500
Plymouth Music Series	2,500
Project Earth Sense - Capital Campaign	5,000
Project for Pride in Living - Annual Program Support	3,000
- Capital Campaign	10,000
St. Paul Chamber Orchestra	3,000
St. Stephen's Church - Community Center Project	4,000
- St. Stephen's Shelter	1,000
Sister Kenny Institute	1,000
Southside Family School	5,000
Summit Academy	5,000
Theatre de la Jeune Lune	2,500
Turning Point - Capital Campaign	1,500
U.S. Olympic Committee - Minneapolis Community Development	5,000
United Arts	2,000
United Theological Seminary	4,000
United Way of Minneapolis Area	12,500
United Way of St. Paul Area	5,000
Upper Midwest American Indian Center - Capital Project	5,000
Upper Midwest Conservation Association	2,000
Urban Ventures Leadership Foundation	10,000
Wilderness Inquiry	1,000
WomenVenture	2,500
Youth Trust - New Workforce Initiative	4,000
TOTAL	$400,000
Unpaid pledges:	
December 31, 1995	$143,000
December 31, 1996	$311,250

MARBROOK FOUNDATION
Statement of Assets and Principal Arising from Cash Transactions
December 31, 1996 and 1995

ASSETS	Market		Cost	
Investments:	1996	1995	1996	1995
Stocks	$ 7,008,121	$ 5,816,869	$ 4,015,060	$ 4,030,642
Mutual funds	2,309,988	2,060,882	1,360,258	1,416,877
U.S. government and agency obligations	1,837,278	1,814,533	1,797,947	1,707,154
Corp. obligations	283,589	258,335	280,565	249,258
Investment in limited partnership	101,990	52,500	101,990	52,500
Cash & cash equivalents	40,973	198,589	40,973	198,589
Total investments	$11,581,939	$10,201,708	$ 7,596,793	$ 7,655,020
Principal arising from cash transactions			$ 7,596,793	$ 7,655,020

See accompanying notes to financial statements.

Statements of Cash Receipts and Disbursements and Changes in Principal
Years ended December 31, 1996 and 1995

	1996	1995
Receipts:		
Dividends	$ 72,773	$ 91,023
Interest	148,420	142,156
Net gain on disposition of investments	205,750	783,954
Contributions	50,000	130,000
Total receipts	$ 476,943	$1,147,133
Disbursements:		
Excise tax on net investment income	$ 8,800	$ 9,538
General and administrative expenses	47,977	7,472
Investment management and custodial fees	78,393	68,712
Charitable contributions	400,000	405,000
Total disbursements	535,170	490,722
Net increase (decrease) on principal for the year	(58,227)	656,411
Principal at beginning of year	7,655,020	6,998,609
Principal at end of year	$ 7,596,793	$7,655,020

See accompanying notes to financial statements.

The First Universalist Foundation recently provided funding for projects like these:

- **An urban social justice job corps for teens** from the central city and First Universalist Church.
- **An inner city child care center** serving low income and special needs children.
- A church-based program providing **meals to the hungry**.
- Volunteers' work on **building and renovation of houses for low-income residents.**
- **Nonviolent conflict resolution** classes for parents.
- **Promotion of recycling and consumption reduction** through educational programs.

First Universalist Foundation
3400 Dupont Avenue South
Minneapolis, Minnesota 55408

First Universalist Foundation

The First Universalist Foundation is dedicated to financially supporting projects that address the social justice work of our church and the needs of our community.

Background

The Foundation was created in 1984. At that time, First Universalist members voted to direct income to the new foundation from an endowment fund created by the sale of Unity Settlement House, a neighborhood center owned by First Universalist Church since 1893. The settlement house was devoted to meeting the social and economic needs of immigrant and Native American families on the near north side of Minneapolis. The Foundation strives to carry on the tradition of serving the needs of the disadvantaged.

The Foundation currently has three focus areas: issues relating to at-risk children, housing and hunger, and environmentalism. The Foundation's work in those areas was expanded in 1991, thanks to a generous grant from the UUCSR Veatch Program.

Who can apply?

Any project that fits the First Universalist Foundation funding criteria may be proposed for funding by requesting and completing an application.

How?

To obtain an application packet, contact the Foundation at (612) 825-1701. Return 10 copies of your completed application to the Foundation at First Universalist Church, 3400 Dupont Avenue South, Minneapolis, MN 55408 by the 20th of any month for initial review on the first Tuesday of the following month. Final action will be taken within 60 days.

Decision makers:

Nine members of First Universalist Church, elected by the congregation, make up the First Universalist Foundation Board. They are responsible to the trustees of the church for recommending a program of social justice grants. The Foundation solicits and evaluates proposals for meeting social justice goals.

Funding Priorities:

The Foundation is particularly interested in projects that:

- Involve the social justice work and volunteers of First Universalist Church. That work encompasses children's issues, hunger, homelessness, environmental action, and youth employment.
- Address the root causes of social justice problems, not just symptoms.
- Have the potential to impact a significant number of people.
- Are in the spirit of the Unity Settlement House tradition - they should have clear-cut components that demonstrate service, action and/or education to our church and/or the broader community.
- Focus on our neighborhood and/or the Twin Cities metro area.

Ongoing general operating expenses usually will not be funded.

THE McKNIGHT FOUNDATION

GUIDELINES FOR GRANT APPLICANTS

- Human Services
- Community Improvement
- Housing
- Public Affairs
- International

MISSION

The McKnight Foundation has a primary interest in assisting people who are poor or disadvantaged by enhancing their capacity for productive living. The Foundation also seeks to strengthen community and community institutions, to enrich people's lives through the arts, to encourage preservation of the natural environment, and to advance scientific knowledge that can improve people's lives. The Foundation's primary geographic focus in its human services and arts grantmaking is the state of Minnesota.

The Foundation employs three strategies to pursue this mission: grantmaking that identifies and meets community needs in response to requests from nonprofit organizations; targeted initiatives developed by the Foundation to meet critical challenges; and support for research in selected fields.

2/96

CONTENTS

INTRODUCTION

These guidelines cover The McKnight Foundation's general grantmaking in the following categories:

- *Human Services*
- *Community Improvement and Economic Development*
- *Housing*
- *Public Affairs*
- *International*

Separate guidelines are available for programs in the arts, the environment, and research and applied science.

The Foundation also makes grants through special initiatives. Current initiatives are described in the annual report.

To request the annual report or other grantmaking guidelines, call (612) 333-4220.

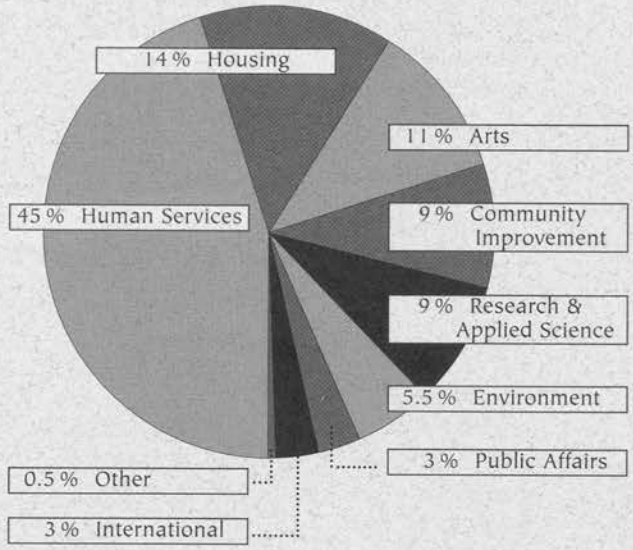
PRIORITIES

Foundations can be most effective by concentrating their resources on a few priority areas. Inevitably, this means they cannot support many worthy projects outside those areas.

The following pages explain The McKnight Foundation's current priorities in selected fields.

In 1995, the Foundation's total grant dollars were allocated as follows:

Summary of Grants Paid 1995
$55,747,754



The board of directors reviews its priorities periodically and may revise them.

HUMAN SERVICES

The Foundation commits the largest share of its grantmaking to meeting human needs. Within this broad category, we give priority to programs and projects that:

- Encourage sound choices for youth at risk of failure in school, involvement in the juvenile justice system, teenage child-bearing, or destructive lifestyles.
- Strengthen the self-determination and stability of troubled families.
- Provide innovative employment and support services for hard-to-employ people.
- Enhance children's early development by making childcare better and more affordable and by expanding children's opportunities for enrichment.
- Prevent child abuse and improve services to abusive families.
- Help people make a transition to self-sufficiency by providing them with temporary shelter and food.
- Improve access to legal services for low-income women and their children.
- Change systems and institutions so they can better help people with limited resources achieve more satisfying and productive lives.

We give special consideration to programs that help individuals, families, and communities solve their own problems.

COMMUNITY IMPROVEMENT AND ECONOMIC DEVELOPMENT

In healthy communities, people aid and support each other and resolve issues together. We encourage this sharing of responsibility and accountability through programs that:

- Strengthen communities through neighborhood-based planning, human services, and development opportunities.
- Ensure that people with limited resources participate in and benefit from community and economic development.
- Build cooperation among neighborhood residents and the agencies that serve them.
- Enhance economic vitality in the Twin Cities region.

HOUSING

To address the growing need for affordable housing, we support projects that:

- Preserve and produce affordable housing in the Twin Cities area for families who cannot afford market rates.
- Strengthen nonprofit housing developers throughout Minnesota that produce and manage this housing.
- Help promote a sense of community and mutual support among residents of affordable housing developments.

We provide development subsidies through the Family Housing Fund of Minneapolis and St. Paul and similar funds serving greater Minnesota. We provide operating and capacity-building assistance for housing development organizations through comprehensive support programs such as those managed by the Minnesota Housing Partnership in greater Minnesota and the Local Initiatives Support Corporation in St. Paul. Because of these significant commitments, we are extremely selective about additional support for housing.

PUBLIC AFFAIRS

We support projects that advance public understanding of important community issues and encourage citizens to participate in decisions affecting their lives and communities.

INTERNATIONAL

International giving is a small part of the Foundation's work. It is restricted to projects that:

- Enhance women's economic opportunity and the well-being of their families in the African countries of Tanzania, Uganda, and Zimbabwe.
- Strengthen the capacity of local leaders to deliver health services and human development programs for the people of Laos, Vietnam, and Cambodia.
- Encourage preventive diplomacy to resolve international conflict, and help prevent or resolve human rights violations, particularly for internally displaced persons.

In general, development projects take priority over emergency relief efforts, except in highly unusual circumstances.

The Foundation does not make grants for exchange programs or travel.

OTHER GRANTS

In areas outside the Foundation's major priorities, including the needs of the elderly and of people with disabilities, the only projects we are likely to consider are those with potential for broad impact, such as the development of a model program or new policy initiative.

Two areas that have been a modest part of our recent grantmaking are:

Education. Our funding is limited to projects that:

- Improve access and chances for success for those who are disadvantaged and who are not served effectively by traditional schools and colleges; or
- Result in substantial, systemwide educational or organizational change.

Because grants in this area are highly selective, we suggest you discuss requests with us before submitting a letter of inquiry.

Health. We fund a very small number of pilot programs in health but do not encourage requests in this field. The one exception is for projects dealing with issues raised by the spread of HIV and AIDS, specifically education and prevention for hard-to-reach groups.

NATURE AND CONDITIONS OF SUPPORT

We support organizations that meet these criteria:

- The organization's mission and most of its activities are closely related to the Foundation's priorities.
- The organization helps people in need in strategic and distinctive ways.
- The organization's management and finances are sound.

We strive to provide the variety of funding organizations need to do their work effectively. This includes:

- Project support to develop or implement special programs or projects.
- Operating support for ongoing needs and operations.
- Capital support for buildings and equipment. (See page 10 for special conditions that apply to capital support.)

In budgeting for special projects, you may include appropriate amounts for agency operating costs attributable to the proposed project.

We will consider a challenge grant when it would assist the applicant's fundraising or when the support of others in the community is a condition of our support.

Duration of Support. You may apply for one or more years of funding.

Endowments. We rarely make grants for endowments.

Additional Conditions for Capital Support. We make grants to construct, purchase, or renovate buildings or to buy equipment only when the proposed project is central to the applicant's ability to carry out its mission.

Requests for capital grants also are subject to these conditions:

- The applicant must demonstrate that:

  —All options regarding rental, ownership, and location have been evaluated before a decision is made to buy, construct, or remodel a building.

  —The new or remodeled facility will accommodate the organization's needs for a reasonable period.

  —Facility operating costs have been projected and are manageable within the agency's operating budget.

  —The capital financing plan is realistic.

- We will make only one grant to a given capital campaign, except in unusual circumstances.

- We will fund renovation of space leased by a nonprofit applicant only when the nonprofit has a long-term lease. We will not fund renovation of space to be used by a government agency.

- When grants have been approved for building purchases, all local government approvals must be secured and financing plans must be in place before the grant will be disbursed.

- For capital campaigns, we seldom make a gift until the campaign has generated significant support. In applying this policy, we consider the applicant's mission, fundraising capacity, and prior experience with the Foundation.

- Rarely do we pay the entire cost of purchasing or renovating a building. In most cases, we will consider no more than 20 percent of the total cost in the metro area or 40 percent in greater Minnesota.

To gain a realistic assessment of the potential for Foundation support, we suggest you discuss your capital needs with us well before formulating your fundraising plans.

EXCLUSIONS

Generally, we do not accept requests for:

- Scholarships or other types of support for individuals.

- Biomedical research outside established Foundation programs.

- Basic research in academic disciplines.

- Attendance at or travel to conferences, or costs of conference speakers, programs, or activities (except for conferences directly related to the Foundation's grantmaking initiatives).

- Travel, except when related to other McKnight Foundation support of an organization.

ELIGIBILITY

To be eligible for a grant from The McKnight Foundation, organizations must be classified by the Internal Revenue Service as **tax-exempt, nonprofit organizations that are not private foundations.** Except in unusual circumstances, applicants must have received a **favorable determination letter from the IRS** regarding their tax-exempt status before a request will be considered. We discourage the use of fiscal agents.

Units of government may apply for funding for special projects that complement customary public functions. However, we will not fund activities that are traditionally the responsibility of government.

Churches and religious organizations may apply for support for activities that benefit the larger community but not for those that have a sectarian religious purpose.

Grants are not made directly to individuals, except to the recipients of the Virginia McKnight Binger Awards in Human Service. These annual awards are based upon nominations, and individuals may not apply for them.

GEOGRAPHIC FOCUS

The McKnight Foundation's primary geographic focus is the state of Minnesota.

Generally, human service, community improvement, and housing grants are made only within the state.

We support Twin Cities organizations directly. In greater Minnesota, much of our support of human services and economic development is channeled through the six Minnesota Initiative Funds. They are:

- Central Minnesota Initiative Fund, Little Falls, (612) 632-9255
- The Northland Foundation, Duluth, (218) 723-4040
- Northwest Minnesota Initiative Fund, Bemidji, (218) 759-2057
- Southeastern Minnesota Initiative Fund, Owatonna, (507) 455-3215
- Southwest Minnesota Initiative Fund, Granite Falls, (612) 564-3060
- West Central Minnesota Initiative Fund, Fergus Falls, (218) 739-2239

If your organization is based in greater Minnesota and you are requesting support of human services or economic development work, address your proposal to the appropriate initiative fund. Capital requests are an exception. We accept proposals for capital grants from human service organizations anywhere in Minnesota.

Geographic limits vary for special programs initiated by the Foundation. Please refer to the annual report or other program guidelines for information.

CRITERIA FOR GRANTMAKING

In reviewing requests, we consider the following basic questions:

1. Does your organization or proposed strategy, project, or program address a community need that is among the Foundation's priorities?
2. If so, is your organization or proposed activity likely to meet that need effectively and efficiently?
3. Can you carry out the proposed activity?
4. Have you defined how the success of the effort will be measured?

All McKnight Foundation grants are made in accordance with the Internal Revenue Code and associated regulations.

DEADLINES

Please submit a two- to four-page letter of inquiry before sending a full proposal. We encourage you to discuss your project with us first.

Your letter should describe your organization, the proposed project or intended use of funds, and the amount of support requested. To be considered for a specific quarterly board meeting, letters of inquiry must be received at least three months in advance. Letters are accepted at any time; those received past the deadline will be held for the next meeting.

Letters of Inquiry Due:	*Possible Consideration in:*
September 1	December
December 1	March
March 1	June
June 1	September

We will make a preliminary review to determine whether we can consider a complete proposal. This review takes about three weeks.

A full proposal includes three copies each of a cover letter, cover sheet, narrative, and budget, plus two copies of any attachments and the required legal and financial documents.

Proposals from member agencies or departments of larger organizations, such as universities, units of government, or school districts, must be accompanied by written approval of the request from an appropriate executive officer of the parent organization.

We do not accept facsimile submissions of letters of inquiry or proposals, except from organizations outside the United States.

FOR FURTHER INFORMATION

Other McKnight Foundation programs are explained in the annual report, which is free on request. Call (612) 333-4220 for a copy.

Programs in the arts and environment have their own guidelines, which also are free on request. Deadlines for these programs are:

ARTS

Letters of Inquiry Due:	*Possible Consideration in:*
February 1	June
May 1	September
August 1	December
November 1	March

ENVIRONMENT

Letters of Inquiry Due:	*Possible Consideration in:*
February 15	June
May 15	September
August 15	December
November 15	March

Applications in research and applied science are considered only upon invitation or special announcement.

ABOUT THE MCKNIGHT FOUNDATION

The McKnight Foundation is a private grantmaking foundation established in 1953 by William L. McKnight and his wife, Maude L. McKnight. Mr. McKnight was one of the early leaders of the 3M Company, although the Foundation is independent of that corporation. The Foundation has assets of more than $1 billion and makes grants totaling more than $50 million annually.

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THE McKNIGHT FOUNDATION
600 TCF Tower
121 South Eighth Street
Minneapolis, Minnesota 55402

(612) 333-4220

BEMIS

Bemis Company

Community Relations Report

1996

Table of Contents

Dear Friends of Bemis Company,

This report is provided once again to describe Bemis Company's involvement in communities where we operate. We are grateful that our profitability allows us to respond to so many needs. Our involvement goes beyond financial support. Our employees also share their time, talent and effort. Wherever possible, our financial giving is structured to reflect employee volunteerism. In 1996, Bemis and its subsidiaries made over 1,000 individual cash contributions totaling $2,033,451.

We view responsible community participation as an integral part of business, and are proud of our employees' involvement throughout the Bemis organization. To provide opportunities for voluntary employee financial participation, our company currently sponsors two matching programs, Bemis FoodShare and Educational Gift Matching. Both of these programs receive wide support in the communities where we are located. Bemis and its employees are also in partnership to provide strong support of local United Way organizations. The company sponsors a scholarship program for employees' sons and daughters who wish to attend community colleges, 4-year colleges, universities or vocational schools. We are proud of these young people and pleased that we can assist them in achieving their educational goals.

Today Bemis company operates 43 manufacturing facilities in 19 states in the U.S., as well as several in other countries. Our annual payroll, which currently exceeds $310 million, directly enhances the economic health of many company communities, and is another important part of our corporate citizenship.

John H. Roe

John H. Roe
Chairman and Chief Executive Officer

Background

Bemis Company is a major manufacturer of flexible packaging and pressure-sensitive materials.

Founded in St. Louis, Missouri in 1858 by Judson Moss Bemis, the company has a long history of philanthropic giving. It is the general philosophy of the Bemis Company to be involved in the communities in which it operates and to financially support organizations that meet ever-changing community needs and enhance the quality of life in those communities. Bemis perceives this involvement as one facet of good management and good business.

The primary vehicle for Bemis Company contributions is through the Bemis Company Foundation. Founded in 1959, the Foundation is funded entirely by the company. Foundation grants are approved by the Bemis Management Contributions Committee. The Community Relations Committee of the company's Board of Directors provides guidance and support in these efforts.

Funding is concentrated on those institutions, programs and organizations that encourage the development of educational, social welfare and health, cultural, and civic institutions, reflecting employees volunteerism wherever possible. Programs such as the Bemis Scholarship Program are designed to benefit employees, and employee matching programs such as FoodShare and the Educational Gift Matching Plan are designed to enhance employee's personal donations.

Bemis Company remains flexible to the ever-changing needs of the community. While general guidelines are followed, there is leeway in meeting special needs which may arise in communities where the company operates.

Refer to page 33 for General Policy and Guidelines and Grant Application Procedures.

Cash Contributions

The following is a summary of all 1996 cash contributions in Bemis Company communities:

Education	$ 912,296
Social Welfare and Health	$ 954,974
Cultural and Civic	$ 166,181
Total Contributions	$2,033,451

Highlight on Special Contribution

Christine Ann Center

In 1996, Curwood, through the Bemis Foundation, contributed a sizable donation toward the Christine Ann Center's fund-raising campaign. The money was used for the expansion of the Oshkosh, Wisconsin center for domestic abuse victims.

The Center provides emergency shelter to victims and children of domestic violence 24 hours a day, as well as a 24 hour crisis line providing emergency assistance for residents of Winnebago County and surrounding communities.

Support groups and individual counseling are always available to help the victims. Since abuse is a family problem, counseling and support groups are designed especially for children.

"We gave to the Christine Ann Center because it was a good cause," said Dave Vierthaler, Director of Human Resources. "Too many incidents of domestic abuse have drawn a lot of attention, affirming the need for a facility, a need in general."

Original Christine Ann Center

The center's philosophy is that they believe no one has the right to abuse another person and no family member should have to live in fear in their own home.

Highlight on Special Contribution – continued

Building of the new addition

Families have their own right to make decisions affecting their lives, so the center cannot by words, actions or attitude attempt to remove any of the power that belongs to them. Since they don't have the power to determine what is appropriate for another person's life, their role is offering support and alternatives to each family member as they make the decisions only they have the right to make.

As this is a nonprofit organization, volunteers play a vital role in the ability to provide essential services necessary to help fight domestic abuse in the community.

The project involved razing the house adjacent to the center and building a 4,500 square foot, three level addition.

The new Christine Ann Center with the addition almost completed.

Ongoing Programs

In addition to numerous financial grants in communities where Bemis Company has facilities, cash contributions are made annually through the following programs:

FoodShare Program

Through the Bemis FoodShare Program, employees have the opportunity to have their contributions to local food banks and food shelves matched by the company. While the match normally is 100 percent (equal to the employee donation), the Bemis Foundation has doubled its match since 1991, reflecting increased needs in Bemis communities. In 1996, employee donations were $52,330, providing a total of $156,990, including the company's double match.

Independent College Funds

Reflecting the company's widespread operations, Bemis makes contributions to the State Associations of Independent Colleges and Universities in each state where the company operates. The Bemis Company Foundation gave $90,000 to such funds in 1996.

Educational Gift Matching

Bemis Company gives its employees an opportunity to have their personal contributions to eligible secondary schools, vocational/technical schools, colleges and universities double matched through its Educational Gift Matching Program.

In 1996, $135,619 was expended to provide a 200 percent match to 214 gifts from employees. The schools benefiting from these donations are listed in the back portion of this booklet.

Bemis Scholarship Program

In 1996, a total of $170,323 was expended in 78 scholarships to provide financial aid to the sons and daughters of employees of the company and its subsidiaries.

The Bemis Scholarship Program is open to sons and daughters under age 25 who wish to attend community colleges, four-year colleges or universities or vocational schools.

Selections of scholarship recipients are made by the Citizens' Scholarship Foundation of America, which administers the program. Their criteria for selection is based upon academic record, demonstrated leadership and participation in school and community activities, work experience, a statement of goals and aspirations, personal or family circumstances and a recommendation.

At least 20 new awards are granted each year. In 1996 a total of 29 students received first year scholarships and an additional 49 students received renewals. In 1997, a total of 35 new winners were chosen to begin the 1996-1997 school year.

United Way Program

In 1996, $229,176 was distributed to the United Way in communities where the company has facilities. This does not include employee donations, which nearly double the total Bemis contributions. When making grants, the Bemis Company Foundation takes into account the number of employees in each community.

Community Relations Activities

The following pages are devoted to Bemis Company communities, highlighting a number of ongoing Company programs, examples of employee volunteerism and special company donations. Bemis is very proud of employee's involvement in these communities, whether they are individual or group efforts, and/or are supported by Company donations.

Curwood Group

At year-end, employment within the Curwood Group's U.S. operations totaled 2,486 people who work in several different communities. These employees represent Curwood, Milprint, Perfecseal-Mankato, Perfecseal-Oshkosh, Perfecseal-Philadelphia and MacKay, Inc. Curwood additionally operates in Canada. U.S. towns and cities where plants are located include Denmark, Lancaster, New London and Oshkosh, Wisconsin; Fremont, Ohio; Mankato, Minnesota; Murphysboro, Illinois; Philadelphia, Pennsylvania and Henderson, Kentucky. Ongoing programs and other community relations activities at Curwood are:

Bemis FoodShare Program

Personal donations by Curwood Group employees in 1996 to the following food banks were double matched by the Bemis Company Foundation, in effect tripling each employee donation:

- Christine Ann Center, Neenah, WI
- Christmas Giving Committee, Appleton, WI
- Community Table, Neenah, WI
- Denmark Community Cupboard, Denmark, WI
- Echo Food Shelf, Mankato, MN
- Emergency Shelters, Appleton, WI
- Father Carr's Place 2B, Oshkosh, WI
- Food Pantry, Florence, KY
- Holiday Project – Grant County, Lancaster, WI
- L.E.A.V.E.N., Appleton, WI
- Long Valley Food Pantry, Long Valley, NJ
- Medical Center of West Africa, Inc., Baton Rouge, LA
- Metropolitan Lutheran Ministry Kansas City, MO
- Milwaukee Rescue Mission, Milwaukee, WI
- Murphysboro Food Bank, Murphysboro, IL
- Neenah/Menasha Emergency Society, Neenah, WI
- New London Food Cupboard, New London, WI
- Paul's Pantry, Oshkosh, WI
- Salvation Army, Appleton, WI
- Salvation Army, Green Bay, WI
- Salvation Army, Milwaukee, WI
- Salvation Army, Oshkosh, WI
- Sandusky County Food Pantry, Inc., Fremont, OH
- Second Harvest of Fox Valley, Omro, WI
- St. John's Hospice, Philadelphia, PA
- St. Joseph's Food Pantry, Appleton, WI

Independent College Funds

The Bemis Company Foundation made 1996 donations to the following Independent College Funds in states where the Curwood Group has operations:

- Association of Independent Kentucky Colleges & Univ., Danville, KY
- Kentucky Independent College Fund, Louisville, KY
- Minnesota Private College Fund, St. Paul, MN
- Wisconsin Foundation of Independent Colleges, Milwaukee, WI

Bemis Educational Gift Matching Plan

Personal donations by Curwood Group employees to educational institutions through the Educational Gift Matching Plan were double matched by the Bemis Company Foundation, in effect tripling each employee donation.

A long list of employee donations through this program appears at the end of this booklet.

Bemis Scholarship Program

Following are sons and daughters of Curwood Group employees who received Bemis Scholarships during 1996, and also those (designated by asterisks) who were named Bemis Scholarship winners for 1997:

- Tracie M. Bellile, daughter of Edward R. Bellile, Curwood-New London, WI
- Jill H. Borgardt, daughter of Michael J. Borgardt, Curwood-Oshkosh, WI
- Laura C. Dawson, daughter of James H. Dawson, Curwood-Murphysboro, IL*
- Michelle L. Deschaine, daughter of Michael J. Deschaine, Milprint-Denmark, WI*
- Ann N. Durley, daughter of Maruja N. Durley, Milprint-Lancaster, WI*
- Amanda Filips, daughter of Thomas J. Filips, Curwood-New London, WI*
- Erin A. Harn, daughter of Merlin M. Harn, Curwood-Oshkosh, WI*
- Jennifer J. Heidl, daughter of Mark D. Heidl, Curwood-Oshkosh, WI
- Donald L. Heise, son of Arnold D. Heise, Curwood-New London, WI

continued

Curwood Group – continued

Amy L. Hoelmer, daughter of Joyce M. Hoelmer, Mankato, MN

Heather A. Jones, daughter of Susan K. Jones, Milprint-Oshkosh, WI*

Aimee N. Klemes, daughter of Steve M. Klemes, Curwood-New London, WI

Thomas J. Koeller, son of Patrick J. Koeller, Milprint-Lancaster, WI*

Jessica L. Laatsch, daughter of Lynn L. Laatsch, Bemis Specialty Film-Oshkosh, WI*

Michael J. Madden, son of Brenda M. Madden, Curwood-New London, WI*

Pamela J. Martin, daughter of Dennis L. Martin, Milprint-Denmark, WI

Jennifer R. Memenga, daughter of Walter F. Memenga, Bemis Converter Films-Oshkosh, WI

Corey M. McGlone, son of Joan J. Millard, Curwood-New London, WI*

Kara J. McGlone, daughter of Joan J. Millard, Curwood-New London, WI

Sarah K. Moravec, daughter of Wayne J. Moravec, Curwood-New London, WI*

Edwin A. Perry, son of Edwin W. Perry, Bemis Converter Films-Oshkosh, WI

Angela J. Przybyl, daughter of Charles R. Przybyl, Jr., Bemis Specialty Film-Oshkosh, WI*

Jeffrey M. Ruedinger, son of Timothy M. Ruedinger, Bemis Converter Film-Oshkosh, WI*

Andrew J. Schmidt, son of Walter M. Schmidt, Curwood-New London, WI

Rhonda A. Schneider, daughter of Rene D. Schneider, Curwood-Oshkosh, WI

Jason K. Smith, son of Martin K. Smith, Curwood-Oshkosh, WI

Katherine M. Stevens, daughter of William J. Stevens, Curwood-New London, WI

Mollie A. Toonen, daughter of Norbert L. Toonen, Milprint-Denmark, WI

Joshua D. Vande Hey, son of Vince P. Vande Hey, Milprint-Denmark, WI

Jason T. Vanderveen, son of Martin Vanderveen, Curwood-Canada, Georgetown, Ontario, Canada

Katherine M. Williams, daughter of James R. Williams, Curwood-New London, WI

United Way

Curwood Group employees generously supported the United Way in their communities during 1996. The Bemis Company Foundation in 1996 additionally made sizable grants to the following United Way organizations:

Greater Mankato Area United Way, Inc., Mankato, MN

United Appeal – Community Chest, Florence, KY

United Way Fox Cities, Inc., Appleton and Neenah, WI

United Way of Murphysboro, IL

United Way, New London, WI

United Way, Oshkosh, WI

United Way of Sandusky County, Inc., Fremont, OH

Community Involvement

In addition to the large donation to the Christine Ann Center, Curwood and its employees have played an important part in the American Cancer Society's Relay for Life. The foundation was able to match up to $1,000 for this annual relay.

Curwood, through the Bemis Foundation, continues to make contributions to a variety of other ongoing community programs such as the Fox Valley Arts Alliance, Boys and Girls Club of Oshkosh, and Wisconsin Public Radio & Television, to name a few.

continued

The VanGo Van

The VanGO Van

Bemis Companies of Oshkosh (Curwood, Milprint, Perfecseal and Banner Packaging) contributed $6,000 to the Paine Art Center's community outreach program which shows and tells primarily fourth grade students about pieces of art from the center's collection. Teachers discuss the art, the artists' lives and how the art ties in with history. A van called the VanGo Van, with all of the sponsors names on it, is used to transport the art.

Polyethylene Packaging Group

The Company's Polyethylene Packaging Group at year-end totaled 1,907 employees. Terre Haute, Indiana, is the location of the division headquarters. Manufacturing facilities are located in Union City, California; Flemington, New Jersey; Hazleton, Pennsylvania and Terre Haute, Indiana. Banner Packaging is located in Oshkosh, Wisconsin. Ongoing programs and other community relations activities at the Polyethylene Packaging Group are:

Bemis FoodShare Program

Personal donations by Polyethylene Packaging Group employees in 1996 to the following food banks were double matched by the Bemis Company Foundation, in effect tripling each employee donation:

- First Evangelical Free Church Food Bank, Fullerton, CA
- Flemington Area Food Pantry, Flemington, NJ
- The Food Bank, Terre Haute, IN
- Tri-City Volunteer, Fremont, CA
- United Charities Food Bank, Hazleton, PA

Independent College Funds

The Bemis Company Foundation made 1996 donations to the following Independent College Funds in states where the Polyethylene Packaging Group has operations:

- Foundation for Independent Colleges, Inc. of PA, Harrisburg, PA
- Independent College Fund of New Jersey, Summit, NJ
- Independent Colleges of Indiana, Indianapolis, IN
- Independent Colleges of Northern California, Inc., San Francisco, CA
- Wisconsin Foundation of Independent Colleges, Milwaukee, WI

Bemis Educational Gift Matching Plan

Personal donations by the Polyethylene Packaging Group employees through the Educational Gift Matching Plan were double matched by the Bemis Company Foundation. *A list of donations appears at the end of this booklet.*

continued

Back to front: Dale Younker, Jr., Ray Guers, PJ Souchak, Bob Wills, Al Price and Gary Fisher

National Cancer Society

Rafting Against Cancer was the theme for a white-water rafting experience held in July to benefit the National Cancer Society.

Polyethylene Packaging Group employees from Hazleton, Pennsylvania participated in the event which turned out to be a ride they would never forget.

The Lehigh River usually has a low, slow moving water level in July. However, this year, heavy rains a few days prior to the rafting made the trip very challenging and exciting.

Bemis Scholarship Program

Following are sons and daughters of Polyethylene Packaging Group employees who received Bemis Scholarships during 1996, and also those (designated by asterisks) who were named Bemis Scholarship winners for 1997:

Karen A. Austin, daughter of Theodore D. Austin, Banner Packaging-Oshkosh, WI

Kelly M. Austin, daughter of Theodore D. Austin, Banner Packaging-Oshkosh, WI

Michael R. Backfish, son of Ronald L. Backfish, Poly. Pkg. Group-Terre Haute, IN

Jason M. Conrad, son of Roy B. Conrad, Banner Packaging-Oshkosh, WI

Tiffany L. Correll, daughter of Linda M. Correll, Poly. Pkg. Group-Hazleton, PA

Cheryl A. Danek, daughter of William E. Danek, Poly. Pkg. Group-Flemington, NJ*

Beth Fetterman, daughter of Gerald J. Fetterman, Poly. Pkg. Group-Hazleton, PA

Shannon M. Fisher, daughter of Ken R. Fisher, Poly. Pkg. Group-Terre Haute, IN*

Joseph M. Garbacik, son of John J. Garbacik, Poly. Pkg. Group-Hazleton, PA

Melissa Kapellusch, daughter of Brent P. Kapellusch, Poly Pkg. Group-Terre Haute, IN

Cherish A. Long, daughter of Pat C. Long, Poly. Pkg. Group-Terre Haute, IN*

Heather A. Maslo, daughter of Thomas M. Maslo, Poly. Pkg. Group-Hazleton, PA*

Carrie L. Pell, daughter of Bryan E. Pell, Poly. Pkg. Group-Terre Haute, IN*

Julie A. Sauer, daughter of Karl A. Sauer, Poly. Pkg. Group-Hazleton, PA*

Heather K. Stobb, daughter of Glen L. Stobb, Banner Packaging-Oshkosh, WI*

Patrick E. Swickard, son of Patricia A. Swickard, Poly. Pkg. Group-Terre Haute, IN

Jacklynn-Ha T. Thai, daughter of Ngung Thai, Poly. Pkg. Group-Union City, CA

Kathleen T. Thai, daughter of Ngung Thai, Poly. Pkg. Group-Union City, CA*

Robert W. Voll, son of Ruth M. Voll, Poly. Pkg. Group-Terre Haute, IN

continued

United Way

Polyethylene Packaging Group employees generously supported the United Way in their communities during 1996. The Bemis Company Foundation in 1996 also made sizable grants to the following United Way organizations:

- Greater Hazleton Area United Way, Hazleton, PA
- United Way of the Bay Area, Union City, CA
- United Way of Hunterdon County, Flemington, NJ
- United Way of Wabash County, Terre Haute, IN

Flemington's Bonnie Duncan, Campaign Captain (right) receives an award from Vice President of Allocations for the United Way of Hunterdon County, Catherine Langley.

Polyethylene Packaging Group Exceeds United Way Goal

Employees at Flemington and Terre Haute exceeded their United Way goals in 1996.

L-R: Boyce McCain, Campaign Chairman; Terre Haute Plant Manager, George Woolley; Machine Operator, Mick Love; Polyethylene Packaging Group Vice President of Human Resources, Jerry Abrahamson; Campaign Director, Sara Mehlin and Executive Director of the United Way of the Wabasha Valley, Don Jordan.

Paper Bag Division

At year-end, the Company's Paper Bag Division employed 1,418 people. Headquarters for the division is Memphis, Tennessee. Bag plants and sales offices are located in communities throughout the U.S. Additionally, the Bemistape operation is located in Minneapolis and is included with the Minneapolis listings on page 28. Ongoing programs and other community relations activities at the Paper Bag Division are:

Bemis FoodShare Program

Personal donations by Paper Bag Division employees in 1996 to the following food banks were double matched by the Bemis Company Foundation, in effect tripling each employee donation:

- Clark County Community Service, Vancouver, WA
- Crossett Area Food Bank, Crossett, AR
- The Downtown Emergency Service Center, Seattle, WA
- First Evangelical Free Church Food Bank, Fullerton, CA
- The Food Bank, Omaha, NE
- Memphis Food Bank, Memphis, TN
- The Nashua Soup Kitchen and Shelter, Inc., Nashua, NH
- PACH, Pepperell, MA
- Peoria Anti-Hunger Coalition, Peoria, IL
- St. Louis Area Food Bank, St. Louis, MO

Independent College Funds

The Bemis Company Foundation made 1996 donations to the following Independent College Funds in states where the Paper Bag Division has operations:

- Associated Colleges of Illinois, Chicago, IL
- Independent College Fund of Arkansas, North Little Rock, AR
- Independent Colleges of Washington, Seattle, WA
- Nebraska Independent College Foundation, Inc., Omaha, NE
- New England Colleges Fund, Inc., Woburn, MA
- Tennessee Independent Colleges Fund, Brentwood, TN

continued

Bemis Educational Gift Matching Plan

Personal donations by Paper Bag Division employees to educational institutions through the Educational Gift Matching Plan were double matched by the Bemis Company Foundation, in effect tripling each employee donation.
A long list of employee donations through this program appears at the end of this booklet.

Bemis Scholarship Program

Following are sons and daughters of the Paper Bag Division employees who received Bemis Scholarships during 1996, and also those (designated by asterisks) who were named Bemis Scholarship winners for 1997:

Melissa A. Becker, daughter of Deborah M. Becker, Bemistape-Minneapolis, MN

Nina C. Booher, daughter of Herbert H. Booher, Paper Bag Div.-Omaha, NE

Chrystal C. Converse, daughter of Elizabeth A. Converse, Paper Bag Div.-Vancouver, WA*

Karen L. Eaton, daughter of James R. Eaton, Paper Bag Div.-Memphis, TN

Erin K. Ferenchick, daughter of George P. Ferenchick, ESR-Lawrenceville, NJ

Rebekah M. Huggins, daughter of Richard C. Huggins, Paper Bag Div.-Omaha, NE

Kristen P. Lee, daughter of Tien V. Do, Paper Bag Div.-Seattle, WA

Robert E. Pugh, son of Debra L. Markham, Paper Bag Div.-Memphis, TN*

Jason R. Swiercek, son of Richard J. Swiercek, Paper Bag Div.-Omaha, NE*

Jenny L. Terway, daughter of William D. Terway, Bemistape-Minneapolis, MN*

Cartra S. Whaley, daughter of Marilyn J. Whaley, Paper Bag Div.-Crossett, AR

Dick Lange, President, PBD, presents a scholarship award to Robert Pugh, son of Debra Markham, Memphis.

United Way

Paper Bag Division employees generously supported the United Way in their communities during 1996. The Bemis Company Foundation in 1996 additionally made sizable grants to the following United Way organizations:

Crossett Area United Way, Crossett, AR

Heart of Illinois United Way, Peoria, IL

United Way – Clark County Division, Vancouver, WA

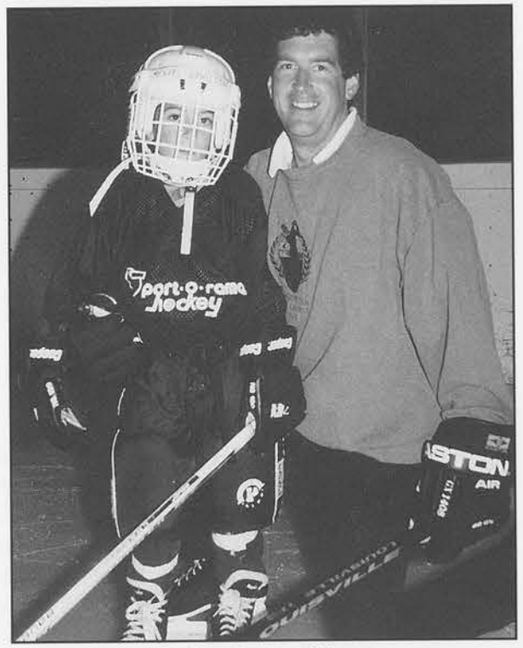
United Way of Greater Memphis, Memphis, TN

United Way of the Midlands, Omaha, NE

Coaching for Fun

Jim Hamilton of the Eastern Sales Region finds time to coach his son's "Mites" Ice Hockey team and his Instructional Level Baseball team. If it's not coaching, Jim is volunteering to help around the neighborhood with do-it-yourself projects. He's been known as the "Neighborhood Man".

