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Due to the large number of hyperlinks to outside resources, this report is best viewed electronically. It can be found at: https://www.acf.hhs.gov/sites/default/files/ofa/a_financial_sustainability_resource_guide.pdf

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A Financial Sustainability Resource Guide

Introduction

This resource guide provides a primer of information and resources on finding new funding opportunities to support sustainability. Organizations providing employment training services to future health care professionals can use this resource guide to help:

- Develop their approach to diversifying and/or securing additional funding sources.
- Research various types of funding opportunities.
- Locate specific public and private funders.
- Learn about emerging trends in social program funding.

Hyperlinks appearing throughout this resource guide lead to potential public and private funders, toolkits, other resource guides and research that provide more in-depth information about financial sustainability planning and approaching potential funders. Use this resource guide as a starting point to determine what financial sustainability looks like for your program and how you will measure whether your program has successfully sustained itself. Interpret and modify the information and resources here to meet your distinct program needs.

Identifying Helpful Resources

Use free, online search engines to locate publically available materials, guides, checklists and resources on building and implementing a financial sustainability plan. Focusing your searches on social welfare or health programs may also prove useful in honing in on relevant resources, as well as looking for sustainability resources developed by the U.S. Department of Health and Human Services and other federal agencies.

Develop a funding strategy

Before reaching out to potential funders, take time to strategically plan and develop a funding strategy. Doing so will increase the likelihood that the approach is uniform, carefully considered, supported by program leadership and staff and, in the end, successful in securing new resources. Consider creating a financial sustainability committee that includes leadership, staff and external organizational supporters or champions to help guide your program in developing a strategy. Your strategy, as outlined in Figure 1 below, should also **set realistic goals, articulate a sound approach and use your network** of supporters and partners to identify and secure funding opportunities.

Figure 1: Creating a funding approach



Set realistic funding goals

Review your program's current financial situation and identify its core services to assess how much they cost. This will help you determine how much money you will **need** to maintain critical services and continue the program. Then consider what you **want** to ensure your program's long-term success and determine what resources or financial support you would need to achieve those goals. Now compare your financial needs with your financial desires and set **realistic** and **attainable** goals for developing and implementing a financial sustainability strategy. When performing this exercise, also review your program's strategic plan, logic model and mission to ensure they align with your funding objectives.¹

Create an approach

After identifying your funding objectives, write a short, easy-to-understand document outlining the broad strategies your program will employ to reach potential funders.² In this document, note how you will leverage staff, community supporters or other resources to help you achieve financial sustainability. Also develop a message or pitch tailored to each potential funder. When creating these messages consider:³

- **The purpose.** What do you hope to accomplish by reaching out to this potential funder?
- **The audience.** Who is this potential funder? What are they interested in, and what are the best ways to reach them? This may require your tapping into community connections and fostering a relationship with the potential funder **before** asking for support.
- **The message.** What will be the focus of your pitch or message to the potential funder? What aspects of your service delivery system will you highlight and what data will you use to make a compelling and relevant argument?
- **The delivery.** What will you use to establish and maintain communication with the potential funder (e.g., written or in-person communications, videos, phone calls, social media)? Be sure the choice matches the culture and interests of the potential funder.
- **The relevance.** Is the message relevant to the potential funder and to your community's needs and interests? As potential funders' and the community's interests shift, how are you altering your approach or message to reflect these changes?

The Importance of Funding Diversification for Social Programs

A 2012 article in the *American Journal of Evaluation* presented the findings of a large-scale study of social welfare programs that tested predictors of sustainability. Results of the study suggest that programs should:

- Diversify funding sources.
- Seek out nonfinancial resource supports.
- Engage in more political and direct fundraising and marketing.
- Work closely with their initial funder to plan for sustainability.

Source: Savaya, R., Spiro, S. E. (2012). [Predictors of sustainability of social programs](#). *American Journal of Evaluation*, 33(1), 26–43. See also Stevens, B., & Peikes, D. (2006). When the funding stops: Do grantees of the Local Initiative Funding Partners Program sustain themselves? *Evaluation and Program Planning*, 29(2), 153–161.

¹ Work Group for Community Health and Development, University of Kansas. (2013). *The community tool box*. Chapter 42. Retrieved from: <http://ctb.ku.edu/en>. See also U.S. Environmental Protection Agency. *Developing a sustainable finance plan*.

² Padilla-Sontag, L. M., Staplefoote, L., & Gonzalez Morganti, K. (2012). Financial sustainability for nonprofit organizations. Santa Monica, CA: Rand Health and Rand Education. Retrieved from: http://www.rand.org/pubs/research_reports/RR121.html.

³ U.S. Department of Health and Human Services, Office of Adolescent Health. The Collaboration Toolkit. Retrieved from: <http://www.hhs.gov/ash/oah/resources-and-publications/learning/coll-tk/index.html>.

