Rebecca Martin: Hello! Welcome everyone. It's nice to have you here today. I'm Rebecca Martin, and I'm the project manager for the Inclusive Healthy Communities Grant program housed at the Rutgers Bloustein School of Planning and Public Policy. We're so glad to have you here today for the presentation. Before we get started, I have a few housekeeping notes. Please be aware that we are recording the webinar today. We are grateful to have ASL interpreters in attendance today, and they have been spotlighted for you for ease of access.

> We have enabled captions and have enabled the ability to save the transcript. Should you wish to do so. To do this you can choose to view the transcript from the button at the bottom of your screen and select, save transcript at the bottom of the transcript window. This will save everything that has been shown in the transcript window from the time you enabled it, until the time you saved, however. Be sure to save toward the end of the presentation, because anything after you've done your mini save won't be there until you save again.

> As we progress through the conversation, please feel free to put any questions you have in the chat, or hold them until the end of the presentation, when you'll have the opportunity to unmute and ask questions directly.

> And finally, I'd like to express our deep appreciation to Jacqui Moskowitz and her team at the New Jersey Division of disability services for their ongoing support and for making the IHC Grant program and these trainings training webinars possible.

> Now, I'd like to introduce our host and our presenter. Today. Our host will be Jeanne Herb, Senior Policy Fellow at the Bloustein School and former program manager of the IHC Grant program. Thanks for being here today. Jeanne.

Jeanne Herb: My pleasure.

Rebecca Martin: It's always lovely to have you and our guest presenter is Sarah Napoli, a dynamic speaker who has been a longtime supporter of the IHC grant program. This is her 3rd IHC webinar presentation with us, and if you haven't seen the other 2, they're really fantastic, and I highly recommend you check them out on the IHC website. She's an amazing facilitator who has enriched our learning offerings, and we're thrilled to have her here today to discuss making the most of philanthropic funding. Thanks for being here, Sarah.

> And now I will turn it over to Jeanne to say a few words.

Jeanne Herb: Hi, everybody! I'm really thrilled to be here today, and thank you, Rebecca, for organizing this webinar, and of course, to Sarah for joining us.

> Sarah has a lot to talk about, so I'm going to turn it over to her in just a minute. A couple housekeeping thoughts. If you have any logistics questions in terms of use of the zoom. Just stick them in the chat, and I'll reply to you there.

Sarah will be taking some pauses during her talk, which is an opportunity for you to raise big questions or offer comments. If you have clarifying questions like, I can understand what you just said, you know something more specific to something she may have just talked about.

Just you can unmute yourself, which, if you look at the if you hover over the top right of your Hollywood Square, you'll see asked to unmute, or you can put your clarifying question in in the chat, either one. But we will make sure there's ample, ample, ample time today for you to be able to ask questions, and you may even have some thoughts for each other.

So before I turn it over to Sarah. Let me ask all of you, friends, old and new, to introduce yourself in the chat. Just put in your name and your organization or your affiliation, because this will give us a sense of who you are. And so we can make sure that we raise issues today that are helpful to you. So you can just take a minute now and do that. So you just look down there at chat, and you chat to everyone.

Thanks.

Sarah Napoli (she, her, hers): And while people are doing that, Hi, everyone and thank you, Rebecca, for that lovely introduction I'm like, that's not.

I didn't know you were going to say all those nice things. Thank you very much. Oh, thank you so much for starting to put your intros in for me. This is really useful for someone coming from the outside. It's always good to see where people are coming in, from what kind of organizations you work in.

And I'm assuming you're from all over the State as well. I'm currently in Edgewater, New Jersey, which is in Bergen County, and I work a lot in the city. Our organization is national. But I'm a Jersey girl, so it's good to be here with all of you.

I'm going to do another introduction before I dive in just to give you a little more understanding of of my lens, and how I'm coming to the work.

So I identify as a proud, disabled person. And I do really rely on the captions, and I also rely like if you're asking me a question. I've got Jeanne. I've got chat, but I also love to see your face when you're speaking, because I do read lips. So I would appreciate that. Unfortunately, as someone with an acquired deafness, I don't speak. I don't read ASL. I'm still learning so. But I do really appreciate

our interpreters today. Yay, I also live with several other non apparent disabilities. And so I'm speaking from lived experience, and also someone who's worked in the philanthropic sector for now about 7 years.

So I'm the learning services director at the Disability and Philanthropy Forum, and we are a philanthropy, mobilizing organization that works on dismantling ableism

throughout the entire philanthropic sector. We are not a Funder, so I have to. I have to clarify that I'm coming to this work as someone that works with a lot of funders.

I also sit on the Participatory Grant-Making Committee for the Disability Inclusion Fund, whose RFP just closed today. So it's a big day for the Disability Inclusion Fund.

But we work with hundreds of funders across the sector, and the Disability Inclusion Fund is a fund out of the Borealis philanthropy. If you're unsure where that's located, I do have a lot of knowledge of what goes into the grant-making process. And that's from doing gosh! By now dozens of trainings with the sector across the country, and a little bit internationally as well. But my day to day is really educating philanthropy and disability, rights, justice and inclusion. So I wanted to clarify that as like what I'm coming from, because a lot of times when I do stuff like this, then I get a lot of people asking us for money, and I'm like, I don't have money. I wish I did, but some of what I've done is, if I really believe in the work y'all are doing, I'm able to sometimes make introductions

in organizations that I think could be a good fit. But nothing's guaranteed, unfortunately, especially in this climate.

So I'm going to pause there before I start sharing my slides just to see if there's any questions about anything I shared, and also gives me a chance to look at the chat. Really quick.

