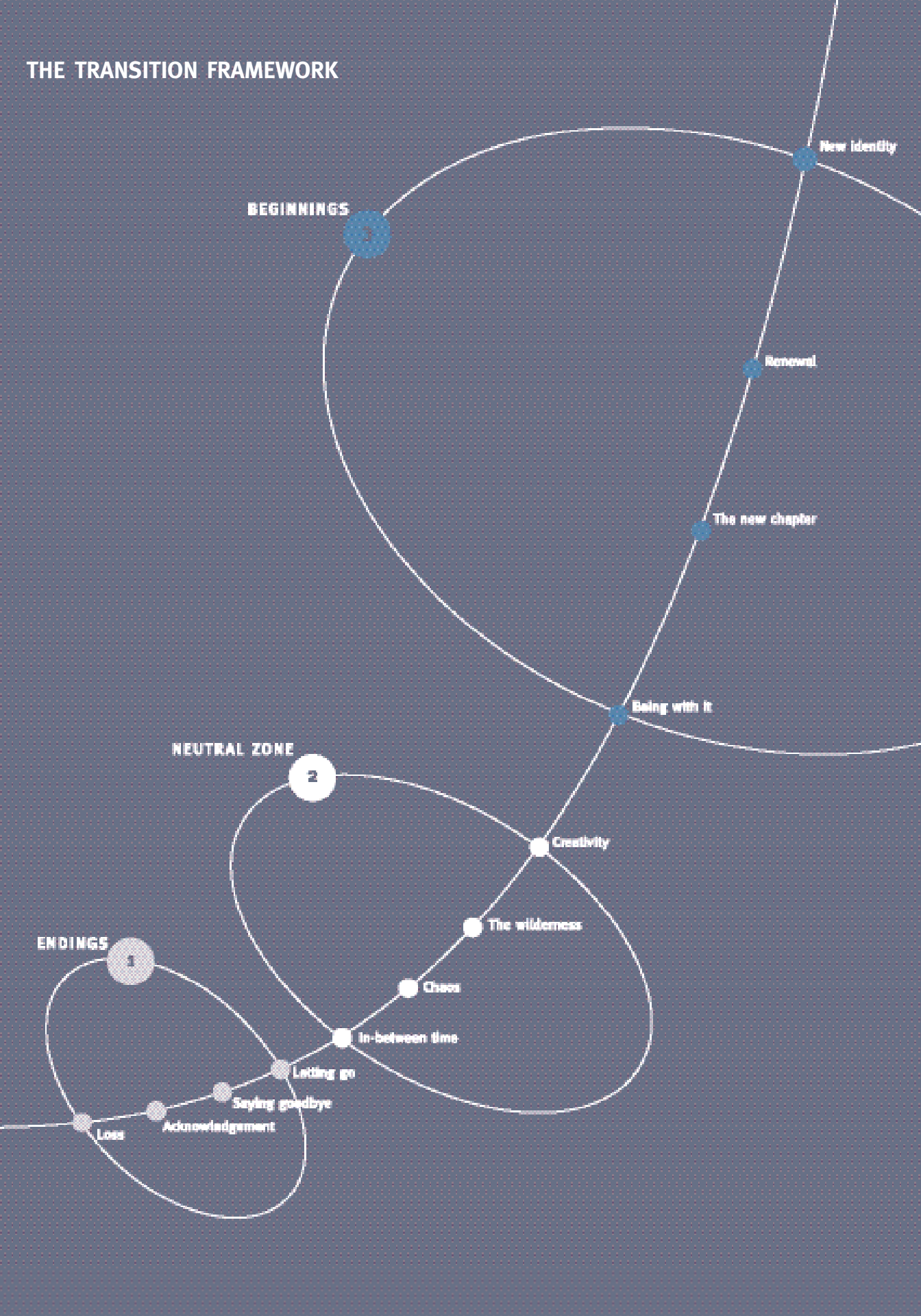


00-02

**Andrus Family Fund**

*July 1, 2000 to June 30, 2002  
Report and Guidelines*

# THE TRANSITION FRAMEWORK



1

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## Endings

For change to work people need to end, acknowledge and let go of the old way - not only in terms of behavior, but also in terms of attitudes, self-image, assumptions, beliefs, and the hopes and fears that motivate behavior. To let go of those things is to experience a loss and one must mourn its passing, even though the old way may have been bad, hurtful, unpleasant, or even destructive.