Leverage your network

Think about your long-term collaborative partners, the coalitions, networks and workgroups to which you belong that may help you in developing or implementing your financial sustainability plan.

Resources to Help Develop a Funding Strategy

Creating a financial sustainability committee: Work Group for Community Health and Development, University of Kansas. (2013). [The community tool box](#). Chapter 42.

Setting funding goals: Work Group for Community Health and Development, University of Kansas. (2013). [The community tool box](#). Chapter 42. *See also* U.S. Environmental Protection Agency. [Developing a sustainable finance plan](#).

Creating a plan and message: U.S. Department of Health and Human Services, Office of Adolescent Health. [The collaboration toolkit](#). *See also* Padilla-Sontag, L. M., Staplefoote, L., Gonzalez Morganti, K. (2012). [Financial sustainability for nonprofit organizations](#). *See also* The National Center for Community Education and the Afterschool Alliance. [The road to sustainability](#).

Using outside partners: Gordon, C., & Galloway, T. [Financial sustainability for evidence-based programs: Strategies and potential sources of funding](#). The Centers for Disease Control and Prevention and the National Council on Aging. *See also* The National Center for Community Education and the Afterschool Alliance. [The road to sustainability](#).

Traditional and non-traditional partners:

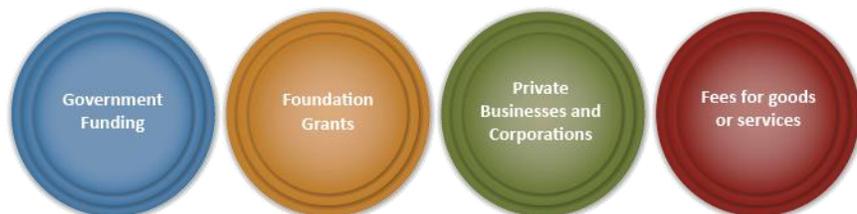
- State and local government entities or policymakers
- Local K-12 school systems, universities, vocational or community colleges
- Workforce Investment Boards
- Local TANF programs
- Local employers and businesses
- Local hospitals or medical practices
- Community-based organizations offering services to the same population, but in a different capacity
- Chambers of Commerce
- Policy or advocacy organizations
- Legal aid
- Faith-based organizations
- Client-run advocacy organizations
- Local corporations

Leverage these partnerships to build capacity and achieve financial sustainability. Establishing formal collaborations is one way you can respond to changing and often diminishing resources, to both minimize the competition and maximize your impact.⁴

Identify potential funders

Identify the types of funding or support you want to seek out. This section offers tips and information about several types of key funding sources, as outlined in Figure 2, and includes links to additional information. This section also lists specific federal, state and local government agencies and private foundations you may want to research as you develop a funding strategy.

Figure 2: Types of potential funders



⁴ Padilla-Sontag, L. M., Staplefoote, L., & Gonzalez Morganti, K. (2012). Financial sustainability for nonprofit organizations. Santa Monica, CA: Rand Health and Rand Education. Retrieved from: http://www.rand.org/pubs/research_reports/RR121.html.

Government funding

This section provides an overview of federal, state and local funding opportunities. This section also discusses state and local grants and contracts, as well as opportunities that may be available through state appropriations and state impact bonds.

Federal opportunities

There are many federal funding opportunities that may be of interest. Think about looking into discretionary grants, formula funding and contracts, as are outlined in Figure 3.⁵

Federal discretionary grants

To find federal **discretionary grant** opportunities, begin at www.grants.gov. By going to “manage subscriptions” on the website, you can set up specific alerts, such as those illustrated in Figure 4, that can be sent to your email regularly about new, relevant grant opportunities.

Figure 3: Federal government funding opportunities

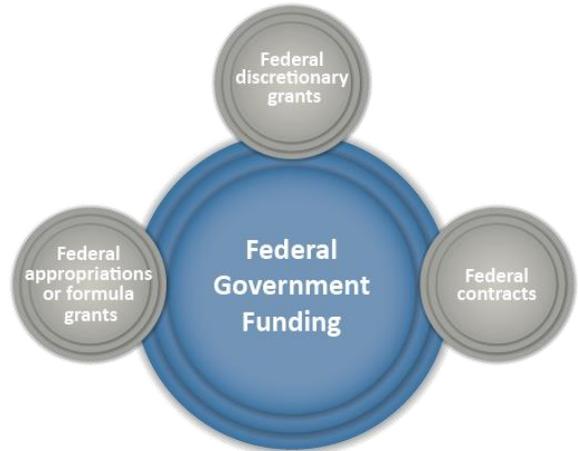


Figure 4: Search criteria options on grants.gov



Several federal agencies also forecast the issuance of discretionary grants on their websites. Forecasts usually contain actual or estimated dates and funding levels that the agency intends to award during a given fiscal year, pending congressional appropriations. The [U.S. Department of Labor](#) (DOL), [U.S. Department of Health and Human Services](#) (HHS) and [U.S. Department of Education](#) (DOE) have forecast materials or websites. Below is a partial list of forecasted **federal discretionary grants** you may be interested in researching further.