Jeanne Herb: Yep, go go for it, Sarah. Any questions, for Sarah, or the scope of this webinar

you're you can unmute yourself, or I can unmute you, or you could put it in the chat.

Okay.

Sarah Napoli (she, her, hers): Okay. Great.

Jeanne Herb: All right, Sarah. We're excited to hear from you.

Sarah Napoli (she, her, hers): Oh, and of course my slides decided to move when I was one second

alright, now I got it.

and I should mention my animal, my lovely cat, and pets are welcome here. Partners, pets, children are all welcome to learn with us today, but my cat has been a little nightmare today, so she might make an appearance.

Jeanne Herb: While Sarah's pulling up her slides. I'll let you know that we are, as Rebecca mentioned, recording this, and it will at some point in July be posted as part of the Inclusive Healthy Communities website. And so you'll be able to share it with others. Sarah, I can see your slide while I did a second ago.

Sarah Napoli (she, her, hers): Oh, there we go. Okay. I was like, Oh, no, all right. So I want to make a comment about my images today. So my little cartoon has actually been designed by a graphic designer for the disability in Flat Bay Forum, and that is a authentically made image by our amazing artist.

But the rest of the images. I decided to play with Gemini to make the images in my presentation. So if you do use Google slides, it's an AI generation tool for imagery, and I found it fascinating because of the interpretations they have of one disabled people. What diversity means.

what these folks look like, and you'll see throughout the presentation what it came up with. But you can imagine how awful some of them were. So when we talk about the bias in AI around disability. It was all white folks with, you know, using wheelchairs for the most part, and then the people that they were trying to say were blind. All had, like VR. Goggles on. Basically, I don't know what that was about.

So something interesting to explore if you are creating some imagery. But I decided to play around with it because I had the capacity to do it for this presentation. But I also think it'd be some interesting observation for you all I know, Rebecca had said, that noticing a few things in this in these images is been fascinating. So something to think about as I move through the slides.

So we get image number one over here. Which again, it's just already getting fascinating. So the object is for today. What I'm hoping to cover is, what if funders look for in a proposal, or in what is it that they're looking for in that initial Rfp. Request for proposals? What are some common proposal mistakes that folks make.

I think a big one that is on a lot of people's minds is keeping Dei centered language and justice centered language and focus and centered in the climate that we're currently finding ourselves in.

What can you do right now? Maybe differently, to be more ready for funding, funding, readiness, preparation. And then where are the funding gaps? I'm not probably spending as much time on that. But like, if I'll mention a couple areas where I think people can.

I might have to shut my window. Someone is hammering lots of distractions today. Where are the funding gaps? And if that's something that you are currently that field that you're in. Then it's good to know that that might be something that funders are really looking for. I'm just going to shut my camera off and shut and shut my window. Really quick. Sorry.

And we're back. Okay? Sorry about that.

And like Jeanne said, I'm going to be pausing a couple times to take reflections and comments and all that. But we're actually going to start with a little bit of an interactive

portion. So I'm curious. So you're all here today because you're interested in, how can I get some more money? How can I tap into, especially in this climate, where a lot of Federal funding has gone away. International dollars have gone away. And so I know this is a timely topic, and that people are eager. But I'm if you look at this list of questions.

if you can, either one come off mute or drop in the chat. What you're thinking about, what are your current hopes, fears, questions, and concerns about this topic. And if you look at that list of questions, there's a whole range in there, right? So what has changed. What is holding you back? What questions do you still have? What resources do you require? Whoops?

They just went away.

There you go.

And who who do you need to be connected with to get your answers? So I'd like to see, and I can't actually see the chat. So if anyone's dropping any answers in the chat.

Jeanne Herb: I'll read things out, Sarah.

Sarah Napoli (she, her, hers): Okay, or feel free to come off mute. I'd love to hear from you. Yeah.

Jeanne Herb: So I can get the ball rolling, too. Here, as folks are thinking about what they want to put in the chat, I think.

Sarah Napoli (she, her, hers): People need.

Jeanne Herb: Yeah. Yeah. But thank you especially, you know, for your question about what's changed. So you know, so much has changed. And I think we're, you know, increasingly cautious, right? Because we need to bring in still support our programs and bring in our dollars. And so I think what seems to have changed is

the need. What hasn't changed is the need to bring in dollars to support our good programs, but also is, How do you do that and not compromise your organization or your own personal values, right in, in terms of, for example, not using language about Dei, or you know, or whatever it is so. So that is definitely something that seems to me to have changed a lot for organizations.

Anyone else.

Sarah Napoli (she, her, hers): Is there something in the chat? I can see that it's there.

Jeanne Herb: No, not yet. That's Rebecca just saying that if folks want to be anonymous you can private message her, which means that instead of having the chat. Say, everyone, you just put in Rebecca's name.

Sarah Napoli (she, her, hers): Awesome.

Jeanne Herb: So what are folks worried about from a funding perspective? What are the things that

are keeping you up at night?

Sarah Napoli (she, her, hers): For me. It's everything.

Jeanne Herb: Yeah, definitely.

Rebecca Martin: I mean, I've I've had conversations with many people recently who have said things like finding funding. That's going to keep the doors open because certain things that they can apply for don't necessarily cover all of the costs that are important to keeping their organization running

fears about using the wrong words and potentially being targeted regarding their concerns.

Off the top of my head.

Jeanne Herb: One other thing that I heard at the IHC convening a few weeks ago was a concern that there just seems to be this avalanche of of

cuts and pull clawbacks in terms of funding. So we certainly know what we're seeing at the Federal level. But I think concerns particularly from the nonprofit community about changes to philanthropy. Things like the tax code

changes in the State's budget. So so it just it's not just. Oh, we have this kind of like uncertain time from from the Federal Government. It seems to be a bit of an avalanche. I'm just gonna read a couple that are in the chat, so.

