

Giving Guide for Small and Mid-Sized Companies

Table of Contents

[Introduction](#)

[Giving Wisely](#)

[Planning Your Program](#)

[Focus Your Giving](#)

[Draft a Mission Statement](#)

[Establish a Giving Budget](#)

[Decide How to Structure Your Giving](#)

[Options for Cash Contributions](#)

[Options for Non-Cash Contributions](#)

[Managing Your Program](#)

[Designate a Contact Person](#)

[Decide Who Decides](#)

[Involve Others](#)

[Establish Written Guidelines](#)

[Communicate Your Giving](#)

[Monitor Your Giving](#)

[Keep Records of Your Giving](#)

[Next Steps](#)

[Indiana Grantmakers Alliance](#)

[Council on Foundations](#)

[Committee to Encourage Corporate Philanthropy](#)

[Useful Organizations](#)

[Selected References](#)

[Appendices](#)

[1. Examples of Corporate Giving Mission/Policy Statements](#)

[2. More About Corporate Foundations](#)

[3. More About Donor-Advised Funds](#)

[4. Examples of Corporate Giving Guidelines](#)

[5. Sample Reporting Form](#)

INTRODUCTION

Giving Wisely

For some companies, the old model of "checkbook charity"—simply contributing money to good causes—has yielded in recent years to giving programs that tie donations of time, money, and gifts-in-kind to defined business goals and desired benefits. Your business can join the many small and mid-sized companies that have reaped the market share, human resource, and public relations advantages that this approach offers.

Other companies see a clear connection between their health and the health of the communities in which they do business. Corporate giving in this case is not just a matter of conscience: it is also a matter of understanding the fundamental congruence between business and community goals.

Whatever your giving philosophy, this booklet offers you a framework for developing a giving program that will be beneficial to you, your employees, and your community.

This booklet will help you decide where to give, what to give, and how to give wisely.

PLANNING YOUR PROGRAM

[Focus Your Giving](#)

[Draft a Mission Statement](#)

[Establish a Giving Budget](#)

[Decide How to Structure Your Giving](#)

[Options for Cash Contributions](#)

[Options for Non-Cash Contributions](#)

Focus Your Giving

The first thing you need to do is decide what you want your contributions to accomplish. One way to do this is by determining where your company's interests and those of the community intersect. This area of mutual interest is a natural starting point for developing program goals. By designing a program to meet specific goals and objectives, you will have a program that is proactive rather than simply reactive in responding to requests.

Small and mid-sized companies usually focus their giving programs on a particular segment of a community or specific needs that cut across the entire

community. These needs generally fall into certain broad categories, including education, health and human services, economic development, and the arts. Focusing its giving enables a company to make a greater impact with its dollars.

Regional electricity distributor, United Illuminating Company, sponsors an annual Earth Partners Awards program through its company foundation. This program offers nonprofit community organizations up to \$1,000 for realistic, practical ways to improve the environment. Between 1995 and 1999, the foundation awarded over \$50,000 to nearly 70 organizations for proposals that met a local environmental need.

Here are some questions to consider in determining your program's focus:

What are your current business interests? What are your future business needs? What role does your company want to play in the community? What are your employees' interests and what causes are they committed to? What area of your community or who in the community is most affected by your business? What community issues are likely to affect your business and/or employees? Where do your employees live? Where do your customers/clients live? What do you want your company to be known for? Whom are you trying to reach?

Regardless of where you focus your giving program, it makes sense to complement the corporate culture and business interests of your company. This way, your giving program becomes an investment in the community that produces returns for your company while also improving the quality of life in the community.

Here are a few examples of how small and mid-sized companies have matched their business activities and needs with their corporate giving programs:

- A furniture manufacturer with a strong interest in conserving timber resources funds community projects dedicated to protecting the environment and environmental education.
- A grocery store provides funding to day care centers in the area after a brief survey of customers finds day care to be one of their key community concerns.
- A children's footwear company supports—through its corporate foundation—local programs involving children.
- A beer manufacturer forms an alliance with the local chapter of an anti-drunk-driving organization, helping it conduct a poster contest in high schools to publicize the organization's message.
- A travel agency offers free emergency transportation assistance, helping stranded tourists and needy families with sick relatives who live elsewhere, and also pays temporary lodging expenses for people in need.
- A small Internet start-up company creates a Web page to post volunteer opportunities in its local community.