⁵ For more information about the types of federal funding available, see also: Lower-Basch, E., Ridley, N. (January 2013). *Navigating federal programs to build sustainable career pathways in the health professions: A guide for HPOG programs*. Washington, DC: CLASP.

Health and Human Services

Regularly check some of HHS’s grant forecasting websites for [upcoming opportunities](#), [current opportunities](#) and current opportunities in the [health profession](#). Following are some current forecasts of interest.

Name	Estimated Announcement Date	Overview	Amount
University Centers for Excellence in Developmental Disabilities Education, Research, and Service	2014	Five-year grants will be given to University Centers for Excellence in Developmental Disabilities Education, Research, and Service to carry out four core functions: (1) interdisciplinary pre-service preparation and continuing education of students and fellows; (2) community services, including training, technical assistance and/or demonstration and model activities; (3) research; and (4) dissemination of information.	Approximately \$23,000,000
Assets for Independence Demonstration Program	2014	Grantees will provide Individual Development Accounts (IDAs) and related services to individuals and families with low incomes. A primary feature of each project is that participants save earned income in an IDA to purchase a home, capitalize or expand a business for self-employment or attend postsecondary education or training.	\$12,500,000
Native Asset Building Initiative	2014	Grantees will establish and administer asset building projects with a focus on Assets for Independence (AFI) projects. The AFI focus of each project requires that eligible participants are given access to matched savings accounts, in which participants save earned income for the purchase of a home, for business capitalization, or to attend higher education or training.	\$1,600,000
Social and Economic Development Strategies ; See also: Sustainable Employment and Economic Development Strategies	2014	Funds will be made available for community-based projects that aim to grow local economies, strengthen Native American families, including the preservation of Native American cultures, and decrease the high rate of current challenges caused by the lack of community-based businesses, and social and economic infrastructure in Native American communities.	\$5,000,000
Advanced Nursing Education—Residency	2014	Grants provide funds to assist with the smooth transition from student to practitioner, as participants enter into a one year residency program.	\$4,875,000

Department of Labor

DOL’s Employment and Training Administration also forecasts several [grant opportunities](#) that may be of interest. See also DOL’s current grant [website](#). Following are some current forecasts of interest.

Name	Estimated Announcement Date	Overview	Amount
Workforce Innovation Fund Grants	Winter 2014	Grants will support innovative approaches to the design and delivery of employment and training services that generate long-term improvements in the performance of the public workforce system in terms of job-seeker and employer outcomes and cost-effectiveness.	Approximately \$45 million

Name	Estimated Announcement Date	Overview	Amount
Trade Adjustment Assistance Community College and Career Training Grants (TAACCT)	Winter 2014	The TAACCT program provides community colleges and other eligible institutions of higher education with funds to expand and improve their ability to deliver education and career training programs that can be completed in two years or less and prepare program participants for employment in high-wage, high-skill occupations.	Up to \$500 million
Reintegration of Ex-Offenders	Winter 2014	The purpose of these grants is to improve the long-term labor market prospects of participants by providing skills training in in-demand industries. These grants include a combination of workforce development, education and training, case management, mentoring, service learning and connections to much-needed supportive services.	Approximately \$74 million
Workforce Investment Act Section 166 Indian and Native American Grants	Winter 2014	Funds will help prepare workers for good jobs by improving their skills through effective training programs so they can achieve their academic and occupation goals, enabling them to be prepared for the workforce; increasing the literacy skills of the participants to position them to be prepared for occupational training in growth occupations; and promoting economic and social development of Indians and Native Americans, consistent with community goals and values	Approximately \$47.5 million
Disability Employment Initiative	Summer 2014	Funds will provide an opportunity for states to develop and implement plans for improving effective and meaningful participation of persons with disabilities in the workforce.	Not specified

Department of Education

The DOE Offices of [Post-Secondary Education](#), [Innovation and Improvement](#) and [Special Education and Rehabilitative Services](#) all forecast grants that may be of interest. DOE’s forecasting materials have limited information regarding the size or scope of forthcoming grants, but they do include the names of staff you can contact for more information. DOE’s [forecasting website](#) includes information about the following programs and initiatives, which may be worth further research:

- Strengthening Institutions Program
- Developing Hispanic-Serving Institutions Program
- Employment of Individuals with Intellectual and Developmental Disabilities
- Vocational Rehabilitation Program Management and Evaluation
- Vocational Rehabilitation Services Projects
- Investing in Innovation Grants

You can also check DOE’s [general funding website](#) for current funding opportunities.