2

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## Neutral Zones

People not only have to let go of the old way to embrace the new one; they also have to get through an uncomfortable in-between time, when the old way is gone, but the new way doesn't yet wholly work or feel comfortable. This "neutral zone," or in-between time, is a very confusing and chaotic time; but it is also a very creative one.

Everything is in flux, so it is a time when people can work out innovative ways of doing things; there is less holding people back than at other times. At the same time, people are likely to feel lost and even discouraged about the very change that sounded so good only a little while earlier.

3

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## Beginnings

The final phase of transition is the "new beginning" not the "start," which may occur the very day a change is announced, but the "beginning," which occurs when people (having ended the old and traversed the neutral zone) are actually emotionally ready to do things a whole new way. Like a birth - the archetype of all new beginnings - this third phase of transition happens on its own schedule. Things can start on the day that you say that they will, but the beginning will happen when people are inwardly ready. And that will take a while, so transition always takes longer - sometimes much longer - than change does.

AFF adopted William Bridges' transition framework to evaluate if change efforts have a better chance for success if attention is paid to his 3 phases of transition. For more information on Bridges' work, please visit: [www.wmbridges.com](http://www.wmbridges.com).

## HISTORY OF THE ANDRUS FAMILY FUND

The Andrus Family has a strong tradition of public service and philanthropic activity. Its most prominent endeavor is the Surdna Foundation, established by family patriarch, John Emory Andrus, in 1917. Currently, the Foundation has assets of over \$600 million and is among the dozen largest family foundations in the country.

In January 2000, the Board of Directors of the Surdna Foundation launched the Andrus Family Philanthropy Program (AFPP) to engage the more than 350 extended family members in philanthropy and public service. AFPP is an emerging alliance of programs that promote and develop meaningful opportunities for service, voluntarism, education and training in philanthropy and non-profit work for the entire Andrus family.

As part of AFPP, the Andrus Family Fund (AFF) was established to give fifth generation family members, between the ages of twenty-five and forty-five, an opportunity to learn about and participate in organized philanthropy. While AFF is legally a fund of the Surdna Foundation, AFF defines and manages its own grantmaking program and process. Through AFF, a new generation of Andrus family philanthropists is identifying and implementing its own philanthropic vision.

In its first two years, the AFF Board has accomplished a number of goals. It has: selected two program areas that represent its passions, and through which it believes it can make

a positive impact on the lives of individuals and communities; through its grantmaking, engaged in a real learning process; and awarded grants that make a difference.

To date, the Board has awarded a total of 39 grants to organizations with which it has partnered to create and sustain effective social change. This Report provides a brief overview of the work of AFF over the past two years and its present guidelines.

# OUR APPROACH TO GRANTMAKING

## APPLYING A TRANSITION FRAMEWORK TO SOCIAL CHANGE

We believe that one vital factor in creating successful social change is recognizing and addressing the emotional and psychological effects of the change process. We call this psychological process people experience when they come to terms with new situations “transition.”

We learn from William Bridges, an organizational change expert, that transition is fundamentally different from change. Where change is external and situational (e.g. marriage, a new job), transition is the internal process of how one responds to the change. There are three phases in the transition framework. First, there is an ending, where one acknowledges the

losses that result from letting go of the familiar. Second, there is a neutral zone, where the old situation no longer exists, but the new is not yet comfortable. And third, if the first two are adequately attended to, there can be a new beginning.