Rebecca Martin: So after I have a a direct message, too.

Jeanne Herb: Okay, great. So Maritza suggests the availability. And who's eligible for funding such as nonprofits versus Maritza? I don't know what an ihe is.

So who's just even available, and how? That's changing? Liz is suggesting that she's interested in continuing to expand partnerships to with the hope that having expanded partnerships is an interest to an ongoing and future interest of of funders.

Rebecca, you have one.

Rebecca Martin: Yes, we have one that says that when loss of funding does come, how do we allocate what services less needed for our person served. It feels like oppression. Olympics within social services.

Sarah Napoli (she, her, hers): Yeah.

Rebecca Martin: It's very real.

Sarah Napoli (she, her, hers): Anything else.

I mean, these are. These are good.

Jeanne Herb: And and Sarah, while we're pausing one last time I I am interested in looking at the images that you've created, you know. So. These are beautiful, so.

Sarah Napoli (she, her, hers): So good. Good.

Chat.

Fascinating. Yeah. I mean, if we could use AI in, you know for good. The problem is that a lot of times. It's not being used for that, but this is, it could be useful. But it took a lot of a lot of words to get to this image I have to say, Okay, well, thank you so much, for oh, sorry. Go ahead.

Jeanne Herb: No, I was just gonna say, I think you're good to go.

Sarah Napoli (she, her, hers): Okay.

I appreciate you all I know. That's a big, those are big questions. And maybe if you haven't thought about these questions, these might help you to start that journey of the things that you might need to explore, either individually or within your organization before you move forward. And I think that question on who is eligible like? Where, where should I be looking? Those are. Those are really good questions. And I think everybody is asking that right now, how do I decide what gets cut? I mean, that's

unfortunately the reality for a lot of folks right now. I've worked in the quote Unquote Dei sphere my entire life. I've been an educator for 25 years, and I've always worked sort of in that world, and I'm 1 of the few people that still has a job that I know. Right? So there's a lot of people who have lost work. And then a lot of people I know that have worked in Usaid programs that have lost their work. So it's been a tough time for a lot of people. And so it's

it's even hard. And the changes to philanthropy

are accurate, and then also not you know what I mean. There's there's definitely a lot of stuff that's happening. A lot of people are fearful. But then I think there's a lot of good stuff happening still.

Which is positive I have to end on hope, you know.

all right. So what's what are some things that funders might be looking for? And again, another wonderful AI image there of of some fancy looking philanthropic building. I guess

so. These are just things I have experienced from my conversations with funders, and then also my time working on the Participate Grant making committee, but making sure what you're asking for is realistic. Right? So like, I think a lot of people have like big, lofty goals of what they think they can achieve. And funders can potentially pick that out of the proposal. Right? That this seems like too big, or the budget isn't matching the project or the ask isn't. And those so making sure that it's a realistic ask.

the intersectional is is important. So we're obviously focused. And in our organization on disability, rights, justice and inclusion. But we always make sure the work that we're doing is intersecting with other systemic issues across the board, and that's going to make it more attractive to funders. For example, a lot of funders do racial equity work or economic justice work or health equity work.

And if we're also adding that to the ask, like, we focus on this and this and this and this and this. And this is why.

if I achieve my goals, it's going to impact all these different

spheres of work. And I think that's always more attractive than this is a 1 issue, one and done.

and that's always more attractive, especially right now, and I'll talk a little bit about in a minute of why that's so important because of funders are having to potentially shift their dollars for really pressing issues. They want to make sure they get the most bang for the buck, so to speak, right?

And does it fit with Funders Mission. I think sometimes

folks are just so eager to get the funding. They're not necessarily doing the research necessary on the organization that they're applying to right. So our our like pulling exact mission and value statements from the fundings.

the Funder's website, and embedding it somehow throughout your proposal and making sure that the work that you're trying to get funding for is going to be aligned really? Well. So also, what is the Funder going to get out of that relationship. Some folks really don't think about that as much. It's like we're, you know, especially, you

know, and I can go on and on about, you know some of the issues within the philanthropic sector, and you know, they should just want to fund everybody right. And there are a few organizations that are

actually working really hard to expedite funding this year because of what's happening or amping up their funding. There's a lot of people that have said they're increasing funding this year. And so that is all happening like across the board at various levels of of giving and grant making organizations. But you have to make sure you it's a good relationship fit.

And so that's that's a difficult thing to assess. But if you're like, this is what I'm asking for. And and the organization I'm asking it for does fund this.

or maybe actually, our missions aren't aligned.

Another thing, and this last one is something I think a lot of organizations might not think about is, if your annual budget is dependent on what the funder might give you, they're less inclined to fund you, because, like, for example, if you're like, I'd require $300,000 over a period of 3 years. And that's my entire operating budget

like, yes, you need that money, but you need to diversify your funders, because that one funder isn't going to want to be responsible for your entire budget. It's not. It's not healthy for you as an organization and not also not good for the Grant maker, because anything can happen at any time, and that money may disappear, and then your whole organization would potentially fold because you are reliant on one

like one portfolio of money. Right? So I think you know, asking, for you know, a lot of times you have to ask who else is funding you and showing that you're doing prospective reach and maybe not asking for the full amount unless it's a project specific. Ask like, Oh, I'm asking for $50,000 for this project. That's different. And that's not your whole operating

portfolio. I want to just check and see if that makes sense, because I think that sometimes can be confusing.

Jeanne Herb: Let's pause. Does anyone have questions about that topic in terms of funders?