Draft a Mission Statement

Your company's giving focus can be captured in a mission statement that concisely describes the goals and giving areas of your program. The mission statement can be posted on your website, listed in your [giving guidelines](#) and included in your annual reports. Examples of corporate giving mission/policy statements can be found in [Appendix 1](#).

Establish a Giving Budget

Most companies use one of two approaches to determine their giving level:

1. Percentage of pre-tax net income. Base your giving budget on a pre-established formula calculated as a percentage of pre-tax net profits. In small companies the average is around 1 percent; however, this sometimes ranges as high as 10 percent or more.
2. Past experience adjusted for profitability. Develop an annual giving budget that becomes part of the corporate financial plan. In formulating the budget each year, companies take into account issues such as:
 - Requirements of program strategy and plans;
 - Current revenue and profit projections;
 - Availability of other resources;
 - Internal competition for resources; and
 - Spending patterns of other companies in the area.

Decide How to Structure Your Giving

Most companies make their cash grants in one or more of the following ways:

- Direct giving program. This is a program operated and controlled by the company. It is funded directly by the company and is reported to the IRS as a tax-deductible charitable expense.
- Company-sponsored foundation. This is a legal entity separate from the company. It is funded primarily by the company, in keeping with IRS regulations, but has its own bylaws and governance structure. For more information about starting a corporate foundation, see [Appendix 2](#).

EXAMPLE: A construction company that has had an exceptionally good year financially sets up a small corporate foundation, endowing the foundation with some of its excess profits for the year. The foundation will ensure that the company can maintain the same level of charitable contributions in subsequent years, even if it does not reap as many profits.

- Donor-advised fund. Under this option, the company sets up a "donor-advised fund" within a community foundation or other public charity. The company may recommend eligible charitable recipients for grants from the fund, although by law, the community foundation or other public charity must be free to accept or reject these recommendations. For more information about donor-advised funds, see [Appendix 3](#).

Options for Cash Contributions

A direct cash grant is the most common type of contribution companies make. A company can deduct its charitable cash grants from corporate taxes up to 10 percent of pre-tax net profit.

There are three basic types of cash awards you can make to philanthropic or charitable organizations:

- *Unrestricted awards.* Your company's grant goes into a recipient's general fund and can be used for any purpose by the recipient organization-program operations, administration, or other activities.
- *Restricted awards.* Your company earmarks the money for a specific purpose or program.
- *Capital grants.* Your company makes a donation for construction, renovation, purchase of property, or the building of an endowment. In addition to these options, there are several techniques you can use to increase the impact of a small giving budget while encouraging giving from other sources, including employees:
- *Employee matching gifts.* Your company's giving program offers cash matches for employee gifts to charitable organizations. There usually are set limits on the level of the company's match and on the types of qualified, tax-exempt organizations that the company will support.
- *Dollars for doers.* This giving program makes cash grants to organizations where employees volunteer a certain amount of time.
- *Challenge grants.* The company makes a grant on the condition that the recipient raise funds from other sources, usually within a certain period of time. The company might require, for example, that the recipient raise an amount equal to the amount of the company's grant. (This is sometimes called a "matching grant.")

Options for Non-Cash Contributions

There are several ways your company can support causes and organizations in addition to cash grants. Usually, these activities are part of a company's direct giving program. Including non-cash giving options enables your company to better achieve its program goals and meet more community needs than can be met by cash giving alone.