Community Involvement



Jim Hamilton and his son

continued

L-R Barbara Gates, superintendent; Cathy Lindsay, Center director; and Judy Kirkley and Toby Austin representing the Bemis Company.

TIPS Donation

During a time of school district cutbacks the Teachers Involved with Parents and Students (TIPS) received a substantial donation through the Bemis Foundation and the Crossett, Arkansas plant. School Superintendent, Barbara Gates, commented that "Students have the security of knowing that there is help for them through the homework hotline or walk-in tutoring; parents can go to the center for materials and aids; teachers can ask for assistance with classroom materials, and community members can get aid with copying and laminating. The TIPS Center truly is a vital community resource."

Owens Educational Services

The Omaha plant also made a substantial donation to Owens Educational Services to enhance their services to youth and disadvantaged adults in the Greater Metro Omaha area.

They are dedicated to assisting disadvantaged adults and families by offering a large variety of educational programs. Owens supports a Day Reporting Center that works with students who have difficulty in the traditional school settings. They also have programs for Arson, Assault, Self Esteem and Independent Living Skills, to name a few.

All of the programs at Owens focus on rights, responsibilities and consequences.

Hayssen

Hayssen at year-end totaled 286 employees. The Hayssen Flexible Packaging Group is located in Duncan, South Carolina. The following report includes activities from the Hayssen Paper Packaging Machinery Group which has been sold. Ongoing programs and other community relations activities at Hayssen are:

Bemis FoodShare Program

Personal donations by employees from Hayssen in 1996 to the following food banks were double matched by the Bemis Company Foundation, in effect tripling each employee donation:

- Community Food Bank of Piedmont, Greenville, SC
- Mobile Meals, Spartanburg, SC
- Salvation Army, Spartanburg, SC
- Sheboygan County Food Bank, Sheboygan, WI
- Total Ministries, Spartanburg, SC
- United Christian Ministries, Easley, SC

Independent College Funds

The Bemis Company Foundation made 1996 donations to the following Independent College Funds in states where Hayssen has operations:

- Independent Colleges & Universities of South Carolina, Inc., Columbia, SC
- Wisconsin Foundation of Independent Colleges, Milwaukee, WI

Bemis Educational Gift Matching Plan

Personal donations by Hayssen employees to educational institutions through the Educational Gift Matching Plan were double matched by the Bemis Company Foundation, in effect tripling each employee donation. *A long list of employee donations through this program appears at the end of this booklet.*

continued

Bemis Scholarship Program

Following are sons and daughters of Hayssen employees who received Bemis Scholarships during 1996, and those (designated by asterisks) who were named Bemis Scholarship winners for 1997:

Bradley G. Aaberg, son of Rita B. Aaberg, BPMC-Minneapolis, MN

Kelly A. Beehner, daughter of Robert L. Beehner, Hayssen-Green Bay, WI

Alicia L. Callahan, daughter of Mark A. Callahan, BPMC-Minneapolis, MN

Barbara A. Cherney, daughter of Dale M. Cherney, Hayssen-Sheboygan, WI

Brenda L. Cherney, daughter of Dale M. Cherney, Hayssen-Sheboygan, WI

Nathaniel J. Malloy, son of Bryan P. Malloy, Hayssen-Duncan, SC*

Lisa J. Olson, daughter of Leonard J. Olson, Hayssen-Duncan, SC

Anthony S. Paetznick, son of Robert D. Paetznick, BPMC-Minneapolis, MN

Scott J. Tordeur, son of Roy R. Tordeur, Green Bay, WI

Chad M. Zeller, son of Lu Ann C. Zeller, Hayssen-Sheboygan, WI

United Way

Hayssen employees generously supported the United Way in their communities during 1996. The Bemis Company Foundation in 1996 additionally made sizable grants to the following United Way organizations:

Sheboygan Area United Way, Inc., Sheboygan, WI

United Way of Brown County, Green Bay, WI

United Way of the Piedmont, Duncan, SC

MACtac Group

MACtac's U.S. operations totaled 1,065 employees. Major manufacturing locations include MACtac plants in Stow, Ohio; Nellis, Nevada; Scranton, Pennsylvania; and Toronto, Canada; an Accraply plant in Minnetonka, Minnesota; a MACtac Engineered Products plant in Hopkins, Minnesota, and I.C.T. (Integrated Converting Technologies) in Sandusky, Ohio. MACtac additionally has plant operations in Mexico, Canada and Belgium. Ongoing programs and other community relations activities at MACtac are:

Bemis FoodShare Program

Personal donations by employees from MACtac, Accraply, MACtac Engineered Products and I.C.T. in 1996 to the following food banks were double matched by the Bemis Company Foundation, in effect tripling each employee donation:

Akron-Canton Regional Food Bank, Akron, OH

Atlanta Children's Shelter, Atlanta, GA

Carver County Foodshelf, Shakopee, MN

Community Food Bank, Las Vegas, NV

Dakota County Foodshelf, Apple Valley, MN

Emergency Food Shelf Network, Minneapolis, MN

Grace & Hope Mission, Scranton, PA

Hennepin Co. Foodshelf, Minneapolis, MN

St. Francis Assisi Kitchen, Scranton, PA

Salvation Army Food Bank, Akron, OH

Salvation Army, St. Paul, MN

Salvation Army Food Pantry, Scranton, PA

Shade Tree Shelter, Las Vegas, NV

Wright County Foodshelf, Waverly, MN

Independent College Funds

The Bemis Company Foundation made 1996 donations to the following Independent College Funds in areas where MACtac has major plant operations:

Foundation for Independent Colleges, Inc. of PA, Mechanicsburg, PA

Ohio Foundation of Independent Colleges, Columbus, OH

Minnesota Private College Fund, St. Paul, MN

Western Independent College Fund, Inc., Sandy, UT

continued

Educational Gift Matching

Personal donations by MACtac group employees to educational institutions through the Educational Gift Matching Plan were double matched by the Bemis Company Foundation, in effect tripling each employee donation. *A long list of employee donations appears at the end of this booklet.*

Bemis Scholarship Program

Following are sons and daughters of MACtac group employees who received Bemis Scholarships during 1996, and also those (designated by asterisks) who were named Bemis Scholarship winners for 1997:

Melissa J. Clarke, daughter of Roger C. Clarke, MACtac-Stow, OH*

Jennifer A. Foster, daughter of John G. Hales, MACtac-Stow, OH*

Toni Marie Hargis, daughter of Rosalie Pittser, MACtac-Stow, OH

Bruce A. Hill, son of Bruce A. Hill, MACtac-Stow, OH

Albert J. Insogna, son of Albert P. Insogna, MACtac-Scranton, PA*

Denise A. Insogna, daughter of Albert P. Insogna, MACtac-Scranton, PA*

Alisa K. Knapp, daughter of William C. Knapp, MACtac Engineered Products-Hopkins, MN*

Amy L. Major, daughter of Robert D. Major, MACtac-Stow, OH

Kyle E. O'Dell, son of Lauren M. O'Dell, MACtac-Stow, OH

Melissa A. Papendick, daughter of Mark E. Papendick, MACtac-Stow, OH

Alyssa M. Schramer, daughter of Kurt M. Schramer, MACtac-Stow, OH*

Nicholas Thompson, son of Robert N. Thompson, MACtac-Stow, OH

Michael T. Unton, son of Theodore F. Unton, MACtac-Stow, OH

Krista M. Werner, daughter of Robert W. Werner, MACtac-Accraply, Minnetonka, MN*

Jennifer L. Whidden, daughter of Leslie J. Whidden, MACtac-Canada, Brampton, Ontario, Canada

United Way

Employees from MACtac, Accraply, MACtac Engineered Products and I.C.T. generously supported the United Way in 1996. The Bemis Company Foundation in 1996 also made a grant to the following United Way organizations:

United Way of Summit County, Akron, OH

United Way of Nellis, Nellis, NV

United Way of Minneapolis Area, Minneapolis, MN

United Way Lackawanna County, Fitchburg, PA

Wyoming Valley United Way, Fitchburg, PA

Susquehanna County United Way, Fitchburg, PA

Community Involvement

Elf Squad

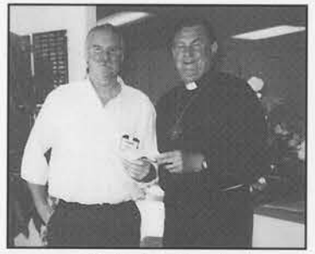
Since 1978 the MACtac Elf Squad has been making Christmas personal and special for senior citizens in nursing homes. This company-wide project brings both hourly and salaried personnel together in the true spirit of Christmas. Gifts for forgotten senior citizens are purchased, wrapped & delivered all by volunteers. Even home-baked goodies are donated. The squad is entirely dependent on employee contributions, donations and volunteers, and money is raised from various fund raising activities throughout the year.

MACtac employees representing the Elf Squad. L-R Mary Lou Britton, Jenny Romanski, Joe Richards (Santa), Nadine Gabriel, Cindy Mlnarik and Chris Litsinger

continued

Charities

The following photos represent check presentations of the various charities that MACtac - Nellis has contributed to in 1996. St. Judes Ranch is for the care of abused, abandoned and troubled children. Opportunity Village helps advocacy, job training and job placement for the mentally handicapped. The Nathan Adelson Hospice Foundation gives care to the terminally ill and their families. The Salvation Army provides shelter, clothing, meals and counseling for the homeless. Child Haven is housing for neglected and abused children, and the Shade Tree is a shelter for women.



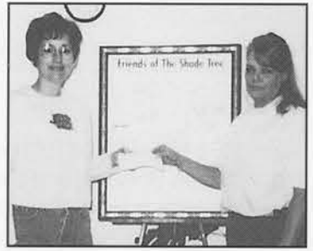
St. Judes Ranch

Opportunity Village

Nathan Adelson Hospice

Salvation Army

Child Haven



The Shade Tree

Minneapolis Locations

Minneapolis operations include Bemis Packaging Machinery Company with 190 employees, Bemistape with 59 employees, Corporate IT with 34 employees and the Bemis General Offices with 64 employees. The total employment of these four locations at year-end was 347. Also other Minnesota operations are listed with their respective operating divisions. Ongoing programs at Minneapolis are:

Bemis FoodShare Program

Personal donations in 1996 by employees from BPMC, Corporate IT and GO to the following food banks were double matched by the Bemis Company Foundation, in effect tripling each employee donation:

- Arrowhead Region-Arrowhead Food Bank Network
- Interfaith Outreach & Community Partners, Wayzata, MN
- Memphis Food Bank, Memphis, TN
- Minnesota Food Bank Network, Anoka County CEAP
- Minnesota Food Bank Network, Aitkin County
- Minnesota Food Bank Network, N.E.A.R.

Independent College Fund

The Bemis Company Foundation made a 1996 donation to the following Independent College Fund:

Minnesota Private College Fund, St. Paul, MN

Bemis Educational Gift Matching Plan

Personal donations by Minneapolis employees to educational institutions through the Educational Gift Matching Plan were double matched by the Bemis Company Foundation, in effect tripling each employee donation. *A long list of employee donations through this program appears at the end of this booklet.*

continued

Bemis Scholarship Program

Following are sons and daughters of Minneapolis employees who received Bemis Scholarships during 1996, and also those (designated by asterisks) who were named Bemis Scholarship winners for 1997:

Kelly J. Deeney, daughter of Michael J. Deeney, Corporate IT-Minneapolis, MN

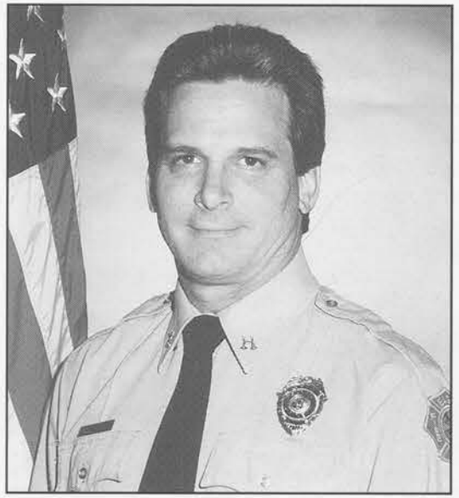
Kimberly C. Korus, daughter of Terry R. Korus, Corporate IT-Minneapolis, MN*

United Way

Employees from Bemis Packaging Machinery Company, Bemistape, Corporate Information Technology Support and the General Offices generously supported the United Way in 1996. The Bemis Company Foundation in 1996 also made a grant to the following United Way organization:

United Way of Minneapolis Area, Minneapolis, MN

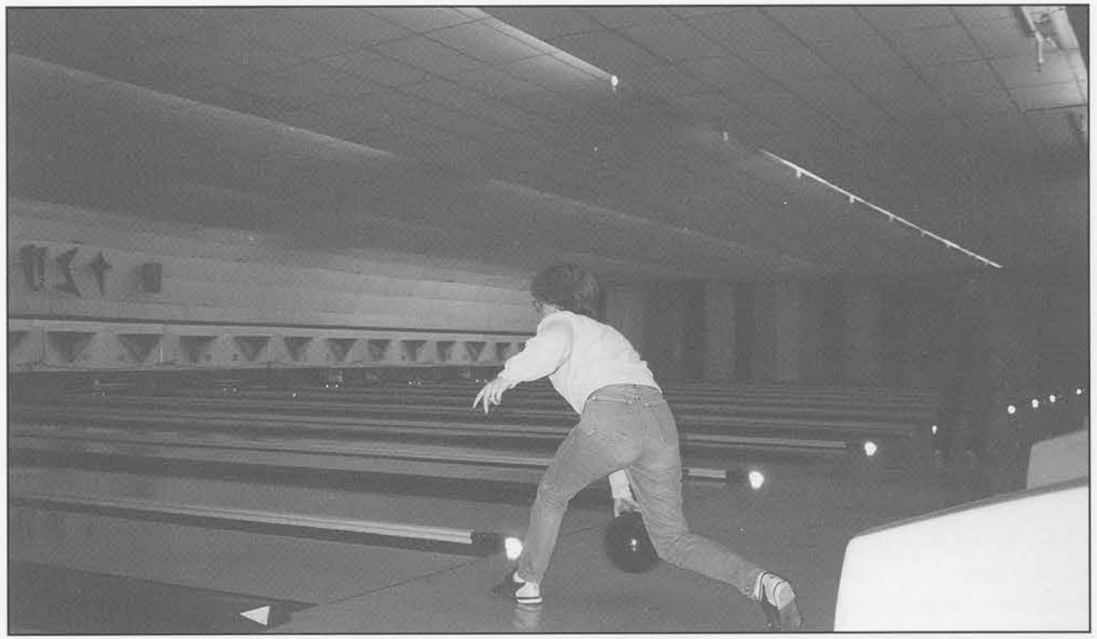
Community Involvement



Tim Denman

Fire Fighter

Tim Denman of Bemis Corporate IT volunteers his time to the Eagan Fire Department. He has been a fire fighter for the past ten years and has 25 firefighters under his command. Tim says, "It's hard to explain the gratification and excitement of responding to a call."



Laurie Eittreim

Bowl for Kids Sake

Bemis Packaging Machinery Company employee Laurie Eittreim finds time each year to Bowl for Kids Sake. This day of bowling raises money to help the Big Brothers and Sisters Programs match at-risk children with adult volunteers who spend a few hours with them each week.

Bemis Educational Gift Matches by State

ALABAMA
Springhill College

ARKANSAS
Hendrix College
University of Arkansas

COLORADO
Colorado College

CONNECTICUT
Yale University School of Nursing

FLORIDA
Bradenton Christian High School
University of Miami

ILLINOIS
Academy of our Lady
Augustana College
Bradley University
Elmhurst College
Mount Carmel High School
Northwestern University
Saint Xavier University
Southern Illinois University
Trinity Christian College
Trinity Evangelical Divinity School
Trinity International University
University of Illinois

INDIANA
Franklin College
Gibault School for Boys
Grace College
Indiana Institute of Technology
Indiana State University
Notre Dame University
Purdue University
Rose-Hulman Institute of Technology
St. Mary's College
Valparaiso University
Washington Catholic Schools

IOWA
Coe College
Dordt College
Northwestern College
St. Albert Central Catholic High School

KANSAS
Wichita State University

MASSACHUSETTS
Amherst College
Babson's College
Elms College
Groton School
Harvard Business School
Harvard College
Massachusetts Institute of Technology
Mount Holyoke College
Northfield Mount Hermon School
Phillips Academy
Williams College

MICHIGAN
Aquinas College
Calvin College
Grand Rapids Christian High School
Grand Valley State University
Hillsdale College
Hope College
Kalamazoo College
Reformed Bible College
Unity Christian High School
University of Michigan
Western Michigan University
Western Theological Seminary

MINNESOTA
Bemidji State University
Benilde-St. Margaret's High School
Blake School

Carleton College
College of St. Benedict
College of St. Catherine
College of St. Scholastica
Cretin-Derham Hall
Gustavus Adolphus College
Macalester College
Mankato State University
Mounds Park Academy
Mound Westonka
Northwestern College
Rochester Community College
St. Mary's College of Minnesota
St. Paul Academy & Summit School
Totino-Grace High School
University of Minnesota-Duluth
University of St. Thomas

MISSOURI
College of the Ozarks
Concordia Seminary
Eden Theological Seminary
Evangel College
Mary Institute & St. Louis Country Day School
St. Louis University
Stephens College
University of Missouri-Rolla
Westminster Christian Academy

NEBRASKA
Creighton Preparatory
Dana College

NEW HAMPSHIRE
Saint Anselm College

NEW JERSEY
Pope John XXIII High School

NEW MEXICO
Rehoboth Christian School

NEW YORK
Nardin Academy
Niagara University
Rensselaer Polytechnical Institute
St. Lawrence University
State University of N.Y. at Buffalo
State University of Oswego
Syracuse University
Talmudical Seminary Oholei Torah
Vassar College
Wagner College

NORTH CAROLINA
Christ School
Salem College

OHIO
Archbishop Hoban High School
College of Arts and Sciences
Kent State University
Miami University
Mount Vernon Nazarene College
Oberlin College
Ohio University
Salem High School
University of Cincinnati
University School
Western Reserve Academy
Wittenberg University

PENNSYLVANIA
Allegheny College
Archbishop John Carroll
Bryn Mawr College
Grove City College
Lehigh University

SOUTH CAROLINA
Calhoun College
Coastal Carolina University

continued

Educational Gift Matches by State – continued

TENNESSEE
Fisk University
Lambuth University
Meharry Medical School
Rhodes College
Roane State Community College
University of Memphis
Vanderbilt University

TEXAS
Texas A&M University

VERMONT
Bennington College

VIRGINIA
Mary Washington College
Sweet Briar College

WASHINGTON
University of Washington
Washington State University

WEST VIRGINIA
Appalachian Bible College

WISCONSIN
Carroll College
Divine Savior Holy Angels High School
Lawrence University
Lourdes Academy
Marquette University
Milwaukee School of Engineering
Notre Dame Academy
St. John's School
St. Lawrence Seminary
St. Mary Central High School
Stout University
University of Wisconsin-Eau Claire
University of Wisconsin-LaCrosse
University of Wisconsin-Madison
University of Wisconsin-Milwaukee
University of Wisconsin-Oshkosh
University of Wisconsin-Stevens Point
Wautoma High School
Xavier High School

General Policy and Guidelines

The basis for Bemis Company's charitable contributions is 2 percent of company domestic pre-tax profits.

- Charitable grants are made only to organizations with tax-exempt status.
- Special consideration is given to those institutions which are supported by our employees through their personal contributions of time and/or money.
- The following guidelines have been established for the distribution of charitable contributions: 10% Cultural and Civic, 50% Education and 40% Social Welfare and Health.
- Geographically, less than half of the distributions are to be made within Minnesota where the company headquarters is located.
- With full realization that it is never possible to support all programs of merit, Bemis Company encourages innovative approaches to effectively serve people.
- Bemis does not make grants to individuals or organizations for religious or political purposes, either for lobbying efforts or campaigns.
- Bemis generally does not make grants for educational capital funds programs, endowment purposes, or for trips or tours. No grants will be made for more than three years.

Grant Application Procedures

Grant proposals need not follow a specific format, but all proposals should cover the following points: name of organization and amount requested, brief description of the objectives for which the grant is sought, details regarding how the objectives are to be met, budget-including information about existing and other sources of income and officers and Board members.

Grant applications also should include a statement that the organization has tax-exempt status under Section 501(c)(3) of the Internal Revenue Code and that contributions to it are tax deductible.

It is preferred that all initial inquiries be made by mail, not by telephone or personal visit. All proposals for specific information should be sent to:

Bemis Company Foundation
222 South Ninth Street, Suite 2300
Minneapolis, Minnesota 55402

American Express Financial Advisors Inc.
IDS Tower 10
Minneapolis, Minnesota 55440

Financial Advisors

Dear Community Partner,

Enclosed are guidelines for applying to The American Express Minnesota Philanthropic Program (AEMPP). This document outlines the AEMPP program, restrictions, grant making platforms and the funding process. Please review these materials carefully and note the following deadlines.

Giving platform	*Application deadline*	*Written notification*
Arts and Cultural Heritage	January 15	April
Economic Independence	April 15	July
Community Service	August 15	November

Due to the number of requests we receive, these deadlines are firm. Incomplete proposals and proposals that do not fit within the appropriate giving platform will be returned. If after reviewing the guidelines you have questions about the fit of your organization or program, we encourage you to call us. Please call 612-671-1158, identify yourself and your agency, and a community relations staff person will return your call.

Sincerely,

Judy Gaviser

Judy Gaviser
Director-Philanthropy and Community Relations

American Express Minnesota Philanthropic Program Guidelines

I. THE PROGRAM

The American Express Minnesota Philanthropic Program (AEMPP) makes grants on behalf of American Express Financial Advisors Inc. and The American Express Travel Related Services Company in the Twin Cities and greater Minnesota. Only non-profit organizations with 501(c)(3) IRS tax status may be funded.

Grant making focus

Our philanthropic program has three grant making platforms: Economic Independence, Arts/Cultural Heritage and Community Service.

Funding priorities

Programs that:

- Clearly match the guidelines of the giving platform
- Provide excellent, high-quality services
- Show demonstrated results
- Offer direct services to the public
- Involve American Express employees/advisors as volunteers

	Percent of Total Giving	
Platform	**1998**	**Future Years**
Economic Independence	50%	60%
Arts/Cultural Heritage	30%	30%
Community Service	20%	10%

Program strategy

We prefer long-term relationships with agencies, however, previous funding from the AEMPP does not guarantee continuing support to any organization. Some organizations meeting the philanthropic program's criteria may not receive support because our limited resources permit funding of only a portion of the many worthwhile requests we receive each year.

II. RESTRICTIONS

Generally we do not fund:

- Endowments or capital campaigns
- Travel for groups or individuals
- Political, fraternal or sports organizations or campaigns
- Books and magazines; articles or advertising in professional journals
- Fundraising activities such as benefits, charitable dinners or sporting events
- Individuals
- Legislative or lobbying efforts
- Medical research or hospitals
- Loans or loan-guarantees to non-profit organizations
- Programs of religious groups except where they provide needed services to the community at large and do not include or promote a particular religious instruction or belief
- Programs that do not fall within one of our three focus areas

III. GRANT MAKING PLATFORMS

Economic Independence

Encourage, sustain, and develop economic self-reliance through programs that:

- Serve youth, emphasizing school-to-work efforts, basic work-readiness, and work experiences
- Build awareness about career and employment options for individuals facing significant barriers to employment; and provide education, training and workplace experiences in order that they may actively pursue these options
- Provide education in the fundamentals of business and economics, the importance of savings, the basics of personal financial management and related consumer issues

Arts/Cultural Heritage

Supports arts and cultural institutions that enrich the Twin Cities and Greater Minnesota communities; that provide employees, advisors and clients with entertainment and education; and that support the area's status as a tourist destination, emphasizing:

- Support of major cultural institutions and projects in the visual and performing arts
- Exhibitions and performances that represent diverse cultures
- Accessibility to the arts and assistance to organizations in developing new audiences
- Historic preservation

Community Service

Primarily supports the volunteer efforts of American Express employees and advisors in the Twin Cities and Greater Minnesota. Also supports organizations with whom the American Express Financial Advisor Volunteer Council has a formal relationship.

All Community Service proposals must fall within one of the two following categories:

1. In general, grants supporting **significant volunteer involvement of employees/advisors** in community events. Requests must demonstrate broad employee/advisor/retiree involvement.
2. Grants supporting **involvement** (e.g., board or committee service) by leaders within American Express Financial Advisors or Travel Related Services.

American Express Minnesota
Philanthropic Program Guidelines

IV. HOW TO APPLY FOR FUNDING

1. Provide grant request cover letter clearly stating the amount requested and a two- or three-sentence description of the program.
2. Complete the Minnesota Common Grant application, available from the Minnesota Council on Foundations, if desired.

All applications should include the following information:

Grant request

- Target groups to be served, program objectives, activities to be undertaken, timetables and current or possible future American Express employee/advisor involvement
- Details on how this project/program fits the American Express Minnesota Philanthropic Program focus
- Program goals and objectives and an evaluation plan for how they will be measured
- Demonstrated results of project/program to date
- Client demographics, actual or anticipated, for proposed program

Background information about organization

- Description of your organization, its legal name, address, primary purpose and history
- Primary contact person, title and telephone number
- List of other funding sources
- History of American Express support
- Names of American Express employees, retirees and/or financial advisors who volunteer for your organization
- Business relationship with American Express if applicable

Required attachments

- Proof of your non-profit, 501(c)(3) tax-exempt status
- Detailed project budget
- Current operating budget
- Audited financial statement for the previous fiscal year
- Copy of your most recent IRS 990 report
- List of your organization's board of directors
- Your latest annual report or summary of your organization's overall mission and highlights of accomplishments

Receipt of your application will be acknowledged. If the request is incomplete, your proposal will be returned.

American Express Minnesota Philanthropic Program Guidelines

V. REVIEW AND GRANT MAKING PROCESS

Community Relations staff are responsible for administering grants. The American Express Minnesota Philanthropic Program Committee meets three times a year to review grant proposals. You will be informed in writing about our decisions within three months of the submission deadlines.

Proposal deadlines:

Arts/Cultural Heritage

Deadline: January 15
Committee review: March/April

Economic Independence

Deadline: April 15
Committee review: June/July

Community Service

Deadline: August 15
Committee review: October/November

Due to the volume of proposals, the deadlines are firm.

VI. TO SUBMIT YOUR PROPOSAL

Address your full proposal to the American Express Minnesota Philanthropic Program. If more information is needed, a Community Relations staff person will contact you after your proposal has been reviewed. Proposals and requests for information should be sent to:

American Express Minnesota
Philanthropic Program
American Express Financial Advisors Inc.
IDS Tower 10
T10, Unit 108
Minneapolis, MN 55440

If you have any questions, call (612) 671-1158.

Community Enrichment con't.

The Urban Coalition
General operating support
Walker Art Center
General operating support,
Program support

$50,000 & Above:

The Minneapolis Institute of Arts
General operating support,
Educator services program,
Capital support
Minnesota Children's Museum
Capital support
The Minnesota Opera
Capital support
The Minnesota Orchestral Association
General operating support,
Young People's Concert program,
Capital support
Minnesota Public Radio
General operating support,
Capital support
Project EarthSense
Capital support
Science Museum of Minnesota
Capital support
Twin Cities Public Television
General operating support,
Evening broadcasts sponsorship,
Capital support
United Way of Minneapolis Area
General operating support

Youth & Family Development

$1,000 - $14,999:

Apple Tree Dental
Program support
Boy Scouts of America, Viking Council
General operating support,
Program support
Bridging, Inc.
General operating support
Center School
Program support
Children's Defense Fund, Minnesota Office
General operating support
Children's Home Society of Minnesota
Program support
CornerHouse
General operating support
East Side Neighborhood Service, Inc.
Menlo Park Alternative School program
The Edina ABC Foundation
Program support
English Learning Center
General operating support,
Capital support
Family Friends, Inc.
General operating support
The Grant Hussey Foundation
General operating support
Hazelden Foundation
Program support
Hospitality House Boys and Girls Clubs
General operating support
Kinship of Greater Minneapolis
General operating support
Loring Nicollet-Bethlehem Community Centers, Inc.
Youth Employment program,
Alternative education programs
MacPhail Center for the Arts
General operating support
Minneapolis American Indian Center
Program support
Minneapolis Crisis Nursery
General operating support
Minneapolis Park and Recreation Board
Program support
Minneapolis South High School Foundation
Program support
Mothers Against Drunk Driving
Program support
Neighborhood Involvement Program, Inc.
General operating support
North Memorial Community Foundation
Program support
PACER Center
General operating support
People Serving People, Inc.
Program support
Pillsbury Neighborhood Services
Program support
Prevention Alliance
General operating support
St. David's School for Child Development and Family Services
General operating support,
Program support
Storefront/Youth Action
General operating support
Teens Alone
General operating support
Twin Cities Tree Trust
General operating support
Voyageur Outward Bound School
General operating support
Washburn Child Guidance Center
General operating support
YMCA of Metropolitan Minneapolis
Black Achievers program,
Fresh Force program,
Y Start program

$15,000 - $49,999

Big Brothers and Sisters of Greater Minneapolis
Program support
Boy Scouts of America, Viking Council
Capital support
Boys & Girls Club of Minneapolis
General operating support
The Bridge for Runaway Youth, Inc.
General operating support
Catholic Charities
Program support
Children's Health Care Foundation
Program support
The City, Inc.
Program support
Family Hope Services
Program support
Girl Scout Council of Greater Minneapolis
Program support

Youth & Family Development con't.

Greater Minneapolis Council of Churches-Div. of Indian Work
Program support

The Institute for Education and Advocacy
Program support

Minneapolis Park and Recreation Board
Program support

Minneapolis YWCA
General operating support

Minnesota Early Learning Design
Program support

The Minnesota Independent School Fund, Inc.
Program support

Phyllis Wheatley Community Center
Program support

Planned Parenthood of Minnesota
Education programs

Plymouth Christian Youth Center
Alternative school programs

Project for Pride in Living, Inc.
Program support

Sabathani Community Center
Program support,
Capital support

Storefront/Youth Action
Capital support

University of Minnesota, Children's Cancer Research Fund
Program support

YMCA of Metropolitan Minneapolis
Camp scholarships,
Home Team program

$50,000 & Above:

Minneapolis Crisis Nursery
Capital support

YMCA of Metropolitan Minneapolis
Capital support

Economic Self-sufficiency

$1,000 - $14,999:

AccessAbility Inc.
General operating support

African American Family Services
General operating support

American Indian OIC
General operating support

Anishinabe Council of Job Developers, Inc.
General operating support

Blindness: Learning in New Dimensions, Inc.
Program support

Employment Action Center, Division of RESOURCE, Inc.
Women In Transition program

The Fund for the Legal Aid Society
General operating support

H.E.A.R.T., Inc.
General operating support

Minneaota State Colleges and Universities
Program Support

Learning Disabilities Association, Inc.
Program support

Minneapolis Community College Foundation
Scholarship support

Minneapolis Neighborhood Employment Network
General operating support

Minnesota Justice Foundation
Clerkship program

Minnesota Literacy Council
General operating support

Perspectives, Inc.
General operating support

Rebuild Resources
General operating support

Twin Cities Community Voice Mail
General operating support

WomenVenture
General operating support

$15,000 - $49,999:

AMICUS, Inc.
General operating support

American Indian Business Development Corporation
General operating support

Augsburg College
American Indian Student Scholarship program

City of Minneapolis
Minneapolis Employment and Training program

Economic Self-sufficiency con't.

CommonBond Communities
Resident Services programs

Courage Center
Program support

Dunwoody Institute
General operating support,
Program support

Greater Minneapolis Chamber of Commerce
Voyager program support

HIRED
General operating support,
Program support

Home Ownership For Minneapolis' Southside
Program support

Metropolitan Economic Development Association
General operating support

Metropolitan State University Foundation
Student Stipends program

Minneapolis College of Art and Design
General operating support

Minnesota Citizens Council on Crime and Justice
General operating support

Opportunity Workshop, Inc.
General operating support,
Capital support

Project for Pride in Living, Inc.
Capital support

Sharing and Caring Hands, Inc.
General operating support

Summit Academy OIC
General operating support

University of Minnesota, Hubert H. Humphrey Institute
Program support

$50,000 & Above:

Family Housing Fund of Minneapolis and St. Paul
Program support

The Greater Minneapolis Metropolitan Housing Corporation
General operating support

Minnesota Private College Fund
General operating support,
Cargill Scholarship program

National FFA Foundation
Program for Rural America

University of Minnesota, Carlson School of Management
Capital support

University of St. Thomas
Capital support

Community Enrichment

$1,000 - $14,999:

Crime Stoppers Inc.
General operating support

The Friends of the Minneapolis Public Library
General operating support

Hammer Residences, Inc.
Program support

Minneapolis Urban League
General operating support

Minnesota Aids Project
General operating support

Minnesota Council on Foundations
Membership

Minnesota Historical Society
Program support

The Minnesota Opera
General operating support

Neighborhood Health Care Network
General operating support

Ordway Music Theatre
General operating support,
Education programs

Vail Place
General operating support

$15,000 - $49,000:

The Children's Theatre Company
General operating support,
Stages Theatre Guides

The Guthrie Theater
Teacher Study Guides

Jungle Theater
Capital support

Minnesota Children's Museum
Program support

Minnesota Zoo Foundation
General operating support

The Nature Conservancy, Minnesota Chapter
General operating support

Saint Paul Chamber Orchestra
General operating support,
Education programs

Science Museum of Minnesota
General operating support

University of Minnesota, Landscape Arboretum
Operating support

Cargill Grantmaking GUIDELINES

Cargill's Community COMMITMENT

Cargill has a long-standing tradition helping nonprofit organizations meet the growing needs of our communities. Cargill is committed to the communities where it does business and where its employees work and live, which now involves 76,000 people in more than 1,000 locations within 66 countries around the world.

Cargill knows that it takes many partners to build strong communities. No one agency or company can reach all of those in need today. But their combined efforts can make a real difference. Cargill is working to strengthen and expand its partnerships with organizations that share our grantmaking goals and consistently achieve positive results.

From its beginnings in 1865 as a country grain elevator, Cargill has grown into an international marketer, processor and distributor of agricultural, financial and industrial products. It provides farmers with services and inputs, including seed, feed, and fertilizer. It buys their crops and finds new markets and uses for them. It processes wheat, corn, oilseeds and fruits, as well as beef, pork, and poultry. Cargill manufactures steel, salt and fertilizer. Its financial businesses are involved in capital markets, emerging economies, various financial assets and futures brokerages.

Preventing farm-related childhood injuries, health risks and fatalities is the goal of our partnership with Farm Safety 4 Just Kids.

Our Shared Investment

Cargill builds businesses that contribute to economic growth and better living standards. This is Cargill's basic vision, and from it grows the company's commitment to its communities. Building relationships with the communities that are home to our plants, offices, employees and customers is an integral part of our business plan. In the future, Cargill will expand its grantmaking program to reflect continued growth in this shared investment.

Under the theme "Cargill Cares," the company strives to alleviate hunger, promote literacy, sustain the arts and improve health and human services. It supports the Special Olympics and works to protect farm children from accidents. Cargill devotes resources to strengthen secondary and higher education and improve the environment. It gives to local fire and police departments, hospitals and day-care centers, schools and libraries. Contributions, whether provided by The Cargill Foundation, individual Cargill businesses or the Cargill Contributions Committee, often are accompanied by the skills and time volunteered by its employees and retirees around the world.

Volunteers in this family literacy project in Cincinnati provide homework assistance and also help renovate the local community center.

Meeting Today's Challenges

Cargill's grantmaking strategy recognizes that we cannot address every community need, but we can make a difference in specific areas. Our goal is to target our charitable funds and volunteer efforts to programs that can compliment Cargill's business and employee interests.

These are challenging times. More nonprofit agencies are seeking private sector funds, and recent cutbacks in government funds will make a difficult environment even more complex. To improve our decision-making and achieve greater impact with our limited dollars, we have narrowed the scope of our grantmaking and established criteria against which we will screen and evaluate requests. Our criteria center around Cargill's grantmaking mission, guidelines, focus areas and priorities, and the performance of past grant recipients.

Future Direction

In 1996-97, Cargill will contribute approximately $12 million to non-profit organizations in the United States.

Cargill's grantmaking mission is:

We will make grants that foster economic, social and human development in each of the communities where Cargill has a presence in order to enable people to achieve their full potential as individuals and as contributing members of society.

While Cargill's three grantmaking entities share a common mission, each has distinct priorities. The Cargill Foundation, which traditionally supports Twin Cities-based organizations, will donate $4 million. The Cargill Contributions Committee, which has a more national orientation, will provide $5 million in grants. Individual Cargill businesses will provide $3 million in grants, typically to charities in the cities and towns where Cargill has facilities.

Cargill's grantmaking has steadily increased in recent years, representing our commitment to achieving a target of two percent of domestic pre-tax earnings for Cargill's U.S.-based contributions.

The Cargill Foundation's Grantmaking Focus Areas Are:

YOUTH AND FAMILY DEVELOPMENT: we will fund programs that help children under 18 years of age and families develop important life skills necessary for future success as students, parents, employees, community citizens and leaders. Specifically, our priorities are to:

- Improve student achievement.
- Promote positive relationships among youth or with parents/adults.
- Build developmental assets in youth.
- Promote health and safety among youth and families.

ECONOMIC SELF-SUFFICIENCY: programs that help adults gain the knowledge, skills and support needed to achieve economic self-sufficiency or remove barriers to employment opportunities. Our priorities are to:

- Increase educational opportunities and academic performance.
- Enhance economic opportunities through employment, training, counseling and networking.
- Promote enterprise development.
- Promote independent living and family stability.

COMMUNITY ENRICHMENT: programs that strengthen our communities, build civic pride or increase the capacity of local organizations to keep our communities vibrant and attractive places to live. Our priorities are to:

- Assist major community organizations to educate and inform citizens about important public issues.
- Support preeminent cultural institutions and their educational outreach activities.
- Support metropolitan/regional human service and social action initiatives that improve people's lives and stabilize communities.

Cargill Contributions Committee's Grantmaking Focus Areas Are:

CARGILL COMMUNITY MATCHING FUNDS: assist Cargill divisions and subsidiaries in the United States with grants to qualifying projects in their local communities. The Cargill Partnership Fund and United Way initiatives help leverage local financial and human resources in support of a variety of community organizations and projects.

CARGILL CARES COMMUNITY SERVICE INITIATIVES: provide leadership grants to partnering organizations in support of corporate, division or department projects that encourage individual and group participation by employees, retirees and their families.

STRENGTHENING RURAL COMMUNITIES: fund programs that address issues affecting the long-term vitality of rural communities in states and regions where Cargill has a presence. Our priorities are to:

- Increase educational and employment opportunities.
- Support health and human service initiatives that improve people's lives and stabilize communities.
- Support civic and cultural programs that foster broad-based citizen education and community partnerships.

YOUTH AND FAMILY DEVELOPMENT: fund programs that help children, young adults and families develop important life skills necessary for future success as students, parents, employees, community citizens and leaders. Our priorities are to:

- Improve student achievement.
- Build developmental assets in youth.
- Promote positive relationships among youth or with parents/adults.

HIGHER EDUCATION: provide grants that help build or strengthen strategic partnerships with post-secondary institutions in the United States. Our priorities are to:

- Support targeted academic programs within designated colleges and universities.
- Increase dialogue between Cargill people and university faculty and officials about issues of mutual interest.

Eligibility

Cargill receives requests from many more agencies than it can support. In order to be considered for funding, requests for support must align with Cargill's grantmaking mission as well as specific focus areas and priorities. Some geographic limitations apply (e.g., The Cargill Foundation and Contributions Committee seldom fund international programs), and grant applicants may wish to discuss these with Cargill program officers.

Grants usually are made for general operating or specific program purposes; only limited funds are available for capital campaigns. We prefer to support direct delivery of services as compared to research, planning or public service campaigns. Also, Cargill tries to link its grants with the company's broader business interests and community involvement programs.

Nonprofit organizations requesting funds should meet the following criteria:

- Demonstrate effective leadership and management and have a significant, favorable impact on the community.
- Have clear goals and sufficient resources to accomplish their objectives.
- Generally have at least a full year of operating experience.

Because of budget limitations, company policies or federal tax law, we generally will not consider grants to:

- Individual applicants or groups for support of their personal needs, including travel.
- Religious denominations for support of denominational causes.
- Political campaigns or political lobbying activities.
- Benefit fund-raisers or tickets to same.
- Recognition or testimonial events.
- Fundraising campaigns to eliminate or control specific diseases.

Kids Cafe, a program run by and for members of the Minneapolis Boys and Girls Club, serves up nutritious meals and lessons in taking personal responsibility.

- Fraternal, veterans or professional associations.
- Athletic scholarships.
- Employee matching gifts.
- Advertising sponsorships.
- Publication of books or annual reports; audio-visual productions or special broadcasts.
- Endowment campaigns.
- Projects at individual elementary and secondary schools.

Grant Requests

Organizations need not complete a grant application form. We simply require a letter of inquiry that includes the following:

- Description of the organization's history, mission, programs and services and staffing support.
- Description of the intended use of the requested funds, including dollar amount, goals, objectives and timetable.
- Evidence of IRS tax-exempt status under section 501(c)(3) of the Internal Revenue Code.
- Itemized annual budget and sources of support.
- Most recent audited financial statement.
- List of board of directors.