I'm looking to see that your your base funding is diversified.

Everyone good with that.

Sarah Napoli (she, her, hers): Okay.

Jeanne Herb: Okay. And Sarah, just so. You know, we had one late entry in.

Sarah Napoli (she, her, hers): Okay.

Jeanne Herb: From our questions before from James into the chat, and saying that the main issue that he runs into is looking for grants in and finding the connections to make his organization stand out.

Sarah Napoli (she, her, hers): Oh, yeah.

Jeanne Herb: Compared to other potential funders and other nonprofits. Right.

Sarah Napoli (she, her, hers): Yeah. Yeah. And that's also that reminds me of like this idea of like the funding gaps like, what? What are what are people not thinking about. What are they missing? What are funders missing? And and I think, as someone who's had.

I was muted. I don't know what's going on.

am I? You can hear me now.

Jeanne Herb: I can hear you.

Sarah Napoli (she, her, hers): Okay is when you're reading a hundred Grant applications.

Yeah, how do you make yours the shiny unicorn, right? And there's no like magic answer to that. But you know, making sure that the. And also I want to emphasize that asking for general operating expenses is so important, and a lot more funders are doing it these days.

but that's not necessarily as shiny unicorn as asking for funding for a project that's really different and interesting, and has all these intersecting issues that it's going to explore and potentially support. And then also, it's a great fit for the for the organization. So finding a way to weave that into your proposal is important. Even if you are asking for general operating expenses, they're going to want to know what are those unique programs that you're doing that really hit the community differently and support the community differently.

But that's that's a huge question. And it's difficult. But that's actually ties a little bit into this relationships piece. And and this is when I'm kind of moving into what are some common proposal mistakes.

And the cold call is a common mistake if there's not like a general Rfp that goes out like, for example, the Disability Inclusion Fund does sort of a general Rfp. Call for their annual giving. And so a lot of people just apply kind of maybe they don't have a relationship with with the Disability inclusion fund. But they're just applying for the 1st time a lot of organizations only will give if they have a relationship already with that organization.

And that's difficult to achieve. Because I will say as someone. I've been in philanthropy for 7 years, but I still call myself a Newbie, and so I'm approaching this as like an outsider. Really. So for the 1st 4 years of my career I worked at open

society foundations, and I worked internally, just for OS, just for osf, just for open society. I was just working sort of on their general operating. I was the disability inclusion project

officer there. So I was so internal facing that I never really learned the language of philanthropy until I shifted into my current role. And now I'm basically doing what I did at open society. But for the entire sector, and I had to learn real fast what all the acronyms mean, what all the lingo means.

and I feel like philanthropy is like this, obviously, because they hold the power and the money. It's a very special club, right? And it's a very special club that a lot of people don't know the language of and like how to like, break into that club right and get a membership card. So it's very difficult.

And I think it's taken me a few years, even just to sort of feel comfortable with that lingo and moving in those spaces. And you know, I have

access to some really amazing organizations that I'm able to meet and collaborate with them frequently. So I've been able to sort of gear up my lingo, but for nonprofits and organizations across the sector that are looking for funding. They don't necessarily know that lingo and relationships matter intensely, getting someone to introduce you to a Funder

and then setting up that initial meeting is so vital to potential future funding opportunities. And then you also have to understand that even if you have that initial meeting with a Funder, you might not be looking at funding for 3, 6, 9, 12 months down the road, because of the way that Grant, making cycles work right. And so I think that

having like, if you have an organization that's doing similar work to you, and they've been funded well, saying, Hey, do you think you can get me an introduction into this organization, or who's your project officer at?

You know Robert Wood Johnson, or wherever or various grant makers right? And having that initial relationship contact made, even if they at least see your name. Because if you're trying to cold contact, someone like I know so many project officers that like, Oh, I get 150 emails a day. I can't possibly look at them all. Sometimes I've glanced through, but I'm just unable to answer every single one of them individually, and even though that may feel a little bit daunting and a little frustrating.

being very persistent, can be beneficial. Right, seeing your seeing the same name pop up over a course of a matter of weeks could be useful. I always say contact people quarterly.

but but relationships matter deeply. And so here's another AI image for you, common mistakes with a strange looking man, and lots of different money, and maybe a tree. Who knows but these are what I really do think. You know, the more that you can network and be in shared spaces with philanthropic institutions. It'll help you start to navigate what it's like to have those meetings and have those connections.

and also something from I'm going to talk about in a minute is understanding that a lot of these organizations, despite the good work of my organization, still do not really understand disability and understand how to fund disability. And that's something we're working on, and I'm going to share at the end some of the work that our organization is doing.

But it really is about networking and connections, and I think somebody has talked about like, am I even eligible for funding a lot of times? Organizations will only fund

like 501. They only funded like a legit nonprofit organization, and not an Llc. Or like an individual right? That's a lot rarer, although there are fellowship, opportunities, and other things that people can apply to. That's more on an individual level. But I would say, like, probably across the board, I have no like percentage here, but it's mostly organizational funding, and that can be pretty detrimental for

for an individual that's doing the work, maybe on their own. But you know, and hasn't gone through that process of becoming an official organization.

And lastly, I think the biggest thing that I've seen, especially as someone who's read grant applications

is not being very specific and clear on their project plan and their budget.

And so it seems like.

like. Of course, of course, I have a very clear project and budget. I would ask a lot of other people to take a look at your proposal. I'm currently in proposal viewing mode because I sit on advisory boards and on other boards. And people are like, Okay, can you look at this and let me know if this is if this sounds about right and a lot of times. People think they're being very clear with their projects and their missions, and all that, and it's not evident.