- *In-kind contributions.* These can consist of products, supplies, property, or excess inventory. They can also include services such as printing, Web site development, and use of meeting rooms. In-kind gifts are tax-deductible within certain limits.
- *Loaned talent.* You may offer the time and expertise of employees, allowing them to help an organization on company time. Employee "loans" can be either for single events or projects, or on a regular, longer-term basis. This type of contribution provides nonprofits with expertise to which they would not ordinarily have access, and increases your employees' leadership skills and understanding of community needs.

EXAMPLE: The "Give the Gift of Sight" program, co-sponsored by LensCrafters, Inc., and LensCrafters Foundation, sends company associates, doctors, and executives on optical missions to rural America and overseas. According to one associate, "The sense of common purpose is so strong that you return with an indelible understanding of what collaboration and teamwork in practice mean. This translates directly into the workplace and leads to much more productive work relationships all around."

- *Employee engagement.* Employee engagement opportunities may range from encouraging workplace giving through the United Way and matching employee gifts to nonprofit organizations, to sponsoring company teams in fundraising walks and runs, to encouraging employees to volunteer in a company-sponsored initiative. You may or may not decide to link employee volunteering to the fulfilling of the company's business goals; many small companies simply encourage employees to volunteer in their communities.

MANAGING YOUR PROGRAM

[Designate a Contact Person](#)

[Decide Who Decides](#)

[Involve Others](#)

[Establish Written Guidelines](#)

[Communicate Your Giving](#)

[Monitor Your Giving](#)

[Keep Records of Your Giving](#)

Designate a Contact Person

An effective giving program has specific written internal guidelines for documentation, decision-making, and response. This reduces time, effort and costs, while also eliminating confusion, both inside and outside the company.

The CEO often delegates the day-to-day management of the giving program to someone else, referred to here as the company's "giving officer." The giving

officer might be the CEO's executive assistant, or a member of the company's human resources or marketing department, or some other person in the company.

The CEO will need to be accessible to the giving officer, be available as a company spokesperson, and stay involved in monitoring program activities. Whatever role the CEO assumes, his/her commitment is absolutely vital to the program's success.

Decide Who Decides

At some companies, the giving officer makes all the funding decisions. At others, a committee of executives or a group of interested employees reviews requests and determines which to approve or deny.

If there is more than one business site, you might think about how to involve all facilities in the decision-making process. You might decide to involve representatives from each of the sites on the giving committee, or give autonomy to local sites for establishing their own giving programs and budgets.

If you are establishing a corporate foundation, it must have a board to oversee the foundation, set policy, and appoint officers. The foundation board or committee is accountable to the CEO and/or the company's board of directors. *For more information about corporate foundations, see [Appendix 2](#).*

Involve Others

Many companies create an advisory committee that makes funding recommendations. The size of the committee will depend on your situation—your objective is to get broad representation and experience from within the company. This participation spreads the ownership of the giving program among your staff and encourages internal communication and commitment.

Committee responsibilities usually include:

- Attending regular meetings (monthly, quarterly, or semiannually) to review and recommend proposals;
- Identifying prospective recipients;
- Conducting site visits to prospective grantees;
- Communicating with applicants and grant recipients; and
- Providing informal advice to the CEO and giving officer.

Establish Written Guidelines

Written guidelines define the requirements for company support and communicate the program's goals and objectives. They help ensure that your company will receive only appropriate requests, and they enable you to decide

whether or not the programs you support are consistent with your company's stated giving goals.

Guidelines for most small or mid-sized companies usually have two sections: (1) the giving policies or criteria for selecting programs to support, and (2) the application process. Guidelines should be brief and specific, but flexible enough to meet emergencies or take advantage of unforeseen opportunities.