Finding other federal agency discretionary grant opportunities

Think creatively about other federal agencies that may have funding opportunities relevant to your target populations or services. For example, the [Department of Justice, Office of Justice Programs](#) currently has grants available under the Second Chance Act to fund entities providing training and education services for [incarcerated adults and juveniles](#), as well as those [re-entering the community](#). The [Department of Housing and Urban Development](#) has [Moving-to-Work](#) grants that are available to public housing authorities, which may partner with other entities to test innovative, locally-designed strategies to help public housing residents find employment and become self-sufficient.

Federal formula grants

Federal formula grants may be another potential source of funding. For example, if you are a community college or nonprofit, can you contract with your local Workforce Investment Board (WIB) to fulfill their training services obligations under the federal [Workforce Investment Act](#)? If you are a WIB, can you use these Individual Training Account funds to help partially support your program? The Personal Responsibility and Work Opportunity Act (PRWORA), which created the Temporary Assistance for Needy Families (TANF) block grant, may be another possible source of support, depending on your community network and how your state manages its TANF funds. PRWORA offers states some flexibility in how they use TANF funds and in some jurisdictions these funds are used to support workforce training services offered by WIBs or community colleges.⁶ Career and Technical Education formula grants from the Department of Education, [Office of Vocational and Adult Education](#) may also provide funding opportunities for higher education institutions or those who partner with them.

Federal contracts

Federal contracts may be another source of funding to pursue. Government contracts are different than grants, which are generally more flexible, in that contracts signify a purchase of services that must have some direct benefit to the government, and in that there can be significant consequences if the entity contracting with the government fails to meet its obligations.⁷

Begin your search for federal business opportunities by registering with “FedBizOpps” at www.fbo.gov. Set up searches filtering for opportunities in your state, the federal agency soliciting bids or the type of work performed. The website includes a list of all North American Industry Classification System (NAICS) codes, which are part of the federal government’s coding system for different industry services. At least initially, consider casting a wide net by searching numerous NAICS codes that could result in relevant contract opportunities across a range of federal agencies.

⁶ Bone, J. (2010). *TANF education and training: Pennsylvania’s Keys Program*. Washington, DC: CLASP. Retrieved from: www.clasp.org/resources-and-publications/files/KEYS.pdf.

⁷ Office of Research, University of Pittsburgh. (2010). *Federal grants vs. federal contracts*. Retrieved from: http://www.pitt.edu/~offres/proposal/Grants_vs_Contracts.pdf.

Relevant **NAICS Codes** may include:

- 541720** -- Research and Development in the Social Sciences and Humanities
- 541990** -- All Other Professional, Scientific, and Technical Services
- 561311** -- Employment Placement Agencies
- 561499** -- All Other Business Support Services
- 611310** -- Colleges, Universities, and Professional Schools
- 611430** -- Professional and Management Development Training
- 611513** -- Apprenticeship Training
- 611699** -- All Other Miscellaneous Schools and Instruction
- 624190** -- Other Individual and Family Services
- 624310** -- Vocational Rehabilitation Services
- 813410** -- Civic and Social Organizations
- 611710** -- Educational Support Services

You can also visit individual agency websites to see if they maintain resources forecasting future contracting opportunities, such as the Department of Justice's [contracting forecast](#).

Find State Agencies Seeking Your Services

To find state funding opportunities, go to the state agency websites that may be issuing requests for proposal that you are interested in pursuing. These may include solicitations from:

- Department of Education
- Department of Health and Human Services
- Department of Corrections
- Department of Labor
- Department of Economic Development
- Department of Commerce

State opportunities

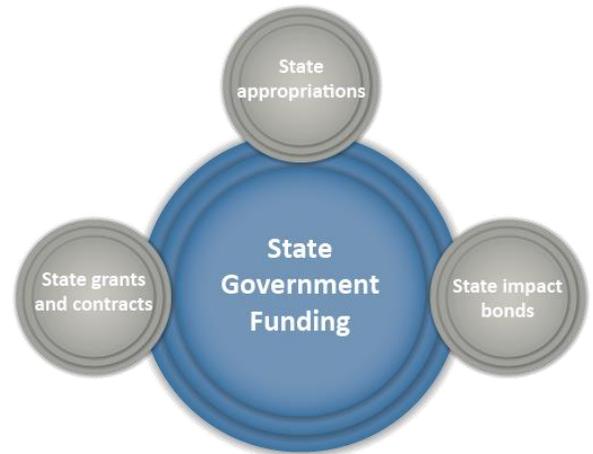
Consider Searching for state funding opportunities through a variety of mechanisms, such as grants, contract, appropriations or impact bonds, as illustrated in Figure 5.