We believe that change efforts will have a better chance for success if framed with the transition process in mind. AFF is exploring the power of the transition model as it applies broadly to the area of social change, and as it applies, specifically, to our two chosen program areas:

- 1) the transition from foster care to independence; and
- 2) community reconciliation, which explores how communities can acknowledge past wrongs and begin a healing process.

AFF focuses its grant-making around these program areas, while also seeking to educate others about the relationship between external change and internal transitions.

AFF’s grantees not only have projects that fall within the areas within which we make our grants, but they have also been willing to build into their projects ways to help their clients and others affected by their projects through the transitions that their actions will inevitably cause.

To learn more about the transition framework, please visit our website, [www.affund.org](http://www.affund.org) (click on the “Applying a Transition Framework” button.)

# TRANSITION FROM FOSTER CARE TO INDEPENDENCE

## Issues

For youth aged eighteen to twenty-one who leave the foster care system once reaching the maximum age, independent living can be a daunting prospect. Many of these young adults now face life on their own without basic survival tools. Not only do they lack family support to ease the transition, but many also leave the system with few resources, no home, and insufficient preparation to successfully manage living independently. A U.S. Department of Health and Human Services Report reviewed the effectiveness of Independent Living Programs between 1987 and 1996 and found that within two to four years of leaving the foster care system, only 50% of youth completed high school; fewer than half had jobs; 60% of the young women had given birth; and 25% had been homeless for at least one night. Successful transition out of foster care is especially difficult for gay, lesbian, bi-sexual, and transgendered youth who may already feel a sense of isolation because of their sexual identity.

## Program Strategies

AFF funds inquiry and programs that contribute to the body of knowledge and experience about what is necessary to create and sustain a successful move from foster care to independence. We believe that, whether we are trying to change systems or to position individuals to manage change successfully, it is imperative to pay attention to the psychological processes that enable people to move from the old to the new. Within foster care and, in particular, at the end of foster care, AFF will explore whether using the transition framework increases the chances that youth can successfully move

out of foster care into independent living. We believe that while paying attention to the transition framework, it is important to attend to youth leaving foster care by supporting programs that maximize foster youth's potential by going beyond job placement to career track planning, and from high school equivalency diploma (GED) preparation to achieving post-secondary education goals. We will also consider funding programs that provide a caring mentor who can help guide them through the three stages of transition. Within this framework, AFF will include programs that support gay, lesbian, bisexual, and transgendered youth.

# Transition From Foster Care to Independence Grantees

## 00-02

1

### Berkshire Farm Center and Services for Youth

13640 Route 22  
Canaan, NY 12029-9711  
www.berkshirefarm.org

#### Purpose of Grant

To fund the planning stage of a potential collaboration between the Andrus Family Fund and Berkshire Farm Center and Services for Youth, using the “action evaluation process” to develop a shared agenda about how to effect change for foster youth transitioning to independence.

**Grant Amount:** \$33,000 6 months

2

### Berkshire Farm Center and Services for Youth

13640 Route 22  
Canaan, NY 12029-9711  
www.berkshirefarm.org

#### Purpose of Grant

To underwrite the Andrus Enrichment Program, which will provide young men participating in Berkshire’s Educational/Vocational Academy for Preparation to Adult Living, access to various enrichment activities, including mentoring, development of career skills, preparation and support for post-secondary education, and internships as they go through the process of transitioning from foster care to independence.

**Grant Amount:** \$300,000  
2 years: \$150,000; \$150,000

3

### Black Ensemble Theater

4520 North Beacon Street  
Chicago, IL 60640  
www.blackensembletheater.org

#### Purpose of Grant

To support, strengthen, and document the results of the Black Ensemble Theater’s New Directions Project, a ten-year old theater arts program designed to assist young people as they age out of the foster care system and transition into adult life.