Giving Policies

These are the decisions you make about your program during the planning step: the what and who your program will support and for what purposes. Often, the giving policy is a general statement supported by specific guidelines addressing the following issues:

- *Location.* Do you require a recipient to be active in a particular geographic area—for example, near company headquarters, where most employees live, or, if you have more than one location, in the communities you serve?
- *Type of Organization.* Do you fund organizations carrying out only certain types of programs or serving certain populations, such as youth? Are there organizations your program will not fund?
- *Type of Requests.* Many guidelines state the type of grants made (e.g., [restricted versus unrestricted awards](#)) and also include a list of items the company will not give money for, such as gifts to individuals, or for travel or conferences. You may also want to make it clear that you only consider requests made in writing.
- *Tax Status.* Most direct giving programs and foundations require that recipients be tax exempt under section 501(c)(3) of the U. S. Internal Revenue Code. For more information about the legal aspects of giving, see *Corporate Giving and the Law: Steering Clear of Trouble*, listed in the Selected References section of this booklet.
- *Resources.* Detail the giving program's available resources: money, in-kind services, loaned talent, use of corporate facilities, employees' volunteer efforts, etc. If your policy has a limit on the size of monetary awards, you may want to include it here.
- *Timeframe.* Let people know when and how often you make giving decisions. Requests for in-kind services may be accepted at any time during the year, for example, while monetary grants may be made only twice or three times. As always, this will depend on your company's plan and resources.

Application Procedures

Your company's resources are being distributed, and you want to be sure they will be used wisely. Use your application process to help determine a candidate's organizational soundness and fiscal responsibility as well as to identify recipients that help you meet your objectives. As with your guidelines, keep the procedures specific, brief, and simple.

Columbia Gas of Pennsylvania/Maryland includes a "Wish List" form with its guidelines brochure. This allows organizations whose needs fall outside the cash scope of the contributions program to identify the materials and in-kind services they would like to receive.

You can develop a questionnaire or an application form or ask for a brief, two-page, proposal or letter to get basic information about the applicant. Additional information, such as financial statements, a list of board members, and proof of tax exempt status can be submitted as supporting documentation. Examples of corporate giving guidelines can be found in [Appendix 4](#).

Basic Application Information

Who

Legal name of the organization; address, telephone number, fax number, and e-mail address of the organization; the name of a contact person; background and purposes of the organization.

What, How, and When

Description of the program or activity for which resources are requested. What need does it meet? Who is served/helped? What are the qualifications of the staff? How will results be measured? What is the timeline for the program or activity?

Assistance Requested

Specific amount of money or other resources being requested.

Project Budget and/or Organization Budget

Who else is supporting the activity or organization? How much are they contributing?

Communicate Your Giving

As soon as the contact person, giving policy, and application procedures are in place, start getting the word out. Begin with your employees. Use whatever internal communication mechanism makes sense—e-mail, internal memo, company newsletter—to provide all employees with the policies and guidelines before making any public announcement.

You may also want to post your giving guidelines on your website. This can save staff time that would otherwise be spent mailing guidelines to interested organizations.

Develop a communications plan that makes sense for your company. Your plan should include target audiences, key messages, and ways to deliver those messages. Be sure it includes a handout explaining the program and its guidelines—something you can give or mail to people. Your plan should also be comprehensive, including both your kickoff activities and ongoing events.

In addition to your employees, the groups you want to reach are the significant community and business leaders, government officials, the community-at-large (including your customers), and potential recipients. You might distribute a press release or have a news conference announcing your giving program or its first grant, or you might get employees together in a publicized volunteer effort at the outset.

Remember, there will be ongoing opportunities to remind both internal and external audiences about your program—when you make grants, when your employees are involved in the community, and when a recipient does something warranting attention.

Also decide how to respond to applicants you decide not to support. While a company need not explain its decisions in any detail, it is common to respond in writing to any personalized letter of request. Here is one simple formula for denying a request for support:

"We receive many requests for support and, unfortunately, our limited budget does not enable us to support every organization that requests our help. Thank you for the opportunity to become better acquainted with your organization and its needs."

Monitor Your Giving

Set up a system of monitoring that makes sense for your company and your program. While keeping this as simple as possible, you want to know the impact of your support on those receiving your resources. There is a range of monitoring options, including site visits by members of the giving committee and reports from the organizations you support. The information you gather helps you evaluate the success of your giving program. For a sample reporting form, see [Appendix 5](#).