State grants or contracts

The name of the agency that manages state **contract or grant** opportunities will vary from state to state. Often the state department of administration, procurement or general services manages state contracts. Like federal opportunities, most state agency websites will allow you to search by type of work or jurisdiction within the state. A first step in many jurisdictions is to register your organization as a possible state contractor or bidder, which will enable you to receive solicitations relevant to your work as they become available. Below are examples of a few recent state grant solicitations of interest:

- The **California Office of Statewide Health Planning and Development** offers annual [mini-grants](#) to programs that develop a more culturally and linguistically competent health care workforce for Californians by providing services to economically/educationally disadvantaged and/or underrepresented students as they pursue careers in health care.

Figure 5: State government funding opportunities



- The **Texas Workforce Commission** offers [grants](#) of up to \$500,000 for consortia of businesses, higher education institutions and/or workforce boards to support high quality, customized job training projects across the state.
- The **New Jersey Division of Workforce Grants and Program Management** currently has a [request for proposals](#) to assist workers in achieving economic self-sufficiency by offering literacy skills support.
- The **Wisconsin Department of Workforce Development** is currently offering \$15 million in [grants](#) to a consortia of entities, led by employers, to develop sustained training programs in occupations where there is a high labor need.

State appropriations

In addition to state grants and contracts, **dedicated state funds or appropriations** may be available to fund your program. For example, if you are a community college receiving state education appropriations, are you fulfilling your full time enrollment (FTE) requirements and can these funds help cover your costs?⁸ For others, such as WIBs or community-based organizations, could you, through sub-contracts or partnership agreements, support local community colleges in meeting their FTE requirements? This could give you an opportunity to receive appropriated funds.

State impact bonds

Social impact bonds are another new way state governments have begun supporting social welfare programs. President Barack Obama’s FY2014 budget included \$300 million for the Department of Treasury’s **Pay for Success Incentive Fund**, which aims to help state and local governments implement social impact bond programs with philanthropies, nonprofits and other nongovernmental organizations, with outcome payments for successful, money-saving services. Funding for these state initiatives was also supported in the President’s FY2011, FY2012 and FY2013 budgets. Under this model, the state government would contract with a private sector intermediary to obtain social programs and services. The state government pays the intermediary based on its performance in fulfilling targeted goals.⁹

Local opportunities

County or city agencies that manage and solicit bids for local contracts or grants will have various names, such as the office of business services, procurement or bureau of contract administration. Relevant county or city departments may also list current requests for proposals, such as a workforce development or employment and training division, as well as your local chamber of commerce or mayor’s office. For example, the **Sonoma County California Human Services Department** recently issued [a request for proposals](#) seeking providers to administer countywide job search services, assisting the local workforce corporation in preparing participants to find employment. You can also use your network of community supporters and champions to help you identify local funding opportunities.

⁸ Boswell, K. (2000). *State funding for community colleges: A 50 state survey*. Denver, CO: Center for Community College Policy, Education Commission of the States. Retrieved from: <http://www.ecs.org/html/Document.asp?chouseid=2286>.

⁹ Leibman, J., & Sellman, A. (2013). *Social impact bonds: A guide for state and local governments*. Boston, MA: Harvard Kennedy School Social Impact Bond Technical Assistance Lab. Retrieved from: <http://hks-siblab.org/publications>. See also U.S. Department of Labor. (2013). *US Labor Department awards nearly \$24 million in Pay for Success grants*. Retrieved from: <http://www.dol.gov/opa/media/press/eta/ETA20131936.htm>. See also Office of Management and Budget. (2012). *Fact Sheet: Paying for Success*. Retrieved from: <http://www.whitehouse.gov/omb/factsheet/paying-for-success>.

Private businesses and corporations

Approaching Corporate Donors

Whether approaching employers with whom you already have a relationship or new potential corporate donors, it will be important to:

- **Understand the corporation's interests:** Research their corporate history, giving history and goals to see where your interests align.
- **Build a partnership:** Instead of seeking one-time donations, find ways to keep the corporation engaged and pursue more formal partnerships based on your common interests and goals.
- **Be ready to explain how you can help them:** For example, describe how your training program specifically prepares individuals to work with that particular employer and the post-placement support services you offer that increase the likelihood of the employee's success. You can highlight your organizations' common interests, their interests in supporting the local community and/or supporting the philanthropic efforts of their employees.

Business or corporate donations or support may be another fruitful funding route to pursue. Visit the [Foundation Center](#), which maintains information on corporate donations as well as a [listing of the top corporate donors](#), to help you identify new potential corporate donors. Think about the types of support you may obtain from a corporate donor or employer, as illustrated in Figure 6. In addition to simple cash donations, a donor may agree to participate in an employer matching initiative (where the business matches the donations of its employees). Or they could donate:

- **In-kind goods**—equipment or facilities you could use for training or other events.
- **In-kind services**—employee expertise through training or other services, mentorships or on-the-job apprenticeship opportunities.