And also it's about matching like I said that secret language of philanthropy. What is it? What are the hot, unicorn things that people are looking for? That's going to make your proposal stand out so, having a lot of eyes on it is important, and I know that's difficult, because, like I said, the Rfp. For Disability Inclusion Fund, I think, closes and we closed yesterday yesterday at midnight.

So many people were on crunch trying to get their proposal and right at the deadline. So I understand, like, we're all really busy humans, right? It's difficult to

think ahead and have lots of eyes on your proposal. But I think in the end, also having someone potentially, that's an objective voice in the philanthropic sector. Take a look at it is also useful. I don't necessarily have the capacity to do that, but I have done that for for organizations. And just because of my experience in the field, I'm able to be like, maybe try this language.

Jeanne Herb: Sarah, just. It's team just for clarification. Would you advise folks to

get into a practice of looking to see what A. Funder has previously funded.

Sarah Napoli (she, her, hers): Oh yes!

Jeanne Herb: Most funders have, like previous grants or current grants on their website. Is that a helpful thing to start.

Sarah Napoli (she, her, hers): Oh, yeah, totally. Yeah. And I would even potentially quote that in your

in your proposal. Oh, I've seen that you have a history of funding mental health issues, which I think is a gap in funding and also a lot of folks don't associate mental health work with disability right? So like so noticing. So if you think, Oh, this isn't really a disability funder. But oh, they funded all this mental health work.

in the State, or what have you? Then I would definitely voice that and say, I've seen that you've done this work before, and this is how it relates to the work that we're doing, or something like that. Or, again, looking at who they fund and seeing. If you know anyone at those organizations who can make the who can make the introduction.

Any others.

Jeanne Herb: Or that maybe you could partner with, I'm just, you know, coming back to a comment from Liz in in the chat, you know whether that's sometimes a winning strategy.

Sarah Napoli (she, her, hers): Yeah, collaborative funding is always going to be useful and helpful, right? And I think you know, showcasing how you've partnered with others in the sector, and like you're not just a silo doing your work out. You know, out there that you're actually collaborating with other folks. I think that's always going to make your proposal more attractive.

Yeah.

Jeanne Herb: You want to pause for a second, Sarah, and see if folks have any. You're welcome to offer observations, questions, comments, as well as questions, and you can just unmute yourself if you'd like or put them in the chat, and I'll keep an eye on the chat.

I think the the one observation I'll I'll offer. Sarah is it's a heck of a lot of work trying to woo a funder.

Sarah Napoli (she, her, hers): I know. Yeah, it really is. Yeah.

people need champions. I feel like. And it's it's hard to find those like, I I champion a lot for the organizations that I sit on the board for. And then I'm doing some independent work in the film field and trying to get like art projects funded for independent films. And

it's very, very hard. So.

Jeanne Herb: Yeah, I can imagine. And you can understand why nonprofits have someone who's dedicated to doing this work.

Sarah Napoli (she, her, hers): Yeah. But a lot of people can't afford to have that individual. Right? Yeah.

Jeanne Herb: And I'd be curious for the folks who are on the webinar. How many of you have like a development director or someone who plays that role versus whether this is stuff that everyone's just doing as part of your 9 to 5. 1 question, Sarah, in the chat is from James in terms of what are the most common ways to make collaboration mutually beneficial for the funder.

Sarah Napoli (she, her, hers): Oh, I mean, you mean collaboration between the Funder and the organization.

Jeanne Herb: Yeah.

Sarah Napoli (she, her, hers): Oh, again, I mean, it's about it's about a good fit, right finding an organization that's aligned with your organization's mission and values. That's always going to help a Funder. They want to amplify the people they're funding, and they're usually going to amplify the voices of the folks they're funding that is most aligned with the work that they want to do in the world. And so I think that's always beneficial.

Also, you know, funders depending on their on how they do things that sometimes they have funder convenience or grantee convenience. Sorry grantee convenings or opportunities to bring folks together to learn together, and that's always a good look for a funder as well. You know, having so making sure I just think overall making sure that the funder.

so I just I've seen it sometimes where people are asking for monies or grants from organizations that they're definitely not aligned with. And I just see that that's a that's a huge mistake, and I think that's a huge benefit for a funder to, because you don't want to waste anyone's time right? You don't want to waste your time by

pulling together a proposal that people aren't going to read appropriately. And you also, like.

you know, the the Funder doesn't have time to read applications, and then they then they might even later down the line. If it wasn't an option, they might not consider funding.

Jeanne Herb: Yeah, yeah.

Sarah Napoli (she, her, hers): Was that check?

Yeah.

Jeanne Herb: I think that is, that's in what's in the chat. Now, anyone else with questions on these topics, because then we'll let Sarah move on.

Laura Jennings Pitt, ArcMorris: Hi, I do have a question. My, this is Laura Jennings Pitt. I work with the arc of Morris County. Thank you, guys.

how are you? So I'm just curious. If there's I actually missed the 1st 20 min of the call. I apologize. I had some overlapping meetings.

Jeanne Herb: No worries. Laura.

Laura Jennings Pitt, ArcMorris: But if there's examples of projects and programs that the inclusive, healthy, that inclusive, healthy communities has thought were like the exemplary projects

we we're doing a really innovative partnership with our neighbors at the interfaith food pantry, where we have individuals with disabilities supporting the needs of food, insecure families in our community. It's really cool. It's been like incredibly magical to to see it and experience it. And there's data, of course, but like the magic is really not in the data. It's like when you go. And you see everybody working, and

the reaction of the people who were being helped by the people with disabilities and the reaction of the people with disabilities who were doing the helping. It's just

really, really wonderful. And we've had a little bit of success getting a little bit of funding for this initiative from some of our corporate partners. But it hasn't been quite the the home run that I was hoping it would be with other funders and like, I'm disappointed about that. And I'm just wondering like, Do I just need to persist? Is it because it's so new, or or is there a better way to approach it? Like I'm just. I'm not sure we're

We're sharing it in the best way possible, because we haven't seen the funding that I had hoped would materialize because we're checking a lot of boxes with this project

and I don't know I'm just curious. If you've got any thoughts about that or or any models, I should be looking to.