Keep Records of Your Giving

Federal rules do not mandate any specific documentation of giving. Generally, the records you need to keep are those that support the information included on the company's tax return.

With respect to grants, you need to be able to show that the funds were used for a charitable purpose. Normally, this means keeping on file a grant folder that

includes the application, the grantee's IRS tax determination letter, correspondence, a grant agreement letter (if you used one), and any reports you required of the grantee. Keep grant files for approximately six years. Off-the-shelf software exists to help companies monitor grants.

NEXT STEPS

Whether you are now ready to put some of these practices into effect to strengthen your giving program or still have questions, here are some places you can turn to for guidance.

[Indiana Grantmakers Alliance](#)

[Council on Foundations](#)

[Committee to Encourage Corporate Philanthropy](#)

[Useful Organizations](#)

[Selected References](#)

Indiana Grantmakers Alliance

1100 Symphony Centre
32 East Washington Street
Indianapolis, IN 46204
www.ingrantmakers.org

The Indiana Grantmakers Alliance, a regional association of grantmakers, is a nonprofit membership association created by private grantmakers to enhance the effectiveness of philanthropy in their cities, states, or regions. More than 3,300 private, community and corporate foundations, corporate contributions programs, and other types of organized grantmakers belong to one or more regional associations.

The Alliance provides educational programming and publications to advance corporate and other types of philanthropy. Staff can talk you through the process of setting up a giving program or foundation, and provide you with sample giving policies, applications, and other helpful documents and literature. The Alliance can also connect you with like-minded corporate peers in your region.

Council on Foundations

1828 L Street, NW, Suite 300
Washington, DC 20036
(202) 466-6512
<http://www.cof.org>

The Council on Foundations, an association of more than 1,800 foundations and corporate giving programs, serves the public good by promoting and enhancing responsible and effective philanthropy. The Council's resources target key areas such as establishing a foundation or giving program with sound philanthropic

practices, program design and planning, strategic thinking, staffing, partnerships, board development, evaluating results, and ensuring progress toward your goals.

In addition, the Council's corporate services department has a staff devoted exclusively to the needs of its corporate members. Through individual assistance, educational programs, specialized publications and research, and legal services, the Council's corporate services department helps its corporate members improve the efficiency and effectiveness of their grantmaking programs.

Committee to Encourage Corporate Philanthropy

140 East 45th Street, 3rd Floor

New York, NY 10017

(212) 622-1081

www.corphilanthropy.org

The Committee to Encourage Corporate Philanthropy is the only national forum of business CEOs with an agenda exclusively focused on corporate giving. The Committee practices and promotes strategic philanthropy, helping corporations develop programs with clear objectives, senior-level involvement, opportunities for employee participation, and accountability. It promotes public, shareholder, and employee awareness of its corporate initiatives.

The Committee's corporate leaders are committed to increasing corporate philanthropy on every level. The Committee sees its tasks and resources as including leadership, advocacy, education, research, and consulting, all directed to align annual rates of corporate giving with other business objectives, including growth in corporate profits.

Other Useful Organizations

Association of Small Foundations

733 15th Street NW, Suite 700

Washington, DC 20005

202-393-4433

www.smallfoundations.org

Business for Social Responsibility

609 Mission Street, 2nd Floor

San Francisco, CA 94105

(415) 537-0888

www.bsr.org

The Conference Board

845 Third Avenue

New York, NY 10022

(212) 759-0900

www.conference-board.org

The Philanthropy Roundtable

1150 17th Street NW, Suite 503

Washington, DC 20036

202-822-8333

www.philanthropyroundtable.org

Selected References

From the Forum of Regional Associations of Grantmakers:

Starting a Private Foundation. Washington, DC: Forum of Regional Associations of Grantmakers, 1999. Third Edition. 18 pp. Explore the option of starting a private (corporate) foundation with this attractive, easy to read guide. *Free of charge.*

Resources for Promoting Corporate Giving. Washington, DC: Forum of Regional Associations of Grantmakers, 2000. A series of three full-color one-pagers that can be used to promote corporate giving. "Corporate Giving: A Strategic Business Investment" summarizes the benefits of corporate giving. "Corporate Volunteerism" uses the LensCrafters Gift of Sight program to demonstrate how corporate giving builds a better, more loyal workforce. "Corporate Giving Helps a Company Recruit and Retain Employees" uses a case study to show how a corporate giving program can support employee recruitment and retention efforts. *Free of charge.*

Forum of Regional Associations of Grantmakers [publications](#) can be ordered through the [Indiana Grantmakers Alliance](#).