**Grant Amount:** \$50,000  
2 years: \$25,000; \$25,000

4

### Community College Foundation

14156 Magnolia Boulevard, #101  
Sherman Oaks, CA 91423  
www.communitycollege.org

#### Purpose of Grant

To support the rollout of a pilot Campus Peer Mentoring project designed to complement the Community College Foundation’s college-based independent living skills classes. The Campus Peer Mentoring project will provide academic tutoring, mentoring and psychological support to foster youth, 16 to 21 years of age, as they transition from the foster care system to the higher education community.

**Grant Amount:** \$110,000 1 year

5

### Community Health and Counseling Services

42 Cedar Street  
Bangor, ME 04401  
www.experienceatsea.org

#### Purpose of Grant

To help fund general operating expenses and support program evaluation for the Experience at Sea program – a residential transition program for youth aging out of the foster care system in Maine.

**Grant Amount:** \$90,000  
2 years: \$50,000; \$40,000

6

### The Door

121 Avenue of the Americas  
New York, NY 10013  
www.door.org

#### Purpose of Grant

To underwrite a holistic counseling and support program for young people aging out of the foster care system that combines expressive therapies (e.g., art, music, drama) with mentoring.

**Grant Amount:** \$150,000  
2 years: \$ 90,000; \$60,000

7

### Double Discovery Center

Columbia University  
2920 Broadway  
New York, NY 10027  
www.columbia.edu/cu/college/ddc

#### Purpose of Grant

To fund the expansion of the Double Discovery Center’s education program to provide educational opportunities and services to New York City foster youth in grades 7 through 12, and who have dropped out of high school.

**Grant Amount:** \$145,000  
2 years: \$ 70,000; \$75,000

8

**First Concern, Inc.**

720 King Georges Post Road  
Fords, NJ 08863  
www.firstconcern.org

**Purpose of Grant**

To provide support to First Concern's Independent Living Program by introducing the transition framework into its work.

**Grant Amount:** \$42,500  
2 years: \$27,500; \$15,000

9

**First Concern, Inc.**

720 King Georges Post Road  
Fords, NJ 08863  
www.firstconcern.org

**Purpose of Grant**

To fund the production of a moral and character development video by First Concern youth.

**Grant Amount:** \$10,000 1 year

10

**Good Shepherd Services**

305 Seventh Avenue  
New York, NY 10001  
www.goodshepherds.org

**Purpose of Grant**

To develop and implement the Andrus Enrichment Program for the young women in Good Shepherd's two long-term residences and Supervised Independent Living Program, which will both provide increased resources to facilitate the transition to independent living and simultaneously educate all key stakeholders about William Bridges' transition framework.

**Grant Amount:** \$180,000  
2 years: \$113,000; \$67,000

11

**Good Shepherd Services**

305 Seventh Avenue  
New York, NY 10001  
www.goodshepherds.org

**Purpose of Grant**

To underwrite the cost of the meeting of Foster Care to Independence grantees on May 18-19, 2002. The seminar brought current and prospective grantees together to share their experiences and lessons from their work with the transitions framework.

**Grant Amount:** \$25,000 1 year

12

**Green Chimneys Children's Services**

456 West 145th Street  
Suite 1  
New York, NY 10031  
www.greenchimneys.org

**Purpose of Grant**

To further develop the Triangle Tribe Mentoring Program, a one-on-one mentoring model that matches GLBTQ youth in foster care with GLBT and affirming adults from the community.

**Grant Amount:** \$75,000 1 year

13

**Jane Goodall Institute**

P.O. Box 14890  
Silver Spring, MD 20911  
www.janegoodall.org

**Purpose of Grant**

To develop and implement the Jane Goodall Institute's Roots & Shoots program in three organizations that are working with youth who are making the transition from foster care to independence.