Jeanne Herb: Sarah. I can also offer an observation based on having managed the IHC program, but also in my career chasing a heck of a lot of grants. I think the one hack that I always emphasize is

is, you have to really pause and take the time to read the language that a Funder puts in their Rfp or on on their website. And

and the IHC program is not any different in that way than other funders. So, for example. And, Laura, I'm not commenting on your work in particular, but so IHC is very grounded in funding work that's sustainable, meaning that it it results in change in systems and policies

so that it's sustainable after the funding period. So so look at. And if you kind of really read deep

into like the IHC Rfps. You'll see that language. But so I guess my

piece of advice and I'm hoping Sarah will agree with me. Is you have to really take a breath

and and read what the funder is interested in, and any advice they have, and what their criteria is, and how they rate proposals

to really try to understand what it is that they're looking at and not just assume what you're funding, which is sounds great is what they want to fund. It might be great, it might not be what they want to fund. Sarah, do you? What do you think.

Sarah Napoli (she, her, hers): I think the systems change. That's what I was trying to say when I said intersectional right? It's like making sure that the work that you're doing, and again echoing what you just said like this isn't anything about what you said, Laura, about your work specifically, but it's making sure that the work that you're doing is impacting most multiple intersecting systems and change. And how how is that? How is it potentially making a change? And what are the evaluative measures that you can showcase

to show that impact

And so I think that that's that's always going to be more attractive. And again, it depends on the organization because there are some.

There are some funders that are funding more direct service work and more of that impact work. But I will say that it's becoming more popular to do. Systems change work, especially in the climate that we find ourselves in with so many things changing and and with, you know what's happening with the Budget Bill right now in Congress, I mean, we could be lose. A lot of people could be losing their medicare

coverage, and you know I'm going to go through this in a minute. But addressing some of those

spaces where we're going to need more support, especially in the disability community is going to be much more attractive and make your present your make your proposal stand out.

Jeanne Herb: Thanks, Sarah. Alright, Sarah, I think you can.

Sarah Napoli (she, her, hers): Yeah, I think this is again a nice thing, and this image is my favorite. Y'all, this one was how not to like Dei as a taboo, and this is one of the images that came up. What is happening here I don't know, but they are bound, maybe, by their individualized identities and the way that they move in spaces, and they cannot talk about them. So maybe that's what this image means. But I'm just yeah. This was one of my favorites that I

but

again, it goes without saying that this is a this is probably the scariest thing we're going to talk about, because I think folks are very nervous about. How do I talk about diversity, equity, and inclusion in my work when I've been told I can't right.

And then also, I think, kind of to my last bullet. Here. Disability, rights, justice, and inclusion, when you don't use. Probably the justice, inclusion, language are usually not included in the Dei umbrella, like I've always included it in the Dei umbrella in all the work I've ever done, because I do believe that being disabled is a cultural identity. And it has a unique community that we're part of right.

But a lot of a lot of folks sort of in different various structures and institutions don't necessarily consider it to be.

And I would say, use that to your advantage, because I know a lot of disability organizations that are still getting their federal funds.

because maybe they've never used

disability, justice language specifically. And and I'm using these terms today. And I'm not going to define them. But disability, rights, justice, and inclusion are 3 completely separate sort of ideologies and ways of doing the work. I think a lot of folks who do direct service work, and that's not they don't make. They may not necessarily use this language. And I would say again, that's potentially to your advantage. If you're looking for Federal dollars

again. We're talking about Federal dollars here. Federal money has been in the last 6 months or so been restricted, and the language has changed, and they're pulling funding for organizations that potentially use that language. But across the board

compliance is not necessary. Know your funders right? So a lot of folks in philanthropy have not changed anything

about the way that they talk about Dei or social justice, and and the way that they do their funding. And in fact, some funders have amped up and doubled down and decided that they're going to give out more money. And you know, even though a lot of them are being targeted by the administration, and some of that is in like it was mentioned earlier, is sort of in the spill. There has been some wins. I just got a briefing on

some of the stuff that was taken out around nonprofits and philanthropic organizations with a specific amount of dollars that they give out. There's been some wins in in the new budget that's as it currently stands. But then there are still some tax implications like someone had mentioned. But it's not as bad as it was, so I guess there's 1 little little sliver of good news. I would also in your proposal, and I'm going to say this probably a few times

ask for legal support dollars in your money like when you're asking for that shows that you're aware of what's happening right like if I'm going to continue to do this work. And

you know, God forbid! I get targeted. I do know an organization, for example, in Brooklyn that was recently like, I say, doged, they got sort of an investigation. I think they did lose funding, but it was Federal dollars again.