Please send grant request correspondence to:

Denise Lotton
Grants Administrator
P.O. Box 5690
Minneapolis, MN 55440-5690
PH 612-742-6122
FX 612-742-7224
denise_lotton@cargill.com

Express mail or messenger address:
Cargill Office Center
15407 McGinty Road West
Wayzata, MN 55391-2399

If you do have questions, please contact:

Cargill Contributions Committee

Cargill Contributions Committee
Mark Murphy
P.O. Box 5650
Minneapolis, MN 55440-5650
Ph. 612/742-2792 Fx. 7224

The Cargill Foundation

The Cargill Foundation
Toni Green
P.O. Box 5690
Minneapolis, MN 55440-5690
Ph. 612/742-6290 Fx. 7224

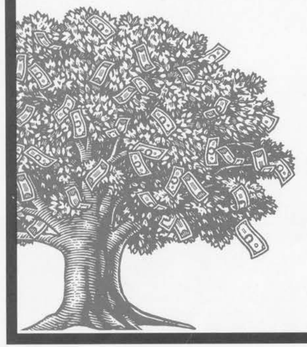
Grants are reviewed as they are received. Applicants will be notified within a few weeks as to whether their requests are declined or have been referred either to the Cargill Contributions Committee or The Cargill Foundation. Both meet regularly to consider funding requests. Notifications regarding Cargill's funding decisions are made shortly thereafter.

Applicants are encouraged to call Cargill program officers to discuss questions they may have concerning their requests or our guidelines. Proposals must be received at least one month in advance of our meetings to be considered.

Organizations outside Minneapolis are encouraged to initially contact the Cargill manager in their community to discuss the availability of local funds.

LEARN TO GET GRANTS FOR:

- Projects
- Equipment
- Service
- Programs
- Building
- Training
- Research
- MORE!



Learn the basics — from grant ideas to grant dollars and simplify your grant activities!

Dick REGISTERED!

GRANT PROPOSAL PLANNING AND WRITING

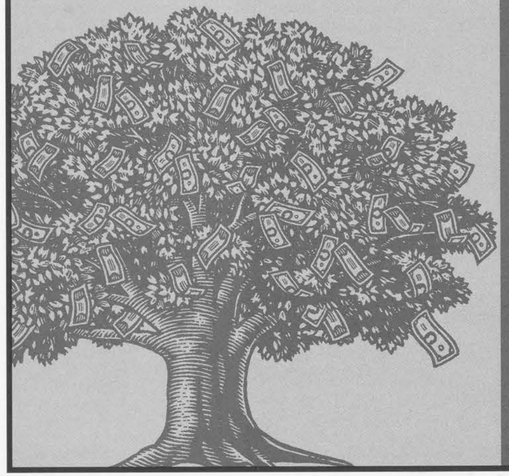
A one-day workshop to help you win more grants

Kenosha, WI • Friday, May 8
Minneapolis, MN • Monday, June 15
Milwaukee, WI • Thursday, June 18
Omaha, NE • Monday, June 22
Los Angeles, CA • Thursday, June 25

COMPUTERIZED GRANT SEEKING

Use your personal computer to strengthen your proposal planning and writing capabilities.

Minneapolis, MN • Tuesday, June 16
Milwaukee, WI • Friday, June 19
Omaha NE • Tuesday, June 23
Los Angeles, CA • Friday, June 26



MARQUETTE UNIVERSITY
DIVISION OF CONTINUING EDUCATION

SEE HOW MUCH YOU CAN ACCOMPLISH IN ONE DAY!

GRANT PROPOSAL PLANNING AND WRITING

Kenosha • Friday, May 8, 1998
Marquette University Kenosha Center
12221 - 71st Street
Kenosha, WI

Minneapolis • Monday, June 15, 1998
University of St. Thomas
New College and The Center for
Nonprofit Management
St. Paul, MN #448

Milwaukee • Thursday, June 18, 1998
Marquette University
Division of Continuing Education
Milwaukee, WI

Omaha • Monday, June 22, 1998
Creighton University
Office of Grants Administration
2500 California Plaza
Omaha, NE

Los Angeles • Thursday, June 25, 1998
Loyola Marymount University
Division of Continuing Education/
Summer Sessions/Special Programs
7101 West 80th Street
Los Angeles, CA

COMPUTERIZED GRANT SEEKING

Milwaukee • Friday, June 19, 1998
Marquette University
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Los Angeles • Friday, June 26, 1998
Loyola Marymount University
Division of Continuing Education/
Summer Sessions/Special Programs
7101 West 80th Street
Los Angeles, CA

You will receive a map of the location you are attending with your registration confirmation.

THERE ARE BILLIONS OF GRANT DOLLARS GIVEN AWAY EACH YEAR BY GOVERNMENT AGENCIES, FOUNDATIONS AND CORPORATIONS.

THESE TWO PROGRAMS ARE DESIGNED TO HELP YOU GET YOUR FAIR SHARE.

WHAT OTHERS HAVE SAID

"An outstanding program! A thorough presentation on grant proposals presented from a practical point of view! I highly recommend it. Terrific insights into the grants proposal process!"
Research Associate, CEBS

"I like the straight forward approach. Even though I really knew nothing about grants before I came, I was able to follow the entire presentation."
Social Worker

"These sessions have without a doubt been one of the most important professional days I've ever spent. I've come to feel that I can really write grants."
Alcohol & Drug Abuse Counselor

"As a person coming to the seminar from the 'flip-side' or grant-making side of things, I certainly have learned a great deal. I particularly wish, however, that more of the people who submit proposals to our Foundation had also taken it."
Director of Grants Administration at a Private Foundation

"Our scope of imagination widened as we listened...I appreciate the specificity in steps as well as language to use."
Community Services Director

"The instructors were willing to share not only their expertise, but 'insider' tips. It provided a sense of confidence that we can write successful grants...I would rate this seminar as the best I've heard on a very specialized subject."
Diocesan Director

For more information,
call 414-288-7345 • fax 414-288-3730 • e-mail: info@www.conted.mu.edu • website: http://www.conted.mu.edu

GRANT PROPOSAL PLANNING AND WRITING

This course will start with a session on **Planning Grant Proposals**. It is designed to improve your success rate in winning grants from foundations, corporations and government agencies. It will develop your skills in designing successful grant-seeking strategies and help you gain confidence in your ability to obtain grants. To be consistently successful in getting grants, a systematic approach is essential. Knowledge of the marketplace will maximize your efforts. Solid organizational policies and processes will increase your competitiveness for grant dollars.

The afternoon session will focus on **Writing Grant Proposals**. It will enable you to put your grant planning ideas into immediate practice and will discuss in great detail how to write grant proposals for private and public grant-givers. Participants are encouraged to bring new ideas or existing proposal drafts as a focal point for development in class. Many examples of "good" and "bad" proposals will be presented. Tips on how to use the personal computer in writing grant proposals will be presented. You will start a proposal draft in class.

In essence, these workshops will concentrate on the practical elements of planning and writing proposals. Equally important, they will directly address some of the major barriers to getting grants—overcoming inexperience, insufficient time and conflicting priorities. A detailed workshop notebook is designed to help you successfully transfer the workshop experience into your regular office routine.

MORNING AGENDA—PROPOSAL PLANNING SESSION

What You'll Learn

At this session you'll learn to...

- ❑ Identify who is funding what
- ❑ Match your needs with funding priorities
- ❑ Convince others of your needs
- ❑ Implement a "Systems Approach"
- ❑ Repackage grant ideas
- ❑ Make pre-proposal contracts

What You'll Take Home

After this workshop, you'll know how to...

- ❑ Find federal and private grants
- ❑ Uncover sponsor grant priorities
- ❑ Build a grants network
- ❑ Get your staff involved
- ❑ Submit more proposals
- ❑ Use new technical writing skills
- ❑ Put it all together

AFTERNOON AGENDA—PROPOSAL WRITING SESSION

What You'll Learn

At this session you'll learn to...

- ❑ Write letter proposals
- ❑ Write government grants
- ❑ Construct budgets
- ❑ Design readable proposals
- ❑ Critique proposals
- ❑ Resubmit rejected proposals

What You'll Take Home

After this session, you'll know how to...

- ❑ Avoid common mistakes
- ❑ Succeed as others do
- ❑ Work smarter with computers
- ❑ Write persuasively
- ❑ Submit multiple proposals
- ❑ Handle site visit

WHO SHOULD ATTEND

You should, if there is a gap between your agency needs and financial resources. Besides, having successful grant skills can be a real career advantage for you.

Past participants have included executive directors, agency heads, development directors, health care professionals, grant writers, special projects directors, administrators, marketing directors and educators. If you anticipate writing proposals in the future, supervising staff who will write proposals, or fine-tuning existing ideas for proposals, these workshops are for you.

KENOSHA SECTION
Date: Friday, May 8
Course No. SS2003-982 • .6 CEU

MINNEAPOLIS SECTION
Date: Monday, June 15
Course No. SS2005-982 • .6 CEU

MILWAUKEE SECTION
Date: Thursday, June 18
Course No. SS2004-982 • .6 CEU

OMAHA SECTION
Date: Monday, June 22
Course No. SS2006-982 • .6 CEU

LOS ANGELES SECTION
Date: Thursday, June 25
Course No. SS2007-982 • .6 CEU

EACH SECTION—TIME
9 a.m.-4 p.m.

EACH SECTION—FEES
$269; $249 for registrations received at least 14 days before start date

THE PRESENTER

The workshop is taught by Dr. Lynn E. Miner, Director of Research and Sponsored Programs at Marquette University. Since writing and receiving his first grant in 1964, Dr. Miner has advised educators, health care specialists and other non-profit professionals on the development and submission of more than 4,000 proposals which have generated millions of dollars. In addition, he has helped grant-makers in government, private foundations and corporate sectors establish guidelines for awarding grants. Thousands have taken his grant workshops which are based on a strategically-designed "Systems Approach" that simplifies the task of turning your grant idea into grant dollars. As a hobby, Dr. Miner is an avid magician. While there's nothing magical about getting a grant, don't be surprised if Dr. Miner performs a trick or two during the workshop in order to illustrate a point (or de-mystify the grants process).

COMPUTERIZED GRANT SEEKING

Computerized Grant Seeking is a unique course that blends some advanced-level grant development strategies with the latest in computerized information management. It is designed especially for people who have taken Grant Proposal Planning and Writing or a similar course. You should have a basic knowledge of both grants and computers.

You will learn how to use your personal computer to strengthen your proposal planning and writing capabilities. More precisely, you will learn how to use your favorite word processing program to sharpen your proposal writing skills. You will also learn how to use the Internet, Gopher, and the World Wide Web to access the wealth of grant-related information available. By using popular graphical interface software, browsing the Net is as easy as point and click.

In *Computerized Grant Seeking*, you will learn how to use the Internet to find funding opportunities, "hot" funding topics, key words, mission statements, RFP's, information about specific grant programs, research public and private funding sources, search award information and abstracts, and much more. You will learn how to download on-line copies of grant proposal forms, guidelines and policy manuals. Finally, you will leave the class with an up-to-date list of web site addresses on a disk that you can use with your computer, modem and Internet provider.

What You'll Learn

At this session you'll learn about...

- ❑ Computerized Grant Hardware
- ❑ Computerized Grant Software
- ❑ Internet and Web Sites
- ❑ Search Engines
- ❑ Hot Funding Topics
- ❑ Identifying Funding Sources
- ❑ Researching Funding Sources
- ❑ Award Information
- ❑ Downloading Forms, Guidelines, Manuals
- ❑ Word Processing Shortcuts

What You'll Take Home

After this workshop, you'll know how to...

- ❑ reduce the amount of time you spend preparing grants
- ❑ increase the number of proposals you are able to submit
- ❑ target your proposals to sponsors who share your values
- ❑ expand your competitiveness in the grants area

WHO SHOULD ATTEND

You should, if you want to accelerate your proposal submissions by making computer technology work for you. Besides, having computerized grantseeking skills can be a real career advantage for you.

This workshop is especially designed for people who have taken Grant Proposal Planning and Writing or a similar course. This includes executive directors, agency heads, development directors, health care professionals, grant writers, special project directors, administrators, marketing directors and educators. If you want to submit more proposals by working smarter, not harder, this workshop is for you.

For more information,
call 414-288-7345 • fax 414-288-3730 • e-mail: info@www.conted.mu.edu
website: http://www.conted.mu.edu

MINNEAPOLIS SECTION
Date: Tuesday, June 16
Course No. SL9013-982 • .6 CEU

MILWAUKEE SECTION
Date: Friday, June 19
Course No. SL9012-982 • .6 CEU

OMAHA SECTION
Date: Tuesday, June 23
Course No. SL9014-982 • .6 CEU

LOS ANGELES SECTION
Date: Friday, June 26
Course No. SL9015-982 • .6 CEU

EACH SECTION—TIME
9 a.m.-4 p.m.

EACH SECTION—FEES
$269; $249 for registrations received at least 14 days before start date

THE PRESENTERS

Computerized Grant Seeking is taught by Dr. Lynn Miner and Mr. Jeremy Miner. Dr. Lynn Miner is Director of Research and Sponsored Programs at Marquette University. He has taught grant workshops around the country for the past 15 years. He has advised educators, health care specialists and other non-profit professionals on the development and submission of more than 4,000 proposals that have generated millions of dollars. Mr. Jeremy Miner is currently a Teaching Assistant in Technical Writing at the University of Minnesota, and an experienced grant getter. Both father and son will share their computerized systems approach to successful grant getting. Small class size, a modern computerized laboratory, and hands-on instruction from experienced professionals will result in advancing your computerized grantseeking to a new level of productivity.

GENERAL INFORMATION

5 Easy Ways To Register

By Phone
414-288-7345

By Fax
414-288-3730

By Mail
Complete and mail your enrollment form to:
Marquette University
Continuing Education
P.O. Box 1881
Milwaukee, WI
53201-1881

In Person
Continuing Education
1918 W. Wisconsin Ave.
second floor

By E-mail
register@www.conted.mu.edu
Please include:
- **Name and mailing address**
- **Session you wish to attend**
- **Billing information**

MAPS
You will receive a map of the location you are attending with your registration confirmation.

DISCOUNTS
Some courses offer discounted rates. Those rates are listed under each description. Please choose only one discount per course.

SUBSTITUTIONS/REFUNDS
If you cannot attend, you may substitute another person or transfer to another seminar. If you must withdraw, a full refund minus a $10 administrative fee will be issued. In classes where there is limited enrollment, a notice of five full working days is necessary. No refunds will be issued after a course has begun.

PERSONS WITH DISABILITIES
If you have a disability requiring special arrangements, please let us know when registering so that we can make accommodations for you. Call 414-288-7345.

PARKING
For programs held in the Center for Continuing Education, 1918 W. Wisconsin Ave., second floor; Parking is available in the structure adjoining the Center for a modest fee. Permits will be granted upon entrance to the structure. All other locations also have parking available.

CEUS
Continuing Education Units (CEU) are a means of recognizing and recording the efforts of individuals who satisfactorily participate in the University's non-credit programs. CEUs are awarded as indicated in each course description. In order to earn the CEU, attendance at the entire program is required. Partial CEU will be granted only upon prior authorization for selected situations. Transcripts are available upon request. Please allow two weeks for processing of transcripts.

Call 414-288-7345 or fax 414-288-3730 for more information.

GROTTO FOUNDATION INC.

Community, Family and Understanding

1998 Annual Report

Audited Financial Report May 1, 1997 to April 30, 1998

Prepared January 1999

Table of Contents

Grotto Foundation, Inc.

Grotto Foundation, Inc.
West 1050 First National Bank Building
332 Minnesota Street
Saint Paul, Minnesota 55101-1312
(651) 225-0777 fax: (651) 225-0752
www.grottofoundation.org

e-mail: info@grottofoundation.org gblake@grottofoundation.org kmeissner@grottofoundation.org
pthomas@grottofoundation.org smillett@grottofoundation.org

† Retired September 1996 *Deceased February 21, 1994 **Deceased April 6, 1995 ***Deceased January 14, 1997

I Am a Collaboration
Elizabeth (Betsy) Burns, Ph.D.

Sources for *I am a Collaboration*

Advocating Change Together
Mary Kay Kennedy

Model Cities of Saint Paul
Pam Young

Native American Journalists Association
Gordon Regguinti

Project Regina
Sarah Olson and Tracy Hamilton

Portage for Youth
Raeann Ruth

I Am a Collaboration

I am
I know you.
You are
Welcome
Here.

I am empowering families.

I am
storytellers past
Camp criers
Historians
The runners
The messengers
The voices carried
On the wind.

I am women becoming self-reliant.

Get on board this train to freedom.

I am grandma's house.

I am this is where you are safe.

The Partnership:
Louis W. Hill, Jr. and Aldred Arthur Heckman

The dynamic relationship of the founder, Louis W. Hill, Jr. (pronounced "Louie") and founding Executive Director, Aldred Arthur (A. A. or Al) Heckman, created an organizational philosophy that remains an influential component of the Grotto Foundation, Inc. The philosophy was integrated into their working relationship, built over some sixty years, thirty of which were with Grotto.

The work of Grotto has tended to reflect the entrepreneurial spirit of Louis W. Hill, Jr., yet has been directed with unequivocal respect for the traditions of a family foundation. Hill and Heckman instituted the practice of funding higher risk initiatives, a visionary leadership style in management, and a supportive, consultative role for the board.

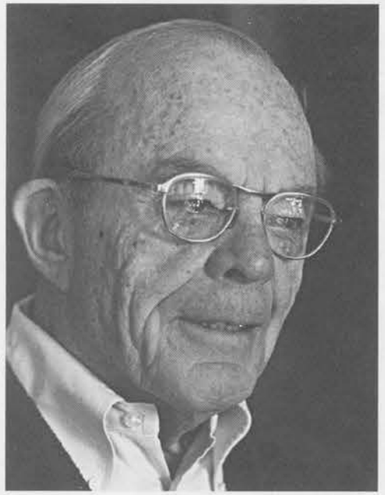

Photo: Mari Hill Harpur

Louis W, Hill, Jr.

The unique balance between a strong, active management and an engaged board continues to serve the legacy of Hill and Heckman's dynamic vision and practice.

Louis W. Hill, Jr.

Louis W. Hill, Jr., the founder of Grotto, knew that money was not a solution to the problems of society, but a tool to be used with equal parts of conviction and tenacity. He believed in the capability of people to improve their own lives in their own ways. The philanthropic philosophy that Louis Hill established within the Grotto Foundation, Inc. emphasized the delivery of financial assistance as part of the formula toward organization empowerment and the ultimate well-being of communities.

The creative mixture of serving the fundamental needs of the community, while celebrating the importance of cultural diversity, has been crucial in the work of the Foundation since its creation on December 31, 1964.

Louis Warren Hill, Jr. was born in St. Paul on May 19, 1902, the first of the four children of Maud Van Cortlandt Taylor Hill and Louis W. Hill, Sr. Within the next three years, his sister Maud, his brother Jerome, and his youngest brother Cortlandt were born. Thus was formed the third generation of one of Minnesota's most influential families: the grandchildren of James J. Hill, the railroad baron who was known as the "Empire Builder."

From the beginning, Maud and Louis W. Hill, Sr. offered cultural and educational opportunities to their children. Their travels were varied, including the exploration of Glacier National Park

and trips to the yet undeveloped coast of California. The Hill family's early visits to Glacier National Park in Montana introduced Louis to members of the Blackfeet tribe. At the age of twelve, he was given a traditional Blackfeet name, *Ot Que Kaitsip Imo* (Little Yellow Pinto Pony Rider), by hereditary leader, *Neok Ska Kio* (Three Bears). Louis would continue his high regard for Native people throughout his life.

The year 1921 marked the beginning of Louis' studies at Yale University. It was at Yale that Louis further developed his lifelong interest in Japanese culture, an interest sparked by the involvement of his grandfather and father with artistic families and business leaders of Japan. After earning a bachelor's degree in philosophy with high honors, Louis spent six months in 1925 as an independent scholar at Balliol College at Oxford University in England. In 1929, Louis extensively toured Japan, China, Fiji, and India over a period of six months, collecting a vast number of valuable prints and artifacts which he subsequently donated to area museums.

From 1937 to 1951, Louis was the Representative for the 40th District, House of Representatives, Minnesota State Legislature. He took a particular interest in affordable health care and humane garnishment procedures. In 1949, he established the North Oaks Company to develop one of the country's first private residential communities. From its inception, Louis stressed the importance of environmental ideals and the conservation of the natural beauty of North Oaks. He was constantly engaged in efforts to maintain the health and regeneration of Minnesota's wildlife.

In the 1950s, Louis met with President Dwight D. Eisenhower about the need for person-to-person diplomacy with Japan following World War II. As a result, in 1955, Louis helped to establish a Sister City relationship between St. Paul and Nagasaki, Japan – the first relationship of its kind in the United States. In recognition of this work and the international relationships that grew from it, Louis was awarded the medal of the Order of the Rising Sun by the Japanese government in 1987.

Grotto has been shaped by Louis W. Hill, Jr.'s interests, passions, and accomplishments. His legacy includes a lifetime of support to Asian artists, particularly Japanese printmakers and painters, a long-standing relationship with many Native American communities, and active involvement in countless organizations.

Aldred Arthur Heckman

The founding director of the Grotto Foundation was Aldred Arthur Heckman. He served as director from 1964 until December 1990, and he remained a board member until his death in 1994. Grotto's management structure grew out of his personal convictions and style.

Photo courtesy of United Hospitals

A.A. Heckman

Born on a small tobacco farm in Tipp City, Ohio, Al received his undergraduate degree from Dennison and pursued advanced training in social sciences administration. He accepted a position with the Cleveland Foundation in 1929. In 1931, Al moved to Minnesota to become the general secretary of United Charities of St. Paul. By 1932, the Great Depression had deepened in the Midwest; one of every five families in St. Paul was unemployed. In 1933, Al initiated the creation of the Ramsey County Welfare Board, where he introduced to St. Paul the then modern concept of integrated social services and public financial assistance. Under Al's leadership, comprehensive family services were decentralized in their delivery so that people would not have to go downtown and stand in long lines. During President Roosevelt's New Deal, Al was

The Partnership (continued)

assigned the directorship of the Works Progress Administration (WPA) of Ramsey County. In addition to hiring artists, librarians, and writers, the WPA hired almost 54,000 people to build Kellogg Boulevard in St. Paul, a lock at the Ford Dam, and the Mississippi River's nine-foot navigational channel.

Al was also a leading architect of a wide array of social programs: the creation of the Hazelden Chemical Dependency Treatment Center in Center City; the establishment of the Hill Monastic Manuscript Library at St. John's University in Collegeville; the establishment of the International Writing Project at the University of Iowa; the merger of three St. Paul hospitals into United Hospital; the creation of the Radio Talking Book services (a radio service for people who are blind); and the development of Alaska Public Radio Network's "National Native News." His contributions to the enrichment of his community were widely recognized. He received honorary doctorate degrees from Macalester College (1964), Hamline University (1964), St. John's University (1966), and the Minneapolis College of Art and Design (1988). The College of St. Catherine presented Al with a Medal of Honor for his distinguished and dedicated service (1983), and the College of St. Teresa in Winona presented Al with its Teresa of Avila Award honor (1984). Denison University awarded Al one of its first alumni citations in 1995.

Al was Minnesota's acknowledged Dean of Philanthropy. The three lessons of Al were: Believe in people; place dignity first and foremost; and use diligence in administering resources. He was consistently mindful of the power of a person with a vision. Financial support could mean nothing to an organization with half-hearted leadership.

He also believed that an irrepressible spirit was crucial. People drive projects; finances are only a part of the vehicle. Knowing how hard it can be for all of us to ask for money, Al arranged many methods by which support could be obtained while dignity remained intact. He conducted most of his business face to face, allowing him to convey respect to whomever he was meeting. Al understood that asking for help meant asking for trust. It meant the beginning of a partnership.

Mission Statement

The Mission of the Grotto Foundation is to benefit society by improving the education, and the economic, physical and social well being of citizens, with a special focus on families and culturally diverse groups. The Foundation is further interested in increasing public understanding of American cultural heritage, the cultures of nations, and the individual's responsibility to fellow human beings.

Grotto's mission is achieved by helping communities determine their own futures. Grotto works with people from communities of different ethnic groups and cultures who are inspired by their sense of vision and possibility. Grotto aims to assist these communities as they move in directions that they have determined are appropriate for their particular group. Grotto supports projects and programs that empower people to chart their own course. The Foundation's board and staff believe that support of self-determination ultimately benefits the health of the broader community.

This mission is now embedded into the Grotto logo, underscoring the Foundation's name with the words Community, Family and Understanding.

Values

Hope and hospitality continue to be the hallmarks of Grotto grantmaking.

Hope

Grotto defines hope as confidence, nurturance, and patience. Grotto recognizes that hope is the greatest legacy which philanthropy brings to bear.

Financial and technical resources are used to encourage and sustain the hope of people working to strengthen their communities and families. Hope bolsters the efforts of those who work toward the development and celebration of mutual understanding.

Hospitality

Hospitality embraces and respects all people. Hospitality guides governance, management, and collaborations at Grotto.

Practices

Grotto pursues a distinctive approach to addressing large social problems on a human scale. The spirit of the work at Grotto has been marked by a tradition of community investment rather than classic charitable giving. Serving the fundamental needs of the community while celebrating the diversity of many cultures has been crucial in the work of the Foundation since its creation in 1964.

Grotto's current management practices further this traditional holistic approach to philanthropic giving by offering personal, hands-on interactions, as well as an open door and a generous spirit of respect and hospitality. The Foundation preserves and extends these practices by:

- Funding small organizations that work within their own communities
- Providing entrepreneurial grants which appear to leverage opportunities for significant change and/or growth
- Valuing organizations which are led by visionary people
- Encouraging excellence from grant-seeking organizations in their presentations, finances, and operations
- Honoring relationships with individuals in many communities
- Actively learning about the people and organizations which Grotto serves
- Targeting substantial resources to people building systems of equality and partnership
- Requesting evaluations and reports that emphasize informal, personal interactions
- Creatively pursuing non-traditional methods of support for community efforts

Grotto abides by the Principles and Practices of the Minnesota Council of Foundations and aggressively integrates them into the current governance and management practices.

The Principles and Practices of the Minnesota Council of Foundations

- We deal respectfully with applicants, grantees and donors, as well as those simply seeking information about our programs.

- We are accessible and respond clearly, promptly and as fairly as possible to requests for information and meetings.

- We make readily available basic information about our programs, funding priorities, and application requirements.

- We respect the confidentiality of applicants, grantees, and donors and use discretion in communicating with others about specific organizations and individuals.

- We are thoughtful and purposeful in our grantmaking and periodically review and evaluate our mission, priorities, policies, and practices.

- We recognize the increasing cultural diversity of the communities we serve and within the limits of our charter seek to reflect this diversity in our grantmaking and in the membership of our boards and/or among our staff or advisors.

- We adhere to the highest standards of ethical behavior and maintain an appropriate conflict of interest policy for staff and board members.

- We are aware of and fulfill our fiduciary and legal responsibilities.

Approved by the Board of Directors of the Minnesota Council of Foundations, June 11, 1996
Adopted by the Board of Directors of the Grotto Foundation, October 24, 1996

Vision

The Grotto Foundation 2002

Grotto will exceed public expectations of what a small family foundation can achieve:

- We help to create a lasting impact within the communities we serve.
- We demonstrate an understanding of the complex needs of all communities we serve.
- We are known for seeking a deeper dialogue with grantseekers.
- Each of us develops the personal and professional skills needed to enhance our work.
- We model hope and hospitality in our internal and external working relationships.

The vision is a simply stated ideal future for this organization. Grotto's Board of Directors felt strongly that the values of the Foundation should determine future direction. This vision captures the many characteristics, relationships, and outcomes that board and staff believe should be evidenced in the work of the Foundation.

The Legacy Project: Remembering Louis W. Hill, Jr. Through Oral Histories

Learning More About Grotto's Tradition and Service

December 1998 marked the publication of Grotto Foundation's *The Legacy Project: Remembering Louis W. Hill, Jr. Through Oral Histories*. The interviews with family members, friends, and colleagues of the founder of the Grotto Foundation, Inc. were compiled by Elizabeth Burns, Ph.D. This project was undertaken to enhance the focus of the Foundation's charitable mission. Soon after the death of Louis W. Hill, Jr., the Grotto board members came to realize that documentation of a full picture of Louis' vision would help the Foundation to continue to respond strategically to the needs of effective organizations in ways that would perpetuate Louis' legacy. Rather than merely collecting dates and photos, the board sought to reconnect with friends of Louis W. Hill, Jr. and to preserve their remembrances. Contact the Grotto office for more information.

Strategic Goals 1999-2002

Financial Stewardship: Financial operations will maintain a ten year average Return on Investments (ROI) of at least 11.5% per year. Maintaining financial controls for all cost centers (functional expenses) will ensure that a maximum amount of funds are available as grant dollars.

Strengthening Core Capacities: Grotto will engage in an organizational design which implements the strategic plan on a daily basis. Technology will be fully utilized for database management, remote access, and accessibility to the communities that we serve.

Customers and Quality Control: Grotto will consistently surpass the expectations of our partnerships with communities and constituents by fulfilling commitments and maintaining accountability to those we serve.

Innovation: The staff will continuously strive to find creative opportunities to engage Grotto's vision. Areas in which learning will be strengthened include:

- Understand how the Ojibwe language and culture honors and strengthens community development, as well as enhances reading, writing, and math skills for indigenous children.
- Understand how to welcome people from Africa, Asia, Latin America, and Eastern Europe as they seek to thrive, not just survive, in Minnesota.
- Understand how technology and communications can be used to build the capacity and infrastructure of communities.

Grotto's goals will be underscored by a rigorous management system, which will result in the highest attainable level of consistency and effectiveness throughout all operations. By continuously garnering public trust, Grotto advances its mission and its commitment to communities, families, and understanding.

Grotto's management has adopted the *Balanced Scorecard Management Model** for the needs of this small, family foundation. Developed by Robert S. Kaplan and David P. Norton, the method provides a comprehensive framework. It is a set of financial and non-financial measures relating to Grotto's critical success factors. This methodology encourages attention to four areas. The Financial Perspective provides the framework needed for long-term financial stewardship. The Core Capacity Perspective monitors key internal procedures that support effective and efficient management systems. The Customers and Quality Control Perspective challenges us to look at ourselves through the eyes of the public and our constituents. Finally, the Innovation and Learning Perspective drives the successful outcomes of the first three perspectives by encouraging creativity and flexibility.

**The Balanced Scorecard* concept was first proposed in the January/February 1992 issue of the *Harvard Business Review* ("The Balanced Scorecard: Measures that Drive Performance").

Report on Management Objectives

The following management achievements culminated in the repositioning of Grotto:

- **Financial Stewardship:** The 1997-1998 fiscal year marked the second year of Grotto's repositioning. At the end of FY95, Grotto's asset base was $6,478,154. FY97 assets of $26,603,432 exceeded our projected asset growth by a net of $4,000,000. The Foundation's total return of 20.54% was one of the highest overall returns in a Minnesota foundation. The board pays careful attention to tracking investment performance against indices selected by the Finance Committee. A rolling 24-month cash-flow projection is maintained.
- **Strengthening Core Capacities:** Clearly delineated grant cycles were the hallmark of last year. With four defined cycles, staffing and work-flow functions have been vastly improved. Emergency and disaster plans, including the Year 2000 (Y2K) reviews, have been completed. Remote access and technological support have been enhanced. The Grotto Website was completed (www.grottofoundation.org). The 18-month project, *The Legacy Project: Remembering Louis W. Hill, Jr, Through Oral Histories*, was also published and served as the basis of the strategic planning.
- **Customers and Quality Control:** Criteria were developed to maintain high quality in all internal and external communications. Two evaluation reports were received, indicating that the Grotto grants provided impact far beyond the initial proposals. These were the *Evaluation of Native American Programs Funded Between 1985-1995*, presented to the board in June 1997, and the *Evaluation of the Tiospaye Project on the Pine Ridge Reservation*, presented to the board in April 1998. Both reports included recommendations for future work with these communities with implications for other communities which Grotto serves. The recommendations have been incorporated into current grantmaking practices.
- **Innovation, Learning, and Growth:** Board members recognized that a hallmark of Grotto is its capacity to develop as a "learning organization." Grotto took steps this year to enhance staff knowledge in several areas: financing a foundation, managing a foundation, and initiating grantmaking, all of which support the inherent leadership in various communities served by the Foundation. Grotto staff members have identified areas where they need additional information. Professional growth plans for staff will complement both current practices and grantmaking.

1997-1998 Honors and Awards

- Grotto was the 1997 recipient of the "Nonprofit Mission Award for Responsive Philanthropy" from the Council of Nonprofits. This award was created to recognize funders who respond to citizen initiatives.
- Grotto received the 1998 Special Recognition Award for "Outstanding Service to the Minnesota American Indian Chamber of Commerce."
- Grotto received a platter honoring the Foundation's international collaboration with the Saint Paul-Nagasaki Sister City Committee, St. John's University, the cities of St. Paul and Nagasaki, the Nagasaki Peace Museum, and the James J. Hill Reference Library. Fifty years after the destruction of Nagasaki, the collaborators recognized commonalties and celebrated peace and understanding.
- The Foundation was a sponsor of a funder-to-funder forum on Asian youth in July 1998.

Wilkerson, Guthmann + Johnson, Ltd.
Accountants Providing Solutions

Independent Auditor's Report

Board of Directors
Grotto Foundation, Inc.
West 1050 First National Bank Building
St. Paul, Minnesota 55101

We have audited the accompanying statements of financial position of the Grotto Foundation, Inc. as of April 30, 1998 and 1997, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the Foundation's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform our audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Grotto Foundation, Inc., as of April 30, 1998 and 1997, and the changes in its net assets and its cash flows for the years then ended, in conformity with generally accepted accounting principles.

Our audits were made for the purpose of forming an opinion on the basic financial statements, taken as a whole. The accompanying Schedules of Functional Expenses, Investments and Grant Commitments and Payments are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information has been subjected to auditing procedures applied in the audits of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements, taken as a whole.

Wilkerson, Guthmann + Johnson, Ltd.

St. Paul, Minnesota
June 1, 1998

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Statements of Financial Position

As of April 30, 1998 and 1997

	1998	1997
Assets		
Cash	$ 120,405	$ 29,536
Investment Income Receivable	20,576	31,790
Other Receivables	2,984	8,628
Refundable Federal Excise Tax		10,097
Timber Rights	3,026,370	3,193,440
Investments, at Fair Value	23,396,508	17,738,834
Property and Equipment	116,274	130,224
Total Assets	**$ 26,683,117**	**$ 21,142,549**
Liabilities		
Accrued Expenses	$ 29,252	$ 1,200
Grant Commitments Payable	469,157	35,875
Total Liabilities	**498,409**	**37,075**
Net Assets	**26,184,708**	**21,105,474**
Total Liabilities and Net Assets	**$ 26,683,117**	**$ 21,142,549**

The accompanying notes are an integral part of the financial statements.

Statements of Activities

Years Ended April 30, 1998 and 1997

	1998	1997
Revenue		
Investment Revenue:		
Interest	$ 66,509	$ 149,970
Dividends	355,805	133,367
Net Realized Gains and Appreciation of Investments	6,835,665	723,367
Less: Investment and Agent Fees	(131,744)	(65,123)
Total Investment Revenue	7,126,235	941,581
Gain on Sales of Timber	28,651	3,581,652
Less: Related Expenses	(296,709)	(403,604)
Net Gain (Loss) on Sales of Timber	(268,058)	3,178,048
Total Revenue	**6,858,177**	**4,119,629**
Expenses		
Program Services:		
Grants to Charities	1,358,330	227,714
Consultative Support to Charities and Grants Management	302,972	204,658
Total Program Services	1,661,302	432,372
Management and General	75,244	81,461
Provision for Federal Excise Taxes	42,397	3,500
Total Expenses	**1,778,943**	**517,333**
Increase in Net Assets	**5,079,234**	**3,602,296**
Net Assets, Beginning of Year	**21,105,474**	**17,503,178**
Net Assets, End of Year	**$ 26,184,708**	**$ 21,105,474**

The accompanying notes are an integral part of the financial statements.

Statements of Cash Flows

Years Ended April 30, 1998 and 1997

	1998	1997
Cash Flows from Operating Activities		
Increase in Net Assets	$ 5,079,234	$ 3,602,296
Adjustments to Reconcile Increase in Net Assets to Net Cash (Used in) Operating Activities:		
Depreciation	31,380	14,227
Net Gain on Investments	(6,835,665)	(672,132)
Gain on Sale of Timber	(28,651)	(3,581,652)
Changes in Assets and Liabilities:		
Decrease (Increase) in Investment Income Receivable	13,349	(14,175)
Decrease in Other Receivables	5,644	42,394
Decrease (Increase) in Refundable Federal Excise Tax	10,097	(10,097)
Increase in Accrued Expenses	28,052	1,200
Increase in Grant Commitments Payable	433,282	33,375
(Decrease) in Federal Excise Tax Payable		(12,000)
Net Cash (Used in) Operating Activities	**$ (1,263,278)**	**$ (596,564)**
Cash Flows from Investing Activities		
Proceeds from Sales of Investments	15,689,359	3,798,373
Purchase of Investments	(14,513,503)	(13,070,414)
Proceeds from Sales of Timber	195,721	10,034,394
Purchase of Equipment	(17,430)	(140,389)
Net Cash Provided by Investing Activities	**1,354,147**	**621,964**
Net Increase in Cash	**90,869**	**25,400**
Cash, Beginning of Year	**29,536**	**4,136**
Cash, End of Year	**$ 120,405**	**$ 29,536**
Supplemental Disclosure of Cash Flow Information		
Federal Excise Taxes Paid During the Year	**$ 32,300**	**$ 25,597**

The accompanying notes are an intergral part of the financial statements.

Notes to Financial Statements

April 30, 1998 and 1997

1. Organization

The Grotto Foundation, Inc. was established in 1964 to provide support for projects which improve the educational, economic, physical, and social well-being of all citizens, with special focus on certain ethnic groups, children, and youth. Such support consists of direct financial support in the form of grants and of consultative services provided to charitable organizations in areas of program planning, administration, and reporting. The mission of the Grotto Foundation, Inc. is to improve the education and well-being of citizens, families, and communities. The Foundation is committed to increasing public understanding of American cultural heritage, the cultures of nations, and the individual's responsibility to fellow human beings.

2. Summary of Significant Accounting Policies

Cash and Cash Equivalents

For purposes of the Statements of Cash Flows, the Foundation considers all highly liquid investment instruments purchased with an original maturity of three months or less, other than those held for investment purposes under custodial and management agreements, to be cash equivalents.

Receivables

No allowances for uncollectible amounts have been provided since all amounts are deemed collectible.

Investments

Investments are reported at fair values using quoted market prices at year end. Purchases and sales are recorded on the trade-date basis.

Interest and dividend income is recorded on the accrual basis, and dividends are recognized as income on the ex-dividend date.

Timber Rights

In 1996, the Foundation was the beneficiary of timber rights from the Louis W. Hill, Jr. estate. Timber rights were recorded at their July 1, 1995 appraised value, which has been reduced by the value applicable to timber sold. Approximately 69% of the timber had been sold through April 30, 1998. The related gain on sale is recognized and reflected as such on the Statement of Activities.

The timber harvest plan is subject to the harvest constraints of the Oregon Forest Practice Act, which limits the number of acres that can be harvested at a time. The harvest plan calls for a six-year harvest plan. The appraised value reflects a discount for the time-related financial risks associated with the harvest limitations under the Act.

Grants

Grants are recorded as expenses in the period in which they are authorized by the Board of Directors. Significant grants payable one year or more from April 30 are discounted to their present value and shown as liabilities on the Statements of Financial Position.

Income Taxes

The Foundation is organized and operated as a private foundation and is exempt from income taxes under Internal Revenue Code Section 501(c)(3). The Foundation is subject to federal excise taxes on net investment income.

Property and Equipment

Property and equipment are stated at cost less accumulated depreciation. The Foundation depreciates property and equipment over their estimated useful lives of three to ten years, using the straight-line method.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions which affect certain reported amounts and disclosures. Accordingly, ultimate results could differ from those estimates.

3. Investments

Investments as of April 30, 1998, and April 30, 1997, are summarized as follows:

1998	Original Cost	Net Appreciation	Fair Value
Certificate of Deposit	$ 50,000	$	$ 50,000
Money Market Funds	1,192,227		1,192,227
Mutual Funds -			
International Growth Fund	2,448,475	418,974	2,867,449
Mutual Fund -			
Government Securities	1,344,615	21,002	1,365,617
Common Stocks	10,244,881	7,676,334	17,921,215
Totals	**$ 15,280,198**	**$ 8,116,310**	**$ 23,396,508**

1997	Original Cost	Net Appreciation	Fair Value
Certificate of Deposit	$ 50,000	$	$ 50,000
Money Market Funds	893,870		893,870
Mutual Funds -			
International Growth Fund	1,000,000	19,077	1,019,077
Mutual Fund -			
Government Securities	1,000,000	6,796	1,006,796
Common Stocks	11,568,017	3,201,074	14,769,091
Totals	**$ 14,511,887**	**$ 3,226,947**	**$ 17,738,834**

Net realized gains or losses on sales of investments are determined using the specific identification method. When a portion of an investment holding is selected to be sold, securities with the highest tax basis are deemed sold first in order to minimize realized gain for tax reporting purposes. Net realized gains/(losses) for the years ended April 30, 1998, and April 30, 1997, were $1,945,935 and ($377,539), respectively. Net appreciation or depreciation in the fair value of investment securities, measured by the difference between the fair value at year end and cost, if purchased in the current fiscal year, or fair value at the end of the prior fiscal year, if held on that date, is recognized in the Statements of Activities. Net appreciation for the years ended April 30, 1998, and April 30, 1997, was $4,889,730 and $1,100,906, respectively.