**Grant Amount:** \$75,000 1 year

14

**Juvenile Law Center**

1315 Walnut Street, 4th Floor  
Philadelphia, PA 19107  
www.jlc.org

**Purpose of Grant**

To support two JLC publications, one for distribution in Pennsylvania and one for national distribution, that will assist judges, law guardians and child welfare agency attorneys to ensure that youth transitioning out of foster care receive appropriate services to prepare them for independence.

**Grant Amount:** \$55,000 1 year

15

**Lawyers for Children**

110 Lafayette Street, 8th Floor  
New York, NY 10013  
www.lawyersforchildren.org

**Purpose of Grant**

To support the cost of translating into Spanish and printing in English and Spanish the first 15,000 copies of a newly created rights manual and resource guide for gay, lesbian, bisexual and transgender youth in foster care ("GLBT Foster Care Handbook").

**Grant Amount:** \$16,000 1 year



16

**Orangewood's Children Foundation**

12822 Garden Grove Blvd., Suite A  
Garden Grove, CA 92843  
www.orangewoodfoundation.org

**Purpose of Grant**

To fund the development of a Transitions to Success program that will use William Bridges' Transitions theory to help Orangewood's current and former foster youth successfully identify and manage the transitions they experience both in care and as they exit out of its system.

**Grant Amount:** \$65,000 1 year

17

**Oregon Social Learning Center**

160 E. 4th Avenue  
Eugene, OR 97401  
www.oslc.org

**Purpose of Grant**

To fund the Young Women in Transition project – a program that supports young women transitioning out of OSLC's Treatment Foster Care program.

**Grant Amount:** \$83,000 1 year

18

**Public/Private Ventures**

2000 Market Street  
Suite 600  
Philadelphia, PA 19103  
www.ppv.org

**Purpose of Grant**

To underwrite the cost of the first annual William Bridges Seminar on Transitions for new Andrus Family Fund (AFF) grantees. The seminar will be led by William Bridges and assist new grantees in understanding and applying the framework of transitions to program design and implementation.

**Grant Amount:** \$25,000 1 year

19

**Public/Private Ventures**

2000 Market Street  
Suite 600  
Philadelphia, PA 9103  
www.ppv.org

**Purpose of Grant**

To fund a year-long Andrus Family Fund Fellowship, based at Public/Private Ventures, to explore the use of mentoring to aid the transition of institutionalized and disadvantaged youth.

**Grant Amount:** \$100,000 1 year

20

**Urban Justice Center**

666 Broadway, 10th Floor  
New York, NY 10012  
www.urbanjustice.org

**Purpose of Grant**

To establish the Urban Justice Center's LGBT Independence Project, a program designed to assist lesbian, gay, bisexual and transgendered (LGBT) young people as they age out of the New York City foster care system and transition into adult life.

**Grant Amount:** \$140,000  
**2 years:** \$ 70,000; \$70,000

21

**Youth Advocacy Center**

281 Sixth Avenue  
New York, NY 10014  
www.youthadvocacycenter.org

**Purpose of Grant**

To integrate the transitions theory into the Youth Advocacy Center's self-advocacy curriculum for young people in foster care, test the transition curriculum with 60 teens, and publish an article about teaching transition theory to young people in foster care.

**Grant Amount:** \$130,000  
**2 years:** \$ 65,000; \$65,000

22

**Youth Law Center/Faith Communities for Families and Children**

417 Montgomery Street  
Suite 900  
San Francisco, CA 94104  
www.youthlawcenter.com

**Purpose of Grant**

To fund the Transitions to Independence portion of the Youth Law Center's project on Faith Communities for Families and Children (FCFC).

**Grant Amount:** \$185,000  
**2 years:** \$ 90,000; \$95,000

# COMMUNITY RECONCILIATION

## Issues

We live in a world that continues to experience profound divisions, injustice and violence. These problems are of particular concern to AFF as they arise in the context of

- 1) identity-based conflict;
- 2) police-community relations; and
- 3) conflicts over conservation measures.