A lot of the independent

funders are not getting as much like the philanthrop. People who are getting philanthropic money from private foundations are not getting targeted right? So I think again, know your funders know sort of where they stand, and I would look for examples of noncompliance and quote those in your proposal. So there's been a lot of, especially grant making organizations that have made big statements

about how they're not backing down. I would also follow them on social media and use those examples to your advantage when you're writing a proposal that you're aware that this organization is still in support of the work, and they haven't changed the way that they're doing the work, or, in fact, they're amping up their funding right? Also, you can look for maybe organization. But I will say that I do know organizations are being targeted. They potentially, there's been like

some ways of sort of investigating organizations. And you could be more open to

you know, you might get like a weird email like, Oh, I'm interested in your work, you know, I would say, having someone in your corner who understands the law and understands how to protect you, I think, is really important right now.

depending on the scope of the work that you're doing that could be useful. And these big funders. They have money to protect themselves right? They don't worry about them. They should be worrying about you, and they should be offering you support. And so that could be when you're doing sort of the queries of who you want to get funding from, making sure that that's something they can offer, and they'll be willing to offer to sort of protect you in that in that way

I'm going to go to this one, and then I'm going to pause another one of my favorite images here, somebody reading some interesting newspaper. But what what should you be doing? So I think something that you could be doing is understanding that

there is an impact on funding, especially on disability grant making right. It was already bad. The the organization that I work for they did a report a few years ago that showed that one penny of every Us. Grant making dollar is is, or every $10 sorry. One penny of every $10 is actually going to disability justice and rights work.

Right? I don't think it has improved that much since we did the report. And I could show you on the website where to find this. If you're interested again, something to use when you write proposals.

because so many folks in the grant making sphere have had to sort of target money for the big deficits they see. And I have to say that I don't think disability is being highlighted enough. We, as a organization that I work at the Forum. That's something we are trying to amplify, especially as it. You know, the laws that are happening. Here's just some of the things that I listed. Right? What's happening around Medicare, the cuts at health and human services

that are impacting independent living centers, the pending 504 lawsuits.

The legislation against trans folks that is, directly impacts disability rights and justice immigration folks that are experiencing, you know, being in ice detentions and not getting the care that they need. And obviously these vaccine changes could impact the way that folks move in space. Right? So all of these things are going to impact disabled people exponentially. And I think, depending on the work that you're doing, identifying because you cannot assume that funders know

how these issues are impacting disabled people. They might be looking at them as individual issues or like, oh, we're really focused on economic justice and not thinking about the Health equity piece that

you know, folks who are disabled might not be able to afford their healthcare anymore, depending on

what they're. You know what they're experiencing, right? So making sure that you're making that connection for them and quoting current policy changes and legislative changes that are going to impact disabled people.

I put a website down there. If you're not familiar with dreft, which is sort of the legal organization that really focus on a lot of disability laws and legislation that's currently happening. That's a great place to go, if you're like what is currently happening. What should I be aware of? And they usually put all the legalese in plain text, so that you're able to. I know for me I can't understand a lot of that language.

and so, being able to read it in plain text is super helpful. And sometimes they even do like graphics and stuff to help. You understand? Like.

how is this stuff impacting the work that I'm doing? What should I be prepared for? I mean, the Medicare language is very difficult to decipher. So making sure that you understand how it could be impacting your organizations and the communities that you serve and getting that ready to when you ask for funding

but I also want to just put security. It's a real concern. I was talking to a group of disabled artists, and you know me. And the person from the Tribeca Film Festival were both like.

get a lawyer, make sure. So that again, I'm just going to emphasize. I don't want to freak anyone out, but depending on the work that you're doing. If you think that, especially if it might touch some of the current legislation that's happening. I know a lot of Lgbtq organizations, for example, are really feeling the pressure to potentially like hide their staff on their website. And so that people aren't individually targeted.

And you know, stuff like that. So I'm gonna pause because that's a lot, and especially with the Dei stuff. I said right before this. So if anyone has any comments or questions.

Jeanne Herb: Yeah, thanks, thanks, Sarah. So again, you can. You can unmute yourself and offer a comment, an observation or question, or you could put it in the chat, and I'll keep an eye on the the chat as well.

So this is, you know. We're happy to initiate conversation, too. Here.

Sarah, I have a question about this, which is, how does an organization balance addressing issues such as the ones that are on your slide.

but also still maintaining their core, you know, organizational mission or function. I mean, if they're like a food pantry, or you know, if they're trying to do food security for people with disabilities, or if they're trying to build out outdoors, nature.

Sarah Napoli (she, her, hers): Hmm.

Jeanne Herb: Experiences for people just like, how do you? How do you still do your core work? But also address these kinds of issues? What's what's the? How do you thread that needle.

Sarah Napoli (she, her, hers): I mean, I think you know the food insecurity piece. I mean, that's definitely

gonna be connected to some of these issues. Right? Cause I think we're gonna we're gonna see more and more people that need

food and that need access to food. Right? I think, you know, because of some of the stuff that's happening across the policy landscape.

Using some of this, depending on what it is right like depending on the community that you serve, the people that are actually coming in. I'm just I'm going with this food food, pantry thread. But you can see a direct correlation between budget cuts and some of these areas and access to food. Right? So it's kind of like, we need to be prepared for an influx of clients to our services because of these cuts there's a direct correlation, and I'm sure there's

there's been connections made, I mean, I don't have it on the top of my mind, but like. I'm sure that you can see

if people have to spend more money on healthcare if they, if they are losing their access to food stamps, if they're, you know, whatever it is, they're going to need access to the services in the community. So there's a direct correlation. So I think it is the mission. I think that in that case right? And then you know this.