From the Council on Foundations:

Organizing Corporate Contributions: Options and Strategies. Clark, Sylvia; Dewey, Kate. Washington, DC: Council on Foundations, 1996. 135 pp. Leaders in corporate philanthropy share insights from their hands-on experiences in this best-seller. Get the guidance you need on the legal and fiscal aspects of foundations and corporate charitable giving, the "why's" and "how's" of developing a giving plan. Also examine a framework for making grant decisions. \$35 members; \$60 nonmembers

First Steps in Starting a Foundation (Fourth Edition). Washington, DC: Council on Foundations, 1997. 108 pp.

What is there to know about starting a foundation? Plenty! First Steps will help you understand which type of foundation will help you achieve your philanthropic goals, as well as the legal requirements you need to know about when establishing your foundation. You'll learn the foundation basics-public versus private, community foundations, the three types of public charities and the six types of

private foundations. Also included is a valuable list of references and sample legal documents. \$25 members; \$45 nonmembers

Corporate Giving and the Law: Steering Clear of Trouble. Washington, DC: Council on Foundations, 1999. 24 pp.

Navigate your way through the complicated Internal Revenue Code with this book that describes legal and regulatory problems and how to avoid dilemmas for both company foundations and corporate giving programs. \$25 members; \$45 nonmembers

Council on Foundations publications can be ordered by calling (888) 239-5221 or, for online service, [click here](#).

From the Council of Michigan Foundations:

The Basics of an Organized Corporate Giving Program. Grand Haven, MI: Council of Michigan Foundations.

This publication offers sample guidelines and other useful tools such as the Common Grant Application Form.

The Matching Gift Manual. Grand Haven, MI: Council of Michigan Foundations. Shares lessons learned on how to design the employee matching gift program for your company. Includes contact information and sample guidelines used by companies.

Businesses Partnering with Community Foundations: Options for Planning.

Langkam, Vickie G. Grand Haven, MI: Council of Michigan Foundations.

This publication looks into why more companies are recognizing the options for charitable giving offered by community foundations. Highlights several existing partnerships.

Council of Michigan Foundations publications can be ordered by calling (616) 842-7080 or by visiting www.cmif.org/pubbro2000.pdf.

APPENDICES

Appendix 1

Examples of Corporate Giving Mission/Policy Statements

Novartis US Foundation

701 Pennsylvania Avenue NW, Suite 725

Washington, DC 20004

The Foundation's cornerstone is to encourage the advancement of the life sciences through effective education and to help ensure that America's young people have the care and support they need to lead healthy and productive lives. Novartis firmly believes that those investments, to be truly effective, require coordinated and sustained action by private and public partnerships that are focused on common goals.

Reynolds & Reynolds Company Foundation

P.O. Box 2608
Dayton, Ohio 45401

Reynolds and Reynolds is committed to a corporate culture that celebrates and encourages community involvement, investment, and volunteerism.

Silicon Valley REALTORS® Charitable Foundation

345 South San Antonio Road
Los Altos, CA 94022

The Silicon Valley REALTORS® Charitable Foundation is a trust which makes grants available to organizations from donations by its REALTOR® and Affiliate members and friends. We are committed to the welfare and prosperity of the communities where we live and work. Through our charitable contributions and member involvement, we strive to help create more productive and enriched communities.

Appendix 2

More About Corporate Foundations

Many corporate leaders choose to create a corporate foundation. By choosing this giving option, a company can preserve its charitable giving during lean economic times. A corporate foundation can also be used to buffer a company's management from external requests and pressures.