The certificate of deposit is pledged as collateral for a line of credit to allow an independent charitable organization, Advocating Change Together, an opportunity to access the cash needed to develop "Tools for Change." The certificate matures in July 1999. The principal amount then will be returned to the Foundation. The Foundation will receive the interest earned on the certificate.

Notes to Financial Statements (continued)

4. Property and Equipment

Property and equipment as of April 30, 1998, and April 30, 1997, are summarized as follows:

	1998	1997
Leasehold Improvements	$ 35,618	$ 35,618
Furniture, Fixtures and Equipment	127,274	109,844
	162,892	145,462
Accumulated Depreciation	(46,618)	(15,238)
Totals	**$ 116,274**	**$ 130,224**

Depreciation expense for the years ended April 30, 1998, and April 30, 1997, was $31,380 and $14,227, respectively.

5. Bank Line-of-Credit

The Foundation has a bank line-of-credit agreement under which it may borrow up to $500,000 through July 13, 1998. Borrowings bear interest at the bank's reference rate less 0.5%, which was 8.0% at April 30, 1998. The bank line-of-credit was not utilized during the year ended April 30, 1998.

6. Grants

Grant activity for the years ended April 30, 1998 and April 30, 1997, was as follows:

	1998	1997
Beginning of Year Payable	$ 35,875	$ 2,500
Grants Committed	1,358,330	227,714
Grants Paid	(925,048)	(194,339)
End of Year Payable	**$ 469,157**	**$ 35,875**

Grants payable of $297,157 at April 30, 1998, are scheduled to be paid during the fiscal year ending April 30, 1999; the remainder of $172,000 will be paid during the fiscal year ending April 30, 2000.

7. Operating Lease

The Foundation leases office space from Minnesota Street Associates. The agreement, which expires on August 31, 2006, requires monthly rentals of $2,247. In addition to the scheduled rent payments, the Foundation is required to pay its proportional share of increases in real estate taxes and building operating costs from those incurred in the initial lease year. Rent expense was $27,661 and $16,216 for the years ended April 30, 1998, and April 30, 1997, respectively.

Annual future minimum rental payments, prior to any adjustments related to real estate taxes and operating costs, are:

Years Ending April 30,	
1999	$ 26,961
2000	26,961
2001	26,961
2002	26,961
2003	26,961
Thereafter	62,909
Total	**$ 197,714**

8. Expense Allocation

Expenses with direct relationships to functions have been directly assigned to the respective function. Certain costs incurred by the Foundation are shared expenses of program service and management functions. These expenses have been allocated between program services and management and general based upon estimates of personnel time spent on the respective activities.

9. Pension Plan

The Foundation has a defined contribution plan which covers its full-time employees. Contributions to the plan are 14% of employee compensation, with a 1% required employee match as defined by the plan. Pension expense was approximately $17,700 and $13,600 for the years ended April 30, 1998, and April 30, 1997, respectively.

10. Investment Management

The Foundation pays for custodial and investment management arrangements with Norwest Bank Minnesota, National Association, Mairs & Power, Inc., and Alliance Capital Management, L.P. The corporate articles of the Foundation provide for the members of the Foundation to elect annually the directors of the Foundation who select the investment managers.

11. Reclassification

Certain reclassifications have been made to the 1997 financial statements to conform with the 1998 financial statements. Such reclassifications have had no effect on the increase in net assets as previously reported.

Schedules of Functional Expenses

Years Ended April 30, 1998 and 1997

Year Ended April 30, 1998

	Grants to Charities	Consultative Support & Grants Mgm't	Mgm't & General	Provision for Federal Excise Tax	Total 1998
Salaries and Benefits					
Salaries and Contracts	$	$ 163,561	$ 29,169	$	$ 192,730
Payroll Taxes and Other Benefits		42,482	3,694		46,176
Total Salaries and Benefits	–	$ 206,043	$ 32,863	–	$ 238,906
Office and Other Expenses					
Rent and Utilities		$ 25,448	$ 2,213		$ 27,661
Insurance		1,470	2,407		3,877
Professional Services – Other			15,731		15,731
Travel and Parking		8,172	711		8,883
Office Expense		5,546	482		6,028
Telephone		5,404	470		5,874
Annual Report			6,877		6,877
Office Supplies		2,990	260		3,250
Education and Training		6,883	599		7,482
Meeting Expense		4,582	398		4,980
Postage		2,226	194		2,420
Printing		1,970	171		2,141
Publications and Subscriptions		1,316	114		1,430
Depreciation		28,870	2,510		31,380
Renovation and Moving Expense			2,722		2,722
Projects			6,344		6,344
Miscellaneous		2,052	178		2,230
Total Office and Other Expenses	–	**$ 96,929**	**$ 42,381**	–	**$ 139,310**
Grants to Charities	1,358,330				1,358,330
Provision for Federal Excise Tax				42,397	42,397
Totals	**$1,358,330**	**$ 302,972**	**$ 75,244**	**$ 42,397**	**$ 1,778,943**

Year Ended April 30, 1997

	Grants to Charities	Consultative Support & Grants Mgm't	Mgm't & General	Provision for Federal Excise Tax	Total 1998
Salaries and Benefits					
Salaries and Contracts	$	$ 113,934	$ 25,010	$	$ 138,944
Payroll Taxes and Other Benefits		31,459	6,907		38,366
Total Salaries and Benefits	–	$ 145,393	$ 31,917	–	$ 177,310
Office and Other Expenses					
Rent and Utilities		$ 14,096	$ 3,094		$ 17,190
Insurance		1,456	3,049		4,505
Professional Services – Other			7,830		7,830
Travel and Parking		3,835	842		4,677
Office Expense		11,550	2,535		14,085
Telephone		3,364	738		4,102
Annual Report			5,462		5,462
Office Supplies		2,950	647		3,597
Education and Training		2,142	470		2,612
Meeting Expense		3,382	742		4,124
Postage		1,212	266		1,478
Printing		1,345	295		1,640
Publications and Subscriptions		1,457	320		1,777
Depreciation		11,666	2,561		14,227
Renovation and Moving Expense			12,142		12,142
Projects			8,374		8,374
Miscellaneous		810	177		987
Total Office and Other Expenses	–	**$ 59,265**	**$ 49,544**	–	**$ 108,809**
Grants to Charities	227,714				227,714
Provision for Federal Excise Tax				3,500	3,500
Totals	**$ 227,714**	**$ 204,658**	**$ 81,461**	**$ 3,500**	**$ 517,333**

Schedule of Investments

As of April 30, 1998

	Number of Shares	Original Cost	Fair Value
Certificate of Deposit			
Certificate of Deposit		$ 50,000	$ 50,000
Mutual Funds			
Money Market Funds		1,192,227	1,192,227
International Growth Fund		2,448,475	2,867,449
Government Securities Fund		1,344,615	1,365,617
Total Mutual Funds		$ 4,985,317	$ 5,425,293
Stocks			
ADC Telecommunications, Inc.	14,000	$ 45,938	$ 419,125
Ahmanson H.F. & Company	2,500	194,052	190,625
Airtouch Communications	7,200	261,801	382,500
Allstate Corporation	700	67,563	67,375
American International Group	600	62,426	78,938
Associates First Capital	1,899	128,962	141,950
Banc One Corporation	1,900	97,268	111,744
BMC Industries	6,000	104,625	109,500
Bristol Myers Squibb Company	7,300	436,701	772,888
Campbell Soup Company	1,400	68,655	71,838
Chase Manhattan Corporation	600	52,218	83,138
Cisco Systems, Inc.	5,800	241,178	424,850
Citicorp	1,900	285,400	285,950
Coca-Cola Company	1,400	83,487	106,225
Colgate Palmolive Company	1,400	92,081	125,563
Compaq Computer Corporation	4,800	68,432	134,700
Darden Restaurants, Inc.	2,000	22,536	32,000
Dayton Hudson Corporation	13,200	223,397	576,262
Dell Computer Corporation	5,300	198,069	427,975
Deluxe Corporation	4,000	136,001	134,000
Emerson Electric Company	4,000	120,840	254,750
Ericsson L.M. Telephone Company ADR	3,700	158,808	190,319
Federal National Mortgage Association	2,000	85,806	119,750
First Chicago NBD Corporation	300	29,573	27,863
Fuller, H.B. Company	4,000	179,000	251,000
Gannett Company	1,400	93,670	95,288
General Electric Company	1,200	92,713	102,224
General Mills Inc.	3,000	166,254	202,687
Gillette Company	400	31,045	46,175
Graco, Inc.	9,000	125,280	309,937
Halliburton Company	3,900	196,955	213,525
Home Depot, Inc.	5,600	249,035	390,250
Honeywell, Inc.	4,000	174,490	372,500
Hormel Foods Corporation	5,000	108,560	170,000

	Number of Shares	Original Cost	Fair Value
Household International, Inc.	1,000	$ 110,370	$ 131,437
Imation Corporation	300	1,387	5,663
Intel Corporation	1,900	126,053	153,544
International Business Machines Corporation	2,600	82,459	301,275
Johnson & Johnson	6,000	46,389	429,000
Jostens, Inc.	5,000	116,000	118,438
Kohl's Corporation	2,000	55,796	82,625
Lucent Technologies	300	12,260	22,875
MBNA Corporation	12,950	281,975	438,681
MCI Communications	2,200	84,509	110,688
Medtronic, Inc.	10,600	115,025	561,800
Merck & Company, Inc.	5,100	195,766	614,550
Merrill Corporation	20,000	117,250	415,000
Merrill Lynch & Company	1,950	89,139	170,991
MGIC Investment Corporation	600	41,168	37,800
Microsoft Corporation	1,900	153,751	171,238
Minnesota Mining & Manufacturing Company	3,000	33,800	283,125
Morgan Stanley Dean Witter & Company	3,500	137,339	276,062
MTS Systems Corporation	10,000	106,651	171,250
National Computer Systems, Inc.	14,000	118,875	350,000
Nationsbank Corporation	2,800	185,826	212,800
Nokia Corporation ADR	6,000	197,460	401,250
Northwest Airlines Class A	4,100	185,431	215,250
Norwest Corporation	10,000	109,060	398,750
Pfizer, Inc.	2,300	116,636	261,769
Philip Morris Companies, Inc.	10,100	437,312	374,962
Progressive Corporation	1,000	107,158	135,437
Reliastar Financial Corporation	6,000	129,210	273,750
Schering Plough Corporation	3,100	139,725	248,968
Schlumberger Ltd.	1,500	115,800	124,500
St. Jude Medical, Inc.	8,000	207,000	283,500
St. Paul Companies, Inc.	3,200	54,619	271,200
Tele Communications Inc. Class A	4,800	112,237	159,300
Tellabs, Inc.	600	42,686	42,525
Toro Company	5,000	174,093	189,375
Tyco International Ltd.	7,900	300,298	431,537
U.S. Bancorp	4,000	38,375	508,000
UAL Corporation	1,600	119,160	139,500
United Healthcare Corporation	3,200	169,560	224,800
United Technologies	1,900	142,105	187,030
WalMart Stores, Inc.	1,000	45,762	50,563
Walt Disney Company	2,300	214,837	286,493
Weyerhaeuser Company	4,000	191,750	230,500
Total Stocks		**$ 10,244,881**	**$ 17,921,215**
Total Investments		**$ 15,280,198**	**$ 23,396,508**

Schedule of Grant Commitments and Payments

Year Ended April 30, 1998

	Grant Commitments Payable at Beginning of Year	Grant Commitments Made During Year	Paid During Year	Commitments Payable End of Year
Ain Dah Yung Shelter St. Paul, Minnesota *American Indian youth cultural reclamation and coming of age rituals.*	$	$ 8,000	$ 8,000	$
Asian American Renaissance St. Paul, Minnesota *Asian American multicultural youth development programs.*		10,000	5,000	5,000
Association of Black Foundation Executives Washington, DC *General support of philanthropic programs.*		125	125	
Augsburg College Minneapolis, Minnesota *Annual banquet honoring American Indian students who graduate this year from area colleges.*		1,000	1,000	
Blooming Prairie Center Blooming Prairie, Minnesota *Alliance for Building Community: programming with Hispanic residents and migrant farm workers throughout Steele County.*		5,000	5,000	
Caponi Art Park Eagan, Minnesota *Program and volunteer staff development for an urban art center.*	3,500		3,500	
Centro Cultural Chicano Minneapolis, Minnesota *The expansion of Spanish language and culturally appropriate child care services.*		10,000	5,000	5,000
College of Saint Thomas St. Paul, Minnesota *Bridge for Success Emergency Student Support: a program to cover unanticipated needs of parents as they prepare for college.*		10,000	5,000	5,000
Como Park Living at Home St. Paul, Minnesota *Living at Home/Block Nurse Program: community care strategies which help seniors remain in their homes.*		5,000	5,000	
Council on Foundations New York, New York *Programs and activities for grantmakers in the field of philanthropy.*		2,030	2,030	
The Creativity Lab Northfield, Minnesota, fiscal agent **COMPAS** St. Paul, Minnesota *A studio where community children and their families make art, experiment, invent, and explore new ideas while making friends.*		10,000	10,000	

	Grant Commitments Payable at Beginning of Year	Grant Commitments Made During Year	Paid During Year	Commitments Payable End of Year
DeafBlind Services Minneapolis, Minnesota *Children's Discovery Project: independent living skills training and community integration skills for deaf/blind children, their families, and the educators who teach them.*	$	$ 10,000	$ 10,000	$
Dispute Resolution Center St. Paul, Minnesota *Mediation, facilitation, training, and referral services to the residents in the East Metro Area of St. Paul.*		4,500	4,500	
District 202 Minneapolis, Minnesota *Programs for lesbian, gay, bisexual,and transgender youth and* their friends.		6,000	3,000	3,000
English Learning Center Minneapolis, Minnesota *English language classes for immigrant and refugee parents with enriching child care opportunities for their children.*		5,000	5,000	
Friends School of Minnesota St. Paul, Minnesota *A new K-6 mathematics curriculum which illuminates numeric life experience problems.*		2,940	2,940	
Frogtown Action Alliance St. Paul, Minnesota *Frogtown-University Business Resource Center for neighborhood-based microentrepreneurs.*		5,000	2,500	2,500
Hill Monastic Manuscript Library Collegeville, Minnesota *To help young scholars access the 25-million page collection of world-wide monastic documents for primary research.*	20,000		20,000	
Hmong Minnesota Pacific Association St. Paul, Minnesota *After-school employment training activities for Hmong youth workers.*	2,500		2,500	
Independent Sector Washington, DC *To provide education about philanthropy.*		285	285	
Lao Mothers and Girls Alliance Minneapolis, Minnesota, fiscal agent **Lao PTA of Minnesota** Minneapolis, Minnesota *Programming "by cross-aged women to Lao teenage girls."*	2,875		2,875	
Little Earth Residents Association Minneapolis, Minnesota *Board training so that residents of this unique community can expertly govern programs that they create which address the needs of their urban American Indian children.*		18,000	18,000	

Schedule of Grant Commitments and Payments (continued)

	Grant Commitments Payable at Beginning of Year	Grant Commitments Made During Year	Paid During Year	Commitments Payable End of Year
Minnesota Alliance for Progressive Action St. Paul, Minnesota *Community Wealth Creation Project: an organizing model which combines social justice and economic issues.*	$	$ 5,000	$ 5,000	$
Minnesota American Indian Chamber of Commerce St. Paul, Minnesota *Support of programs for American Indian children.*		15,000	5,000	10,000
Minnesota Council on Foundations Minneapolis, Minnesota *Support of programs in organized philanthropy.*		1,890	1,890	
Twin Cities Native Two Spirit Community Minneapolis, Minnesota, fiscal agent **Minnesota Indian AIDS Task Force** Minneapolis, Minnesota *Programming for the International Two Spirit Gathering of gay, lesbian, bisexual, and transgender Native Americans.*		5,000	5,000	
Minnesota Senior Federation St. Paul, Minnesota *Support of a statewide project to promote pension programs by nonprofit organizations for their employees.*		5,000	5,000	
Minnesota Women in the Trades St. Paul, Minnesota *Support of programs for the retention of women in non-traditional vocations: manual, mechanical, technical, craft, or skilled trade jobs.*	2,500		2,500	
Model Cities of St. Paul St. Paul, Minnesota *Organizational capacity building, accounts receivable upgrade, client tracking, and planning.*		1,034,950	616,893	418,057
National Charities Information Bureau New York, New York *To support services to philanthropic agencies.*		450	450	
Native Americans in Philanthropy Lumberton, North Carolina *To support programs in philanthropy.*		100	100	
Native Arts Circle Minneapolis, Minnesota *Support to Native American artists and cultural workers statewide.*		5,000	5,000	
Neighborhood Development Center St. Paul, Minnesota *A program to build neighborhood and ethnic entrepreneur training and loan programs.*		15,000	15,000	

	Grant Commitments Payable at Beginning of Year	Grant Commitments Made During Year	Paid During Year	Commitments Payable End of Year
Niijii Broadcast Corporation Minneapolis, Minnesota *Start-up of a radio station on the White Earth Indian Reservation.*	$	$ 20,200	$ 10,100	$ 10,100
Open Arms of Minnesota Minneapolis, Minnesota *A volunteer program bringing meals and groceries to the homes of people living with HIV/AIDS and their children.*		10,000	10,000	
Portage for Youth St. Paul, Minnesota *After-school and weekend activities for girls at a home-like center in the Dayton's Bluff neighborhood.*		10,000	10,000	
Preservation of Ojibwe Language (P.O.O.L.) Minneapolis, Minnesota *Programs which encourage Minnesota's Ojibwe (Aniishinabe) people to learn and to use their language.*		2,500	2,500	
Project 120 St. Paul, Minnesota *New Americans Seminar: an immersion program for New Americans and their translators to watch Minnesota government officials in action.*		6,500	6,500	
Project Regina Minneapolis, Minnesota *To train refugee women in skills in industrial sewing and in English.*		7,000	7,000	
Ramsey County Historical Society St. Paul, Minnesota *Gibbs Farm reinterpretation: to show how early area Dakota families and the pioneer farming family of Jane Gibbs helped each other across cultures.*		5,000	5,000	
Resource Center of the Americas Minneapolis, Minnesota *Support for strategic planning.*		5,000	5,000	
Sisters of St. Joseph Carondelet St. Paul, Minnesota *Seeds on Good Ground: research about the sixteen pioneer sisters who established St. Paul institutions.*		3,500	3,500	
St. Croix Tri-County Center Hertel, WI *Alternatives to Violence: a community effort to keep women and children safe in their homes and free from re-victimization.*		5,000	5,000	
Saint John's University Collegeville, Minnesota *Pottery Apprenticeship Program: sustainable pottery practices for aspiring artists and for the community at large.*		12,000	12,000	

Schedule of Grant Commitments and Payments (continued)

	Grant Commitments Payable at Beginning of Year	Grant Commitments Made During Year	Paid During Year	Commitments Payable End of Year
St. Joseph's HOPE Community Minneapolis, Minnesota *Community Building Program: building a child-centered, drug-free community in the Phillips neighborhood.*	$	$ 15,000	$ 15,000	$
St. Paul Public Schools Foundation St. Paul, Minnesota *A public school Alumni Association: to organize alumni classes and raise individual contributions.*		10,000	10,000	
The Foundation Center New York City *Provides resources about philanthropy.*		300	300	
Mato Mna Sni Tiospaye Oglala, SD, fiscal agent **The Lakota Fund** Kyle, South Dakota *The development of tiospayes (extended family land-based units) on the Pine Ridge Indian Reservation.*		10,000	10,000	
Twin Cities Housing Development St. Paul, Minnesota *Support to develop an on-site resident Resource Center at Calibre Ridge housing development.*		11,000	5,500	5,500
United Cambodian Association of MN St. Paul, Minnesota *Cambodian Elders Program: culturally competent support services, citizenship classes, and gardening.*		10,000	10,000	
Walker-West Music Academy St. Paul, Minnesota *General music instruction using African American cultural traditions with at-risk young people.*	4,500		4,500	
White Earth Land Recovery Project Ponsford, Minnesota *A Native American multi-issue advocacy, environmental, and social justice organization on the White Earth Indian Reservation.*		10,000	5,000	5,000
Women and Foundations New York, New York *To support programs in philanthropy which affect women and girls.*		60	60	
YouthCare Minneapolis, Minnesota *Leadership training by teen-age girls mentoring younger girls who are also living in three low-income communities.*		5,000	5,000	
Totals	**$ 35,875**	**$ 1,358,330**	**$ 925,048**	**$ 469,157**

Submitting a Grant to Grotto

Often people who write grant proposals are grappling with a tremendous task. They have a wonderful concept, community support, and commitment, but they are then confronted with the challenge of making their vision fit into pre-existing foundation guidelines. Unfortunately, as a result, many people are unnecessarily frustrated.

Grotto guidelines have been developed to give our staff and board as much information as possible about your project and your organization. They have not been developed as obstacles to potential applicants. You can submit your information in any format that you choose as long as you provide the information that we need. The Minnesota Common Grant Application, with the additional attachments outlined here, should be sufficient for our needs. If we need more information, we will ask for it.

Guidelines

Grotto typically funds programs that are related to its mission (page 11) and to its practices (page 12).

Grants are made for limited periods of time to assist programs which demonstrate new approaches to problems and needs. Grotto gives careful consideration to the potential of an organization in continuing to support the proposed programs after the grant period. Grotto does not operate any institutions or organizations.

In reviewing proposals, Grotto takes into account such factors as the critical need for funding and the extent to which additional funds for proposed programs are available from government and voluntary sources. Careful consideration is also given to the quality of the management of applicant organizations, including the participation of the Board of Directors in developing and maintaining financial policies and overseeing program operations.

Organizations sponsoring specific projects supported by Grotto are expected to assume proper fiscal responsibilities for the grants made. They are also expected to make assurances to Grotto, through program and financial reports, that the purposes of the grant are being fulfilled and the funds properly administered. Any unexpected or unencumbered balances of grants not used for the specific purposes set forth in grant resolutions are to be returned to Grotto.

Grotto does not participate financially or otherwise in propaganda or lobbying activities to influence legislation. It is the policy of Grotto to adhere to the letter and the spirit of the federal and state laws and the regulations of the Internal Revenue Service and the appropriate state departments as they relate to private foundations and their roles in American philanthropy.

Grotto does not typically make:

- Grants to individuals
- Grants for capital fund programs and projects
- Grants to subsidize the writing and publishing of books, monographs, or articles for professional journals, with the possible exception of publications which report on the outcome of research and experimentation supported by Grotto
- Grants outside of Minnesota
- Travel grants
- Grants for undergraduate and graduate student research projects
- Grants to foundations and to non-profit organizations serving as conduits for re-granting of funds
- Grants for general operations of large organizations
- Grants to subsidize programs primarily supported by government agencies

When submitting a grant application to Grotto please:

- Include a cover letter, or use the front page of the Minnesota Common Grant Application Form that summarizes the highlights of your application.
- Type your proposal. If you must make a choice between using more space or using a smaller font size, please use more space.
- Submit one copy of your proposal to Grotto. If possible, in addition to the original proposal, we would appreciate a computer disk with your request on it. Please label the disk and include the name and version of your word processing program.

Grotto Grant Deadlines

Please keep the following deadline schedule in mind when submitting your proposal:

Deadline	Review and Board Decision
January 15th	April
March 15th	June
July 15th	October
November 15th	February

If the deadlines fall on a weekend or holiday, please submit your proposal on the following business day.

Distribution Network for Minnesota Common Grant Application Forms

Additional copies of the Minnesota Common Grant Application Form are available from the following sources:

Foundation Center Collections:
Duluth Public Library 218/723-3802;
Minneapolis Public Library 612/630-6000;
St. Paul Public Library 651/266-7000;
Southwest State University Library, Marshall 507/537-7278.

Note: Each location has different distribution requirements. Call individual locations for details.

Minnesota Council of Nonprofits:
Fax on demand system: 651/646-3090.

Minnesota Council on Foundations:
Call 612/338-1989. One copy will be sent per organization.

Minnesota Common Grant Application Form – Cover Sheet

You may reproduce this form on your computer.

Organization Information

_____
Legal Name of Organization

_____
Address

_____
City *State* *Zip* *Telephone* *Fax*

Individuals Responsible:

_____
Name of Top Paid Staff *Title* *Direct Dial Phone #*

_____
Contact Person (if different from top paid staff) *Title* *Direct Dial Phone #*

Organization Description (2-3 sentences):

Is your organization an IRS 501(c)(3) not-for-profit? _____Yes _____ No
If no, is your organization a public agency/unit of government or religious institution? _____Yes _____ No
If no, name of fiscal agent (fiscal sponsor) _____

Amount and Type of Support Requested

The dollar amount being requested: $ _____

Funds are being requested for (make sure the funder provides the type of support you are requesting, then check the appropriate line):

_____ general operating support _____ capital _____ other: _____
_____ project support _____ endowment
_____ start-up costs _____ technical assistance

If a project, give project duration: _____ Month _____ Year to _____ Month _____ Year
If operating support, fiscal year: _____ Month _____ Year to _____ Month _____ Year

Budget

Total annual organization budget: $ _____
Total project budget (for support other than general operating): $ _____

Proposal Summary *(If operating or start-up support, relate to the organization. If project and other support, relate to the project.)*

Project name (if applying for project support): _____
Please give a 2-3 sentence summary of the request:

Geographic area served:

Population served:

Authorization

_____
Name of Top Paid Staff and/or Board Chair (type) *Signature*

Minnesota Common Grant Application – Proposal Narrative

Please provide the following information in a narrative in the order given below. Five to seven pages or fewer is recommended, excluding attachments. (Be sure to include a cover letter which introduces your organization and proposal and makes a strategic link between your proposal and the mission and grantmaking interest of each funder to which you apply.)

A. Organizational Information

1. Brief summary of organization history.
2. Brief summary of organization mission and goals.
3. Description of current programs, activities, service statistics, and strengths/accomplishments.
4. Your organization's relationship with other organizations working to meet the same needs or providing similar services. Please explain how you differ from these other agencies.
5. Number of board members, full-time paid staff, part-time paid staff, and volunteers.

B. Purpose of Grant

1. Situation
   - The situation – opportunity, problem, issue, need, and the community – that your proposal addresses.
   - How was that focus determined?
   - Who was involved in that decision-making process?
2. Specific activities
   - Specific activities for which you seek funding.
   - Who will carry out those activities? (If individuals are known, describe qualifications).
   - Your overall goal(s).
   - Specific objectives or ways in which you will meet the goal(s).
   - Actions that will accomplish your objectives.
   - Timeframe in which all this will take place.
3. Impact of activities
   - How the proposed activities will benefit the community in which they will occur, being as clear as you can about the impact you expect to have.
   - Long-term strategies (if applicable) for sustaining this effort.

C. Evaluation

1. How will you measure the effectiveness of your activities?
2. Your criteria (measurable, if possible) for a successful program and the results you expect to have achieved by the end of the funding period.
3. Who will be involved in evaluating this work (staff, board, constituents, community, consultants)?
4. How will evaluations be used?

Attachments

Requirements for financial information and other supporting materials vary with funder. (*Note: The attachments requested by Grotto are itemized on page 39.*)

Minnesota Common Grant Application Form – Budget

You may reproduce this form on your computer. (Note: This format may not work for most organizations.)

If you already prepare organizational and project budgets that contain this information, please feel free to submit them in their original forms. For project proposals, most grantmakers will request both organization and project budgets. *(Note: Grotto requests both organization and project financials, including last year's actuals, actuals to date this year, and a one-year projected budget.)*

Check which budget(s) is/are included _____ Organization Budget _____ Project Budget

Budget for the period: _____ to _____

Income *(suggested line items)*

Source Support	**Amount**
Government grants & contracts	_____
Foundations	_____
Corporations	_____
United Way or other federated campaign	_____
Individual contributions	_____
Fundraising events/products	_____
Membership income	_____
In-kind support	_____
Revenue	
Earned income	_____
Other (specify)	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
Total Income	_____

Expense *(suggested line items)*

Item	**Amount**	**%FT/PT**
Salaries & wages *(For project budgets, break down by individual position and indicate full-time or part-time)*	_____	_____
_____		
Subtotal		
Insurance benefits & other related taxes		
Consultants & professional fees	_____	_____
Travel	_____	_____
Equipment	_____	_____
Supplies	_____	_____
Printing & copying	_____	_____
Telephone & fax	_____	_____
Postage & delivery	_____	_____
Rent & utilities	_____	_____
In-kind expenses	_____	_____
Other (specify)	_____	_____
_____	_____	_____
_____	_____	_____
Total Expense	_____	_____
Difference *Income less expenses*	_____	_____

Attachments Requested by Grotto

All applicants are asked to provide the following information:

- The applicant's updated 501(c)(3) letter from the Internal Revenue Service.
- The applicant's most current registration receipt from the Minnesota Attorney General's Office Charities Review Section or, where required by law, the appropriate state governmental agency.
- The name(s) of Chief Administrative Officer(s) of applying organizations.
- A statement of agreement signed by the administrative officer(s) and by the board chair which includes the following:
  - A statement endorsing the proposal and agreeing that the organization will assume the full responsibilities involved and the proper fiscal management of, and accounting for, any grant received and that the organization will make certain that any reports required by Grotto are submitted on time.
  - A statement agreeing to submit regularly and on time such progress evaluations and financial reports as are requested by Grotto. Grotto usually requests semi-annual progress and financial reports and may request additional reports if appropriate and if agreed upon mutually by Grotto and the applicant.
  - A statement explaining that no part of the grant from Grotto will be used to support propaganda for or in opposition to legislation, either enacted or proposed, or to campaign for or against any candidate for a public office, or to employ or compensate for such activities. The agency will not use this grant for the purpose of funding what is perceived to be grassroots lobbying under the revised Internal Revenue Code of 1988.
  - A statement asserting that this proposal has been reviewed by the board of directors of the applicant, or will be reviewed at a board meeting, and give the date of that meeting.
  - A statement declaring the existence of a governing board which meets regularly. State the size of the board, frequency of meetings, and average numbers attending each meeting. A list of the board members and their affiliations is appreciated.

The budget section of the Minnesota Common Grant Application Form is complex and limiting for most organizations. It is provided as a model only. Should you decide not to use that budget format, then submit your financial information as you choose. Information helpful to Grotto includes: your most recently audited financial report (if your agency requires an audit), both organization and project financials (including last year's actuals), actuals to date this year, and a one-year projected budget.

Include any additional information that you feel Grotto may need to make an informed decision about your application.

Evaluations

Grotto board and staff request that progress reports be provided by April 15th and September 15th of each year. If your grant is in effect during those dates, an evaluation report is appreciated.

Our evaluation needs are basic. The focus is to educate us rather than account to us. We use the information that you provide concerning your programs in order to educate ourselves about the problems and needs you are experiencing and your continued endeavors to meet them. The materials you submit for evaluation go directly to the board as received. The board is interested in what you are doing and, more specifically, in what kind of impact or outcome your organization is having on the community you serve.

Evaluation experts have encouraged foundations to ask their grantees for comments about how this project identifies and works to address or to eliminate racism. Please include this information with your reports.

GROTTO FOUNDATION INC.

Community, Family and Understanding

W-1050 First National Bank Building
332 Minnesota Street
St. Paul, Minnesota 55101-1312
(651) 225-0777 fax: (651) 225-0752
www.grottofoundation.org

Memorandum

To: **Jean Sazevich (St. Paul Companies Grant Reviewer) 651-310-4037**

From: **Education & Housing Equity Project (EHEP)**

Date: **07/26/99**

Re: **Meeting Wednesday, July 28, 1999 - 9:00 a.m.**

Jean,

Just a reminder about your meeting with Dick Little, Matthew Little and Jerry Timian on Wednesday morning, July 26 at 9:00 a.m. at Augsburg College - The Christensen Center.

I will also fax a map.

If you have any questions please call Dick or myself at (612) 330-1505

Thanks,

Pam Jewson
EHEP Administrative Assistant

Proposal to the Cowles Media Foundation

A. Organization Overview

History & Mission

The Education & Housing Equity Project (EHEP) was created in early 1995 by a group of education and housing advocates who shared a belief in the pressing need to link the issue of school desegregation/integration with the broader issue of segregated housing and neighborhoods. The organization's mission is to act as a catalyst to build broad-based coalitions and engage the community in public conversations and advocacy for the purpose of promoting racially and economically inclusive communities that give families of all incomes, races, and ethnicities access to schools and housing throughout the metropolitan area.

EHEP pursues its mission through a three-part strategy:
(1) Coalition building and advocacy;
(2) Community education and public conversation; and
(3) Assisting communities in becoming more inclusive and integrated.

Activities & Accomplishments

In its first year, EHEP was awarded a start-up grant to develop the organization and hire part-time staff in late 1995. Since that time, EHEP has worked to develop itself as an organization (including obtaining 501(c)(3) status and beginning a process of strategic planning) and collaborated with other organizations and individuals to determine the best strategies for making progress on these issues, which are as complex and daunting as they are immediate.

With staff time limited to a part-time Coordinator's position, EHEP has been involved in the following activities and accomplished the following over the past two years:

Coalition building. EHEP spent its first year in numerous discussions and collaborations. These have led to several specific coalition projects as well as a fuller understanding of the need for an organization that can link these two issues – housing and education – and help develop the desperately needed consensus and leadership to move forward. After several months of one-on-one interviews with a broad range of community leaders and experts in the fields of housing, education, anti-racism, and metropolitan stability, EHEP brought together over 30 organizations to begin the process of building a broad-based coalition that can work on these combined issues. EHEP has also helped expand the base and scope of existing coalitions by connecting the coalitions with related organizations and encouraging the linkage of housing and schools issues in their work. It has worked with a coalition focused on the re-drafting of the State Board of Education's desegregation rule, for example, and linked that

school issue with broader issues of housing segregation and metropolitan stability. Similarly, it has encouraged a coalition working on a fair housing testing campaign in suburban Hennepin County to frame this issue in the context of schools and broader life opportunities.

Community education & conversation. In February 1996, EHEP partnered with the Minneapolis Initiative Against Racism, the Minnesota Minority Education Partnership, and the Minnesota Fair Housing Center to create the Community Circle Collaborative (CCC). This is a metro-wide dialogue project in which at least 500 citizens from all walks of life have joined together - 5-15 at a time - in study circles held throughout the metro area to discuss two central questions:

- "What are the impacts of existing patterns of residential, economic and racial segregation on the educational achievement and life opportunities of Twin Cities area children and families?" and
- "What can or should we do, as individuals and as a community, to enhance educational success, and housing and economic opportunities for ***all*** children in the Twin Cities area?"

The CCC is now a broad-based collaboration of community-based organizations, public staff and officials, and individuals working in a variety of fields, including anti-racism, housing, education, social justice, religion, law, and social research. The early partners included: the Minneapolis Initiative Against Racism; Mayor Sharon Sayles Belton; Toward Tomorrow Together (a St. Paul area anti-racism coalition); the Wilder Foundation; the St. Paul Dept. of Human Rights; the MN Churches Anti-Racism Initiative (of the MN Council of Churches, the Greater Minneapolis Council of Churches, and St. Paul Area Council of Churches); the Metropolitan Interfaith Council on Affordable Housing (MICAH); the Suburban Hennepin Anti-Racism Coalition; and the Institute on Race & Poverty. The Collaboration has been coordinated by the Director of EHEP, Dick Little.

During its second year, the Community Circle Collaborative has expanded to include more than 20 public, civic and community-based organizations that serve as the principal partners (see attached list). Each partner contributes its unique strengths or resources to the Collaborative, assuring a broad-based and comprehensive initiative.

The "Kick-Off" conference for potential sponsor groups and conveners of Community Circle study/discussion groups was held in December, 1996. It brought together representatives of nearly 100 different organizations and was highlighted in a Star Tribune Editorial. Recruitment of facilitators began in early 1997, with the assistance of such organizations as the Minnesota Facilitators Network, and concluded with two major facilitator training seminars organized by the Collaborative in February. Approximately 75 facilitators were trained and volunteered to be "matched" with community circles. Other members of the Collaborative helped prepare and review the discussion guide, Choices for Community: A Regional Conversation About Education,

Housing, and Segregation, used by the Community Circles to help inform and focus their discussions and deliberative process. Additional resources are being provided at metro area libraries with the assistance of Librarians for Social Responsibility.

Beginning in March, 1997, sponsors convened the community circles, in some cases pairing their circles with others to maximize diversity of participants and perspectives. Most circles have included between 6 and 20 individuals and have met four to six times for periods of two hours each. The MPR Civic Journalism Housing Forum Project helped to stimulate participation in the Community Circles. Some 50 Community Circles have been or are still being convened and many groups will be meeting into the summer months.

On May 29th, a forum titled "COMING TOGETHER: A Regional Conversation on the Challenges of Education, Housing and Segregation" was held at Macalester College. This event brought together representatives of different Community Circles meeting from throughout the metropolitan area to share the results of their small group discussions and to converse with each other about the issues they were charged to address. Selected community leaders, academic and business leaders, public elected and appointed officials, and the media were invited to listen and participate in the discussion. 154 citizens registered, and 122 citizens attended the Forum. The results of the Forum conversation were discussed the following day by the moderators, George Latimer and Vivian Jenkins Nelsen, on Minnesota Public Radio's Mid-Day Program.

Many Community Circles will also be convening local forums in their communities with representatives from their sponsor organizations as well as local policy makers, educators, community leaders and other members, to discuss the results of their deliberations. Finally, each Community Circle will prepare a written report of its findings and conclusions. These reports will be synthesized into a single document summarizing the results of the first round of Community Circle conversations. In addition, the various conversations, forums, and training events are being recorded for future use and public broadcast by the Minneapolis Neighborhood Revitalization Program and Office of Film and Video.

Future plans for the Community Circles project include a second, expanded round of Community Circle discussions to be held in the Fall of 1997. This round will build upon the findings of the first round of community circle discussions and will include additional groups not represented in the Spring round, such as the business community. The discussions will be resourced by metro area libraries with assistance from Librarians for Social Responsibility and will be more clearly focused on issues of building more inclusive communities and moving the discussion to issue identification and action. EHEP and the Community Circle Collaborative will also co-sponsor a Citizens Summit with the Minnesota Meeting and Minnesota Public Radio. The Summit will use electronic key pad technology to elicit focused responses and discussion of specific issues and solutions from Community Circle participants on the best ways the

metropolitan community can address issues of educational access and achievement, and housing, community and school desegregation in the Twin Cities area.

Staffing

Dick Little holds the position of coordinator, and is responsible for all aspects of the project: organizing, coalition building, administration and community education. He works under the direction of a Board of Directors. Mr. Little has an extensive background in housing, education, race relations and use of study circles.

Board of Directors

The Board of EHEP consists of:

- Matthew Little, Vice President for Education, Minneapolis Branch NAACP, former Branch President, and longtime activist for racial and social justice;
- Barbara Bearman, member Executive Committee, Minneapolis Branch NAACP, and community activist who participated in the original Minneapolis school desegregation lawsuit in the early 1970's;
- Michael Anderson, East Side Neighborhood Development Company;
- Dr. Josie Johnson, Senior Fellow, College of Education and Human Development, University of Minnesota;
- Van D. Mueller of the University of Minnesota Department of Education Policy & Administration;
- Joy Sorensen Navarre, Executive Director of the Metropolitan Interfaith Council on Affordable Housing;
- Georgina Stephens, former President of the Minnesota State Board of Education;
- Jerry Timian, Director, First Call for Help, St. Paul United Way and member, St. Louis Park School Board; and
- Jim Hilbert, Co-Director of Programs, The Institute on Race & Poverty, University of Minnesota Law School.

B. PURPOSE OF GRANT

The Need

Public conversation about the possibilities for inclusive and integrated communities is rare, usually divisive and poorly informed, not conducted on a systematic or sustained basis, and with too few groups and individuals involved. We believe these adverse conditions imperil the chances of building inclusive and integrated communities in the Twin Cities metropolitan area.

The principal danger is that public discourse is fast settling into simplistic, distorted polarities - neighborhood schools versus forced busing, quality education versus desegregation, core cities versus suburbs, rich versus poor and, of course, whites versus people of color (especially African-Americans). A climate of public opinion poisoned by these divisions inevitably limits what policy makers (and, as we've found in our initial discussions, advocates and community leaders as well) feel they are able to do; we speculate that this climate even limits what judges feel *they* are able to do. In the current environment, the issues are captured by the most extreme and negative voices, which are then amplified by the media. The public sits and listens. Few want to get involved, because of the fear of getting burned in the heated controversy and because of the not-unreasonable judgment that little will be accomplished under these conditions.

There is a need to involve many groups and the broader public in civil, informed conversations about the possibilities for integrated communities. There is a need to expand the serious discussion of these issues beyond the courtrooms and the academic halls. As many people as possible in our community should be participating in the conversation about this issue. The discourse should not be limited to the invectives of "talk radio," the well-intentioned opinions of newspaper editorials, the sociological jargon of academia or the legal technicalities of the court.

The issue is developing rapidly. The question is who will be involved in the public discourse, and how will that discourse be framed. Unfortunately, past experience shows that these issues are easily polarized - and stay polarized. We believe that this familiar yet unfortunate outcome can be averted by organizing a wide range of groups that have a potential stake in integration, by engaging broad-based public participation in informed conversations about what segregation and integration involves and by offering assistance to communities as they seek to become better integrated.