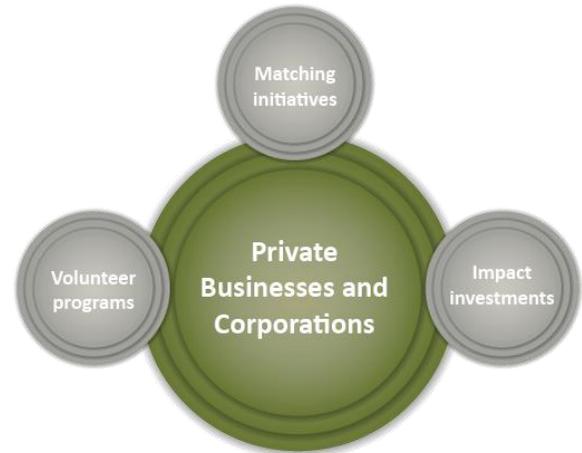
Volunteer programs

You can also find new corporate donors by creating a **volunteer program** and recruiting employees from local businesses with which you share common missions. Many corporations will be more apt to donate cash or in-kind resources to programs for which individual employees volunteer or provide individual donations. Enlisting corporate volunteers could not only help you cut down on staffing costs, but also provide you important inroads at local businesses.¹⁰

Matching initiatives

Many corporations also have **employer matching initiatives**. You can work through these initiatives to establish a strategic partnership with a corporate donor. If individual corporate employees donate money to your program, you may be able to leverage those relationship to connect with the corporation

Figure 6: Private businesses and corporations



¹⁰ U.S. Environmental Protection Agency. *Developing a sustainable finance plan*. See also U.S. Department of Health and Human Services, Administration for Children and Families, Office of Community Services. (2012). *CCF/SCF Tools identifying and developing donors*. Retrieved from: <http://www.acf.hhs.gov/programs/ocs/resource/identifying-and-developing-donors#Donors>.

and possibly receive matching funds. Visit the corporation’s website to determine whether they match funds, or find corporate matching lists on the internet, such as the one developed by the [Red Cross](#).

Impact investments

Some corporations have also started making **impact investments** in organizations—investments intended not only to generate a financial return, but also to generate measurable social impacts. Investments can be made in new and established fields and target a range of returns from below market to market rate, depending on the circumstances. Impact investors actively seek to place capital in organizations that are creative, enterprising and exceed investment goals. Many large, national corporations and foundations are beginning to create impact investing initiatives, focusing on a range of social welfare issues. For example, [Morgan Stanley’s](#) impact investment fund aims to support communities in providing social and economic opportunities for all citizens through partnerships with educational institutions and nonprofits. Other proponents of impact investing include the [Rockefeller Foundation](#), [Goldman Sachs](#) and the [California Endowment](#).

Foundations

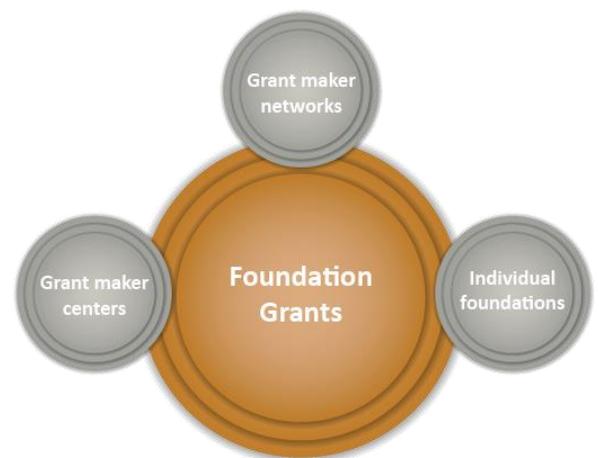
There are thousands of small and large, private, community-based and family-based foundations in this country. It will require some research to find foundations interested in the services and programs you offer. Resources, such as those illustrated in Figure 7, can help you get started and narrow your search quickly. Begin by looking at grant maker centers, such as:

- [The Foundation Center](#) maintains comprehensive databases on U.S. grant makers and offers numerous resources for programs and nonprofits seeking grants. This includes an online version of the [Foundation Directory](#) (which may also be available at your local library), which provides a wide-ranging list of foundation grant activities and can be searched by state.
- [The Chronicle of Philanthropy](#) provides news and information for grant seekers and grant makers. It also features lists of available grants, fundraising ideas and techniques, statistics and reports. *The Chronicle* is published both online and in print.
- [The Grantmanship Center](#) provides a range of services and materials on securing grant funding. It also has easy to search [lists](#) of grant makers and corporate donors by state.

Many foundations are also members of networks of grant makers that share common missions or fund similar programs and services in a particular field. Finding networks relevant to your work will make it easier for you to identify potential foundation funders and learn more about their strategic alliances and future funding goals.