Corporate foundations are usually incorporated under state law as nonprofit corporations or organized as charitable trusts. They are recognized by the Internal Revenue Service as tax-exempt organizations. They are typically launched with a single gift that becomes the endowment, which may be added to annually or when, and if, profits allow.

The foundation is governed by a board of directors, usually the company owner(s) and key executives, although leaders from corporate headquarters communities have been known to be included.

Corporate foundations are often operated as "flow-through" or "conduit" foundations that distribute their assets soon after they are received.

Grantmaking decisions are usually made by the board of directors or trustees, although discretion up to a specific dollar level is usually given to the foundation president or executive director.

Corporate foundations are governed by state and federal laws that prescribe set-up, record keeping, and other administrative activities.

For additional information on starting a corporate foundation, see [Starting a Private Foundation](#) or [First Steps in Starting a Foundation](#), listed in **Selected References** above.

Appendix 3

More About Donor-Advised Funds

Many corporations do their giving through donor-advised funds that they establish at their local community foundation or other public charity. Your company can name a donor-advised fund and specify a broad or narrow purpose for it.

When your company establishes the fund, it designates an individual or group of individuals to serve as its "advisors." These individuals "advise" the community foundation or public charity on how the income from your company's fund should be distributed in the form of grants (hence the term, "donor-advised" fund). While the final decision on grant distributions rests with the board of trustees of the community foundation or public charity, in practice your company's grant recommendations will seldom, if ever, be rejected.

A donor-advised fund is not subject to the excise tax and payout requirements of a private foundation, and it can be established quickly and easily. Because community foundations are public charities supported by donors from across the community, all contributions are allowed the maximum tax benefits (up to 50 percent of adjusted gross income).

While a community foundation or other public charity will charge a small annual fee for administering the fund, research indicates that, depending on asset size, it is normally less expensive than the annual operating expenses of a private foundation.

To learn more about setting up a donor-advised fund, [contact your local community foundation](#).

Appendix 4

Examples of Corporate Giving Guidelines

The Longaberger, Company
1500 East Main Street
P. O. Box 3400
Newark, Ohio 43055

CORPORATE CONTRIBUTION PROGRAM

The Longaberger, Company is dedicated to enriching the quality of life for people in our communities. We are proud to help others help themselves through financial contributions, educational support, employment opportunities, construction of new facilities and organizational leadership.

Please provide the following information in a written proposal:

ORGANIZATION INFORMATION

- 501(c)(3) letter from the IRS
- Organization's mission statement and history
- Geographic area served by your organization
- List board of directors, trustees, and key staff
- List of any Longaberger, employees, independent sales associates involved with your organization
- Number of individuals that benefit from your organization each year
- List any special funding your organization receives such as governmental or United Way
- Organization's overall fundraising goal this year
- State whether your organization has received a donation from The Longaberger, Company before:
If yes, explain how it was used and how the donation benefited your organization.

PROJECT INFORMATION

- Name of project
- Detailed description of purpose for project
- Indicate whether project is existing or new program
- Give total project budget
- Give total amount of request and indicate how this contribution will be used
- Indicate if contribution will be used for operating expenses or capital funds
- List other businesses or community leaders involved with project

- Reasons why The Longaberger, Company should support this project
- Project estimated completion date and how progress reports will be made
- If fundraising event, briefly describe function and list number of people anticipated to attend

The Longaberger, Company requires a follow-up report from your organization within six months of any donation. Future requests are not automatic and reports are an important factor in future funding decisions.

The Longaberger, Company is limited in the number of projects which we can support. Therefore, we generally support only charitable organizations that have received 501(c)(3) tax-exempt status from the IRS.

Requests will be reviewed the last week of each month. Your request must be received by the 10th for consideration for that month's review. If you have any questions, please contact Corporate Giving at 740/322-5698.

It is our desire that no reference to The Longaberger, Company nor any use of any Longaberger, trademark or copyrighted materials be used by any other organization without prior written authorization.