Our Response

In response to this need, and based on the experience and information we have gathered over the past two years, we propose to continue and expand our work in coalition building and public education. We want to continue to take the public conversation about racial and economic segregation and integration to neighborhood centers, public libraries, school buildings, places of business, living rooms, and backyards - the places where ordinary people live their lives and where the real task of building inclusive communities must take place. We wish to encourage and inform public conversations that will help lead people to support the principle of integrated communities and to support efforts to move toward that goal. This organization seeks to educate the public - that is, to lead people to a more informed, effective understanding of the effects of segregation, why integration is important, and how it can be accomplished. Through this process, we hope that people come to understand the value of integration for themselves, for other people, and for society as a whole.

We have no illusions that all people will be persuaded, or that all will be willing to participate. There are, after all, real conflicts of interest and conflicts of values. These will not be dissolved by a little talk. But without a concerted effort to bring people together for informed and civil conversations, the most extreme voices will remain to frame the issue. Public-spirited conversation will be drowned out by shrill debate; our common interests and values will get lost in the sea of opposition and conflict.

Our Project

We propose to continue and expand our current work on three fronts:

- Supporting and linking existing coalitions that are working on these related is issues,
- Solidifying a broad-based coalition that can advocate for racially and economically integrated schools and housing throughout the metropolitan area, and
- Sponsoring informed public conversations that will advance the understanding and promotion of inclusive communities.

Each of these elements reinforces the others.

(1) Supporting and linking existing coalitions and organizations. There is a wide range of groups and individuals in the Twin Cities metro area with a potential stake in the cause of inclusive and integrated communities and schools. We have begun connecting and collaborating with many such groups in our first two years, and believe much can be accomplished simply by helping to support and expand existing coalitions that already focus on housing and school issues, but do not necessarily link those two issues in their work. We propose to continue our coalition-building efforts by focusing on faith communities, elected officials (legislators, school boards, city councils, mayors, county boards), neighborhood groups, parent organizations, teacher and staff groups, professional education programs, fair housing and housing advocacy groups, labor unions, business organizations, civic groups, civil rights organizations, human rights commissions, libraries, the media, and others.

These groups all have different interests and different understandings of what integration means for them. Moreover, although we have found that many of them agree on the importance of linking school desegregation/integration with the broader issue of housing, few actively combine those two issues in their work or in their recruitment of additional coalition members.

Over the past two years we have seen – and begun to build on – a great potential for such broad coalition development and support. Yet we also appreciate that it will require a labor-intensive effort to attract the participation of these groups in ways that are appropriate to their interests and capacities. Such an effort is critically needed, however, and these groups constitute the essential infrastructure through which we can develop the broader public understanding and support for integrated communities, and

a broader response to the deepening socioeconomic and racial segregation in the Twin Cities area.

(2) Solidifying a broad-based housing/education coalition. The discussions and research we have undertaken so far have convinced us that the building of a single coalition that can advocate for more integrated schools and communities in the Twin Cities will be challenging and slow-going. We have begun to lay the foundation for such a coalition, however - by working within existing coalitions, by listening closely to both mainstream and community leaders and citizens, and by educating them about the realities and options facing us - and will work to solidify this foundation over the next year. We plan to move from dialogue to issue identification and action, working with the same broad range of organizations and individuals we have identified over the past year, as well as others. As we have found already, once groups have the information and tools they need to delve into these issues and begin to see how the issues must be linked and pursued in coalition, there is a powerful movement to work together. The challenge over the next year will be to support these groups and individuals in figuring out *how* to further efforts toward resolving these issues in a way that is equitable, manageable, and capable of attracting widespread support.

(3) Creating informed public conversation and analysis. The issues of residential and school segregation have become increasingly polarized and complex. There is a palpable sense of ambivalence about what to do about segregation, as both past and present strategies seem inadequate, flawed, or even misdirected. This is true even in those communities most affected by segregation, at every level: citizens, educators, housing advocates, community leaders, and policy makers. Our first two years of work have given us a deep appreciation of this confusion, even as it has frustrated and worried us, and convinced us of the necessity for widespread and well-informed public conversations about these issues. Without such conversations, we fear the silence and ambivalence - to say nothing of poor public policy and lack of leadership - will continue. We propose, therefore, to continue creating such opportunities for education and dialogue at several levels:

(a) **The Community Circle Collaborative and the "Choices For Community" Study Circle Project.** As noted above, EHEP has been a leading partner in this metro-wide collaboration. Through the Community Circle Collaborative, EHEP continues to organize and support "community circles" throughout the metropolitan region, which will meet to explore the questions of how existing patterns of residential, economic and racial segregation affect the educational achievement and life opportunities of Twin Cities area children and families, and what we can do as individuals and as a community to enhance those opportunities. Our focus in the upcoming years will be on: (1) expanding the Collaborative to include a broader range of points of view from organizations, public institutions, and individuals throughout the metropolitan region, (2) promoting and publicizing the project, (3) providing research support to the community circles, (4)

fundraising, (5) continuing to recruit and train community circle sponsors and facilitators, (6) evaluating and reporting on the outcomes of community circle deliberations, forums, and subsequent actions, and (7) developing an action component.

(b) Community and Metro-wide Citizens Forums. These forums will flow from the study circle conversations and will enable broader engagement and education of the public.

(c) A ' Blue Ribbon ' Commission / Task Force. This group will consist of public, business, church and community leaders selected by the Collaborative to focus on engagement and education of public policy and institutional leaders. This group, modeled after the Latimer Commission, which evaluated the implementation of the Metropolitan Livable Communities Act, will have as its major tasks:

- to use the results of the first round of Community Circle conversations to guide the second round of discussions;
- to use the results of both rounds to formulate findings and recommendations for public policy makers; and
- to develop additional strategies for educating and informing the public and "moving the community" to act collectively on needed change.

How Our Project Differs From Other Projects and Organizations

1. Its unique methodology of fostering conversation among disparate members of Twin Cities communities, not only to discuss issues and problems, but to develop action registers and common solutions that can be used by the community at large. Three discussion models for community deliberation have been combined to achieve this outcome: The Study Circles model of the Study Circles Resource Center; the National Issues Forums of the Kettering Foundation; and the Communities of Color Empowerment Model of the Minnesota Minority Education Partnership.

2. Its focus on the region as a whole and on consciously linking the issues of housing, education and employment. No other organization in the Twin Cities, nor nationally, is currently engaged in this kind of collaborative grassroots dialogue and mobilization effort linking housing and education, and race, locally and regionally.

3. Its use of a collaborative of diverse organizations, including principal organizing partners, media partners, funding partners, project coordinators, resource partners, and community circle sponsor organizations. This project brings together anti-racism organizations, along with civic and media organizations, to focus on challenging segregation in housing and education.

4. Its ability to measure success in tangible ways. These measures include the breadth and depth of participation in the study circles by local and regional citizens. Breadth and depth means diversity of participants in terms of ideas, race, place of residence, age, and economic status. It also includes number of participants and conversations. The project's impact will also be measured by having our findings and recommendations publicly addressed by the State Legislature in its 1998 and 1999 legislative agenda.

Application to the Otto Bremer Foundation

COVER SHEET

Date of Application: April 22, 1999

ORGANIZATION INFORMATION

Education and Housing Equity Project
Legal Name of Organization

Augsburg College, CB 185, 2211 Riverside Avenue
Address

Minneapolis, MN 55454	(612) 330-1505	(612) 330-1507 or 1649
City, State, Zip	*Telephone*	*FAX*

Individuals Responsible:

Dick Little	Executive Director	(612) 330-1505 or 724-5662
Name of top paid staff	*Title*	*Direct dial phone #*
Contact person (if different from top paid staff)	*Title*	*Direct dial phone #*

Organization Description:
The Education and Housing Equity Project was founded in 1995 to promote racially and economically inclusive communities and schools that work for all children in the Twin Cities metropolitan area. Its primary focus is on expanding public understanding and informed public action on community residential, economic and racial segregation and the educational achievement gap in our public schools. To accomplish its mission, EHEP has initiated the Community Circles Collaborative, a project that brings together citizens and community organizations from throughout the metro area in public conversations focusing on the challenges of housing segregation, educational achievement and racial equity in the Twin Cities metropolitan region.

Is your organization an IRS 501(c)(3) not-for-profit? _X_ YES ____ NO
If no, is your organization a public agency/unit of government or religious institution: ____ YES ____ NO
If no, name of fiscal agent (fiscal sponsor) _____

AMOUNT AND TYPE OF SUPPORT REQUESTED

The dollar amount being requested: $ 50,000 for one year (($100,000 over 2 years)

Funds are being requested for: Note: we are a project

_X_ general operating support ____ capital ____ other: _____
____ project support ____ endowment
____ start-up costs ____ technical assistance

If a project, give project duration: ____ Month ____ Year to ____ Month ____ Year
If operating support, fiscal year: January Month 1999 Year to January Month 2000 Year

BUDGET

Total annual organization budget: $ 100,000
Total project budget (for support other than general operating): $ ____

PROPOSAL SUMMARY

(If operating or start-up support relate to the organization. If project and other support, relate to the project.)

Project name (if applying for project support): Conversations at the Crossroads: Community Circle Dialogues on Education, Housing and Segregation in the Twin Cities Area

Please give a 2-3 sentence summary of the request:
We are requesting support for launching and completing the second round of community circles that will be convened in 1999 focusing on the challenges of achieving racially and economically inclusive schools and communities. Our goal is to engage over 1,000 citizens from 75% of the municipalities in the metro area participating in up to 100 study circles. These circles will consist of 8 to 15 participants each who will meet at least 5 times for 2 hours each meeting. Each circle will meet on specific dates and at specific locations, use a prepared discussion guide, and will be moderated by experienced facilitators. In addition to providing meeting places and/or recruiting diverse participants, sponsoring organizations will provide scribes to record and report the results of each circle conversation. A report to the community will be produced. A citizens summit and action forum will bring participants together at the conclusion of the circle conversations to share findings and conclusions/recommendations with community and public officials(who will also be invited to participate in the circles) and to connect participants with action opportunities and agendas (promising practices and organizations).

Geographic area served: The Twin Cities Metropolitan Area

Population served: Adults and young people from many different walks of life in schools and communities in the Twin Cities area. Communities of color and lower income residents and students from inner urban areas as well as suburban communities will be emphasized and targeted in this project. Diversity of participants is a key consideration of this project.

AUTHORIZATION
Name of top paid staff and/or Board Chair: Richard C. Little, Executive Director
Matthew Little, President, Board of Directors

Signature _____

Special Note: This grant request follows two years of funding ($25,000 per year for two years) from the Bremer Foundation, and documents accomplishments over those two years as well as our proposed accomplishments for the next year. Action over the second year will be determined by the results of this next year's community circles and through a strategic planning process to be carried out by the EHEP Board and selected community circle partners. The financial reports will show that we fully matched and doubled the Bremer grants of these past two years. We will do so again over the next two years.

Application to the Otto Bremer Foundation

PROPOSAL NARRATIVE

A. ORGANIZATIONAL INFORMATION

Brief History

The Education & Housing Equity Project was created in 1995 to link the issue of school desegregation/ integration with the broader issues of segregated housing and neighborhoods and to build an informed citizenry to advance public understanding and action on these issues.

In 1996, it partnered with some 20 other organizations, including the Minnesota Minority Partnership, the Metropolitan Interfaith Council on Affordable Housing, the Minneapolis Initiative Against Racism, the Minnesota Fair Housing Center and the Minnesota Churches Anti-Racism Initiative to create the Community Circle Collaborative, a multi-sector initiative to promote inter-community dialogue on the critical issues of education, housing race and segregation in the Twin Cities metropolitan area. In 1997 and early 1998, approximately 500 citizens from different walks of life joined together in community circles and forums convened in 25 different communities focusing on the challenges of affordable housing, the achievement gap in our schools, the location mismatch between employees who need jobs and employers who need workers, and the role that race and segregation play in exacerbating these challenges. Each circle was supplied with a facilitator, recruited and trained by the collaborative, and a discussion guide prepared by the collaborative. The discussions culminated in a metropolitan citizen's forum held at Macalester College and a report on the results of the conversations published in 1998.

Based on the experience with these initial conversations, EHEP and other Collaborative partners approached additional organizations about the conversations, and used the results of the conversations to further define agendas and strategies that would advance the common mission of expanding housing, education and economic choices and opportunities for all citizens in the metropolitan area.

A second round of Community Circle conversations began in late 1998 and is currently underway in 1999. Based on the evaluation of the first round of conversations in 1997, we have substantially revised the discussion guide, partnered with professional facilitator and mediator organizations to facilitate the conversations, and have greatly expanded partnerships with potential sponsor groups. In the fall of 1998, Community Circles were held in Minneapolis, co-sponsored by the Minneapolis Public Schools, the Minneapolis Urban League, the Neighborhood Revitalization Program, the Park and Library Boards (providing meeting spaces), the Jefferson Center (providing scribes) and the Society of Professionals in Dispute Resolution (facilitators). In February 1999 we launched a metropolitan-wide round of community circles. We also entered into a major partnership with the Wilder Foundation and "Cities At Work" partners to inaugurate "Cities at Work" community circle conversations on education, housing and race in Saint Paul. As of the date of this grant request, approximately 75 community circles in 20 different cities, engaging approximately 1,000 citizens are underway this spring or are planned to be held next fall.

At the end of 1998, our Community Circles dialogue project was selected by The President's Initiative on Race as a "Promising Practice" for advancing race relations and making progress on issues of race in the United States.

Mission & goals

The mission of the Education & Housing Equity Project is to be a catalyst for building broad-based partnerships that engage citizens and communities in public discussion, analysis and advocacy that enhances the prospects for realizing racially and economically inclusive institutions and communities that give families of all incomes, races, and cultural backgrounds access to quality schools and affordable housing choices throughout the metropolitan area.

EHEP pursues its mission through a three-part strategy:

- Coalition and partnership building and advocacy;
- Community education and informed public conversation; and
- Assistance to communities in becoming more inclusive and integrated

Programs, activities, and major accomplishments

Coalition Building and Advocacy to Inform Public Decision Making

Since its inception, EHEP has spent a significant portion of its energies in discussions and collaborations with other organizations and groups. These have led to several jointly sponsored projects as well as a fuller understanding of the need for an organization and collaborative that can link the issues of housing and education and develop the much needed consensus and leadership to move the metropolitan community forward on these issues, and to connect them to the challenges of race, poverty and segregation. After a year of creating the organization, the second and subsequent years have been devoted to extensive research of the literature, one-on-one interviews and multi-participant focus group meetings with a broad range of community leaders and experts in the fields of housing, education, anti-racism and metropolitan stability, and building a broad-based coalition and partnerships that can work on these combined issues. Our unique contributions have been (1) to encourage the linkage of housing and school issues in the work of existing organizations and connecting this work to issues of race and (2) to promote civil, informed dialogue across economic, racial and political lines as one important way to make progress on these issues. Some of our major accomplishments have included:

- Working with the Institute on Race and Poverty to "popularize" its research by making it broadly available in commonly used language to various publics in the Twin Cities area.
- Coalescing with both housing and education organizations to focus on the re-drafting of the State Board of Education's desegregation rule and to link school desegregation issues with the broader issues of housing segregation and metropolitan stability (1996 and 1998).
- Encouraging a coalition working with the newly formed Minnesota Fair Housing Center on a fair housing testing campaign in suburban Hennepin County to frame the issue of housing discrimination in the context of schools, educational achievement and access to broader life opportunities (beginning in 1996).
- Engaging the Minneapolis Public Schools and the Mayor of Minneapolis to support and assist in the development of the community circles project and, following a presentation sponsored by the Family Housing Fund, encouraging a study of the linkage between housing/household stability and educational achievement in Minneapolis. This action led to *The Kids Mobility Project (1997).*
- Collaborating with and supporting MICAH's (Metropolitan Interfaith Council on Affordable Housing) fair housing initiative proposal to HUD to jointly develop, with the Illusion Theater, a series of theater events that highlight the need for metro-wide fair and affordable housing for people of all backgrounds and to deal forthrightly with community resistance, discriminatory practices, stereotypes and fears that impede the development of affordable housing. EHEP is represented at each of the theater events and is co-sponsoring the Minneapolis and Saint Paul performances (1997 - 1999). The first round of community circle discussions in 1997 provided the genesis for the theatre project.
- Participating by invitation as an advisor to the consulting teams working with interested parties to mediate the currently pending educational adequacy and educational equity lawsuits (NAACP v. State of Minnesota and St. Paul School District v. State of Minnesota). Community circle partners also participated in the mediation planning retreat organized by the principal parties in the lawsuits (1997 and 1998). In early 1998, EHEP's director testified in support of the mediation process before the Minneapolis School Board, which subsequently endorsed the same position. EHEP has been asked to continue to be a resource to the mediation process and is participating in mediation workshops in 1999. Many of the ideas that came out of the first round of community circle conversations have been used to contribute to settlement proposals for mediation of the lawsuits.
- Working with the Alliance for Metropolitan Stability and the Right to Housing Campaign to develop an Inclusionary Housing policy and legislative action proposal that could provide the basis for a new approach to expanding affordable housing choices and mixed income housing development in the Twin Cities metropolitan area (1998 and 1999). The inclusionary housing and zoning concept was one of the major ideas generated by the 1997 community circle conversations.
- Jointly sponsoring with the Urban Coalition and the Minnesota Minority Education Partnership (MMEP) a series of issue forums on the State's proposed new Desegregation Rule, the Inclusionary Education Rule (revision of the originally proposed Diversity Rule), and multicultural competency requirements for teacher licensure. The EHEP board also contributed substantive written testimony to the State Board of Education on the proposed changes to the Profiles of Learning (1998) and the revised desegregation rule (1999).
- Assisting the Minneapolis League of Women Voters with the Minneapolis Middle School Project (1998).

- Contributing to the work of the Minneapolis Affordable Housing Task Force through EHEP's Director who serves on the Task Force (1998 - 1999). Our message have been that: (1) recommendations should focus not only on providing needed housing but also on expanding people's locational choices and access to economic, social and educational opportunities; (2) recommendations should focus on barriers related to race, not only income, and (3) recommendations should focus on metropolitan as well as municipal remedies. Our message to reverse, or at least avoid, further concentrating poverty has also been heeded.

In 1999, we have agreed to be a partner with the Minnesota Housing Partnership and the Minnesota Coalition for the Homeless as part of their proposals to the Minneapolis Foundation/Thorpe Fund to launch a pubic relations campaign to break down barriers of public resistance to affordable housing in the Twin Cities area.

Assisting Communities in Becoming More Inclusive and Integrated

EHEP has been less involved with this strategy since it largely evolves from the other two strategies. However, at least two example activities stand out.

Following the first round of community circles, we were invited by the Minnesota Fair Housing Center to assist them in planning and implementing a Hennepin County/Metropolitan Council-funded workshop for suburban housing and planning officials and human rights commissioners on best practices for achieving fair and affordable housing. In September 1998 over 100 city officials and developers attended the "Building Inclusive Communities" Conference in Bloomington. EHEP worked with the Fair Housing Center and the Alliance for Metropolitan Stability to sponsor programs that highlighted promising practices used in other parts of the country. EHEP helped to bring the Vice President of Chicago's Leadership Council for Metropolitan Open Communities to the Twin Cities to discuss the Oak Park, Illinois experience in becoming and sustaining one of the most successful racially integrated cities in the United States.

In the East Metro Area we were invited by the Saint Paul Office of Interdistrict Initiatives to participate in the planning process to develop a multi-school district governance structure to expand inter-district and integrated education initiatives involving Saint Paul and suburban East Metro school districts. Planning workshops were held in late 1998 early 1999. Future inter-district initiatives will be dependent on continuing availability of state funding. Multi- and inter-district initiatives were the subject of considerable discussion in the 1997 Community Circles.

Following the second round of Community Circle conversations, we anticipate additional opportunities to collaborate with, broker and provide assistance to communities and school districts attempting to become more multiculturally, racially and economically inclusive.

Civic Engagement and Community Conversation

By far the most significant and distinctive work of EHEP is the "Choices for Community" Community Circle Project, recently renamed 'Conversations at the Crossroads.' In 1997, the Community Circle Collaborative launched a dialogue project in which citizens from different walks of life came together, 5 to 15 at a time, in community circles throughout the metropolitan area to discuss the future of the Twin Cities area with a focus on two central questions:

- "What are the impacts of existing patterns of residential, economic and racial segregation on the educational achievement and life opportunities of Twin Cities area children and families?" and
- "What can or should we do, as individuals and as a community, to enhance educational success, and housing and economic opportunities for *all* children and adults in the Twin Cities metropolitan area?"

Community Circles of citizens from thirty-five localities were convened/hosted by a variety of local sponsoring organizations. All participants were provided with discussion guides prepared by the Collaborative, and facilitators, recruited and trained by the Collaborative, moderated each circle. The conversations culminated in a Metropolitan Citizens Forum held at Macalester College Chapel, moderated by Saint Paul's George Latimer and Minneapolis' Vivian Jenkins Nelsen. A report that synthesized the findings, conclusions and action recommendations coming out of the community circles was prepared and has been shared with project partners and various decision makers in the metropolitan area.

Since the conclusion of the first round of conversations, EHEP and its partners have been evaluating the first round, identifying promising practices that advance educational success and expand affordable housing choices, sharing the results of the conversations with various stakeholders (e.g., the West Metro Education Program), and revising and improving the process for a second round of conversations.

During 1997 and 1998, we also assisted with the launching of other civic engagement projects with similar objectives, including the Interfaith Action/Saint Paul Ecumenical Action Council's interfaith dialogue and action forums on poverty, segregation and sprawl, the National Conference of Community and Justice town hall meetings on education and race (we co-sponsored two forums in Minneapolis and Saint Paul), the National Days of Dialogue on Race Relations (we sponsored three dialogues in the Twin Cities), the Saint Paul Pioneer Press civic journalism project "Poverty Among Us, and in 1999 the Minnesota League of Women Voters proposed statewide study circle program on immigration. In April 1998 we co-sponsored a Study Circles training workshop for prospective sponsors and facilitators with the national Study Circles Resource Center. This event greatly increased local capacity for spawning additional civic engagement projects. The workshop also attracted new partners interested in launching the second round of community circles conversations on education, housing and race. One of these new partners is the Wilder Foundation, with whom we are co-sponsoring the 1999 "Cities at Work" Forums on "Race, Connections and Commitment." As part of the forum project, local Saint Paul organizations are or will be co-sponsoring community circle dialogues on education, housing and race.

The second round of Community Circle conversations is now underway. A round of Minneapolis Circles, co-sponsored by the Minneapolis Public School's Office of Family and Community Services and five other partner organizations, took place in the fall of 1998 and served as a prototype for the metropolitan-wide conversations that began in February 1999.

The second round (1999 Community Circle Dialogues) is built on the lessons learned from the first (1997) round. It includes a broader marketing effort and additional groups not represented in the first round, such as the business community, labor unions, outer suburban residents and employers, significantly more residents and leadership groups in Saint Paul and East Metro, and a wider range of participants from communities of color. These conversations are more clearly focused on systemic barriers and changes needed to better integrate our metropolitan community and residential living patterns across barriers of race and class, and, in the process, bring children from different backgrounds to more integrated and diverse learning environments. Added to the discussions is a focus on making our institutions, such as schools, more multiculturally inclusive and equitable. The discussions also include an action component, including an Action Forum, that will emphasize promising practices already underway in various parts of the country and the Twin Cities (e.g., East Metro Interdistrict Initiatives) and connect participants to opportunities for involvement in their community. The action component will also more directly connect the work of the community circles with the policy work of key decision makers and decisions-making bodies.

The quality and scope of the discussion process has also been improved. Thirty different organizations contributed to the development of a new discussion guide. A faith compendium has been prepared by the MICAH for use in community circles sponsored by congregations (churches, mosques, and synagogues). We are also developing an optional session on race and economic development, to be used in conversations sponsored by chambers of commerce and business associations. To assure better reports on the conversation results, we have developed reporting forms for use by the scribes. A partnership with the Society of Professionals in Dispute Resolution and Minnesota Facilitators Network has resulted in a facilitator's guide, a more user-friendly discussion guide and a facilitator's version of the guide. These two groups have been retained as partners in the project. They are recruiting and training the facilitators, most of who are experienced facilitators from their own ranks. We have also secured special training opportunities for the facilitators, scribes and sponsors, including a workshop on understanding community and institutional racism delivered by James and Nadine Addington of the Minnesota Churches Anti-Racism Initiative, and a workshop on cross-cultural communications provided by Intercultural Communications Workshops, Inc., another community circle partner. These opportunities serve as volunteer compensation and as useful tools for deepening and enhancing the conversations. The circles are also being resourced with information provided by a range of organizations, including the Urban Coalition, the Family Housing Fund, the Center for School Change and the Institute on Race and Poverty; brief summaries, such as "What the Research Shows" and "Working Doesn't Always Pay for

a Home" are provided to each circle or circle participant. All of these improvements are contributing to more productive discussions and the likelihood that meaningful ideas and commitments to action will be generated by the circle conversations.

At the conclusion of Round Two, EHEP and the Community Circle Collaborative will co-sponsor a Citizens Summit with the Minnesota Meeting and Minnesota Public Radio. The Summit will bring together participants from the community circles, and use electronic response technology to discover areas of consensus and to prioritize action steps. Many local policy makers will be invited to attend the Summit. Round two will help inform the policy and action agendas of partners in the collaborative as well as public decision-making bodies.

Organizational Structure and Administration

Project Partners

The success of EHEP's efforts rest largely on an active and committed board of directors and the strong partnership of organizations and volunteers that are part of the Community Circle Collaborative. The Community Circles project was founded by the Collaborative. Collaborative partners (past and present) are identified in the attachments. The Collaborative has been essential for (1) assuring racial, cultural, ethnic, generational, political and geographic diversity of voices in the conversations, (2) fulfilling the various tasks, objectives and leadership requirements of the project using the best possible combination of resources, and (3) assuring that the results of the community circle conversations are widely disseminated and receive widespread attention.

The Community Circle partners include:

- **Organizing partners**, who help to design the process, frame the discussion issues, prepare the discussion guide, recruit and train/orient sponsors, facilitators, scribes, and resource partners, publicize the project and work with the media, and assist with reporting and evaluation and the details of project follow-through.
- **Resource associates**, who supply background research and expertise on the issues, written and audio-visual materials to inform the discussions and provoke spirited but thoughtful conversation, media coverage, project documentation, and/or financial and in-kind backing of project activities.
- **Sponsors** (typically organizations) that supply meeting places (may include child care, transportation, translators, hospitality and other services as needed) for the conversations, schedule the conversations, publicize the circles, recruit circle participants, convene or host the circle dialogues, and secure scribes who will capture in written record the highlights and results of each conversation.
- **Facilitators**, who have professional experience in mediation and facilitation, who moderate the community circle conversations (organizations such as the Society of Professionals in Dispute Resolution and the Minnesota Facilitator Network are partnering with EHEP and the Wilder Foundation to provide facilitators and co-facilitators for each circle conversation). The facilitator organizations also participate in delivering facilitator training to all participating facilitators and in convening the facilitators for assessment and evaluation.
- **Participants** from many diverse backgrounds who commit to at least 5 sessions of 2 hours each and participate with 8 to 15 other citizens in informed and deliberative dialogue. The participants are the "heart and soul" of the Community Circles initiative. These are the citizens who create the "public voice."

In-kind support from the organizing partners alone in the 1997 circles amounted to more than $15,000 in documented resources. A similar or greater contribution has been made during the 1998 circles in Minneapolis and in preparing for the 1999 circles. We expect this figure to double in 1999.

Diversity of Participation

EHEP works through its partners in many diverse settings throughout the metropolitan area. It is important to us that the groups we work with are representative of the communities with which we work, and reflect the diversity of the metropolitan community. Nine of the twenty organizing partners are groups representing primarily interests of communities of color. Many of the new groups recruited for the current round of conversations are culture-specific and multicultural organizations. Partner and sponsor organizations include congregations, non-profits, human rights commissions, neighborhood associations and community councils, youth groups, schools, family and community councils, university and college groups, a union local, a chamber of commerce, voter organizations, and city governments. Although there has been a reasonably good demographic and geographic balance of sponsors, we are striving to achieve better representation of the outer

suburbs, the business community, recent immigrants and students. Public officials are also being actively invited to participate in the second round of circles. Thanks to our principal partnership with "Cities at Work" and the Wilder Foundation, we have achieved excellent representation of Saint Paul communities. With the help of Saint Paul United Way, participation of communities of color will be significant in the St. Paul conversations.

EHEP and the Community Circle Project are distinctive from many other organizations and initiatives in their unique methodology and objective of engaging citizens and creating dialogue among disparate parts of the Twin Cities metropolitan area not only to discuss issues and challenges, but also to generate ideas and suggestions that can lead to common solutions to those issues and challenges. No other organization in the Twin Cities area is currently engaged in this kind of sustained, collaborative, grassroots dialogue and education/consensus-building and mobilizing effort that specifically links housing, education and race.

Board of Directors

Our success also rests on an active, committed and diverse board of directors. The board of directors has been expanded each year and now includes 16 members; all are key leaders in fields and institutions related to the mission of EHEP. The board has direct and extensive leadership experience in addressing issues of education, housing and race. Board member's connections and contacts in the community enhance EHEP's ability to accomplish its objectives. The board is responsible for setting policy direction for the organization; it also plays an active role in advancing the community circle project and in bringing new partners into the collaborative.

Board members come from business, civic, legislative, community service, housing advocacy, civil rights, media, education and law backgrounds. Seven of the sixteen board members, including the president, are African Americans, Southeast Asian Americans, or Latino Americans. Four additional African Americans and Asian Americans have previously served on the board.

A list and brief description of the board of directors is included in the attachments.

Staff and Volunteers

Two individuals currently staff EHEP: a full-time executive director and a part-time administrative assistant.

Dick Little, Executive Director, is responsible for all aspects of the organization and project. He has an extensive background in housing, education, race relations and use of study circles. For 20 years he was a planning and housing official with the U.S. Department of Housing and Urban Development. Since 1990, he has been a research associate with the International Institute for Inter-racial Interaction (INTER-RACE) at Augsburg College, a technical assistant with the Community Policing Institute, a member of the strategic planning team for the City of New Orleans Economic Empowerment Zone and Enterprise Community program, and a consultant to the Minneapolis Public Schools. He has also served as policy chair, parent representative on the site leadership council, and co-founder of the foundation at Ramsey International Fine Arts School in Minneapolis. He is in his eleventh year of serving as a mayoral appointee on the Minneapolis Planning Commission, and has a graduate degree in urban planning. He also serves as an officer on the boards of several non-profit organizations including the Metropolitan Interfaith Council on Affordable Housing (MICAH). Mr. Little was a finalist for gubernatorial appointment to the Metropolitan Council in April 1999.

Pam Jewson, Administrative Assistant, brings previous experience as an administrative assistant and field producer at KSTP, a graphic artist with the Star Tribune, and project development coordinator with the Linden Hills Neighborhood Revitalization Program (NRP).

EHEP has also been successful in procuring the services of three part-time student interns and research assistants over the life of our project, and we expects to do so again. The Center for Urban and Regional Affairs, the University of St. Thomas, the Higher Education Consortium for Urban Affairs, and Augsburg College are our principal internship partners. Use of consultants and 'pro bono' services has also augmented the ability of EHEP to carry out its work. Most important are in-kind staff and volunteer resources that have been provided by partner organizations. EHEP has a fiscal service agreement with Augsburg College to assure that all financial obligations and fiduciary responsibilities are carried out.

Of the five staff persons who have worked for EHEP, two are persons of color (African American and Asian American). Other staff, organizational and resource partners participating in this grant are described as part of the grant project request.

B. PURPOSE OF GRANT

Situation and Need

As the Twin Cities have become increasingly diverse in the 1990's, there has been growing public concern that economic and racial segregation in housing and among our communities is having a profound impact on the overall health and well being of the metropolitan region, and on education and employment opportunities in particular. At the same time, our institutions, especially our schools, have been "tested" by this diversity and have been found wanting: over half of the students, mostly students of color, in core city schools are failing to pass the graduation standards tests. While the overall economy has steadily improved, the unemployment rate among communities of color in the central cities and the lack of affordable housing metro-wide are at crisis levels.

A study by Douglas Massey and Nancy Denton in their publication *American Apartheid: Segregation and the Making of the Underclass* revealed that the Minneapolis-St. Paul metropolitan area is among the ten most segregated in the country. Studies have also shown that the Twin Cities ranks third highest among all U.S. urban areas in persons of color living in poverty. The work of State Representative Myron Orfield in his book *Metropolitics: A Regional Agenda for Community and Stability,* and of Dr. john powell of the Institute on Race and Poverty at the University of Minnesota in his study *Examining the Relationship Between Housing, Education and Persistent Segregation* has also given testimony to the depth and breadth of issues of segregation, racial and economic isolation and growing disparities between inner and outer communities in the Twin Cities, and their importance in "unlocking the doors" to addressing other significant issues facing the region.

Public actions to grapple with these issues have been growing in number. Examples include:

- education and housing lawsuits (NAACP v. State of Minnesota, Saint. Paul School District v. State of Minnesota, and Holman v. Cisneros)
- legislation (the Metropolitan Livable Communities Act)
- the creation and expansion of civic and advocacy groups (e.g., Alliance for Metropolitan Stability, Interfaith Action and St. Paul Ecumenical Action Council, the Minnesota Right to Housing Campaign, the Metropolitan Interfaith Council on Affordable Housing and the Minnesota Fair Housing Center)
- formation of new compacts of school districts and inter-district school initiatives (West Metro Education Program and the East Metro Office of Interdistrict Initiatives), and
- new State Rules addressing graduation standards, school desegregation, educational diversity (criteria for inclusive schools and teaching practices), and standards for multicultural competency in teacher licensure requirements.

These actions, and the frequently divisive debates some of them have generated, underscore both the opportunity and the need for developing a common understanding and basis of action for moving forward on the issues of education, housing and race in the Twin Cities metropolitan area.

Public conversation about the possibilities for inclusive and integrated communities has been rare, usually divisive and poorly informed, not conducted on a sustained or systematic basis and with too few groups or individuals involved, and virtually no broad public consensus or support. We began our project in the belief that such adverse conditions imperil the chances of building more inclusive communities and integrated institutions in the Twin Cities metropolitan area.

The principal danger has been that public discourse about these issues fast settles into simplistic, distorted polarities - neighborhood schools versus forced busing, quality education versus school desegregation, deconcentration of poverty versus preservation of existing affordable housing, cultural identity versus assimilation, individual choice versus collective responsibility, core cities versus suburbs, rich versus poor, and of course, whites versus communities of color (especially African Americans). A climate of public opinion poisoned by these divisions inevitably limits what policy makers (and, as we have found in our initial discussions, advocates and community leaders as well) feel they are able to do; we speculate that this climate even limits what judges feel *they* are able to do. In this kind of environment, the issues are too often captured by the most extreme and negative voices, which are then amplified by the media. The public sits and listens. Few want to get involved, because of the fear of getting burned in the heated controversy and because of the not-unreasonable judgment that little will be accomplished under these conditions. Others do not get involved because they do not perceive that these issues are their problem (i.e., they are somebody else's problem). Those who *do* take action typically call for reforms without touching on the vital questions of race and segregation.

As the first round of community circle conversations revealed, we do not know how to talk constructively as a community about race, although we are learning. Our project and the actions of our partners are beginning to make a positive impact on this issue.

There is a need to involve many groups and the broader public in civil, informed conversations about the possibilities for and benefits of integrated and inclusive communities. There is a need to expand serious discussion of these issues beyond the courtrooms, the academic halls, emotional public hearings and partisan legislative debates. As many people as possible, from many different stations in life should be participating in the conversation about this issue. The discourse should not be limited to the invectives of "talk radio," the well-intentioned opinions of newspaper editorials, the sociological jargon of academia or the legal technicalities of the courts.

The issue is developing rapidly. The question is who will be involved in the public discourse, and how will that discourse be framed. Unfortunately, past experience shows that these issues are easily polarized - and stay polarized. We believe that this familiar yet unfortunate outcome can be averted by reframing the issues in terms of their importance to health of the entire community, by organizing a wide range of groups that have a potential stake in integration, by engaging broad-based public participation in informed and exploratory civil conversations about what segregation and integration involves and by identifying and articulating promising practices and sources of support available to communities and community institutions as they seek to become more inclusive, better integrated and more equitable.

Our Response

Our response has been to implement informed community conversations about the challenges of racial, economic and residential segregation and unequal opportunity and achievement in our schools. The conversations have proven to be worthwhile and have contributed to building greater public understanding and expanded support for educational equity and inclusionary housing initiatives. We learned a great deal from the conversations, most importantly what can be done to make them more effective in subsequent rounds. The "public voice" that came out of the conversations reflected a growing understanding of the complexities of the issues citizens were grappling with, but also the need to move toward informed collective judgement and concerted public action. The project is helping to inform the proposed mediation process for settlement of the educational adequacy lawsuit and has expanded and deepened public understanding and support for metropolitan-wide affordable housing and regional reform.

Building on the experience of the first round of community circles and, using what we learned, we are again taking the conversation about segregation and race, the gap between the cost of housing and what people can afford, and achievement gap in education, the mismatch between housing choices and job opportunities, and the gaps between school readiness, education and job readiness out to the neighborhood centers, public libraries, schools, places of business, living rooms, and backyards of our cities - the places where ordinary people live their lives and where the real task of building inclusive communities must take place. We wish to encourage and inform public conversation and deliberation that will help lead people to a more informed, more effective understanding of the effects of segregation and lack of choice, why the choice to integrate is important, and how removal of barriers to choice can be accomplished. Through this process, we hope that people move beyond "tolerance" to understand the value of inclusion and of an integrated society for themselves, for other people, and for society as a whole, and to take action. We also hope to see new kinds of action and interaction across racial, ethnic and economic boundaries to make our communities livable for all citizens.

Experience has shown and we have no illusions that all people will be persuaded, or be willing to participate. There are, after all, real conflicts of interest and conflicts of values about these issues. These will not be dissolved by talk alone. But without a concerted *and sustained* effort to bring people together for informed and honest conversation, the most extreme voices will remain to frame the issue. Public-spirited conversation will be drowned out by shrill debate; our common interests and values will get lost in a sea of opposition and conflict. Informed, collective action must be preceded by informed and mutual conversation.

Specific Project Activities, Goals and Objectives

The *Choices for Community/Conversations at the Crossroads* Community Circle Project has and continues to be organized by a partnership of groups representing diverse segments of the community. To enable the kind of civic conversation we envisioned, the Collaborative developed "Community Circles," an approach to

community dialogue that draws on elements of four different, nationally and locally recognized models for civic engagement and discussion:

- "Study circles" promoted by the Study Circles Resource Center in Pomfret, Connecticut;
- The National Issues Forums, a public deliberation project begun by the Kettering Foundation in Dayton, Ohio; and
- The Communities of Color Empowerment Model (COCEM) of the Minnesota Minority Education Partnership in Minneapolis, Minnesota, and
- The ORID (Objective-Reflective-Interpretative-Decisional) discussion model developed by the Minnesota Facilitators Network and the Society of Professionals in Dispute Resolution.

The Community Circle dialogues (or conversations) combine the unique elements from each of the above approaches to bring together community members from diverse backgrounds, to engage them in deliberative discussion, to provide educational and technical resources that inform their conversations, and to develop action agendas and connect citizens to action opportunities and promising practices for addressing the issues they have been discussing.

The Community Circle Project is engaging a broad cross-section of the Twin Cities metropolitan community to study, discuss, and build a shared understanding of the issues of racial and economic segregation in the region and their effect on education, employment, and broader "life opportunities." It is intended to be a catalyst for promoting greater community involvement and action on these issues, including expanded efforts to decrease housing segregation and increase affordable housing choices, decrease the gap in educational achievement along racial and economic lines and increase opportunities for successful education in an integrated setting. The circles include a broad cross-section of the both "non-traditional" participants (low-income households and communities of color) and "traditional" participants in a community-wide dialogue about these complex, interconnected issues. Experience in the first round of conversations suggests that community circles can provide unique settings for collaborative learning, for working through often polarizing social and political issues like these, for facilitating honest conversation, and for building more productive exchanges about the prospects for building more inclusive organizations and communities. As similar projects elsewhere in the country have shown, such "circles" broaden perspectives, deepen understanding, and inspire participants to become more involved in the public and civic life of their community. They can also lead to new ways to address difficult and complicated issues in ways that lead to broadly supported, constructive community and legislative initiatives.

The second round of community circle conversations build on the experience and lessons of the first round conversations. We have developed a newly revised and improved discussion guide (based on consultation with and participation of 32 organizations) with a facilitator's version and a participant's version to help further focus the conversations. We are using more experienced facilitators resulting from a formal partnership with the Society of Professionals in Dispute Resolution and the Minnesota Facilitators Organization. We have broadened our publicity and recruiting effort to expand participation by populations under-represented in the first round, most notably through a formal partnership with the Wilder Foundation and Saint Paul "Cities At Work" partners, and we have placed a greater emphasis on follow-through and action that citizens, organizations and the community or region can take following the discussions. At the conclusion of the conversations, we will hold an Action Forum and a metropolitan Citizens Summit. The Wilder Foundation will also conduct a "Call to Action" Forum for Saint Paul participants and the public as part of the "Cities at Work" forum series.

Specific activities and a timeline for accomplishing the 1999 Community Circles and the results they are intended to realize are outlined in the attachments.

Project Resources

In addition to EHEP staff, those most directly involved in achieving these activities include the following individuals and organizations:

Paul Kiley, a media, communications and marketing consultant with past experience as head of the California Literacy Program. He is providing 'pro bono' services to help communicate and market the project to potential sponsors and participants, the public and the media.