- [Grant makers Income Security Taskforce](#): is a national network of grant makers interested in improving the economic well-being of low-income families.
- [Grant makers for Effective Organizations](#): is a national coalition of grant makers interested in building strong, effective nonprofit organizations.

Figure 7: Foundation grants



- [Grant makers for Children, Youth and Families](#): is a network of foundations interested in developing policies and programs that benefit children, youth and families.
- [The Youth Transition Funders Group](#): is a network of grant makers interested in helping all youth make a successful transition to adulthood, with special focuses areas on young people in the child welfare or juvenile justice system or who don't finish high school.

Following is a list of foundations whose grant making strategies may be of interest:

- [The Annie E. Casey Foundation](#) funds efforts to help families find and keep work.
- [The Bill and Melinda Gates Foundation](#) funds efforts to dramatically increase the number of young adults who complete their postsecondary education and ensure they successfully enter the labor market.
- [The Charles Stewart Mott Foundation](#) supports innovative strategies that enable low-skill, low-income job seekers to enter the labor market, making grants to entities that provide job training for hard-to-serve populations.
- [The Ford Foundation](#) supports efforts to improve low-income workers' wages and job quality, and supports training to help them progress in their careers.
- [The Joyce Foundation](#) supports workforce development and education systems primarily in the Midwest to help underprepared adults learn important skills, earn credentials and pursue jobs in their communities.
- [The Kresge Foundation](#) increases the capacity of community colleges to serve primarily low-income, minority students in its geographic priority areas of Arkansas, Michigan, Texas and southern California.
- [The Lumina Foundation](#) aims to support initiatives, especially collaborative efforts within urban communities, to expand access and attainment of postsecondary credentialing among adults, first-generation college students, low-income students and students of color.
- [The Open Society Foundation](#) supports efforts to help young people achieve in and out of the classroom, prepare for college and careers and become fully engaged citizens.
- [The W. K. Kellogg Foundation](#): invests in efforts that help increase families' economic and social mobility, helping make connections to financial resources and job skills training.

Fees for goods or services

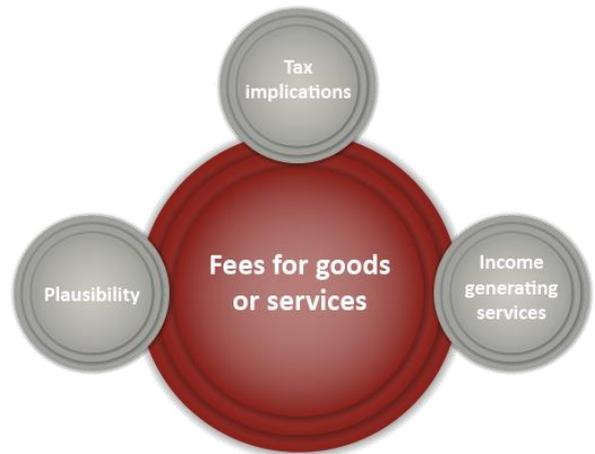
Implementing a fee-for-service program is another way to ensure a reliable source of income for your organization.¹¹ This may entail charging a small, market or below market fee for some of the services you provide to employers. Developing and implementing this model requires careful planning and thought, which should include an assessment of the plausibility of earning income from the employers with which you work and an understanding of the tax implications of this approach. The U.S. Department of Health and Human Services, Administration for Children and Families, Office of Community Services offers comprehensive [tools and materials](#) on planning, developing and maintaining a fee-for-service approach. Using these tools, assess whether

¹¹ U.S. Department of Health and Human Services, Administration for Children and Families, Office of Community Services. (2012). CCF/SCF Tools understanding fee-for-service models. Retrieved from: <http://www.acf.hhs.gov/programs/ocs/resource/understanding-fee-for-service-models-0>.

Figure 8: Fees for goods or services

this model may be appropriate for your program and consider the types of services you offer and whether any may generate income, such as:

- Employee background checks
- Employee pre-screening interviews
- Employee credentialing
- Pre-training for specific job skills



Conclusion

This resource guide aims to help you begin to develop a financial sustainability plan. It provides information and links to a range of federal, state and private funding mechanisms, and also highlights emerging trends in government and foundation funding. This guide can help you identify new funding sources and determine what financial sustainability will mean for your program. While it cannot list all possible funding opportunities, you can use it as you begin to think strategically about how and where to begin a search and what resources and support you may need to succeed.