Many communities are searching for a way forward that will bring real, just and sustainable change on these issues. We refer to that forward-path very broadly as “community reconciliation.” A term admittedly subject to diverse interpretations, it nevertheless captures AFF’s belief that a process to address divisions, injustice or violence should seek to achieve more than a mere absence of open conflict or a burying of tensions. Rather, it should be a process aimed at constructing a shared vision of community that is founded on justice and that respects difference.

## Program Strategies

The effectiveness of the change itself, as well as the degree to which opportunities unleashed by change can be exploited in a positive way, are directly related to how transitions are understood and managed. AFF believes that the transition model can be a powerful aid to achieving social change.

Through this program, we will explore the inherent connection between the transitions model and community reconciliation. AFF will fund community reconciliation projects within the United States that put the transition model to the test in addressing one of AFF’s three priority issues. Presently, AFF does not fund international projects. However, it will consider supporting international research that will inform our domestic work.

## Community Reconciliation Grantees 00-02

1

### Action Evaluation Research Institute

1050 President Street  
Yellow Springs, OH 45387  
www.ariagroup.org

#### Purpose of Grant

To fund the Action Evaluation Research Institute to: guide a final educational process with community representatives in Cincinnati; analyze and document the collaborative process to date, and the application of Bridges' transitions framework to it; facilitate thoughtful and accurate coverage of the collaborative process by the media; and adapt the lessons learned from the Cincinnati Collaborative process to similar instances of conflict in other jurisdictions.

**Grant Amount:** \$88,000 1 year

2

### Beloved Community Center of Greensboro/Greensboro Justice Fund

417 Arlington Street  
Greensboro, NC 27406  
www.gjf.org

#### Purpose of Grant

To support the planning phase of a reconciliation process that would attempt to address the conflict in Greensboro surrounding the 1979 killing of five labor and civil rights demonstrators by Ku Klux Klansmen and American Nazi Party members.

**Grant Amount:** \$20,000 1 year

3

### Beloved Community Center of Greensboro/Greensboro Justice Fund

417 Arlington Street  
Greensboro, NC 27406  
www.gjf.org

#### Purpose of Grant

To support the establishment of a Truth and Reconciliation Commission (TRC) that will attempt to address the conflict in Greensboro surrounding the 1979 killing of five labor and civil rights demonstrators by Ku Klux Klansmen and American Nazi Party members, and to work with community residents and stakeholders to implement the TRC's recommendations.

**Grant Amount:** \$330,000  
3 years: \$125,000; \$125,000; \$85,000

4

### CDR Associates

100 Arapahoe Avenue  
Suite 12  
Boulder, CO 80302  
www.mediate.org

#### Purpose of Grant

To fund a process for developing a set of principles to guide disputes between Native Americans and the National Park Service regarding access to parklands for religious and cultural practices.

**Grant Amount:** \$82,000 1 year

5

### The Center for Teen Empowerment

48 Rutland Street  
Boston, MA 02118  
www.teenempowerment.org

#### Purpose of Grant

To fund the Teen Empowerment/Boston Police Department's Reconciliation Project – a program focused on improving police and youth relations in the South End/Lower Roxbury section of Boston.

**Grant Amount:** \$100,000 1 year

6

### The City University of New York – Dispute Resolution Consortium

John Jay College of Criminal Justice  
899 Tenth Avenue, Suite 520  
New York, NY 10019  
www.johnjay.jjay.cuny.edu/dispute

#### Purpose of Grant

To fund the Making Talk Work: Cops and Kids Transition Dialogue Program – a pilot project which seeks to build upon the existing Cops and Kids Program to improve relations between police and young people by: providing them with valuable conflict resolution skills; offering an opportunity to engage in an expressive, open discussion with each other within a supportive, respectful setting; and aiding participants in developing and presenting to community members ways to resolve issues of community concern.