The WHO (Women Helping Others) Foundation

2121 Midway Road
Carrollton, TX 75006

The WHO Foundation distributes funds in accordance with our bylaws which state our objectives as:

1. Encouraging women everywhere to help others through volunteering in their own community
2. Supporting organizations dedicated to the health concerns of women and children
3. Educating people about health and education issues

WHO Funding Criteria

Most funding is made for specific projects and programs dealing with educational and health issues of women and children. The Foundation recognizes the value of new programs created to respond to changing needs and will consider funding projects of an original or pioneering nature within an existing organization.

To receive funding an organization must be tax-exempt under Section 501(c)(3) of the Internal Revenue Code and have been incorporated for a minimum of three years prior to applying for a grant. The majority of funding ranges in size from \$2,500 to \$15,000, although funding amounts can vary widely. If you have received a WHO grant in the past, please wait three years before applying again.

What WHO does not fund:

Educational institutions
Endowment campaigns
Direct grants or scholarships to individuals
Religious organizations for religious purposes
Political causes, candidates, organizations or campaigns
Advertising in charitable publications
Sports organizations
Labor groups
Conferences, galas, charity balls
Indirect costs
Salaries

How to apply for WHO funding

We do not accept electronic submissions of funding proposals. To apply for funding, complete the funding application and provide two copies of the application along with a set of the following:

- List of Board of Directors of your group
- Copy of IRS 501(c)(3) designation letter
- Organizational budget for prior and current operating years, including current and anticipated funding sources and amounts

You may send a letter of inquiry first to see if your organization and program fit into our funding criteria. Deadline for application is: 5 p.m. Central Time, October 1 of each year for the next year's awards given in January.

An application for funding can be downloaded if you have Adobe Acrobat Reader installed on your computer. This application form must be TYPED and complete in full. Faxed copies will not be accepted. No phone calls please.

Appendix 5

Sample Reporting Form

Submitted to: _____ Date: _____

Name of organization: _____

Fiscal agent (if different from your organization): _____

Address: _____

Phone: _____ Fax: _____ Email: _____

Contact person: _____

Title: _____

Program name (if applicable): _____

Grant amount: _____

General operating Project support Challenge grant

Capital/endowment

Period that this report covers: ___/___ to ___/___

Please provide a complete expense report indicating how the grant award was used. If this is an Interim Report, please indicate expenses to date.

Complete the following two questions ONLY if this is an interim report.

1. List up to five accomplishments or progress towards meeting your goals and objectives so far.
2. Have there been any delays in meeting objectives? If so, please explain them.

Please respond to each of the following questions using up to 3 (three) pages in total, not including the cover page. Your responses should focus specifically on the funded project or program, if applicable, or in the case of general operating grants, on your entire organization.

1. Referring to the goals and objectives described in your original grant request (or any revisions submitted subsequent to the grant award), please indicate the following:
 - a) What were your major accomplishments?
 - b) What steps or actions were used to meet your objectives and goals?
 - c) What measures were used to determine your progress?
 - d) What were the unexpected results or key learnings you would share with funders?
2. Describe any setbacks encountered during the period of this grant.
 - a) How did these setbacks impact your organization or project?
 - b) How were these setbacks addressed?

3. Who else has funded this project (or your organization), and at what level? If total proposed budget amount was not raised, indicate if program goals were altered in any way.

4. What steps are being made to ensure the sustainability of your project or organization beyond this grant period?

5. If your program involved collaboration with other organizations, please comment on its effect upon the program.

ADDITIONAL ATTACHMENTS:

___ Promotional/dissemination materials (i.e., brochures, flyers, ad copy)

___ News clippings

___ List of current board of directors

___ Most recent audit, account review, or end of year financial statement

FINAL REPORTS MUST BE SUBMITTED NO LATER THAN SIXTY DAYS AFTER THE END OF THE GRANT PERIOD.

Reprinted with permission from the [*Forum of Regional Associations of Grantmakers*](#)