Barbara Blackstone, State Mediator with the Minnesota Office of Dispute Resolution and Mediation, and an officer of the Society of Professionals in Dispute Resolution (SPIDR), Minnesota Chapter. Barbara is heading up the process of recruiting, training and assigning facilitators. She and a cadre of facilitators from SPIDR facilitated the Minneapolis Community Circles in fall of 1998. Approximately 65 facilitators are moderating the 1999 Community Circles. They are performing this service voluntarily. In return for their services, we are providing training workshops for the facilitators on subjects ranging from "Understanding Community and Institutional Racism" to "Cross-cultural Communications Skills." This training further advances the objectives and effectiveness of the community circle conversations.

Mariann Johnson, mediator, facilitator with the Minnesota Facilitators Network and professional organizational development consultant. She has led the effort to develop a facilitator's guide and facilitator's version of the discussion guide for the community circle project.

Sponsor representatives, who host the circles and/or arrange the meeting places for the circle dialogues, and *scribes* who record and prepare reports on the discussions. Sponsors and scribes are volunteers or paid staff providing in-kind services.

A *Community Circle working group* of individuals from the EHEP board and volunteers and staff from community circle partner organizations (e.g., *Joy Sorensen Navarre* of MICAH, *Carlos Mariani* of MMEP and Gavin Kearney of the Institute on Race and Poverty) assist in planning and carrying out the details of promoting and implementing the community circle project (voluntary/in-kind).

Augsburg College, office of business and financial accounting (*Jeff Swenson and Paul Pierson),* is providing payroll and fiscal services to EHEP.

EHEP has made extensive and creative use of interns, volunteers and consultants (paid and in-kind) in the past and will continue to do so in 1999 (writers, graphic designers, training professionals, speakers, etc.). *James and Nadine Addington* of the Minnesota Churches Anti-Racism Initiative are delivering the workshops on understanding community and institutional racism. *Karima Bushnell* of Intercultural Communications Workshops, Inc. is providing cross-cultural communications training to the facilitators. *Feigenbaum Design Group* and Community Media Services provide our graphic and design services. Interns from HECUA (the Higher Education Consortium for Urban Affairs) and CURA (the Center for Urban and Regional Affairs) have provided research and writing services. *Nikki Carlson* of Interfaith Action and principal of EYDYA, Inc. has provided 'pro bono' services for developing our data base and communications plan.

We are also being assisted by some of our collaborating partners with the organization of the project. In Saint Paul, we are carrying out the community circles as in integral part of the 'Cities at Work' Forums co-sponsored by the *Wilder Foundation. Barb Rose,* editor of Community Matters at Wilder, and her staff are working with us to organize 'Cities at Work' community circles in Saint Paul. They have also developed a Saint Paul-oriented discussion guide adapted from the *Choices for Community* guide. Staff of the *League of Human Rights Commissions* is working with us to enable suburban human rights commissions to take the lead role in sponsoring community circles in their communities and partnering with other organizations to implement the circles. Our national partner, the *Study Circles Resource Center,* has and will continue to provide substantial advice and in-kind support to our project. Cable TV networks such as *Saint Paul Neighborhood Network (SPNN)* are providing video production services for documenting and broadcasting the project (e.g., the East and West Metro "Kick-Off" Forums). Other media partners covering our project include *Kinshasha Kambui* of KFAI radio, *Brandt Williams* of KMOJ radio and *Al McFarland* of Insight News.

Experience during the last two years has taught us that the project and collaborative will not continue to work unless EHEP is more adequately staffed. Our success to date demands that we expand beyond a one-person non-profit. To effectively carry out its objective of sustaining the momentum of the community circle project and building the successful development of inclusive communities and schools into the agendas of other public and community organizations, EHEP must expand its capacity.

We propose the creation of two new staff positions in 1999: (1) a full-time administrative assistant to assist the director and to manage the daily operations of EHEP activities, and (2) a community circles coordinator to oversee and manage the community circles project as it moves from discussion to action and to coordinate

activities with the community circles collaborative. A study has been prepared that has identified and recommended the addition of these staff positions as essential to the continued success of our work. We are also adding computer capacity to complement these staff additions. For these reasons, we are expanding our budget and funding requests in 1999.

A list of the principal project partners and an organizational/project budget are included in the attachments.

Impact of activities

The proposed activities will benefit the communities we are serving by advancing the agenda and prospects for integrated and equitable education in Twin Cities area public schools, and for integrated and inclusive communities that are open and affordable to all Twin Citians. They will also benefit our communities by harnessing the potential of our region's rich diversity of citizens in creating communities that work for all citizens.

The first round of conversations has already been used to inform the areas for mediation of the education lawsuits between the NAACP, Saint Paul Schools and the State of Minnesota. Ideally, the second round of conversations will present a timely opportunity to "test" and discuss the recommendations to the legislature coming out of the first round of mediation talks, focusing on schools. The community conversations will also present an opportunity to inform a possible second round of mediation meetings focusing on external factors, such as housing, transportation, family and community services, and jobs. The community circle conversations should directly contribute to an informed, mediated settlement that will lead to more equitable, inclusive and integrated education for Twin Cities area students. If mediation does not continue, the results of the circle conversations will nevertheless benefit voluntary initiatives to assure educational success for all students.

The first round of conversations has also contributed to building greater public awareness, support and commitment to fair and affordable housing throughout the metropolitan region. Barriers to affordable housing created by exclusionary zoning, other regulatory practices, and lack of public resources was identified by over two-third of the circles as a major factor influencing economic and racial segregation in the Twin Cities. Fair housing violations were also identified as more prevalent than the public generally acknowledges. NIMBYism frequently displayed at public hearings and planning commission meetings in suburban communities was also highlighted in the conversations. One of the suggestions that came out of the conversations was for creating a way to dramatize these issues for the public. MICAH, one of the community circle partners, took this idea to heart and partnered with the Illusion Theatre to develop a fair housing play "Like Waters Rolling Down." This theatre event has received national funding from the Department of Housing and Urban Development and is being performed six times in different parts of the metropolitan area.

The conversations have also led to specific commitments to action. Twelve of the organizations that sponsored a community circle are or have become members of the Metropolitan Interfaith Council for Affordable Housing (MICAH) and have joined its Housing Advocate Network. In addition, several of the first round sponsors and participants were members of Interfaith Action or Saint Paul Ecumenical Action Council, who went on to model our discussion process among their member congregations and organize a metro-wide social justice and action initiative to move the legislature to address city-suburban segregation and racial-economic disparities.

Partly as a result of our project, a record number of affordable housing proposals were submitted to the State Legislature in 1999. The proposed Inclusionary Housing Initiative is an example of a concept that had its genesis in the community circle conversations. EHEP is one of the endorsers and sponsors of this proposal, which is being spearheaded through the legislature with the assistance of the Alliance for Metropolitan Stability, one of our community circle project partners.

Since we began the community circle project in late 1996, reversing segregation (like curbing urban sprawl) has become an accepted part of the nomenclature of at least six major organizations working with issues of housing, education, and growth management in the Twin Cities: the Alliance for Metropolitan Stability, the Minnesota Minority Education Partnership, the Metropolitan Interfaith Council for Affordable Housing, the Saint Paul Ecumenical Action Council and Interfaith Action, and the Saint Paul Area Council of Churches.

The second round of circle conversations will highlight promising practices for expanding housing choices and delivering schools that work for all children, and will build greater public education, awareness and desire to become involved in supporting practices identified by circle participants as the most promising.

We think that our project will also lead to the already growing agreement on the importance of linking school desegregation/integration issues with the broader issue of housing (and related issues of public transportation and jobs). The project is contributing to greater support by advocate organizations for broader coalitions that embrace both housing and education and other related issues. The Alliance for Metropolitan Stability is an example. Through our coalition-building activities we expect that there will be broader public support of housing *and* education reforms that lead to more inclusive schools *and* communities.

At the conclusion of the second round of conversations, the conversation results will be presented as findings, conclusions and possible recommendations to the legislature and other decision-making bodies, and hopefully contribute to better policy making. The circle conversations should also result in greater participation in the civic life of the community by community circle participants, many of whom have not been actively involved in these issues in the past.

C. EVALUATION

How effectiveness will be measured

We intend to measure success in tangible ways. We have been and will continue track specific data about the process and results. We have already used surveys to evaluate the first round and will use focus groups to evaluate the second round of community circle discussions. Surveys will also be used to track the civic actions taken by citizens following their participation in the community circles. The research division of the Wilder Foundation and the evaluation staff of the Study Circles Resource Center are designing measures that will be used to track project results and impacts.

Criteria for a successful program and the results you expect to have achieved

Measures of success include the breadth and depth of participation in the study circles by citizens. Measures of breadth and depth include diversity of participants in terms of perspectives and viewpoints, race and ethnicity, place of work or residence, age or generation, family status and economic status. It also includes locations and numbers of participants and conversations. Participant comments about what they got out of the circle experience and how they grew or changed as a result of the experience will also be considered.

The project's impact will also be measured by the extent that our process and the circle findings, conclusions and recommendations are considered and incorporated by stakeholder and sponsor organizations, and by public decision-making bodies, such as school boards, planning commissions, city councils, the Metropolitan Council and the State Legislature. Another important measure will be the number of new participants that become involved in the work of one of the promising practices or one of the participating non-profit or community organizations as one way of moving from discussion to action. The extent to which discussion participants become more involved in the civic life of their community is an important measure that will be tracked as part of the second round of conversations.

We hope to at least double the number or participating community circles that successfully complete a dialogue in the second round from 25 circles to over 50 circles. We intend to have representation of Asian Americans and Pacific Islanders, Native Americans, and Latino/Chicanos and Mexican Americans as well as African Americans in the circles in numbers reflecting their percentage of the population of the metropolitan area. We are also striving through pairing of circles, cross-culturally competent recruiting and outreach practices, and partnerships with organizations reflecting diverse populations to achieve richly diverse community circle groups. We also aim to engage citizens from outer ring suburbs who presently do not see these issues as their issues. This may be the more difficult, but equally if not more important, challenge.

If these circle discussions receive public attention, raise the level of public awareness, understanding and engagement in creatively addressing issues at the intersection of race, housing and schools, and if they prompt publicly informed actions and strategies that lead to more successfully inclusive schools and communities, then our project will have been successful. When breaking down barriers to 'one community' becomes a center piece of the agendas of Twin Cities area public bodies and community-based organizations, we will have accomplished our objective and will proudly put ourselves out of business.

Who will be involved in the evaluation?

The EHEP board and staff and the partner organizations that participate in the Community Circle project will continue to be involved in evaluating the project. The Study Circles Resource Center, one of our national partners has already been assisting us in the preparation of evaluation measures and criteria for the second round of community dialogues. In addition, the Wilder Foundation research department is preparing an evaluation strategy for the 'Cities at Work' forums and community circle dialogues in Saint Paul. Their experience and expertise with evaluation will also be used to inform the evaluation process for the metro-wide circle project.

How evaluations will be used

The results of the first round of community circle conversations are being used primarily to plan the second round of conversations and also to inform the agendas of participating partners. As previously mentioned, they have also been used in designing the process for mediation of the educational lawsuits.

The results of the second round of conversations will be used to define subsequent strategies for achieving more inclusive, equitable and integrated schools and communities and to inform public policy actions that help to break down barriers to more opportunities and to desegregate the Twin Cities metropolitan area.

1999 COMMUNITY CIRCLES PROJECT

PROJECT TIMETABLE

➢ Evaluate the first round of community circles	Completed 1997
➢ Co-sponsor National Days of Dialogue groups in the Twin Cities	February 1998
➢ Issue report sharing the results of the first round of discussions	Completed April 1998
➢ Co-sponsor study circles informational and training workshop	April 25, 1998
➢ Prepare revised *Choices for Community* discussion guide	May - September 1998
➢ Publish revised discussion guide *Conversations at the Crossroads*	March 1999
➢ Recruit new partners and sponsors	Fall/Winter 1998/99
➢ Co-sponsor "Building Inclusive Communities" Conference and Dinner Event	Sept. 17 & 18, 1998
➢ Launch Minneapolis Public Schools Community Circles (pilots for 1999 circles)	Oct. - Dec. 1998
➢ Hold Sponsor Information Workshops	December 9, 1998 January 13, 1998
➢ Issue letter to mayors of Twin Cities area.	January 4, 1999
➢ National Conversation on Race (co-sponsored by EHEP with NCCJ)	January 15, 1999
➢ Hold Community Circle "Kick-Off" Forums (West Metro) (East Metro)	January 21, 1999 February 4, 1999
➢ Conduct facilitator and scribe training workshops	January 22, 1999 March 5, 1999
➢ Hold workshops on Understanding Community and Institutional Racism (for community circle sponsors, facilitators and scribes)	January 23, 1999 March 6, 1999
➢ MICAH fair housing theatre event "Like Waters Rolling Down" Central Presbyterian Church, Saint Paul (co-sponsored by EHEP)	February 7, 1999
➢ Sponsors convene first community circles Community Circles meet 5 times for 2 hours each session	February 1999 Feb - June 1999
➢ Hold mid-point sharing sessions with facilitators and sponsors	April 23, 1999 May 18, 1999
➢ Co-sponsor "Cities at Work" Forums held in Saint Paul	April 28, 1999 May 18, 1999
➢ Co-sponsor MICAH fair housing theatre event - in Minneapolis - in northern metro suburbs	April 25, 1999 May 23, 1999
➢ Community Circles make presentations to sponsoring organizations' governing bodies	May-June 1999
➢ Hold first action forum	June 22, 1999
➢ Hold sponsor information workshop for fall 1999 circles	June 21, 1999
➢ Prepare interim report	June - August 1999
➢ Continue evaluation of circles process and results	Summer 1999
➢ Hold training workshops for facilitators and sponsors	August or Sept. 1999
➢ Convene fall round of 1999 community circles	Sept. - Nov. 1999
➢ Co-sponsor "Cities at Work" Forums III and IV (includes "Call to Action" Forum at conclusion of Community Circles)	Sept. and Oct. 1999
➢ Hold "Citizens Summit" with the Minnesota Meeting and Minnesota Public Radio	Nov. or Dec., 1999
➢ Complete evaluation process and issue final report to community and and metropolitan decision makers	January 2000
➢ Develop and implement Year 2000 Action Agenda with stakeholders and community partners	Jan. - Dec. 2000

Proposal to the Otto Bremer Foundation

A. Organization Overview

History & Mission

The Education & Housing Equity Project (EHEP) was created in early 1995 by a group of education and housing advocates who shared a belief in the pressing need to link the issue of school desegregation/integration with the broader issue of segregated housing and neighborhoods. The organization's mission is to act as a catalyst to build broad-based coalitions and engage the community in public discussions and advocacy for the purpose of promoting racially and economically inclusive communities that give families of all incomes, races, and ethnicities access to schools and housing throughout the metropolitan area.

EHEP pursues its mission through a three-part strategy:
(1) Coalition building and advocacy;
(2) Community education and public dialogue; and
(3) Assisting communities in becoming more inclusive and integrated.

Activities & Accomplishments

In its first year, EHEP was awarded a start-up grant to develop the organization and hired part-time staff in late 1995. Since that time, EHEP has worked to develop itself as an organization (including obtaining 501(c)(3) status and beginning a process of strategic planning) and collaborated with other organizations and individuals to determine the best strategies for making progress on these issues that are as complex and daunting as they are immediate.

With staff time limited to a part-time Coordinator's position, EHEP has been involved in the following activities and accomplished the following over the past eight months:

Coalition building. EHEP has spent its first year in numerous dialogues and collaborations. These have led to several specific coalition projects as well as a fuller understanding of the need for an organization that can link these two issues - housing and education - and help develop the desperately needed consensus and leadership to move forward. After two months of one-on-one interviews with a broad range of community leaders and experts in the fields of housing, education, anti-racism, and metropolitan stability, EHEP brought together over 30 organizations to begin the process of building a broad-based coalition that can work on these combined issues. EHEP has also helped expand the base and scope of existing coalitions by connecting the coalitions with related organizations and encouraging the linkage of housing and schools issues in their work. It has worked with a coalition focused on the re-drafting

of the State Board of Education's desegregation rule, for example, and linked that school issue with broader issues of housing segregation and metropolitan stability. Similarly, it has encouraged a coalition working on a fair housing testing campaign in suburban Hennepin to frame this issue in the context of schools and broader life opportunities, too.

Community education & dialogue. In February 1996, EHEP partnered with the Minneapolis Initiative Against Racism, the Minnesota Minority Education Partnership, and the Minnesota Fair Housing Center to create the Community Circle Collaborative (CCC), a metro-wide dialogue project in which at least 200 people from all walks of life will join together – 5-15 at a time – in study circles held throughout the metro area to discuss the question: "How does racial and economic segregation of housing affect educational achievement and life opportunities?" The CCC is now a broad-based collaboration of community-based organizations, public staff and officials, and individuals working in a variety of fields, including anti-racism, housing, education, social justice, religion, law, and social research. The growing list of partners includes: the Minneapolis Initiative Against Racism; Mayor Sharon Sayles Belton; Toward Tomorrow Together (a St. Paul area anti-racism coalition); the Wilder Foundation; the St. Paul Dept. of Human Rights; the MN Churches Anti-Racism Initiative (of the MN Council of Churches, the Greater Minneapolis Council of Churches, and St. Paul Area Council of Churches); the Metropolitan Interfaith Council on Affordable Housing (MICAH); the Suburban Hennepin Anti-Racism Coalition; and the Institute on Race & Poverty. The Collaboration is chaired by Dr. Josie R. Johnson.

Staffing

EHEP employs two staff members who share the part-time position (25 hours/week total) of Coordinator. Co-Coordinator Travis Lee is responsible for community organizing and coalition building tasks, while Co-Coordinator Darcy Seaver focuses on administrative coordination and community education projects (particularly the Community Circle Collaborative's metro-wide study circle project). The Co-Coordinators work under the direction of the Board of Directors.

Board of Directors

The start-up Board of EHEP consists of Matthew Little, former president of the Minneapolis chapter of the NAACP, current chair of the NAACP's Education Committee, and a longtime activist for racial and social justice; Barbara Bearman, another longtime activist who participated in the original Minneapolis school desegregation lawsuit nearly a quarter of a century ago, a member of the NAACP's Education Committee, and currently a freelance designer; and Michael Anderson, Executive Director of the Metropolitan Interfaith Council on Affordable Housing (MICAH). The Board is currently in the process of adding at least 4-5 new Directors.

B. Purpose of Grant

Need

Public discussion about the possibilities for inclusive and integrated communities is rare, usually divisive and poorly informed, not conducted on a systematic or sustained basis, and with too few groups and individuals involved. We believe these adverse conditions imperil the chances of building inclusive and integrated communities in the Twin Cities metropolitan area.

The principal danger is that public discourse in fast settling into simplistic, distorted polarities - neighborhood schools versus forced busing, quality education versus desegregation, core cities versus suburbs, rich versus poor and, of course, whites versus people of color (especially African-Americans). A climate of public opinion poisoned by these divisions inevitably limits what policy makers (and, as we've found in our initial discussions, advocates and community leaders as well) feel they are able to do; we speculate that this climate even limits what judges feel *they* are able to do. In the current environment, the issues are captured by the most extreme and negative voices, which are then amplified by the media. The public sits and listens. Few want to get involved, because of the fear of getting burned in the heated controversy and because of the not-unreasonable judgment that little will be accomplished under these conditions.

There is a need to involve many groups and the broader public in civil, informed conversations about the possibilities for integrated communities. There is a need to expand the serious discussion of these issues beyond the courtrooms and the academic halls. As many people as possible in our community should be participating in the conversation about this issue. The discourse should not be limited to the invectives of "talk radio," the well-intentioned opinions of newspaper editorials, the sociological jargon of academia or the legal technicalities of the court.

The issue is developing rapidly. The question is who will be involved in the public discourse, and how will that discourse be framed. Unfortunately, past experience shows that these issues are easily polarized - and stay polarized. We believe that this familiar yet unfortunate outcome can be averted by organizing a wide range of groups that have a potential stake in integration, by engaging broad-based public participation in informed conversations about what segregation and integration involves and by offering assistance to communities as they seek to become better integrated.

Our Project

In response to this need and based on the experience and information we have gathered over the past year, we propose to continue and expand our work in coalition building and public education. We want to take the public discussion about racial and economic

segregation and integration to neighborhood centers, public libraries, school buildings, places of business, living rooms, and backyards – the places where ordinary people live their lives and where the real task of building inclusive communities is going to take place. We wish to encourage and inform public conversations that will help lead people to support the principle of integrated communities and to support efforts to move toward that goal. This organization seeks to educate the public – that is, to lead people to a more informed, effective understanding of the effects of segregation, why integration is important, and how it can be accomplished. Through this process, we hope that people can understand the value of integration for themselves and other people, as well as society as a whole.

We have no illusions that all people will be persuaded, or that all will be willing to participate. There are, after all, real conflicts of interest and conflicts of values. These will not be dissolved by a little talk. But without the effort to bring people together for informed and civil conversations, the most extreme voices will be free to frame the issue. Public-spirited conversation will be drowned out by shrill debate; our common interests and values will get lost in the sea of opposition and conflict.

We propose to continue and expand our current work on three fronts: (1) supporting and linking existing coalitions that are working on these related issues, (2) solidifying a broad-based coalition that can advocate for racially and economically integrated schools and housing throughout the metropolitan area, and (3) sponsoring informed public conversations that will advance the understanding and promotion of inclusive communities. Each of these elements reinforces the others.

(1) Supporting and linking existing coalitions and organizations. There are a wide range of groups and individuals in the Twin Cities metro area with a potential stake in the cause of inclusive and integrated communities and schools. We have begun connecting and collaborating with many such groups in our first year, and believe much can be accomplished simply by helping to support and expand existing coalitions that already focus on housing and school issues, but do not necessarily link those two issues together in their work. We propose to continue our coalition-building efforts by focusing on faith communities, elected officials (legislators, school boards, city councils, mayors, county boards), neighborhood groups, parent organizations, teacher and staff groups, professional education programs, labor unions, business organizations, civic groups, civil rights organizations, human rights commissions, libraries, the media, and others.

These groups all have different interests and different understandings of what integration means for them. Moreover, although we have found that many of them agree in the importance of linking school desegregation/integration with the broader issue of housing, few actively combine those two issues in their work, or in their recruitment of additional coalition members.

Over the past year we have seen – and begun to build on – a great potential for such broad coalition development and support, but also appreciate that it will require a labor-intensive effort to attract the participation of these groups in these combined issues of housing and education in ways that are appropriate to their interests and capacities. Such an effort is critically needed, however, and these groups constitute the essential infrastructure through which we can develop the broader public understanding and support for integrated communities, and a broader response to the socioeconomic and racial segregation deepening in the Twin Cities area.

(2) Solidifying a broad-based housing/education coalition. The discussions and research we have undertaken over our first year have convinced us that the building of a single coalition that can advocate for more integrated schools and neighborhoods in the Twin Cities will be challenging and slow-going. We have begun to lay the foundation for such a coalition, however – by working within existing coalitions, by listening closely to both mainstream and community leaders and citizens, and by educating them about the realities and options facing us – and will work to solidify it over the next year. We plan to move from the dialogue phase to the issue-identification and action stage, working with the same broad range of organizations and individuals we have identified over the past year, as well as others. As we have found already, once groups have the information and tools to delve into these issues and see how they must be linked and pursued in coalition, there is a powerful movement to work together. The challenge over the next year will be to support these groups and individuals in figuring out *how* to further these issues in a way that is equitable, manageable, and capable of attracting widespread support.

(3) Creating informed public dialogue and analysis. The issues of residential and school segregation have become increasingly polarized and complex. There is a palpable sense of ambivalence about what to do about segregation, as both past and present strategies seem inadequate, flawed, or even misdirected. This is true even in those communities most affected by segregation, at every level: citizens, educators, housing advocates, community leaders, and policy makers. Our first year of work has given us a deep appreciation of this confusion, even as it has frustrated and worried us, and convinced us of the necessity of widespread and well-informed public conversations about these issues. Without such conversations, we fear the silence and ambivalence – to say nothing of poor public policy and lack of leadership – will continue. We propose, therefore, to create such opportunities for education and dialogue at several levels:

> (a) The Community Circle Collaborative and the "Beyond Busing" study circle project. As noted above, EHEP has been a leading partner in this metro-wide collaboration. The CCC will organize at least 20 diverse "community circles" throughout the metropolitan region, book-ended by a Kick-Off Event and a

community-wide conference. The "Beyond Busing" community circles will address - through the prepared *Discussion Guide* and their own development of strategies - the question: "How does racial and economic segregation of housing affect educational achievement and life opportunities?" This project will require: (1) building the Collaborative to include a broad a group as possible, including organizations, public institutions, and individuals from throughout the metropolitan region, (2) promoting and publicizing the project, (3) preparing a *Discussion Guide*, (4) providing research support to the community circles, (5) organizing the Kick-off Event and later conference, (6) fundraising, (7) recruiting and training facilitators, and (8) evaluating and reporting on the outcomes of the community circles, the forums, and subsequent action.

EHEP has provided the lion's share of staff support for this project and will continue to do so through the first round of study circles in late Fall 1996 - particularly by helping to build the number of collaborators involved in the project; coordinating its activities and communication; and preparing the *Discussion Guide* - and in the follow-up conference in early 1997. We also hope to use the *Discussion Guide* in additional study circles later in 1997 and 1998.

(b) EHEP will also organize additional public forums, smaller conversation circles, media contacts, and workshops around these issues. In addition, it will compile information and produce materials - both text and video - that can be used in support of these conversations and forums. EHEP will also organize a speaker's bureau of experts and community leaders available to speak with the media, attend meetings, and brief organizations and policy makers.

Based on our first year's work in the community, we believe these combined strategies of coalition building and community education and dialogue are the best strategies for the coming two years.

Choices for Community
Faith Compendium

Dear Choices for Community Participant,

The Metropolitan Interfaith Council on Affordable Housing (MICAH) knows that people of faith have a special role in the Choices for Community dialogs. We believe that people of faith should be heard from.

Across the country there are groups like yours—congregations, interfaith organizations and informal groups of persons--who have been moved to express their faith by taking part in important public policy discussions.

Over the next few weeks you will be wrestling with a number of complex and challenging issues: including racism, segregation, inequality, housing, education. As you take part in these conversations, we encourage you to bring your personal faith perspective to the discussion. In particular, you might address the following questions:

- What does your faith tradition have to say about the key issues under discussion (e.g. racism, segregation, inequality, housing, education)?
- Does your faith call you to enhance the educational, housing, and economic opportunities of your fellow citizens? If so, in what ways?
- Some members of the religious community would argue that the problems facing the Twin Cities metropolitan area are, at root, spiritual. Do you agree? What does it mean to say that the root of a problem is spiritual?

Also, as part of your discussions, you might reflect on a particular passage from the scriptures. A few examples are provided here:

- *Is this not the fast that I choose: to loose the bonds of injustice, to undo the thongs of the yoke, to let the oppressed go free, and to break every yoke?* (Isaiah 58:6)
- *Do justice, love mercy, walk humbly with your God.* (Micah 6:8)
- *Let justice roll down like waters and righteousness like an everflowing stream.* (Amos 5:24)
- *We are all members of one body; when one member suffers, all suffer as one.* (I Corinthians 12: 26-27)

These are questions that people of faith need to wrestle with. We are, after all, called to righteousness. But these are hard questions, hard because to answer them is to go beyond the world of self and family and enter the complex, conflict ridden, and often confusing world of politics and public policy.

This is a world that many of us would choose to avoid. Yet, the future of our children and our region is at stake. Some changes can only be made through social policy and political action.

Arthur Simon, founder of Bread for the World, a religious based anti-hunger lobby, has said that "faith without advocacy makes it difficult to achieve a certain level of justice and our failure to advocate robs others of hope and diminishes hope in all of us."

122 W. Franklin Ave. #310
Minneapolis, MN 55404

Phone: (612)871-8980
Fax: (612)813-4501 **NEW**

MICAH

Fax

To: Dick Little
From:
Fax: 330-1649
Date: 11/16/98
Re:
Pages : Including cover page

☐ Urgent ☐ For Review ☐ Please Comment ☐ Please Reply ☐ Please Recycle

•Comments:

Please put in Campus Box #185

National Days Of
Dialogue On Race Relations

1322 18th St. NW, #26, Washington DC 20036
Phone (202) 822-6343, Fax (202) 822-9828
Dialogdays@aol.com

December 15, 1997

Dear Friend:

I am writing to invite you to participate in the National Days of Dialogue on Race Relations (NDOD). NDOD is a coalition effort of national and local organizations to encourage people to join in community dialogues on race relations in the five days leading up to Martin Luther King Day. NDOD hope to bring individuals of different races and backgrounds together in order to increase understanding and cooperative action in local communities.

National Days of Dialogue seeks to build on the successful community circle and town hall meetings we held in Minneapolis and St. Paul this past year by furthering the dialogue and looking ahead to what steps of action can be taken. Many communities, schools, churches, and synagogues across the country are organizing dialogues and discussions at this time. NDOD is working to help coordinate, highlight, and support these efforts. Their goal is to assist individuals, organizations, city officials, and others in sponsoring successful dialogues and in "amplifying" these local efforts to inspire a national initiative.

As an individual who has shown an interest in improving race relations through open dialogue, you may be wondering how you can participate. There is still time to organize dialogues, which may range from large forums to intimate neighborhood or Sunday School class discussions. Also, many groups still need experienced facilitators. We can help match facilitators with organizations wishing to host dialogues. **The idea is to have as many people as possible participate in this effort.**

If you are interested in participating in or hosting a dialogue aimed at increasing racial understanding in your community, either call or fax me at the Education and Housing Equity Project at **(612) 871-2519/8984**, or call Brandi Fisher, the field coordinator for Minneapolis/St. Paul at the National Days of Dialogue Office, at **(202) 822-6343**. We can send you further materials and put you in touch with other interested people in your area. I look forward to working with you to further our open dialogue on race relations.

Sincerely,

Dick Little
Executive Director,
Education and Housing Equity Project

Enclosure: Can We Talk? Flyer

Education & Housing Equity Project

Memo

To: Tim Sullivan, MICAH

From: Dick Little, EHEP

CC: Van Mueller, Finance and Funding Committee

Date: 02/23/98

Re: Setting Up EHEP Savings/Investment Account

Tim, as I recall, you were going to help us set up a fund account with the Bremer/American Bank. After a review of savings and investment options, you recommended this group for both MICAH and EHEP funds. I would like to present the paperwork to my officers at our board meeting this Friday, so that we can move most of our funds into a savings/investment account and begin earning interest. Could you get back to me on this and prepare the items I need in order to take the necessary actions? If the fiscal service agreement does not cover this activity, we will pay you extra for the time you put into this matter. Thanks!

Minnesota Council of Nonprofits

Minnesota Grants Alert

Today's Information about Tomorrow's Grants

Volume 2, Issue 3 **Wednesday, July 14, 1999**

For fax or e-mail delivery changes, call Sondra Reis at 651/642-1904, ext. 26, or email *sondra@mncn.org*.

HEADLINE BRIEFS

- ***McKnight Foundation Names New President, Rip Rapson***

Today the McKnight Foundation announced its new president will be Rip Rapson, currently a senior fellow at the University of Minnesota's Design Center for American Urban Landscape. He succeeds Michael O'Keefe who resigned the position this spring and was subsequently named the commissioner of Minnesota's Department of Human Services. Rapson will begin his position at the Foundation on August 16.

Rapson has extensive experience working in neighborhood affairs, youth, arts, and the environment. He has been in his current position with the Design Center since 1993 and has focused his work on the addressing problems of first-tier suburbs. For the past 18 months, he also has been working as a consultant with the Annie E. Casey Foundation of Baltimore, helping that foundation reorganize its priorities. His other work experience includes acting as deputy to Minneapolis Mayor Don Fraser, working as an attorney at Leonard Street and Deinard, and serving as legislative assistant to U.S. Rep. Don Fraser.

He is an active community leader and political activist. Rapson is founder and president of the Minneapolis Center for Neighborhoods. He previously served as chairman of Minneapolis Neighborhood Revitalization Program (NRP) Policy Board and chairman of the NRP Implementation Committee. He has also worked with the Neighborhood Early Learning Centers Initiative, Minneapolis Youth Coordinating Board, Minneapolis Summer Kids Program, and the Minneapolis Library Board.

The Foundation's board also promoted Carol Berde to executive vice president. Berde has been with the McKnight Foundation for 18 years, serving as vice president for program since 1991 and as interim executive during the last four months as the Foundation conducted a national search for their next president.

- ***Curt Carlson Foundation Growth***

As a result of estate arrangements made before his death in February, the Curtis L. Carlson Family Foundation will grow from its current asset base of $30 million to nearly $100 million in the next few years, announced his family last week. Today, that amount would make it the 11th largest non-corporate foundation in the state, according to an article in the Star Tribune on July 9.

The Foundation's board president is his daughter, Barbara Carlson Gage. The rest of the board is comprised of Arleen Carlson, his wife; daughter Marilyn Carlson Nelson, CEO of Carlson Companies; and six of his grandchildren.

Gage told the Star Tribune that the board is just beginning to meet and intends to focus its giving on honoring "the things that (Curt Carlson) wanted to honor" and "making the quality of life in Minnesota better."

UPCOMING DEADLINES

- ***Headwaters***

Funding priorities: Groups based in the seven county metro area that are engaged in social change activities, with constituency leadership, addressing root causes of injustice in our society. Funding is focused on grassroots groups with budgets under $200,000. Social service organizations are not eligible. Grants range from $4,000 to $12,500.

Deadline: August 2, 1999

For more information: Call the Headwaters Fund at 612-879-0602, ext. 11, for the revised grant application and information booklet.

- ***Minnesota Campus Compact***

Funding priorities: Grants will support projects that increase the quality, impact, and sustainability of service-learning and campus-community collaborations. Proposals must be submitted by a collaboration consisting of at least one community-based organization and at least one Minnesota college or university. Approximately $190,000 is available to support grants

in three categories: Quality Improvement (Engaged Campuses and Engaged Communities); Intergrating Service with Academic Study; and Start-Up Programs. Requests may range from $2,500 to $25,000.

Deadline: Preliminary proposals of approximately three pages will be accepted until August 6, 1999, at 4 p.m.

For more information: For a copy of the Request for Preliminary Proposals, call Minnesota Campus Compact at 651-962-4951 or visit www.stthomas.edu/mncc. A copy of the RFP is also available on MCN's Fax-on-Demand system at 651-646-3090; request Document 931 (5 pp.) An informational meeting will be held on Friday, July 23, from 10 - 11:30 a.m. at the Minnesota Higher Education Services Office, Room LL5, located at 1450 Energy Park Drive in St. Paul. RSVP by July 20th by calling (651) 962-4951 or emailing jlmyhre@stthomas.edu.

- ***Philanthrofund Foundation***

Funding priorities: Programs or organizations that improve the quality of life of the gay, lesbian, bisexual, transgender, and allied communities of Minnesota and neighboring states.

Deadline: September 1, 1999, at 5 p.m.

For more information: Call Kit Waickman at the Philanthrofund Foundation at 612-827-0992.

FOUNDATION CHANGES

- ***New McKnight Foundation Guidelines Available***

The new guidelines for support of Children, Families, and Communities are now available from The McKnight Foundation. As of July 1, the Foundation is refocusing its human services grantmaking to improve outcomes for children, families, and communities. The new guidelines will take effect for letters of inquiry due by August 15. The first proposals to be reviewed under these guidelines will be considered by the board of directors in November.

These new guidelines replace those covering the human services, community improvement, and public affairs. Rather than make grants according to those categories, the Foundation will now review proposals in light of how the work, whatever its nature, affects children and families. Please note that the other McKnight grantmaking programs are unchanged. For a copy of the new guidelines, call the Foundation at 612-333-4220 or find them online at *www.mcknight.org*.

- ***Butler Family Foundation Names New Program Director***

Kerrie Blevins has been named program director for the Patrick & Aimee Butler Family Foundation. She was the Foundation's program assistant for the past two years. Blevins replaces Sandra K. Butler who recently retired from the position after 15 years; she will remain active with the Foundation as a trustee.

FUNDRAISING RESOURCES

- ***Guide to Minnesota Grantmakers Now Available from the Minnesota Council on Foundations***

The 1999-2000 edition of the Minnesota Council of Foundation's Guide to Minnesota Grantmakers is now available. This year the guide is available in both print and a first-ever CD-ROM edition. The Guide features 863 grantmaker listings and 326 detailed grantmaker profiles. The CD-ROM edition allows automatic searching and sorting of grantmakers based on such criteria as geography and areas of interest. The print edition is available for $60. The CD-ROM costs $150 (for a stand-alone PC) or $300 (for networked access). For more information, call the Minnesota Council on Foundations at 612-388-1989 or visit *http://www.mcf.org/mcf/resource/guide.htm*.

FYI

- ***MCN Seeks Nominations for the 1999 Nonprofit Mission Awards***

To recognize outstanding contributions in the nonprofit sector, the Minnesota Council of Nonprofits seeks nominees for its 1999 Nonprofit Mission Awards. For 12 years, the Awards have served as a public affirmation of the critical role of the nonprofit sector in Minnesota. MCN will recognize outstanding contributions by nonprofit organizations in four areas: Responsive Philanthropy, Nonprofit Innovation, Nonprofit Advocacy, and Anti-Racism Initiative. Each of the four winners will receive a commemorative plaque, a financial award (except in the case of Responsive Philanthropy) and will be honored at the Minnesota Council of Nonprofits Annual Conference on October 7-8, 1999, at the Duluth Entertainment and Convention Center in Duluth.

To apply for the Awards, nonprofit organizations may nominate themselves or be nominated by someone else. For a copy of the award application, call MCN at 651-642-1904 or 800-289-1904, visit *www.mncn.org/missiona.htm* or request Document 860 (4 pp.) from MCN's Fax-on-Demand system at 651-646-3090. All entries must be postmarked by August 15, 1999.

PROPOSAL PLANNING AND GRANT WRITING WORKSHOP

INSTRUCTORS – DR. LYNN MINER
MR. JEREMY MINER
MARQUETTE UNIVERSITY
P.O. BOX 1881
MILWAUKEE, WI 53201-1881
(414) 288-7200
FX- (414) 228-1578
E-MAIL: Miner@mu.edu

INTROS – POTENTIAL CONTACTS

MARY BUSH – CAP, SCOTT/CARVER CO.

ANN JOHNSTON – MPLS. WAY TO GROW

DAWN – – VOLUNTEERS OF AMERICA

REQUEST

Photocopy award notices made for grants you apply for after this grant writing workshop.

OFFER

One hour of free consulting time w/ us, to be cashed in at any time after this workshop.

WHAT DO WE NEED TO DO TO LET YOU SAY "This is the best grants shop I ever attended."

AGENDA

1. How to present your ideas – clearly
2. Devs a persuasive and compelling argument or case
3. Where to find the $$$
4. General operating proposals/support as well as programmatic support
5. Pre-proposal contacts
6. Most important part of the grant/proposal feature
7. Match sponsor/organization

CONTINUED 2

- 7. Leveraging grant dollars
- 8. Leve of grant dollars to overall operating budget (ratio)
- 9. For-Profit vs. Non-profit org. + funding
- 10. Collaboration vs. wkng. competitively
- 11. Budget justification
- 12. Level of detail + support
- 13. Grant process - letter proposal
- 14. administering grants
- 15. Evaluation
- 16. Rejection, coping with...
- 17. Researching resources - print + electronic
- 18. Flexibility of guidelines
- 18. Roles of sponsors/funders
- 20. Jargon, lingo, parlance, vocabulary
- 21. Multiple submissions
- + 22. Hot tips for getting grants
- + 23. How you cast your proposal to get compatibility + interest by f.
- + 24. Finding out what your ~~chance~~ what's valable to them → chance of getting funded is from part f. source

PROPOSAL PLANNING

GOVERNMENT FUNDING SOURCES

Federal Grant Sources

cabinet agencies (HUD, Edu)

Independent agencies (civil sts)

Intro = $150b. to given away in grants this year, 1998.

a. Catalogue of Fed. Dom. Assist. (#11) #1m. orgs chasing these grants

b. Federal Register (#16) PRINT & ELECTRONIC

TIP - Get a copy of authorizing leg. → look for buzz words, lit. citations, basis for creat. of law, leg. intent - from prog. officer, local senator or congressman, req. 72 hr. turnarounds. Only. of legislation or grant auth. is what you want.

TYPES OF ASSISTANCE

USE + RESTRICTIONS

FIN. INFO., HOW MUCH $

RANGE + AVERAGE $ SIZE OF GRTS

REGULATIONS + GUIDELINES

INFO. CONTACTS

AWARD PROCEDURE - HOW THEY REV. PROPOSALS

DEADLINES + TIME FRAMES

ASSISTANCE CONSIDERATIONS

POST - ASSISTANCE REQUIREMENTS
RELATED PROGRAMS

ELIGIBLE APPLICANTS
APPLICATION DEADLINE

IIR — FR Notice of Proposed Rule Making, before announcement of grant prog. avail. We thinkder gnt. prop. draft & ask for critique of it. Tinker & make changes. By time guidelines out, proposal essentially done. Key → Prog. Off. has ownership in proposal, think its there.

Notice of Prop. RM
Grant Guideline,
Applic. Availb
Applic. Deadline

Dev. systems proced. to get advance alert of opport. so have a lot of time to dev. & refine proposal & get funder input & support.

FINDING PUBLIC FUNDS - Electronic Web Pages & Addresses
Doing searches w/: Fed. Cat. of Dom. Assist. & Fed. Reg.