**Grant Amount:** \$82,000 1 year

7

**Community Conferencing Center**

Johns Hopkins University  
624 N. Broadway, 8th Floor  
Baltimore, MD 21205

**Purpose of Grant**

*To fund the first two years of a three-year project to provide a series of community conferences to address the seriously eroded relationships between residents and police in the Greenmount West neighborhood in Baltimore.*

**Grant Amount:** \$115,000  
2 years: \$ 60,000; \$55,000

8

**Gay, Lesbian and Straight Education Network (GLSEN)**

121 West 27th Street  
Suite 804  
New York, NY 10001  
www.glsen.org

**Purpose of Grant**

*To underwrite GLSEN's Accountability Program, a new program aimed at community reconciliation on the issue of anti-gay hate violence.*

**Grant Amount:** \$75,000 1 year

9

**Good Shepherd Services**

305 Seventh Avenue  
New York, NY 10001  
www.goodshepherds.org

**Purpose of Grant**

*To underwrite the cost of a meeting of grantees brought current and prospective grantees together to share their experiences and lessons from their work with the transitions framework.*

**Grant Amount:** \$13,500 1 year

10

**International Center for Transitional Justice**

20 Exchange Place  
33rd Floor  
New York, NY 10005  
www.ictj.org

**Purpose of Grant**

*To fund a year long Andrus Family Fund Fellowship, based at the International Center for Transitional Justice, to develop ideas for how various international models of transitional and restorative justice could address domestic hate crime, conservation and police/community issues.*

**Grant Amount:** \$100,000 1 year

11

**International Center for Transitional Justice (ICTJ)**

20 Exchange Place  
33rd Floor  
New York, NY 10005  
www.ictj.org

**Purpose of Grant**

*To provide support to ICTJ's theoretical and practical work in the field of transitional justice and reconciliation.*

**Grant Amount:** \$100,000 1 year

12

**Jane Goodall Institute**

P.O. Box 14890  
Silver Spring, MD 20911  
www.janegoodall.org

**Purpose of Grant**

*To distill lessons from African environmental conservation programs that can form a framework for addressing conservation conflicts in the United States.*

**Grant Amount:** \$100,000 1 year

13

**Lawyers Committee for Human Rights**

333 7th Avenue  
New York, NY 10001  
www.lchr.org

**Purpose of Grant**

*To support the first phase in a process to improve police and community relations in New York City.*

**Grant Amount:** \$56,000 1 year

14

**National Organization for Victim Assistance/Center for Restorative Justice & Peacemaking**

School of Social Work, University of Minnesota  
233 Peters Hall  
1404 Gortner Avenue  
St. Paul, MN 55108  
www.try-nova.org

**Purpose of Grant**

*To promote community reconciliation by identifying, examining and developing new responses to hate crimes/hate incidents that are based on facilitated dialogue and other restorative justice principles.*

**Grant Amount:** \$110,000  
2 years: \$ 55,000; \$55,000

15

**New Prospect Development Corporation**

1823 Elm Street  
Cincinnati, OH 45210

**Purpose of Grant**

*To fund the planning and design phase of a year-long project to create a collaborative process for addressing and easing tensions between the Cincinnati police and communities of color.*

**Grant Amount:** **\$100,000**  
2 years: \$ 50,000; \$50,000

16

**New Prospect Development Corporation**

1823 Elm Street  
Cincinnati, OH 45210

**Purpose of Grant**

*To help support the implementation of the Community Partnering Plan, a project included in the Collaborative Agreement that is designed to prepare the community for community problem oriented policing (CPOP), a central feature of the Agreement.*

**Grant Amount:** **\$75,000** 1 year

17

**Vera Institute of Justice**

233 Broadway, 12th Floor  
New York, NY 10279  
www.vera.org

**Purpose of Grant**

*To fund: (1) the publication and distribution of 10,000 educational booklets containing the entire text of the Collaborative Agreement and a summary of it to Cincinnati community members; and (2) the design of a media strategy to help ensure thorough and accurate coverage of the Cincinnati collaborative process.*