Glossary of Key Hyperlinks

Select Federal Government Hyperlinks

[Federal Government Discretionary Grants Funding Website](http://www.grants.gov/)

(<http://www.grants.gov/>)

[U.S. Department of Labor Funding Forecast](http://www.doleta.gov/grants/find_grants.cfm)

(http://www.doleta.gov/grants/find_grants.cfm)

[U.S. Department of Labor Current Funding Opportunities](http://www.dol.gov/dol/grants/funding-ops.htm)

(<http://www.dol.gov/dol/grants/funding-ops.htm>)

[U.S. Department of Health and Human Services Funding Forecast](http://www.acf.hhs.gov/hhsgrantsforecast/index.cfm)

(<http://www.acf.hhs.gov/hhsgrantsforecast/index.cfm>)

[U.S. Department of Health and Human Services Current Funding Opportunities](http://www.acf.hhs.gov/grants/open/foa/)

(<http://www.acf.hhs.gov/grants/open/foa/>)

[U.S. Department of Education Funding Forecast](http://www2.ed.gov/fund/grant/find/edlite-forecast.html)

(<http://www2.ed.gov/fund/grant/find/edlite-forecast.html>)

[U.S. Department of Education Current Funding Opportunities](http://www.ed.gov/grantapps)

(<http://www.ed.gov/grantapps>)

[U.S. Department of Justice, Office of Justice Programs Current Funding Opportunities](http://www.ojp.usdoj.gov/funding/solicitations.htm)

(<http://www.ojp.usdoj.gov/funding/solicitations.htm>)

[U.S. Department of Housing and Urban Development Grants](http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/ph/mtw/faq)

(http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/ph/mtw/faq)

[Federal Government Contracts Funding Website](http://www.fbo.gov/)

(<http://www.fbo.gov/>)

Select State and Local Hyperlinks

[California Office of Statewide Health Planning and Development Mini-Grants](http://www.oshpd.ca.gov/HWDD/HCTP_mini_grants.html)

(http://www.oshpd.ca.gov/HWDD/HCTP_mini_grants.html)

[Texas Workforce Commission Grants](http://www.twc.state.tx.us/svcs/funds/sdfintro.html)

(<http://www.twc.state.tx.us/svcs/funds/sdfintro.html>)

[New Jersey Division of Workforce Grants and Program Management Request For Proposals](http://jobs4jersey.com/jobs4jersey/toolkit/ngo/ngo_index.html)

(http://jobs4jersey.com/jobs4jersey/toolkit/ngo/ngo_index.html)

[Wisconsin Department of Workforce Development Grants](http://dwd.wisconsin.gov/wff/grants.htm)

(<http://dwd.wisconsin.gov/wff/grants.htm>)

[Sonoma County California Human Services Department Request For Proposals](http://www.sonomawib.org/html/funding.htm)

(<http://www.sonomawib.org/html/funding.htm>)

Private Businesses and Corporations

[Foundation Center List of Top Corporate Donors](http://foundationcenter.org/findfunders/topfunders/top50giving.html)

(<http://foundationcenter.org/findfunders/topfunders/top50giving.html>)

[Red Cross Website on Corporate Matching Initiatives](http://www.matchinggifts.com/redcross)

(<http://www.matchinggifts.com/redcross>)

Foundation Resources

[The Foundation Center](http://foundationcenter.org/)

(<http://foundationcenter.org/>)

[The Chronicle of Philanthropy](http://philanthropy.com/section/Home/172)

(<http://philanthropy.com/section/Home/172>)

[The Grantmanship Center](http://www.tgci.com/)

(<http://www.tgci.com/>)

[Grant makers Income Security Taskforce](http://www.gistfunders.org/)

(<http://www.gistfunders.org/>)

[Grant makers for Effective Organizations](http://www.geofunders.org/)

(<http://www.geofunders.org/>)

[Grant makers for Children, Youth and Families](http://www.gcyf.org/)

(<http://www.gcyf.org/>)

[The Youth Transition Funders Group](http://www.ytfg.org/about-ytfg)

(<http://www.ytfg.org/about-ytfg>)

[The Annie E. Casey Foundation](http://www.aecf.org/)

(<http://www.aecf.org/>)

[The Bill and Melinda Gates Foundation](http://www.gatesfoundation.org/)

(<http://www.gatesfoundation.org/>)

[The Charles Stewart Mott Foundation](http://www.mott.org/)

(<http://www.mott.org/>)

[The Ford Foundation](http://www.fordfoundation.org/)

(<http://www.fordfoundation.org/>)

[The Joyce Foundation](http://www.joycefdn.org/)

(<http://www.joycefdn.org/>)

[The Kresge Foundation](http://kresge.org/)

(<http://kresge.org/>)

[The Lumina Foundation](http://www.luminafoundation.org/)

(<http://www.luminafoundation.org/>)

[The Open Society Foundation](http://www.opensocietyfoundations.org/)

(<http://www.opensocietyfoundations.org/>)

[The W. K. Kellogg Foundation](http://www.wkkf.org/)

(<http://www.wkkf.org/>)