Terminology - lang. your org. uses, lang. others use, ex., comm dev. vs. neigh. revitalization.

FOUNDATION FUNDING SOURCES

FINDING PVT. FOUND. FUNDS

40,000 PVT. FOUNDATIONS IN US; 1% HAVE WEB SITES/PAGES
ADDRESS #7, THE FOUNDATION DIRECTORY/INFO. CTR.

Robert Wood Johnson Foundation - one of largest general purpose foundation sources. Concern w/ health-related issues. Can be interpreted broadly -- violence as a public hlth issue
State - what are your chances of getting funded?

Primary & secondary reasons why proposals get rejected.

Search Engines: for finding sources of funds

addresses for fed. sources of funds in booklet.

#9 in Otto Bremer Foundation

(#26) FOUNDATION DIRECTORY

43,000 pvt. foundations in USA
"80/20 rule" – 20% of f. have 80% of assets + control
"5% rule"

TYPES OF FOUNDATIONS

- Natl. Foundations (national impact + scope)
- Community Foundations (your locale or community) (Note their boundaries)
- Corporate Foundations (philanthropic branch of corp) When they have corp. operations
- Family Foundations
- Special Purpose Foundations (exist for one particular cause)

Ex., FORD F., get 1200 prop. in 1 day, reject 95%, because they are local + regional in scope.

Common restrictions
Who they give their # to
Geographic
Religious/denominational orientation
Topical interests
How much $ they have + give away
Ex., Beder Foundation (family F.) in Mil. area.

Ex., RWJF, support in health issues

To maintain tax-exempt status, f. must give away 5% of their investment earnings annually.

Form 990 Tax Return is public information → shows who foundations give their # to. Go to Mpls. Public Library.

Annual Reports of foundations, and directories (Foundation Directory – 4300 foundations) are good sources of info
Foundations of $1 mil assets or grants of totaling $100,000 or more per year. Only 10% of total F.

Info. on Foundations

Grant activity & Level –

Purpose & activities – of foundations

Types of awards –

Operating Support – Regular salaries, payroll, rent & utilities, costs assoc. w/ keeping org. going on day to day basis

Programmatic Support – $ to run a special project or program

Limitations

Discussion of – INDIRECT COSTS

Publications

Annual Report

Application: Guidelines, Forms

Contacts

Preliminary phone call encouraged

Initial Proposal

Letter Proposal

Personnel: staff, officers, board, etc.

Grant seeking is a contact sport

Foundation Grants Index

Who funds what, history of funding, funding patterns

Local foundation info centers – Mpls. Public Library, Nicol. Mall

– Marquette Univ., Mil., WI

MN Foundation Directory – On reserve behind grants desk at Mpls. or Henn Co. library

(Listing of Grants Editors & Progs in MN)

Good source of info.

Gives # amounts

From MN Council of Found.

CORPORATE FUNDING SOURCES

Corps don't have to make public their giving activities

To learn about corps, need to ask who would have inside information – through your board members, etc. Or check w/ their corp. comm./govt. affairs office. Most don't have guidelines. Talk to employees you know in org.

Buy a share of stock in corp., then have access to the info.

You have to know how to ask quest. to get answer you want.

Key → give them a hook - find a "hook" to get their interest
"What's in it for me" Q. What's in it we can offer them
Public relations value
Ex., doing something in different language

Corporate Funding Source - Ref. Documents (more limited)

PRE-PROPOSAL CONTACT (#50)

① Contact prog. officer
- Req. app. forms + guidelines
- Req. list of past grant winners
- Req. names of past grant reviewers

Increase your odds of getting $ by 300%
TOP OF LIST - Preproposal Contact
The most important thing you can do to get your proposal funded.

Send them a letter - they see your logo, letterhd, visual image of who you are about.

SAMPLE LETTER

② Call a past grantee (they got $) (avoid reinvent wheel)
- Who was most helpful
- Did you use special advocates
- Did they review pre-proposal
- Did you have a site visit
- Did you get what you requested
- What would you do differently next time?
  - ask them to rev. your proposal
  - ask to get copy of their proposal to review
- What mat. were most helpful in dev. prop
- etc.

amt. of detail they want?

③ Call a past grant reviewer:
- How did you get to be a reviewer?
- Did you have a mail or panel review?
- What point system did you use?
- What would you write differently?
- What are the most common mistakes?
- Was there a staff review after the peer review?

TIP
Become a reviewer to increase your odds of getting funded.
Self nom. process; offer resume.

TIP
Get copy of reviewer's evaluation form + use to write proposal

④ Contact Program Officer
- Does my project meet your current priorities?
- What is your budget
- What is the app./award ratio
- What are the most common mistakes
- Are there any ~~unannounced programs~~
- Etc.

4-STEP PROCESS (above), will increase your odds of getting Funded by 300%

Must do more than just writing it up and sending it in.

TIP:
- 90% of rej. prop. are good ideas, badly disguised -
- 10% of rej. prop. - are bad ideas.

SKIMMERS - Need to pick up ideas quick.
Long, complicated sent. → dead in water

Short, simple, declarative sentences
Use bullets, lists, 15 word sentences, max 2-3 commas per sent.
Use every skimming technique in book.

ORYX PRESS

- 1-800-279-ORYX
- PROPOSAL PLANNING AND WRITING, SECOND EDITION
- LYNN E. MINER, JEREMY T. MINER, and JERRY GRIFFIN

Q & A DISCUSSION

Ask for "no-cost extension"

"A similar proposal is under consideration by another funder"

You cannot run a program on grants forever

2/3 $ for people, 1/3 $ for things

Many of sponsors provide $ to non-profits than for-profits

Spin off a 501(c)3 for getting grants when you are a profit org. Ex., a for-profit day care org. wanting to do some non-profit activities.

PROPOSAL WRITING

Long Form + Short Form

Proposal Sequence

READ	WRITE
Cover letter	Need/Problem
Title page	Objective
Summary	Method
Introduction	Evaluation
Need/Problem	Dissemination
Objectives	Budget
Methods	Future Funding
Evaluation	Introduction
Dissemination	Title Page
Budget	Summary
Future Funding	Attachments
Attachments	Cover Letter

Most Important - read 1st - statement of your need.

NEEDS:

"IS"		"OUGHT TO BE"
EXISTS NOW	GAP	GOAL
QUOTES		DESIRED OUTCOME
STATISTICS		QUOTATIONS
STUDIES		

MOST IMPORTANT THING IN PROPOSAL — Statement of Prob.
How clearly you can express the nature of the problem, the current situation and the gap between that and the desired state of affairs

But reviewers assign few pts. to statement of prob. But doesn't matter, because proposal won't get funded w/o clear compelling expression of problem you need the money for. Expressing the gap.

Clear arguments → compelling → tie in w/ sponsors mission → why is what you are proposing to do important → why is the prob. you are addressing important.

NIB - SIMPLE OBJECTIVES / SOLUTION

1. Specific — What you are going to deal, as specific as possible
2. Immediate - This is a current problem, situation
3. Measurable - quantifying, # affected, etc.
4. Practical - Is your solution realistic
5. Logical - step by step, 1st, 2nd, 3rd step
6. Evaluable - How demonstrate success, when achieved

EX.

WHO will reduce # by ___ % or # during TIME-FRAME by ___ %.

EX., To provide ADEQUATE? How do you know adequate when you see it?
no prog.

To promote?

To increase ___ by % and # / by how much
↳ # based ent.
/ by - specific time frame.

Then can see, we met our obj. and we exceeded them. Key → measurable.

METHODOLOGY:

TIME AND TASK CHARTS

See book examples, pages 101-102

Instructor urges you to put one in whether is requested or not.

DATA COLLECTION / MEASUREMENTS

attitudes
measures of attitudes
Don't reinvent wheel; see what's out there

Reference Resource -
BUROS YEARBOOK OF MENTAL MEASUREMENTS

DISSEMINATION: (Incl. in your prog. budget)

Disseminating of results of your study

Newsletters
Conference
Site Visit
Interim Working Paper
Journal article

Poster Display
Demonstration
Commercial Agreement
A-V materials
Staff appearance
Press Release
Info. Repository

TIP - Clip File (electronic)

Course
In-Service Workshop
Self-Instruction
Computer NW
Disk
Fax
Websites

EVALUATION — STEPS < Internal / External =

1. Identify what will be evaluated (objectives)
   Easy, if do good job preparing your objectives (measurable)
2. Determine methods to eval. each obj. (methodology)
3. Complete the evaluation design
4. Summarize the intended data analysis and use

Prepare mock data tables or matrix — when we get data, we plug it into matrix
EX., use of data to inform legislators

specify what you are going to use the data for.

GRANT BUDGETS = List of 33 elements

accounting
advertising

Consultants
Dues
Equipment

Etc.

Key → to cover all the elements you need, so you ask for enough in grant proposal

BUDGET TERMS:

- Direct Costs
- Indirect Costs (administrative costs)
- Cost Sharing

TRICK/TIP: ——— Don't fail to incl. an indirect cost in your budget to funders. How calculate — look at funder's cost of doing business over + above their own grants.

DEDUCTION OF = Cost of running business

1. If they have a policy...
2. If no policy...

Foundations often don't have an indirect cost strategy.

COST SHARING:

Real $
In-Kind $
Contributions of Time & Energy

For Pro Bono, volunteer specialty services, use billing term typical to 1 for value of service they are providing.

Learn what grant source threshold for cost sharing is.

Sample Budget: See p. 114

Must include all cost elements, so don't blow your credibility

Q & D
Use of MN Common Grant app Form

LETTER PROPOSAL: 7-STEP PRESCRIPTION (IF NO FORMS PROVIDED)
(OR AS PRE-PROPOSAL)

Transmittal Proposal
To get in info. not able to get in to their forms
To use w/ corps. or others who don't provide forms

CUP Proposal (Model Letter Proposal; p. 73)

Resource: Use Who's Who directory re: names of people serving on foundation. What are their concerns.

Tell them - why you are knocking on their door.
When you tell them things about themselves that are flattering + that maybe they didn't even know, your credibility goes way up. Use. exc. from of ctiv where board members come from. Do your homework

How will they know you will be a good steward of their funds.

Our staff has a cumulative 100+ years of experience dealing with ... // in _____.

Always ask for a specific amount.

Put it into human terms; break cost out on a per person basis. Touching the lives of people, not things.

Making the final pitch

Psychology of letter rdg.; put a bracket in the P.S. section. People read this first.

Enclosures - specifics, credibility pieces.

REVIEW

7 - STEP PROCESS IN (LTR.) PROPOSAL

WHAT WE SEE VS. WHAT OUR REVIEWERS SEE;
INCORP. DESIGN TIPS THAT HELP REVEAL YOUR ORG. + THOUGHT PROCESS TO YOUR REVIEWERS.

① Skim Rdg.:

Lots of White Space

Short, space paragraphs

Headings, subheadings (as specific as possible)
Say → words that make your proposal unique

Ragged right margin vs. rt. + left justified (slows down reading)

② Search Reading

Does prop. match our funding priorities?

Use bold, so can find sections easily

Bulleted lists, or Table of Contents

③ Crit. Rdg.

Show logical connection between each part of our proposal; good transitions

Type size, style, line space; reader friendly materials; make like their materials

Use <u>their</u> organization + categories (sponsor's)

KEY:
What makes you different from everybody else?
Ways to define your uniqueness.

Use different font type styles (and spacing) w/ diff parts to...
EX., Arial header + Times roman narrative

Psychological impact.

3 TYPES OF EVALUATION:

1. Formative

2. Summative
   achievement of objectives by end of grant yr.

3. Impact
   Signif difference in community, a real difference
   A larger value of what were doing, that goes beyond the project

LOGICAL + PSYCHOLOGICAL COMPONENTS TO PROPOSAL

SUGGESTION – Send a cover letter

Write long 5–7 page proposal, then truncate to 1-2 page letter proposal. Two tier approach.

Q & D / REVIEW

collaborative grants – similar or complementary interests
Must spell out responsibilities – who is going to do what?
Use of a contract or agreement in place.

Level of detail – models of successful proposals
get feedback from program officer

Timetable + lay-out, keys to effective grant adm.

Getting rejected is the first step to getting funded
If get turned down, revised proposal + resubmit
Find out reasons for rejection
Persistence pays
Thank them for rejections as well as approvals
Just a step to getting funded

Leveraging; money begets money
– first success leads to additional successes

– How does sponsor see the world; your proposal, can we as your tool, as agent to solve your problem,

Grant-Related Web Addresses

Getting Started

1. MU Office of Research and Sponsored Programs
   http://info.orsp.mu.edu

Finding Public Funds

2. Catalog of Federal Domestic Assistance
   http://www.gsa.gov/fdac/queryfdac.htm

3. Federal Register
   http://www.access.gpo.gov/su_docs/aces/aces140.html

Federal Funding Sources

4. GrantsNet
   http://www.os.dhhs.gov:80/progorg/grantsnet

5. National Science Foundation
   http://www.nsf.gov

6. U. S. Department of Education
   http://gcs.ed.gov

Foundation Funding Sources

7. Foundation Center
   http://fdncenter.org/grantmaker/priv.html

8. The Robert Wood Johnson Foundation
   http://www.rwjf.org

9. Otto Bremer Foundation
   http://fdncenter.org/grantmaker/bremer/index.html

Search Engines

10. WebCrawler
    http://webcrawler.com

11. Hotbot
    http://hotbot.com

Analyzing the Sponsor

Pay attention to the appearance or design of your proposal--a familiar proposal is a friendly proposal. A well-written and well-designed proposal will always have a competitive edge.

Reading Style	Writing Technique
Skimming	• White space • Headings and subheadings • Ragged right margins
Search reading	• Bold type • Lists • Table of contents
Critical reading	• Transitions • Type style • Line spacing

Please provide the following information in a narrative response:

ORGANIZATION INFORMATION

① Brief summary of organization's history, mission and goals.
② Description of current programs, activities, service statistics, and strengths/accomplishments.
③ Your organization's relationship with other organizations working to address the same issues or providing similar services. Please explain how you differ from these other agencies.
④ Number of full and part-time paid staff and volunteers.

REQUEST INFORMATION

① What is the purpose of this funding request/project? Describe the issue, opportunity, and the community that your proposal addresses. How was that focus determined and who was involved in that decision-making process?
② How will you achieve your stated objectives? Describe the specific activities for which you seek funding and who will carry out those activities. (If individuals are known, describe qualifications.)
③ Who are the intended beneficiaries of this project? How will they be involved in the development and implementation of the project? And, how will their skills and capabilities be strengthened through their involvement in this project?
④ What other financial, human and community support can be mobilized/utilized for this project?
⑤ What additional linkages in the community will be created through this project?
⑥ How will this project strengthen the capacity of the organization?

EVALUATION

① Describe how the proposed activities will benefit the community, being as clear as you can about the impact you expect to have.
② Your criteria for a successful program and how you will measure the effectiveness of your activities.
③ Who will be involved in evaluating this work (staff, board, constituents, community, consultants) and how will evaluations be used?
④ Long-term strategy (if applicable) for sustaining this effort.

ATTACHMENTS

☐ Current and past years' income and expense budgets for the organization and project (if applicable)
☐ Major donor list for current and past fiscal years, listing the amount of support from each donor
☐ Most recent audited (or unaudited) financial report
☐ List of Board of Directors with affiliations
☐ List additional sources from whom funds for this request are being sought, amount of each request and status (pending, received or denied)
☐ Letter of determination from the IRS, or letter of agreement from fiscal agent
☐ Letters from groups that are working together with you on this project, specifically outlining how you will work together.

*Please include any other attachments you feel would be helpful in our review of this request, such as annual reports, program brochures, newsletters, etc.

Education & Housing Equity Project

Memo

To: Barbara Bearman, Van Mueller, Joy Sorensen Navarre

From: Dick Little

CC: Pam Jewson

Date: 02/02/99

Re: Grant Proposal to Foundations

Thank you for offering to review our draft funding proposal. Beginning next week we will submit this application to a number of foundations in the Twin Cities area (particularly those that accept the common grant application format).

Please read the attached draft, which includes a 2-page cover application and a 10-page narrative. Using a red pen make any edits, deletions, additions, or revisions on the draft or reverse side of draft. Using a black pen make any suggestions or comments on a separate sheet of paper.

Please return your reviews to me <u>no later than</u> next Monday morning (February 8, 1999). The proposed budget will be completed later this week. Feel free to call me about the application if you have any questions. If you wish to discuss the proposal in person, may I suggest scheduling a meeting or phone appointment with me this coming Friday, February 5th.

F. R. BIGELOW FOUNDATION

REPLY TO:
600 NORWEST CENTER
SAINT PAUL, MINNESOTA 55101
(612) 224-5463

March 04, 1998

Mr. Dick Little
EHEP
122 West Franklin Avenue
Suite 310
Minneapolis, MN 55404

Dear Mr. Little:

Thank you for your interest in F. R. Bigelow Foundation. Enclosed are the materials you requested.

Please do not hesitate to call the Foundation at (612) 224-5463, if you have any questions or if you would like additional information. A member of our staff will be happy to assist you.

Sincerely,

John G. Couchman
Assistant Secretary

Enclosure - Guidelines

F. R. BIGELOW FOUNDATION
APPLICATION FORM

CONTACT AND PROFILE INFORMATION:

Applicant Organization: _____

_____

Address: _____

_____ Telephone ( ) _____

Executive Officer: _____ Project Contact: _____

Project Title: _____

Amount Requested: _____

Proposed Starting Date: _____ Ending Date: _____

SUBMISSIONS REQUIREMENTS:
All applications must include the documentation listed below and the information requested in the narrative guidelines on the back of this form.

__ 1. A copy of the applicant organization's most recent letter of exemption from the Internal Revenue Service demonstrating that it is an organization exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code, and stating whether or not it is a private foundation.
__ 2. Audit or year end financial statement for the most recently completed fiscal year, the current year's operating budget, and current year-to-date income and expense statement.
__ 3. Names and affiliations (place of employment and/or other relevant community involvement) of the policy board responsible for the management of the applicant organization.
__ 4. Indication that this application has been reviewed by the governing Board of the applicant organization and has received its endorsement. Where possible, a formal Board resolution to this effect should be submitted.

CERTIFICATION
In submitting this application, the applicant agrees to the following:

1. The applicant will spend funds solely for the purposes stated in the application and will refund the unexpended portion of such funds, if any. In addition, the applicant will provide interim and final reports as are required by the Foundation.
2. The applicant realizes that payment of funds granted will be at the convenience of the Foundation, including cancellation of the grant and/or modification of previously agreed upon payment schedules should such cancellation or modification be deemed necessary by the Foundation.
3. The applicant understands that the Foundation, in researching this grant application, may review any and all of the information submitted as part of this request with advisors of the Foundation's choosing, if deemed necessary by the Foundation.
4. The applicant has made a determination regarding the applicability of the Minnesota Charitable Solicitation Act (MS309), and intends to comply with the terms of this Act, if appropriate.

_____ _____
Signature: Chief Executive Officer Date

F. R. BIGELOW FOUNDATION
NARRATIVE GUIDELINES

The information listed below must be provided in the proposal narrative:

1. Description of Applicant Organization

   Provide a brief history of the applicant organization, plus a description of the general purpose of mission of the organization, its objectives, and the scope of its operations, including primary programs for services, primary service populations, and location of service activities.

2. Statement of Purpose

   Explain the general purpose of the project or program for which the grant is requested, the issue it addresses, the significance of the issue, and an estimate of the number and geographic location of those who will benefit.

3. Proposed Program Design and Evaluation Plan

   Describe (1) the objectives or intended outcomes of the project; i.e., the changes in people or institutions that are expected to occur as a result of the activities, (2) the activities or set of actions that will be implemented to achieve these objectives or intended outcomes, (3) the information that will be provided in the final report to demonstrate achievement of the outcomes and activities, and (4) the methods that will be used to gather the information. In addition to the narrative description, summarize this information on the enclosed Evaluation Plan Summary Form.

   Requests for capital or endowment purposes need to address only (1), (2) and (3) and need not complete an Evaluation Plan Summary Form.

4. Staff Qualifications

   Describe the qualifications and experiences of the principal staff members of the project in relation to its purposes and objectives, their probable availability for the duration of the project, and whether or not they can be replaced in the event they resign or are otherwise not available.

5. Detailed Budget

   Present a reasonably detailed project budget, including a summary of the project's projected revenue sources and, if applicable, plans for continued funding of the program or service at the expiration of the grant period. A project budget is required in addition to the financial information listed on the Application Form.

6. Foundation Support

   Provide a statement as to why Foundation support is requested, a description of what other efforts have been made to obtain the required funds, and a list of approved, pending, and denied requests for contributions, plus the amount received to date for this purpose.

F. R. BIGELOW FOUNDATION EVALUATION PLAN SUMMARY

(This form should be copied to accommodate multiple outcomes.)

Organization Name: _____

Grant Title: _____

Tracking Number: _____

INTENDED OUTCOMES/ACTIVITIES	INFORMATION NEEDED	DATA COLLECTION METHODS
Who or what is expected to change as a result of the grant? What activities or set of actions are planned to achieve each outcome?	What information will be provided in the final report to demonstrate achievement of outcomes and activities?	What methods will be used to gather the information?

Intended Outcome:

Activities to Achieve Outcome:

_____

Signature of Project Director

For Internal Use Only
P. O. Approval: _____
Date: _____

Telephone Number

(See sample on reverse side)

/l/bg.evalplan

Sample

F. R. BIGELOW FOUNDATION EVALUATION PLAN SUMMARY

This is a sample plan designed to help clarify the information required in the evaluation plan.

Organization Name: Hospice Program

Grant Title: Professional Training

Tracking Number: xx-xx-xxxx

INTENDED OUTCOMES/ACTIVITIES	INFORMATION NEEDED	DATA COLLECTION METHODS
Who or what is expected to change as a result of the grant? What activities or set of actions are planned to achieve each outcome?	What information will be provided in the final report to demonstrate achievement of outcomes and activities?	What methods will be used to gather the information?
Intended Outcome:		
Hospice nurses will increase their understanding of the nature of family grief experienced when a family member is in a hospice.	Self-reported changes in understanding of family grief by participating nurses.	A random sample of 10 nurses will be interviewed by the project director at the end of the fifth workshop.
Activities to Achieve Outcome:		
1. The project will conduct five two-hour workshops for nurses who work in a hospice. A total of 30 nurses will participate.	List of workshop dates, topics presented, roster of nurses in attendance.	The information will be retrieved from project records.
2. The 30 participating nurses will conduct a case study of one family to be discussed with a supervisor.	Record of discussion with the supervisor.	The information will be obtained from supervisor files.

Ms. Jane Doe
Signature of Project Director

(612) 000-0000
Telephone Number

For Internal Use Only
P. O. Approval: _____
Date: _____

/l/bg.smpleval

F. R. Bigelow Foundation

Information for Grant Applicants

Guidelines for Grants

The F. R. Bigelow Foundation is willing to consider grant applications from all properly qualified nonprofit corporations. Historically, the primary areas of interest have been education, social service, humanities and the arts. Foundation grants support capital and operating purposes. With certain exceptions, the Foundation does not make annual operating grants, however.

The primary geographical grantmaking area of the Foundation can be described as the "Greater Saint Paul Metropolitan Area." This term indicates an interest in organizations located in and serving Saint Paul. When, for example, similar programs exist in Saint Paul and elsewhere in the metropolitan area, the Foundation will rarely make grants to organizations that duplicate those in Saint Paul.

The Foundation normally will:

1. Make grants for capital, program expansion, or special projects of a time-limited nature.
2. Help meet start-up costs for promising new programs that demonstrate sound management and clear goals relevant to community needs.
3. Support established agencies seeking to expand their services who are experiencing temporary financial difficulty.
4. Make some grants payable over a number of years.
5. Provide funds to match resources already gathered or offer challenge grants.
6. Expect an indication of the process that will be used to monitor and evaluate the impact or effect of the grants.

Normally, the Foundation will not:

1. Act as the only source of financial support for a project.
2. Make annual grants.
3. Support sectarian religious groups.
4. Make grants to individuals.
5. Make ongoing, open-ended grants.

Application Requirements

The Foundation has a set of application requirements available upon request.

The applicant may wish to submit a brief summary of the project it proposes, prior to preparation of a full proposal, to see if the project fits the guidelines and interests of the Foundation. Such a summary should address all of the questions in the application requirements; however, it may be only three to four pages in length and less detailed than the full proposal. Proposals will not be returned to the applicant.

Both proposal summaries and full proposals must be in writing and should be addressed to:

Paul A. Verret, Secretary
F. R. Bigelow Foundation
600 Norwest Center
55 East Fifth Street
Saint Paul, Minnesota 55101
(612) 224-5463

In 1997, the F. R. Bigelow Foundation will hold grantmaking meetings in April, August and November. Applications that are not adequately reviewed in time for one Trustee meeting are carried forward to the next one.

THE McKNIGHT FOUNDATION

600 TCF Tower
121 South Eighth Street
Minneapolis,
Minnesota 55402
612-333-4220
FAX: 612-332-3833

McKNIGHT REVISES APPLICATION DEADLINES

The McKnight Foundation has set new deadlines for receipt of letters of inquiry. The new deadlines are:

For grants in:	*Letters of inquiry due:*
Human Services and International	May 15, August 15, November 15, and February 15
Arts and Environment	April 15, July 15, October 15, and January 15

A letter of inquiry briefly describing the purpose for which support is sought and the amount requested is the first step in applying for a grant. The Foundation reviews these letters to determine whether the request falls within Foundation guidelines. If it does, the Foundation will invite a full proposal. Beginning in August 1998, the Foundation's board will meet to consider proposals in February, May, August, and November.

For further information contact the Foundation, 612-333-4220, or info@mckfdn.org.

First Universalist Church

3400 Dupont Avenue South - Minneapolis, MN 55408
(612) 825-1701

Thank you for your interest in the First Universalist Foundation. Enclosed you will find a grant application and a brochure describing the background and activities of the Foundation.

The application and brochure explain the priorities of the Foundation and the guidelines for completing the grant application. Please review these materials and prepare your application accordingly. We cannot accept grant applications that do not follow our requested format.

The Foundation board members meet on the first Tuesday of each month. We review grant applications that have been received by the third Sunday of the preceding month. While we attempt to make a decision on the first review, sometimes the need for further information about the grant application delays our vote for a month or more.

We wish you well in your work and look forward to considering your application.

Sincerely,

Lois Hamilton

Lois Hamilton
Chair, Board of Directors
First Universalist Foundation

Encl.

First Universalist Foundation
Grant Application

Summary Information

Title of project:

Name of your organization:

Contact person:

Name:

Address:

Phone:

Requested amount (we particularly encourage applications between $500 and $2500):

Briefly summarize your project and its purpose. (Please include answers to the following questions: What are the project goals? Who will it serve? What makes it important or unique?)

Attach to this sheet the answers to the following questions and a copy of your IRS tax status identification letter (or that of your fiscal agent). Please do not exceed five pages of attachments.

1. How does your project address the social justice needs of our community?
2. Do you have a plan for involving members of First Universalist Church? If so, please describe it.
3. What is the timeline/schedule of your project?
4. What other financial resources are you pursuing? Have you received commitments from any other sources?
5. What is your budget for (a) this project, and (b) your overall organization (if applicable).
6. How will you evaluate your project? What are your criteria for success?

Return 10 copies of your proposal to: First Universalist Foundation 3400 Dupont Ave. So., Minneapolis, MN 55408

Headwaters Fund

GRANTMAKING AT HEADWATERS

Headwaters makes grants through two programs: **General Fund** and **Special Opportunity.** Both programs fund groups engaged in social change activities, with representative constituency leadership working through a group process to address root causes of injustice in our society. Funding is focused on grassroots groups with budgets under $200,000. Social service organizations are not eligible.

General Fund grants range from $4,000 - $12,500. Organizations must be based in the seven county metro area.

Special Opportunity grants of $500 to $1,000 are available for unexpected events, projects, conferences and training, and are reviewed monthly.

- **July 1** **Grants Information Meeting**
  This casual and informative meeting will answer your questions about Headwaters grantmaking process and help clarify if your project fits Headwaters grant criteria.
- **August 3** **Proposals for the next General Fund granting cycle are due.**
  Proposals must be received at Headwaters Fund by 5:00 PM. on that date.

CALL FOR THE REVISED GRANT APPLICATION & INFORMATION BOOKLET - 879-0602

CAPACITY BUILDING PROGRAM

Headwaters' provides affordable, accessible and applicable technical resources to community based organizations. The program works in partnership to build the capacity of grassroots organizations and increase the effectiveness of work for social, racial, political, environmental, and economic justice.

- **"The BASICS" Financial and Tax Management for Nonprofits -- October, November, December**
  Back by Popular Demand -- This six session series is planned for exploration and discussion of basic financial and tax management practices in an informal way with other grassroots activists, organizers and community leaders. Each session is designed to gain up-to-date information, ask questions and provide hands-on trainings in basic techniques and strengthen grassroots nonprofit organizations.
  Look for a registration brochure with dates and locations in September.
- **Grassroots Leaders Circles -- Circles are being organized on an on-going basis.**
  The Leaders Circles provide an opportunity for grassroots leaders to share their experiences and knowledge and assist each other in building stronger, more effective organizations. Circles build a network among peers for developing trust and support for each other through the stresses of building and running a grassroots organization.
- **Walk for Justice -- Sunday, September 13, 1998 -- Boom Island, Minneapolis**
  A fundraising and publicity event that supports grassroots organizations working to eliminate injustice. Headwaters manages the logistics and participating groups recruit walkers and secure sponsors, raising money and coming together for a community wide celebration. Call the Walk Hotline for more information: 879-5999

If you are currently on our mailing list you will receive further information on up coming programs.

If you are not on our mailing list, call Headwaters at 879-0602 and leave a message with your name, address and phone. We will send you the requested information and add your name to our database.

Watch for our Fall Calendar announcing other future workshops, conferences or events.

This calendar is subject to change and reflects only those programs presently scheduled through 1998.

Headwaters Fund
122 W. Franklin Ave., Suite 518
Minneapolis, MN 55404

Non-profit
U.S. Postage
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Minneapolis, MN
Permit 545

Dick Little
MICAH
122 W. Franklin#318
Minneapolis, MN 55404

Headwaters Fund

GRANTMAKING

AND

CAPACITY BUILDING PROGRAMS

Please Post

For further information:

JUSTFUND@aol.com
HTTP://www.fex.org

ph(612) 879-0602
fax (612) 879-0613

THE *Saint Paul* FOUNDATION

March 12, 1998

Mr. Dick Little
The Educational and Housing Equity
Project
122 West Franklin, Suite 310
Minneapolis, MN 55404

Dear Mr. Little:

Thank you for your interest in The Saint Paul Foundation. Enclosed are the materials you requested.

Please do not hesitate to call the Foundation at (612) 224-5463, if you have any questions or if you would like additional information. A member of our staff will be happy to assist you.

Sincerely,

John G. Couchman

John G. Couchman
Vice President Grants & Program

Enclosure - Guidelines

600 Norwest Center • Saint Paul, Minnesota 55101-1797 • (612) 224-5463 • FAX (612) 224-8123

THE SAINT PAUL FOUNDATION
APPLICATION FORM

CONTACT AND PROFILE INFORMATION:

Applicant Organization: _____

_____

Address: _____

_____ Telephone ( ) _____

Executive Officer: _____ Project Contact: _____

Project Title: _____

Amount Requested: _____

Proposed Starting Date: _____ Ending Date: _____

SUBMISSIONS REQUIREMENTS:
All applications must include the documentation listed below and the information requested in the narrative guidelines on the back of this form.

__ 1. A copy of the applicant organization's most recent letter of exemption from the Internal Revenue Service demonstrating that it is an organization exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code, and stating whether or not it is a private foundation.

__ 2. Audit or year end financial statement for the most recently completed fiscal year, the current year's operating budget, and current year-to-date income and expense statement.

__ 3. Names and affiliations (place of employment and/or other relevant community involvement) of the policy board responsible for the management of the applicant organization.

__ 4. Indication that this application has been reviewed by the governing Board of the applicant organization and has received its endorsement. Where possible, a formal Board resolution to this effect should be submitted.

CERTIFICATION
In submitting this application, the applicant agrees to the following:

1. The applicant will spend funds solely for the purposes stated in the application and will refund the unexpended portion of such funds, if any. In addition, the applicant will provide interim and final reports as are required by the Foundation.
2. The applicant realizes that payment of funds granted will be at the convenience of the Foundation, including cancellation of the grant and/or modification of previously agreed upon payment schedules should such cancellation or modification be deemed necessary by the Foundation.
3. The applicant understands that the Foundation, in researching this grant application, may review any and all of the information submitted as part of this request with advisors of the Foundation's choosing, if deemed necessary by the Foundation.
4. The applicant has made a determination regarding the applicability of the Minnesota Charitable Solicitation Act (MS309), and intends to comply with the terms of this Act, if appropriate.

_____ _____
Signature: Chief Executive Officer Date

THE SAINT PAUL FOUNDATION
NARRATIVE GUIDELINES

The information listed below must be provided in the proposal narrative:

1. Description of Applicant Organization

   Provide a brief history of the applicant organization, plus a description of the general purpose of mission of the organization, its objectives, and the scope of its operations, including primary programs for services, primary service populations, and location of service activities.

2. Statement of Purpose

   Explain the general purpose of the project or program for which the grant is requested, the issue it addresses, the significance of the issue, and an estimate of the number and geographic location of those who will benefit.

3. Proposed Program Design and Evaluation Plan

   Describe (1) the objectives or intended outcomes of the project; i.e., the changes in people or institutions that are expected to occur as a result of the activities, (2) the activities or set of actions that will be implemented to achieve these objectives or intended outcomes, (3) the information that will be provided in the final report to demonstrate achievement of the outcomes and activities, and (4) the methods that will be used to gather the information. In addition to the narrative description, summarize this information on the enclosed Evaluation Plan Summary Form.

   Requests for capital or endowment purposes need to address only (1), (2) and (3) and need not complete an Evaluation Plan Summary Form.

4. Staff Qualifications

   Describe the qualifications and experiences of the principal staff members of the project in relation to its purposes and objectives, their probable availability for the duration of the project, and whether or not they can be replaced in the event they resign or are otherwise not available.

5. Detailed Budget

   Present a reasonably detailed project budget, including a summary of the project's projected revenue sources and, if applicable, plans for continued funding of the program or service at the expiration of the grant period. A project budget is required in addition to the financial information listed on the Application Form.

6. Foundation Support

   Provide a statement as to why Foundation support is requested, a description of what other efforts have been made to obtain the required funds, and a list of approved, pending, and denied requests for contributions, plus the amount received to date for this purpose.

THE SAINT PAUL FOUNDATION EVALUATION PLAN SUMMARY

(This form should be copied to accommodate multiple outcomes.)

Organization Name: _____

Grant Title: _____

Tracking Number: _____

INTENDED OUTCOMES/ACTIVITIES	INFORMATION NEEDED	DATA COLLECTION METHODS
Who or what is expected to change as a result of the grant? What activities or set of actions are planned to achieve each outcome?	What information will be provided in the final report to demonstrate achievement of outcomes and activities?	What methods will be used to gather the information?

Intended Outcome:

Activities to Achieve Outcome:

_____

Signature of Project Director

For Internal Use Only
P. O. Approval: _____
Date: _____

Telephone Number

(See sample on reverse side)

/l/sp.evalplan

Sample

THE SAINT PAUL FOUNDATION EVALUATION PLAN SUMMARY

This is a sample plan designed to help clarify the information required in the evaluation plan.

Organization Name: Hospice Program

Grant Title: Professional Training

Tracking Number: xx-xx-xxxx

INTENDED OUTCOMES/ACTIVITIES	INFORMATION NEEDED	DATA COLLECTION METHODS
Who or what is expected to change as a result of the grant? What activities or set of actions are planned to achieve each outcome?	What information will be provided in the final report to demonstrate achievement of outcomes and activities?	What methods will be used to gather the information?
Intended Outcome:		
Hospice nurses will increase their understanding of the nature of family grief experienced when a family member is in a hospice.	Self-reported changes in understanding of family grief by participating nurses.	A random sample of 10 nurses will be interviewed by the project director at the end of the fifth workshop.
Activities to Achieve Outcome:		
1. The project will conduct five two-hour workshops for nurses who work in a hospice. A total of 30 nurses will participate.	List of workshop dates, topics presented, roster of nurses in attendance.	The information will be retrieved from project records.
2. The 30 participating nurses will conduct a case study of one family to be discussed with a supervisor.	Record of discussion with the supervisor.	The information will be obtained from supervisor files.

Ms. Jane Doe
Signature of Project Director

(612) 000-0000
Telephone Number

For Internal Use Only
P. O. Approval: _____
Date: _____

/l/sp.smpleval

The Saint Paul Foundation

The Saint Paul Foundation actively serves the people of the greater Saint Paul area by building permanent charitable capital, making philanthropic grants, and providing services that contribute to the health and vitality of the community.

Information for Grant Applicants

Each year, The Saint Paul Foundation carefully considers applications for capital support, program support, and for projects seeking solutions to community problems. We follow these general guidelines in making grants:

The Foundation will:

- screen and give fair review to all applications submitted.
- when appropriate, help grant applicants scale their proposals to fit available resources.
- consider granting support to new charitable organizations and agencies that not only show promise for success, but also demonstrate sound management practices, clear goals relevant to community needs, and effective methods for achieving those goals.
- provide funds to match other resources already gathered and offer challenge grants in order to stimulate support of a program by other funding sources.
- grant support to established agencies that are either seeking to expand their services and develop new programs, or that are experiencing temporary financial difficulty.
- make some grants payable over a number of years.
- expect an indication of the process to be used for monitoring and evaluating the impact or effect of the grant.

Usually, the Foundation will not:

- repeat grants to the same project on an open-ended basis.
- assume support of the regular operational expenses of a program, except during the initial years of promising new ventures.
- contribute to endowment funds.
- support sectarian religious programs (except from a designated or donor advised fund).
- make grants to individuals (except from funds designated for this purpose).

Grant Application

Prospective applicants are encouraged to request a copy of The Saint Paul Foundation's grant application guidelines that describe in detail the narrative information and documentation required for a completed proposal.

Following review of the application requirements, grant applicants may wish to submit a brief proposal summary to determine if the project fits the guidelines and current interests of the Foundation. This summary, totaling no more than three or four pages, should concisely address all questions in the application. Both the proposal summary and full proposals must be in writing; proposals will not be returned to the applicants.

Applications are accepted throughout the year; grantmaking meetings are scheduled for April, August and November. All proposals should be addressed to:

Paul A. Verret, President
The Saint Paul Foundation
600 Norwest Center
Saint Paul, MN 55101-1797
Telephone: (612) 224-5463

THE *Saint Paul* FOUNDATION

REPORT ON STRATEGIC PLAN FOR GRANTMAKING

In the fall of 1996, the Board of Directors of The Saint Paul Foundation began a strategic planning process to review its grantmaking program and its relationship to community needs and changes. This has been a long and involved process which will culminate in a final Strategic Plan for Grantmaking for The Saint Paul Foundation to be completed later this year.

As part of the information gathering phase of the strategic planning process, the Board of Directors appointed a Community Advisory Committee to provide advice to the Foundation. The Community Advisory Committee (CAC) met monthly for 11 months, focusing on topics relevant to Foundation grantmaking and then developing suggestions for future grantmaking and Foundation operations. The CAC submitted its final report to the Foundation's Board of Directors in August 1997.

At its November 1997 retreat, the Board reviewed the CAC's report. A major finding of the report was that **"how" the Foundation conducts its business is as important as "what" it funds.**

The Board concluded that The Saint Paul Foundation will, over time, focus a significant portion of its unrestricted grantmaking resources* to address the outcomes and strategies listed below.

OUTCOMES

- An **anti-racist** community.
- **Economic development** for all segments of the East Metro area.
- **Strong families** that provide healthy beginnings for children and youth.
- **Quality education** for all.

GENERAL STRATEGIES

- Promote neighborhood decision-making and community building efforts.
- Rely on cultural communities as resources for developing solutions to community challenges.
- Adopt a form of leadership that works in partnership with its constituent communities to influence the public agenda.
- Support holistic ways of strengthening families and communities.
- Support efforts that promote the importance of spirituality and the values of personal and social responsibility.

ADDITIONAL CONCLUSIONS

The Board of Directors also reached the following conclusions after studying the CAC's Final Report:

- The Foundation will seek opportunities to partner with others to address these outcomes and strategies.
- The Foundation will focus on listening to all segments of the community and will use what is learned to inform how it operates.
- The Foundation will continue its commitment to ensure that both the Board and staff include persons who represent the diversity of the community it serves.
- The Foundation will continue to support other commitments which are important to the health and vitality of the community.

* Unrestricted grantmaking resources total approximately 20% of the grant dollars awarded by the Foundation.

Strategic Planning Activity

Activity	Status
• Meetings of the Community Advisory Committee *(October 1996 - August 1997)*	Complete
• Community meetings soliciting input from cultural and geographic communities *(November 1996 - April 1997)*	Complete
• Final Report of the Community Advisory Committee *(August 1997)*	Complete
• Review by the Strategic Planning Committee and the Board of Directors *(November 1997)*	Complete
• Development of Strategic Plan for Grantmaking	To be completed
• Approval of Strategic Plan for Grantmaking by the Board of Directors	To be completed

The Foundation currently is using the CAC Final Report as a resource in developing its Strategic Plan for Grantmaking. To receive a copy of the report, contact Heidi Grandstrand at The Saint Paul Foundation, (612) 224-5463 or e-mail hmg@tspf.com.

The report includes input from community meetings throughout the East Metro area and the conclusions and recommendations of the Community Advisory Committee.