**Grant Amount:** **\$30,000** 1 year

**GRANTS AWARDED  
FY '00-'01 AND FY '01-'02**

**Transition from Foster Care to Independence:**  
**\$2,104,500**

**Community Reconciliation:**  
**\$1,660,500**

**Total Grants:**  
**\$3,765,000**

*Though awarded in FY '00-'01 and FY '01-'02, some grants will be paid out in subsequent fiscal years.*

**Grants paid out:**  
Fiscal Year '00-'01 **\$1,000,000**  
Fiscal Year '01-'02 **\$2,000,000**

**Grants to be paid:**  
Fiscal Year '02-'03 **\$ 680,000**  
Fiscal Year '03-'04 **\$ 85,000**

# APPLYING FOR A GRANT

<p><b>1</b></p> <hr/> <p><b>Before Applying</b></p> <p>Because AFF is a relatively new grantmaking organization, applicants should carefully review materials describing our program and mission before applying for a grant. In particular, applicants should pay special attention to AFF's overarching grantmaking theme of the transition framework.</p> <p><b>Statement of Inclusion</b></p> <p>All applicants are required to join AFF in agreeing not to discriminate in any way including but not limited to, access to program participation or employment against any person or group on the basis of race, color, religion, national origin, ethnicity, gender, age, disability or sexual orientation, unless a program is designed for a specific population defined by any of these criteria, in which case this policy shall be subject to appropriate adjustment in consultation with AFF.</p>	<p><b>2</b></p> <hr/> <p><b>Proposal</b></p> <p>The first step in applying for a grant is to submit an online AFF Application, which includes a two or three-page letter of inquiry explaining the project for which funds are sought. The application can be filled out and submitted directly to us online at <a href="http://www.affund.org">www.affund.org</a>. The letter should include the following: a brief description of the project and how it accomplishes AFF's program strategies; information about the key participants, including staff members and beneficiaries; a paragraph on how you envision the transition framework might be incorporated into your work; and a succinct description of the applicant organization.</p> <p>AFF conducts a preliminary review of an applicant's letter of inquiry within forty-five days of its receipt. After this initial review, AFF will either decline funding the proposal, or the applicant may be asked to submit a formal proposal. In some cases, AFF may ask to meet with the applicant organization to further refine the applicant's plans.</p>	<p><b>3</b></p> <hr/> <p><b>Formal Proposal</b></p> <p>If a formal proposal is requested, AFF provides applicants with a detailed list of requirements. The following list is intended to give applicants an overview of what will be expected at that stage: a complete description of the project, including your thoughts on how Bridges' transition framework might be incorporated into your work; a statement of the plan of operation for carrying out the project; qualifications and experience of principal staff members involved; description of the applicant organization, including its background, mission, and relevant experience in the area for which funds are sought; a list of board members, advisors and affiliates of the organization; an itemized budget for the project; the amount of funds requested from AFF; the duration of the project; and copies of the organization's tax exemption classification, and the most recent financial statement.</p> <p>AFF notifies applicants of its decision on the formal proposal within ninety days of receipt of all materials.</p>	<p><b>4</b></p> <hr/> <p><b>Application Deadlines</b></p> <p>Applications may be submitted at any time. Grants are awarded by the trustees, who meet four times a year.</p> <p><b>Funding Restrictions</b></p> <p>AFF does not fund endowments, capital improvements, fundraising events/sponsorships, scholarships, or loans. Nor does AFF make grants to individuals. Presently, AFF does not fund international projects. However, it will consider supporting international research that will inform our work in the United States.</p>
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# BOARD OF TRUSTEES AND STAFF

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Masiel Rodriguez-Vars

### **Administrative Assistant**

#### **Webmaster**

Ingrid Williams



**Andrus Family Fund**

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[www.affund.org](http://www.affund.org)*