The Plan Takes Shape

The Saint Paul Foundation staff are currently working with the Board's Strategic Planning Committee to complete the Strategic Plan for Grantmaking which will include implementation steps for putting this plan into action. The final Strategic Plan for Grantmaking will contain:

- As assessment of past Foundation grantmaking congruence with the outcomes and strategies identified.
- Identification of specific approaches (grantmaking, special projects, community leadership) and timelines for implementing these approaches.
- Specification of ways to maintain regular two-way communications with constituent communities.
- Development of benchmarks for assessing progress in implementation.

Addressing the outcomes and strategies which have been identified will require the long-term commitment of The Saint Paul Foundation. In the coming months and years, we remain committed to sharing our progress in implementing the Strategic Plan for Grantmaking.

THE *Saint Paul* FOUNDATION
600 Norwest Center
Saint Paul, Minnesota 55101-1797
(612) 224-5463

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SP-97-0861

Mr. Dick Little
Executive Director
Education & Housing Equity Project
122 West Franklin Avenue
Suite 320
Minneapolis, MN 55404

LORI J. KOUTSKY
MANAGER, COMMUNITY RELATIONS
AND THE FOUNDATION

MINNESOTA MUTUAL

THE MINNESOTA MUTUAL LIFE INSURANCE COMPANY
400 ROBERT STREET NORTH
ST. PAUL, MN 55101-2098

BUS. 612/665-3501
FAX. 612/665-3551

THE MINNESOTA MUTUAL LIFE INSURANCE COMPANY
CORPORATE CONTRIBUTIONS POLICY

CORPORATE SOCIAL RESPONSIBILITY

The Minnesota Mutual Life Insurance Company is committed to serving the needs of others by enhancing their security. This fundamental purpose is a guiding principle which is fulfilled through its business activities and through a carefully planned program of corporate social responsibility.

CONTRIBUTIONS COMMITTEE

By exercising its citizenship responsibility, the Company seeks to enhance the quality of life in the community, making it a better, more attractive place in which to live. A major way of accomplishing this objective is through a thoughtful program of contributing to non-profit organizations which provide programs the Company would otherwise be unable to make available to its employees, its policyowners and the community at large. In exercising a leadership role, the Company strives, through its contributions program, to create a positive image by being among the more generous in the business community.

AREAS OF INTEREST

In conducting its contributions program, the Company will give consideration to the following guidelines:

1. Human Services: Because the Company is interested in the well-being of its employees, its policyowners and the community, it gives major support to human service organizations which directly benefit these groups, and which render an essential service not provided by government. Major operating support for services of this kind is given to the United Way. The Company may, however, support organizations which are not eligible for participation in the United Way, or which are newly formed and which are demonstrating a service in an area of unmet need. Such gifts are limited in time, generally no more than three years.

2. Education: In order to assure an adequate supply of competent employees, the Company may provide operating support to educational institutions which help it achieve this objective.

   a) The Company may make gifts to private colleges and universities. Preferably such support will be provided by contributing to joint federated campaigns. The curriculum of the college or university, and whether its educational activities coincide with the Company's objectives, will be factors considered. Institutions of higher learning in the Twin Cities and the State of Minnesota will be given priority.

   b) Contributions to tax-supported colleges and universities will be considered only if the program is not available through private colleges, or if it meets a special need of the Company.

   c) Support may also be given to college scholarship programs.

3. The Arts: The Company may support programs which add to the quality of life and improve the cultural environment of the community. Major consideration will be given to those cultural activities which are used by its employees and their families.

4. Business-Related Programs: Occasionally, professional groups or business associations conduct programs which benefit the Company directly and which call for contributions from the insurance industry. The Company will consider these programs to the extent that they meet its need and requirements. It does share in many of these activities through other parts of the corporate budget.

5. Capital Campaigns: Campaigns for building purposes are considered for support on their individual merits. Thoughtful planning by the organization and a demonstration that its future constituency justifies the expansion will be factors in its favor. The institution also should be able to demonstrate that increased operating costs resulting from expansion can be met from revenues generated by the organization without additional appeals to the Company.

6. Matching Gifts: The Company will encourage its employees to support non-profit organizations through a Matching Gift program whereby the Company matches gifts on a dollar-for-dollar basis up to an established maximum. All full-time employees, trustees and retirees may participate. Institutions eligible to receive matching gifts are:

   - Educational Institutions: Degree granting graduate and professional schools, universities, four-year and two-year colleges located in the United States that are accredited by the U.S. Department of Education or are candidates for accreditation.

   - Cultural Organizations: Cultural or arts organizations in the seven county Twin Cities area and in communities where Minnesota Mutual Life has group offices.

   - Hospitals: Public and private hospitals located in the Twin Cities area or other communities where Minnesota Mutual has group offices.

7. Endowment: The Company normally will not make gifts for endowment; contributions which have the effect of reducing future requests, and which ensure the stability of the institution, may be an exception.

8. Geographic Considerations: The Company follows a policy of making direct gifts primarily in the area where it is headquartered - the Twin cities of St. Paul and Minneapolis - and the State of Minnesota. Although the Company has sales offices in other cities, the personnel groups at these locations are not large enough to require substantial social, educational and cultural services for which the Company would contribute.

   The Company may consider gifts to national organizations when a direct benefit to the corporation can be demonstrated.

MINNESOTA MUTUAL FOUNDATION

The Company has established The Minnesota Mutual Foundation to assure that income for contributions is reasonably stable. Income from the Foundation is totally dedicated to philanthropic purposes. Final authority and responsibility for investment of the Foundation principal, the establishment of Foundation policy, and the expenditure of Foundation funds resides with the Trustees of the Foundation. The Company, however, may make additional contributions at its discretion for charitable purposes from general corporate funds.

1. Budget: A budget for contributions will be adopted each year. From time-to-time, the Board of Trustees of The Minnesota Mutual Life Insurance Company may

be asked to appropriate additional funds to the Foundation when it becomes necessary to do so.

2. Uncommitted Funds: The Foundation will make an effort to reserve 20% of the Contribution's budget each year for the purpose of funding new requests. This can best be accomplished by carefully watching long-term commitments.

ELIGIBILITY

Eligibility for a gift from the Foundation will be guided by the following additional considerations:

1. Sectarian organizations whose services are not restricted to a particular religious group will be considered eligible.

2. The Foundation prefers to make direct gifts rather than support benefit activities.

3. Members of the united or federated programs which solicit supplementary funds are considered for support only when the purpose of the program for which the funds are solicited is not fulfilled by the combined effort or when it would be in the Company's interest to support the program. Normally, the agency will be asked to submit proof from the federated campaign that it has permission to solicit.

4. Organizations which are political in nature, or exist primarily to influence legislation, are not eligible.

5. The organizations must have established tax-exempt status with the United States Internal Revenue Service.

6. The organizations must meet the requirements of the Minnesota Charitable Solicitation Act and have filed an annual financial report with the State of Minnesota.

7. If the organization is national, it should meet the standards of the National Information Bureau.

EVALUATION

The Company will evaluate each request, taking into account whether:

1. It coincides with the Corporate Contributions Policy and the practices of the Foundation.

2. It can be demonstrated to meet an important need not otherwise met.

3. There seems to be a reasonable chance of the program being successful.

4. The request conforms to the Company's goal.

5. There is no obvious duplication of the program with other agencies.

6. The organization has generated substantial support from other sources.

9/95

GRANT GUIDELINES FOR
THE MINNESOTA MUTUAL FOUNDATION

1. What is the purpose of the program? What problem is it designed to meet?

2. Give an explanation of how the program is organized to meet this objective.

3. What is the focus of the program -- geographic area, group to be served, age, sex, ethnic group.

4. Please present data on trends in service: e.g. number of people served, cases opened and closed, placements, attendance, etc.

5. How will success or failure of the program be determined?

6. What is the budget for the program? $ _____
   How much is to be raised? $ _____
   How much is to be raised from corporations? $ _____
   How was Minnesota Mutual's request determined? _____

   _____

   _____.

7. What are the principal components of the budget?

	Amount	Percent
Program Services	$ _____	_____
Fund raising & development	$ _____	_____
Administration	$ _____	_____
Communications, marketing	$ _____	_____
Other	$ _____	_____

8. Please provide a list of other corporate contributors and amounts contributed.

9. Please provide a financial statement for last fiscal year and a copy of the organization's IRS letter granting tax-exempt status.

Due dates for the application to be brought before the Contributions Committee the following month are as follows:

February 15
May 15
August 15
November 15

Application Procedures

Grant proposals submitted to the Bemis Company Foundation need not be in a specific format, but all proposals should cover the following points:

- *Name of the organization and amount requested*
- *Brief description of the objectives for which the grant is sought*
- *Details as to how the objectives are to be attained*
- *Budget, including information about existing and other possible sources of income*
- *Officers and Board Members*
- *Statement that the organization has tax-exempt status under Section 501(c) (3) of the Internal Revenue Code and that contributions to it are tax deductible.*

It is preferred that all initial inquiries be by mail, not by telephone or personal visits.

All proposals for specific information should be sent to:

Bemis Company Foundation
Suite 2300
222 So. 9th St.
Minneapolis, Minnesota 55402-4099

BEMIS

Bemis Company Foundation

. . . Purpose And Guidelines

BEMIS

Purpose

The Bemis Company Foundation was established in 1959 to guide the charitable contributions of the Bemis Company, Inc. The aim of the foundation is to match the available funds with those public needs where the interests of the company and our employees are inseparable. Priorities in grants will be given to those organizations and/or programs that will contribute the most to advancing the quality of life for all peoples in the communities in which we operate. Emphasis will be on those programs that encourage the development of our human resources, education programs, and in a lesser degree civic and art institutions that encourage participation by the general public.

Guidelines

Grants are made to tax-exempt organizations only. The foundation will not make grants to individuals or to organizations for religious purposes or for political purposes, either for lobbying efforts or campaigns. We prefer not to make grants for educational capital funds programs, endowment purposes or to support trips or tours.

Most of the funds budgeted for education will support our two scholarship programs for children of our employees, our educational institution matching gift program and the state associations of independent colleges of those states where we have facilities.

To be able to maintain some flexibility in responding to current and changing needs, grants will not exceed 5 percent of the total requirements of any organization or specific campaign goal. We would prefer to avoid extended commitments, but in any case no more than 10 percent of our annual budget will be committed to multi-year grants. No grant will be made for more than three years. No more than 20 percent of annual expenditures will be for capital projects.

Special consideration will be given to those programs in which our employees actively participate or are directly benefited.

MARDAG FOUNDATION

600 Norwest Center • Saint Paul, Minnesota 55101-1797

Telephone (612) 224-5463 • *Fax* (612) 224-8123

March 04, 1998

Mr. Dick Little
EHEP
122 West Franklin Avenue
Suite 310
Minneapolis, MN 55404

Dear Mr. Little:

Thank you for your interest in Mardag Foundation. Enclosed are the materials you requested.

Please do not hesitate to call the Foundation at (612) 224-5463, if you have any questions or if you would like additional information. A member of our staff will be happy to assist you.

Sincerely,

John G. Couchman
Assistant Secretary

Enclosure - Guidelines

MARDAG FOUNDATION
APPLICATION FORM

CONTACT AND PROFILE INFORMATION:

Applicant Organization: _____

_____

Address: _____

_____ Telephone ( ) _____

Executive Officer: _____ Project Contact: _____

Project Title: _____

Amount Requested: _____

Proposed Starting Date: _____ Ending Date: _____

SUBMISSIONS REQUIREMENTS:
All applications must include the documentation listed below and the information requested in the narrative guidelines on the back of this form.

__ 1. A copy of the applicant organization's most recent letter of exemption from the Internal Revenue Service demonstrating that it is an organization exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code, and stating whether or not it is a private foundation.
__ 2. Audit or year end financial statement for the most recently completed fiscal year, the current year's operating budget, and current year-to-date income and expense statement.
__ 3. Names and affiliations (place of employment and/or other relevant community involvement) of the policy board responsible for the management of the applicant organization.
__ 4. Indication that this application has been reviewed by the governing Board of the applicant organization and has received its endorsement. Where possible, a formal Board resolution to this effect should be submitted.

CERTIFICATION
In submitting this application, the applicant agrees to the following:

1. The applicant will spend funds solely for the purposes stated in the application and will refund the unexpended portion of such funds, if any. In addition, the applicant will provide interim and final reports as are required by the Foundation.
2. The applicant realizes that payment of funds granted will be at the convenience of the Foundation, including cancellation of the grant and/or modification of previously agreed upon payment schedules should such cancellation or modification be deemed necessary by the Foundation.
3. The applicant understands that the Foundation, in researching this grant application, may review any and all of the information submitted as part of this request with advisors of the Foundation's choosing, if deemed necessary by the Foundation.
4. The applicant has made a determination regarding the applicability of the Minnesota Charitable Solicitation Act (MS309), and intends to comply with the terms of this Act, if appropriate.

_____ _____
Signature: Chief Executive Officer Date

MARDAG FOUNDATION
NARRATIVE GUIDELINES

The information listed below must be provided in the proposal narrative:

1. Description of Applicant Organization

   Provide a brief history of the applicant organization, plus a description of the general purpose or mission of the organization, its objectives, and the scope of its operations, including primary programs or services, primary service populations, and location of service activities.

2. Statement of Purpose

   Explain the general purpose of the project or program for which the grant is requested, the issue it addresses, the significance of the issue, and an estimate of the number and geographic location of those who will benefit.

3. Proposed Program Design and Evaluation Plan

   Describe (1) the objectives or intended outcomes of the project; i.e., the changes in people or institutions that are expected to occur as a result of the activities, (2) the activities or set of actions that will be implemented to achieve these objectives or intended outcomes, (3) the information that will be provided in the final report to demonstrate achievement of the outcomes and activities, and (4) the methods that will be used to gather the information. In addition to the narrative description, summarize this information on the enclosed Evaluation Plan Summary Form.

   Requests for capital or endowment purposes need to address only (1), (2) and (3) and need not complete an Evaluation Plan Summary Form.

4. Staff Qualifications

   Describe the qualifications and experiences of the principal staff members of the project in relation to its purposes and objectives, their probable availability for the duration of the project, and whether or not they can be replaced in the event they resign or are otherwise not available.

5. Detailed Budget

   Present a reasonably detailed project budget, including a summary of the project's projected revenue sources and, if applicable, plans for continued funding of the program or service at the expiration of the grant period. A project budget is required in addition to the financial information listed on the Application Form.

6. Foundation Support

   Provide a statement as to why Foundation support is requested, a description of what other efforts have been made to obtain the required funds, and a list of approved, pending, and denied request for contributions, plus the amount received to date for this purpose.

MARDAG FOUNDATION EVALUATION PLAN SUMMARY

(This form should be copied to accommodate multiple outcomes.)

Organization Name: _____

Grant Title: _____

Tracking Number: _____

INTENDED OUTCOMES/ACTIVITIES	INFORMATION NEEDED	DATA COLLECTION METHODS
Who or what is expected to change as a result of the grant? What activities or set of actions are planned to achieve each outcome?	What information will be provided in the final report to demonstrate achievement of outcomes and activities?	What methods will be used to gather the information?

Intended Outcome:

Activities to Achieve Outcome:

_____

Signature of Project Director

For Internal Use Only
P. O. Approval: _____
Date: _____

Telephone Number

(See sample on reverse side)

/l/mr.evalplan

Sample

MARDAG FOUNDATION EVALUATION PLAN SUMMARY

This is a sample plan designed to help clarify the information required in the evaluation plan.

Organization Name: Hospice Program

Grant Title: Professional Training

Tracking Number: xx-xx-xxxx

INTENDED OUTCOMES/ACTIVITIES	INFORMATION NEEDED	DATA COLLECTION METHODS
Who or what is expected to change as a result of the grant? What activities or set of actions are planned to achieve each outcome?	What information will be provided in the final report to demonstrate achievement of outcomes and activities?	What methods will be used to gather the information?
Intended Outcome:		
Hospice nurses will increase their understanding of the nature of family grief experienced when a family member is in a hospice.	Self-reported changes in understanding of family grief by participating nurses.	A random sample of 10 nurses will be interviewed by the project director at the end of the fifth workshop.
Activities to Achieve Outcome:		
1. The project will conduct five two-hour workshops for nurses who work in a hospice. A total of 30 nurses will participate.	List of workshop dates, topics presented, roster of nurses in attendance.	The information will be retrieved from project records.
2. The 30 participating nurses will conduct a case study of one family to be discussed with a supervisor.	Record of discussion with the supervisor.	The information will be obtained from supervisor files.

Ms. Jane Doe
Signature of Project Director

(612) 000-0000
Telephone Number

For Internal Use Only
P. O. Approval: _____
Date: _____

/l/mr.smpleval

Mardag Foundation

Information for Grant Applicants

Guidelines for Grants

The Mardag Foundation is committed to making grants to qualified nonprofit organizations within the State of Minnesota that help to enhance and improve the quality of life.

Our focus is on children, the elderly and other at-risk populations, education and the arts. Where appropriate, the Foundation will be an active participant with others in grantmaking programs and will be proactive in addressing issues as well as responsive to applications for grants.

The Foundation normally will:

1. Make grants for capital, program, or expansion projects of a time-limited nature.
2. Help meet start-up costs for promising new programs that demonstrate sound management and clear goals relevant to community needs.
3. Support established agencies seeking to expand their services or experiencing temporary financial difficulty.
4. Make some grants payable over a number of years.
5. Provide funds to match resources or offer challenge grants.
6. Expect an indication of the general process that will be used to monitor or evaluate the impact or effect of the grants.

Normally, the Foundation will not:

1. Make grants for the West Metro area.
2. Make grants to individuals.
3. Make annual grants.
4. Support sectarian religious programs.
5. Make grants for federated campaigns.
6. Make grants for events, development offices or officers, medical research, conservation or scholarship programs.

Application Requirements

The Foundation has a set of application requirements available upon request. The applicant may wish to submit a brief summary of the project it proposes prior to preparation of a full proposal to see if the project fits the guidelines and interests of the Foundation. Such a summary should address all of the questions in the application requirements; however, it may be only three to four pages in length and less detailed than the full proposal. Proposals will not be returned to the applicant.

Both proposal summaries and full proposals must be in writing and should be addressed to:

Paul A. Verret, Secretary
Mardag Foundation
600 Norwest Center
55 East Fifth Street
Saint Paul, Minnesota 55101
(612) 224-5463

In 1997, grantmaking meetings for the Mardag Foundation will be in April, August and November.

The Mardag Foundation's IRS Form 990PF is available upon request.

600 Norwest Center
Saint Paul, Minnesota 55101-1797

Mardag Foundation
600 Norwest Center
Saint Paul, Minnesota 55101-1797

Please send me information on developing an Evaluation Plan.

Send this information to:

Name of Individual

Organization

Address

City State Zip Code

First Universalist Foundation
Grant Application

Summary Information

Title of Project:	Choices for Community: A Regional Conversation About the Challenges of Education, Housing and Segregation in the Twin Cities Metropolitan Area (AKA: Community Circles on Housing, Education and Race)
Name of Organization:	Education and Housing Equity Project
Contact Person:	Dick Little, Director
Address:	2211 Riverside Avenue, #185 Minneapolis, MN 55454
Phone:	(612) 330-1505
Requested Amount:	$1,500

Project Summary:

The Education and Housing Equity Project is collaborating with other Twin Cities area organizations to engage citizens from all walks of life in informed public conversations and action forums on education, housing, race and poverty. Hundreds of participants will come together to address the interrelated challenges of residential segregation, racial and economic inequality, and access to quality education and life opportunities for all citizens, especially students and families of color. To accomplish this objective, we have developed the Community Circles Collaborative, an initiative that involves citizens in *community circles.* A community circle is a democratic, highly participatory process for small group deliberation on issues of community-wide significance. We have modeled our circles after three other successful models for public conversation:

(1) the study circles promoted by the Study Circles Resource Center (an in-kind national partner of our project),
(2) the issues forums developed by the Kettering Foundation's National Issues Forums, and
(3) the Communities of Color Empowerment Model of the Minnesota Minority Education Partnership (one of our local partners in this project).

Our project also builds on the study circle guide Creating Common Ground developed by MICAH (another one of our project partners) in the early 1990s. Community circles are comprised of 10 – 15 people who meet over a period of weeks or months (for example, 5 sessions of two hours each) to address a critical public issue in a democratic and collaborative way. We have collaborated with 30 different organizations representing a diversity of viewpoints and expertise to develop a discussion guide that will help to inform and focus the conversations. We have also collaborated with facilitator organizations, such as the Minnesota Facilitators Network and the Society of Professionals in Dispute Resolution, who will moderate the conversations. At this time we are securing sponsor groups that can recruit participants, supply meeting spaces, and provide supporting services that will encourage diverse participation (e.g., child care, transportation, interpretive services, copy services for informative reading material, food and beverages) and scribes who will record and report on conversation highlights. The conversations will culminate with an Action Forum that will connect participants with service and advocacy organizations, social justice opportunities and promising action initiatives. A Citizens Summit will also be held at the conclusion of the circle discussions to bring together the community circles and to share findings, conclusions and recommendations with policy officials and the larger community. Public officials will also be invited to participate in the community circles.

The grant from the Universalist Foundation will be used to support a critical and pivotal segment of this project: **specialized training for the facilitators and sponsors that will to assure that the conversations focus on issues of race, equity and social justice.** The first training event will consist of an all-day workshop on the nature of institutional and community-wide racism and how we can collectively "undo" it. The second event will be a workshop on cross-cultural communication skills and multicultural collaboration. These workshops will be offered to the facilitators and sponsors in lieu of financial compensation and as an incentive for volunteering to organize and moderate the circles. The racism workshop will also provide a "lens" through which the issues raised in the community circle discussions can be understood; it will also strengthen the facilitators' ability to deepen the level of participant conversation to address underlying and structural, root cause issues. The intercultural workshop will expand facilitators' ability to effectively work with a diverse range of participants and sponsors' ability to reach out and recruit a diverse range of participants.

How our project will address the social justice needs of our community:
The community circles project is directed at addressing what is one of the most critical but least talked through issues facing our metropolitan community: **the deep seated de facto economic segregation and racial isolation imbedded in our community and the costs we pay for that segregation.** Race and class are the great silent issues that stand in the way of progress on so many other issues facing our communities; yet they are the least discussed topics in most forums on education reform and affordable housing. By design, community circles offer a vehicle for breaking this silence. Recently our project was recognized as a "promising practice" by the President's Initiative on Race because it promotes much needed, respectful but honest dialogue while also focusing on important community issues that must be collectively addressed.

Our plan for involving First Universalist Church:
Our plan is to involve congregations as sponsors in the community circle conversations. In 1999, we intend to work with sponsors in three ways:

(1) As providers of meeting spaces for circles that are open to the entire community, and to participants recruited by others.
(2) As recruiters of participants drawn from their constituencies, who would participate in discussions held at community or regional facilities, and/or as
(3) As convenors of circles, who would draw from their own membership but could also be paired with another sponsor group (e.g., another congregations) to achieve greater diversity of participants.

Our objective is to have as many diverse voices in each conversation as possible. We fully expect to be working with First Universalist Church, whose social justice committee successfully sponsored a community circle in the first round of conversations in 1997. We also plan to work with the Unitarian-Universalist Metro Stability Committee as a project partner, to assist with the Action Forum that will follow the circle conversations and to secure participation from the other Universalist and Unitarian congregations in the metropolitan area. In addition, we would like to advance the work of the Uniitarian-Universalists on issues of "racism and white privilege." These partnerships will help to assure that the community circles project successfully advances social justice objectives for Minneapolis and the Twin Cities metropolitan community.

Project Timeline:

November-December	– Continue sponsor and facilitator recruitment; hold sponsor organizing meeting and begin facilitator training. Print and distribute discussion guide. Work with media to publicize project.
January	– Facilitator/Sponsor training on racism and cross-cultural communications (January 9 and 23) Community Circles "Kick Off" events (January 20 and 21, west metro and east metro).
January–March	– Hold Community Circle conversations (January 25 – March 12); special event during Metro Sabbath (February 5 - 7).
April	– Convene the Citizens Summit and Action Forum.
May	– Prepare report to the community; complete survey and evaluation.

Financial Commitments and Resources: We are receiving operating support from several sources, including Otto Bremer Foundation, the Saint Paul Companies and the Star Tribune. The Minneapolis and Saint Paul Foundations are supporting the Citizens Summit with the Minnesota Meeting and Minnesota Public Radio. We are pursuing a funding and in-kind partnership with the Wilder Foundation and the Saint Paul Area United Way to implement the circles project in the East Metro area. The Study Circles Resource Center has provided substantial in-kind support, especially in the development of the discussion guide. We are currently looking for funding or in-kind support to print the discussion guide.

Project budget and budget of overall organization:
The special training of facilitators and sponsors will require $1,500 ($1,000 for the anti-racism training and $500 for the cross-cultural communications training). An additional $250 - 300 would buy training on multiculturally inclusive recruiting and collaboration. EHEP's overall budget is approximately $50,000, most of which is directed at the Community Circles project.

Project evaluation and criteria for success:
The Community Circle Collaborative will design a survey and evaluation instrument for each of the training events, ideally to be used both before and after the training events, and at the conclusion of the community circle conversations. The major measures of success will be:

- the extent to which the training leads to diverse participation in the community circle conversations
- the extent to which the circles come to terms with institutional and structural issues underlying residential, economic and racial segregation and inequality of opportunity and achievement in our schools and
- the extent to which the circles identify and suggest remedies that appropriately match these issues.

For Further Information:
Attached is a copy of our proposal to the St. Paul Companies operating support, which was approved this last month. Updates (e.g., the project timeline) have been noted in our application to the First Universalist Foundation. Also attached is a detailed description of the two training events discussed in this request.

First Universalist Foundation
Grant Application

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Minnesota Common Grant Application Form

BUDGET

(You may reporduce this form on your computer)

If you already prepare organization and project budgets that contain this information, please feel free to submit them in their original forms. For project proposals, most grantmakers will request both organization and project budgets.

Check which budget(s) are included: _____ Organization Budget _____ Project Budget

Budget for the period: _____ to _____

INCOME Source	Amount
Support	
Government grants & contracts	$
Foundations	$
Corporations	$
United Way or other federated campaigns	$
Individual contributions	$
Fundraising events & products	$
Membership income	$
In-kind support	$
Revenue	
Earned Income	$
Other (specify)	$
	$
	$
	$
	$
	$
	$
	$
Total Income:	$

EXPENSE Item	Amount	% FT/PT
Salaries & wages (for project budgets breakdown by individual position and indicate full or part time.)	$	
	$	
	$	
	$	
	$	
Subtotal	$	%
Insurance benefits & other related taxes	$	
Consultants & professional fees	$	
Travel	$	
Equipment	$	
Supplies	$	
Printing & copying	$	
Telephone & fax	$	
Postage & delivery	$	
Rent & utilities	$	
In-kind expenses	$	
Other (specify)	$	
	$	
Total Expense:	$	
Difference (income less expense)	$	

Minnesota Common Grant Application Form

COVER SHEET

Date of Application:_____

(You may reproduce this form on your computer)

ORGANIZATION INFORMATION

_____

Legal Name of Organization

_____

Address

_____

City, State, Zip Telephone FAX

Individuals Responsible:

_____

Name of top paid staff Title Direct Dial Phone #

_____

Contact person (if different from top paid staff) Title Direct Dial Phone #

Organization Description: (2-3 sentences)

Is your organization an IRS 501(c)(3) not-for-profit? _____YES _____NO

If no, is your organization a public agency/unit of government or religious institution: _____YES _____NO

If no, name of fiscal agent (fiscal sponsor): _____

AMOUNT AND TYPE OF SUPPORT REQUESTED

The dollar amount being requested: $_____

Funds are being requested for (make sure the funder provides the type of support you are requesting, then check the appropriate line):

_____ general operating support _____ capital _____ Other: _____

_____ project support _____ endowment

_____ start-up costs _____ technical assistance

If a project, give project duration _____ Month _____Year to _____Month _____Year

If operating support, fiscal year: _____ Month _____Year to _____Month _____Year

BUDGET

Total annual organization budget: $_____

Total project budget (for support other than general operating): $_____

PROPOSAL SUMMARY

(If operating or start-up support, relate to the organization. If project and other support, relate to the project.)

Project name (if applying for project support): _____

Please give a 2-3 sentence summary of the request:

Geographic area served:

Population served:

AUTHORIZATION

Name of top paid staff and/or Board Chair (type): _____

Signature: _____

Minnesota Common Grant Application Form

Proposal Narrative

Please provide the following information in narrative form in this order. Five to seven pages or less is recommended excluding attachments. (Be sure to include a cover letter which introduces your organization and proposal and makes a strategic link between your proposal and the mission and grantmaking interest of each funder to whom you apply.)

A. ORGANIZATIONAL INFORMATION

1. Brief summary of organization history.
2. Brief summary of organization mission and goals.
3. Description of current programs, activities, service statistics, and strengths/accomplishments.
4. Your organization's relationship with other organizations working to meet the same needs or providing similar services. Please explain how you differ from these other agencies.
5. Number of board members, full time paid staff, part-time paid staff, and volunteers.

B. PURPOSE OF GRANT

1. Situation

- The *situation*—opportunity, problem, issue, need, and the community—that your proposal addresses.
- *How* that focus was determined.
- *Who* was involved in that decision-making process.

2. Specific activities

- *Specific activities* for which you seek funding.
- *Who* will carry out those activities. (If individuals are known, describe qualifications.)
- Your overall goal(s).
- Specific objectives or ways in which you will meet the goal(s).
- Actions that will accomplish your objectives.
- Time frame in which all this will take place.

3. Impact of activities

- How the proposed activities will benefit the community in which they will occur, being as clear as you can about the *impact* you expect to have.
- Long-term strategies (if applicable) for sustaining this effort.

C. EVALUATION

1. How will you measure the effectiveness of your activities.
2. Your criteria (measurable, if possible) for a successful program and the results you expect to have achieved by the end of the funding period.
3. Who will be involved in evaluating this work (staff, board, constituents, community, consultants).
4. How will evaluations be used.

ATTACHMENTS

Be sure to check each funders guidelines. Generally the following is required

1. Finances
   - Financial statements from your most recently completed fiscal year, whether audited or unaudited.
   - Organization and/or Project Budget (see attached form).
   - List names of corporations and foundations that you are soliciting for funding, with dollar amounts, indicating which sources are committed, pending, or anticipated.
2. Other Supporting Materials
   - List of board members and their affiliations.
   - One-paragraph description of key staff, including qualifications relevant to the specific request.
   - A copy of your current IRS determination letter (or your fiscal agent's) indicating tax-exempt status.

GRANTMAKERS THAT ACCEPT THE
MINNESOTA COMMON GRANT APPLICATION

The following funders have agreed to accept the Minnesota Common Grant Application Form. Before sending an application to any of the funders listed, be sure to contact funders for their specific requirements.

**** Some of the funders below may require a letter of inquiry or additional or supplementary information.** They are noted with an asterisk following their name in the list. You must contact these funders directly to find out what they need in addition to this form.

American Express Financial Advisors, Inc.**
Hugh J. Andersen Foundation**
Baker Foundation
Lillian Wright & C. Emil Berglund Foundation
Best Buy Company, Inc.
Blandin Foundation**
Bloomington Community Foundation**
Blue Cross and Blue Shield of Minnesota Foundation**
Otto Bremer Foundation**
The Cargill Foundation**
Carolyn Foundation**
Central Minnesota Community Foundation
Charlson Research Foundation**
Albert W. Cherne Foundation**
Cowles Media Foundation
Dain Bosworth Foundation**
Dayton Hudson Foundation**
The Donaldson Foundation
Duluth-Superior Area Community Foundation**
The Jaye F. and Betty F. Dyer Foundation
Edwards Memorial Trust
Faegre & Benson Foundation
Fargo-Moorhead Area Foundation**
First Bank System Foundation**
H. B. Fuller Company Foundation
General Mills Foundation**
The Graco Foundation**
Grotto Foundation, Inc.
Honeywell Foundation
International Multifoods Foundation**
The Jostens Foundation**
MAHADH Foundation**
Marbrook Foundation
The Medtronic Foundation
The Minneapolis Foundation**
Minnegasco, A NorAm Energy Company**
Minnesota Mutual Foundation
M-O-M Cares Employee Foundation**
Northern States Power Company**
Northland Foundation**
Northwest Minnesota Initiative Fund**
Norwest Foundation**
Onan Family Foundation**
Ordean Foundation**
Pentair, Inc.**
Perkins Foundation**
Philanthrofund**
The Elizabeth C. Quinlan Foundation, Inc.
The Rathmann Family Foundation**
ReliaStar Foundation**
Ripley Memorial Foundation**
Rochester Area Foundation
Saunders Family Foundation
The Sheltering Arms Foundation**
R.C. Skoe Foundation
The St. Paul Companies**
TCF Foundation
James R. Thorpe Foundation**
DeWitt & Caroline Van Evera Foundation**
Archie D. and Bertha H. Walker Foundation**
The Wasie Foundation**
WCA Foundation**
Wendel Foundation**
West Central Minnesota Initiative Fund**
Williams Steel & Hardware

Above list is current as of January 1, 1998. *If a grantmaker is not listed above, be sure to ask if they accept the Minnesota Common Grant Application form as you request guidelines.*

Distribution Network:
Additional Copies of the Minnesota Common Grant Application Form are available from the following sources:

Foundation Center Collections: Duluth Public Library (218/723-3802); Minneapolis Public Library (612/372-6555); St. Paul Public Library (612/292-6307); Southwest State University Library, Marshall (507/537-7278). *Note: each location has different distribution requirements; call individual locations for details.*

Minnesota Council of Nonprofits: Fax-on-demand system: 612/646-3090.

Minnesota Council on Foundations: Call 612/338-1989. One copy will be sent per organization.
Note: The Council is considering making the form available on disk and on-line (look for details to be announced in a future issue of Giving Forum).

PARTNERS INTERNSHIP PROGRAM APPLICATION FORM

(Must be postmarked by January 29, 1998)

Please answer questions in the space assigned in this form. Do not "attach documents." If you prefer to use a word processor, please follow this format, do not exceed the space laid out for each question or the three pages allotted. Please print in readable size type.

1. Organization Information

Organization Name The Education and Housing Equity Project

Street Address 122 West Franklin Avenue South

City Minneapolis

State Minnesota ZIP 55426 Telephone(612) 871-2519 Fax(612) 871-8984

Person completing this application? Name Dick Little

Position Executive Director

Person to whom questions should be addressed (if different) _____

Are you a program of or affiliated with a larger organization? Yes _____ No XX

If yes, please name organization _____

Does your organization currently have an internship program? Yes _____ No _____

What was your organization's total revenue during last completed fiscal year? $ _____

1) What does your organization do? Include activities and program services. (50 words or less)

The purpose of the Education and Housing Equity Project (EHEP) is to act as a catalyst to build broad-based coalitions and engage the community in public discussions and advocacy for the purpose of promoting racially and economically inclusive communities that give families of all incomes, races and ethnicities access toschools and housing throughout the metropolitan area. Current activities include: 1) Exploring how to build a coalition that can work for racially and economically inclusive communities and respond to segregation and housing and educational disparities 2) Working in Collaboration to imple-ment the CommunityStudy Circle.

2) Who does your organization serve? Describe your primary constituency(ies) and the geographic area you serve.

Citizen advocates and organizations involved with issues of housing, education, religion, anti-racism, and social justice are part of EHEP's constituencies. The geographic area served is the seven county metropolitan area.

3) Who will supervise the intern on a regular basis? How will that supervision take place?

Supervisor name: Dick Little

Supervisor position: Executive Director

Describe supervisory procedures. Ongoing supervision, team meetings, and a final supervisory report descrbing the intern's performance and project achievements.

2. Project Information

1) Briefly define the intern's overall project (50 words or less).

The EHEP PIP Intern "Project" will be a "Youth Outreach" component of the Community Circle Collaborative. The intern will be responsible for recruiting, organizing, and establishing Community Circle Discussions for students and young people around the two basic questions of the Community Circle Collaborative. These Community Circles will occur both on school sites and off site locations. The objective will be to establish 3 such "youth" Community Circles with a total of no less than 25 students/youth participants. In addition, 6 youth facilitators will be recruited and trained with the larger facilitator pool to act as "peer" facilitators in the student Community Circles. The range of student participants will be from Junior High to College age students.
Supervision and mentoring will be provided by EHEP staff and Community Circle partners.

2) How will the project be conducted? Please complete (and match) columns a & b.

a) Outline the project steps needed for completion.	b) How will the intern do this? Describe the intern's corresponding responsibilities/tasks for each step.
1) Meetings with EHEP staff and Community Circle Collaborative Advisory Group.	a) Attendance at specified meetings of EHEP and Community Circle Collaborative.
2) Goals and Objectives established by Advisors.	b) Prepare outline and workplan for the "Youth Outreach" project component.
3) Designate "outreach" assignemnts to educational organizations and students.	c) Implement recruitment strategy.
4) Recruit participants for Community Circles.	d) Provide presentations to student and youth groups.
5) Recruit "peer" facilitators.	e) Designate and recruit "peer" facilitators.
6) Provide training workshops.	f) Assist in training workshops.
7) Update and prepare resource materials for Community Circles.	g) Assist in update of resource materials.
8) Schedule and coordinate Community Cirlces.	h) Prepare schedule and coordination information.
9) Obtain records and documentation of Circle discussion progress.	i) Compile documentation regarding the Community Circle discussions.
10) Coordinate communication between Community Circles and Project Coordinator.	j) Transcribe and prepare reports and summary information.

3) Describe the final product and how it will be used.

The results of this Youth Outreach component will be reported in the final report of the Community Circles discussions. The results will be reported and analyzed both separately and with the total project results. As with the other rsults of the Community Circle discussions, these results will be the paltform for community action and legislative initiatives directed at addressing and remediating the issues and concerns of the Community Circle project, i.e. the impact of housing segregation on the educational and life opportunities for children and their families in the Twin Cities metropolitan area.

4) Why should this project be done? Explain why your organization needs to conduct this project.

Youth will provide an unique perspective to addressing these issues and obviously have a particular vested interest in the discussions related to educational and life opportunities. This type

5) Considering each of the tasks listed for the intern in your answers to question 2b, what equipment, information or other items and materials will you need to have on hand when the intern arrives?

6) What specific skills does the intern need to conduct the project? Include all requirements.

7) Describe activities, complimenting but not directly related to the project work, that will expose the intern to the overall aspects of the organization and/or the nonprofit sector.

QUESTIONS? Call Rosangélica Aburto, Program Director

612-962-4277 • fax 612-962-4810

Please return application to: **Partners Internship Program,** Center for Nonprofit Management
1000 La Salle Ave., Minneapolis, MN 55403-2001

ATTACHMENTS

IRS Tax Status Identification Letter

PROPOSAL SUMMARY

The Education & Housing Equity Project (EHEP) was created in early 1995 by a group of education and housing advocates who shared a belief in the pressing need to link the issue of school desegregation / integration with the broader issue of segregated housing and neighborhoods. The organization's mission is to act as a catalyst to build broad-based coalitions and engage the community in public conversations and advocacy for the purpose of promoting racially and economically inclusive communities that give families of all incomes, races, and ethnicities access to schools and housing throughout the metropolitan area. EHEP pursues its mission through a three-part strategy: (1) Coalition building and advocacy; (2) Community education and public conversation; and (3) Assisting communities in becoming more inclusive and integrated.

EHEP worked to develop itself as an organization which has included beginning a process of strategic planning, and collaborating with other organizations and individuals to determine the best strategies for making progress on issues of school desegregation / integration and housing / neighborhood segregation. EHEP collaboratively brought together over 30 organizations to begin the process of building a broad-based coalition that addresses and works on these inter-related issues. EHEP has also helped expand the base and scope of existing coalitions by connecting them with related organizations and encouraging the linkage of housing and school issues in their work.

In February 1996, EHEP partnered with the Minneapolis Initiative Against Racism, the Metropolitan Interfaith Council on Affordable Housing, the Minnesota Minority Education Partnership, and the Minnesota Fair Housing Center to create the Community Circle Collaborative (CCC). This is a metro-wide dialogue project in which at least 500 citizens from all walks of life have joined together – 5-15 at a time – in 35 study circles held throughout the metro area to discuss two central questions:

- "What are the impacts of existing patterns of residential, economic and racial segregation on the educational achievement and life opportunities of Twin Cities area children and families?" and
- "What can or should we do, as individuals and as a community, to enhance educational success, and housing and economic opportunities for ***all*** children in the Twin Cities area?"

At the conclusion of each round of Community Circles, local community meetings and metro-wide Citizens Forums will be convened with representatives from the sponsor organizations as well as policy makers, educators, community leaders, and other study circle members. These local meetings and metro-wide forums will provide opportunities to discuss the results of the Community Circle deliberative conversations and will enable broader engagement and education of the public. A specially selected Collaborative Task Force will consist of public, business, church and community leaders and will focus on engagement and education of public policy and institutional leaders.

In order to ensure the success of the Community Circle Collaborative's "Choices For Community" Study Circle Project. it is essential to provide skilled and well-trained facilitators for the study circles. The First Universalist Foundation Grant would be used to provide increased recruitment efforts for persons of color as sponsors, facilitators and participants, to provide support services and amenities for "paired" groups of participants and to develop relevant training and discussion materials. The CCC has established as a primary goal the increase in the diversity of Community Circle participants, with regard to race, income, and political perspective. The promotion and involvement of more people of color in these Community Circles would be greatly enhanced by the involvement of more sponsors and facilitators who are representative of the constituencies of communities of color.