I mean, and I'm going to go on a limb here. But like if access to nature and access to spaces that allow people to be well. I mean more than ever. We need to be well, and and I think you know one of the disability justice principles is sustainability, something that I personally struggle with. I mean.

like, it's it's about this idea that you know we have to take care of ourselves if we're going to be able to show up and do the work that we need to do, to to move forward and to make change. And so

I think tying in some of that stuff to mental health and wellness is, is again is the core of the work. It's just maybe shifting the language, and maybe and I do think it's hard for organizations that maybe don't want to shift the language want to stay. But then somehow connecting the dots so that so that a Funder can see that the work that they're doing because I can easily see that, like, for example, access to nature work might not be considered a fundamental

thing right now, when there's so many emergency situations. And I will say, like as someone who works in this field

every day feels like a 5 alarm fire. So like waking up and being like, Okay, what's going on today? What do I need to know. And then, as someone who needs to be aware of all the political landscape in order to do my job.

I really need to be well. So I really need that feature access. So if there's a way to sort of tie it together so that we like, I can't do my work my day to day work without these services.

Jeanne Herb: Yeah, that that's great. Thank you. Other questions, comments, reflections. Coming off mute or putting in the chat is fine.

No, okay.

Sarah Napoli (she, her, hers): Okay. I only have a couple more things.

Jeanne Herb: Okay.

Sarah Napoli (she, her, hers): We can pause anyway. But oh, Maya.

I do end with hope you saw preview. Let me move this because I can't see my slides. Okay, there we go.

another beautiful AI image there, all right. So strengthening, funding. So again, what could you do today to be ready? And I emphasize already. Do your research know the Funder and speak their language so kind of what we were just talking about? Maybe it's not the language that you use, but repeating that back into the work that you do is always going to be useful.

This next one is interesting, and I don't have time to explore what this means. But you know, if you're an organization that is sort of a traditional direct service organization that uses a very traditional definition of disability. Make sure that you're applying to organizations that that is also what they do right. I personally use the social model of disability, which means I'm more disabled by the society I live in

than by my diagnoses and the stuff that I need medically right. That social model of disability is also considered like the human rights definition of disability. And again, I don't have time to like dive into that.

But knowing the organizations that you work in right so as an organization that I currently work in the Forum. We go off and do training with philanthropic organizations. And we're really trying to get them into the social model of disability mindset, because we're trying to shift the narratives around disability and also shift who they fund right? We always will need funders to fund direct service work.

But we're more interested in systems change. We've been talking a lot about systems change. So like, we're interested in disability, justice and disability rights because that needs to happen simultaneously to folks getting what they need day to day.

And so I think one thing I'm going to show you at the end. Here is the disability and philanthropy Forum's website, and there is sort of an area where you can like, kind

of see all of our partnerships and folks that we collaborate with, and those are going to be folks that are probably more aligned with a social model definition. And so, if you're more of a direct service organization. They might not fund you. For example, the Disability Inclusion Fund is a disability justice funder right? So they're really looking. Are you aligning yourself with the 10 principles of disability justice.

And that's going to have to be really evident in your proposal. So I think, understanding that Lingo and and I did do a couple of sessions with IHC on some of this, so you could probably watch those old webinars if you're interested in

heck. Is she talking about but because we don't have time today.

Another thing, if you're a disabled led organization, does the Grant maker use an accessible grant making portal a lot of these portals to enter. Your proposals are sometimes not suited for screen readers, and that hopefully, is changing, or are you able to ask for an accommodation. Can I submit my proposal via video, which is new and is happening across the sector in various places?

Obviously, it's not mainstreamed. But I think again, that shows you what kind of funder they are right. Are they willing to work with the accommodations that you've requested? Are they disability, friendly, right? Are they sort of aware that this is an area of focus that they need to be working in. I always tell funders I'm like, Oh, are you doing racial equity work. Are you doing Lgbtq work

you should be doing. You're also doing disability work. And you're just not focusing on. And you're leaving out the voices of all those people that live at those intersections right? And so understanding that that's

a place to sort of like, think this is a friendly funder. And this is a good place for me to land.

And then I was talking about common gaps earlier. In general, disability is a gap, right? So like making sure again that

you're able to emphasize the importance of the fund. And you can quote the report that I just talked about about one penny for every $10 like the funding the monies. The dollars are not there right? It's a huge gap in funding, and also like mental health at this time and space that we live in. We need to be generating more dollars for wellness and mental health, so people can

can live their lives right? So. But I think it's a huge gap in funding right now.

So I'm going to pause and just share the website that I mentioned. So because I do think that we're a little ray of hope in this in this space. And so the disabilityphilanthropy.org is the domain. And we have a lot of

fun things on here learning. This is my department, and unfortunately we only serve philanthropy. So if you don't work in a philanthropic organization or a philanthropic serving organization, like we are, then you can't become a member. But we do have a lot of resources that are that are public, that you can just see, even if you're not in the field, and you can. Also.

there's a couple. We have a couple public webinars every year. So if you go to events.

we have the public Webinar series. And so we have one coming up on immigration. So the correlation between immigration and disability justice. On October 9th anyone can attend that, for example. So if you're interested in, and that might also be a space to be like, oh, who else is attending this? What organizations they work at again to see who's like doing the work and interested in the work.

We also come here. This is the disability, inclusion, pledge. So this is a pledge that organizations say we are going to commit to disability inclusion internally and externally at our organizations again, this is just for philanthropy, but if you go to pledge signatories. You see, all the organizations

that have signed up to do this work, and a lot of these people are also in our. We have, like 17 or 18 people that are in our President's Council. And this is like very high level organizations that have committed a lot of dollars to disability inclusion fund, and to us, because we are like the sister organization to Disability inclusion fund. But this might give you an idea if you're looking at like, who should I be looking at for funding? Who are these organizations that have made that commitment?

So I'm going to stop sharing there just so I can. That's like all my content. And then I had just some time for Q&A. Which we have a lot of, and I'm I'm hoping that you all have tons of questions for me, and I hope that I can answer them. But.

Jeanne Herb: Yeah. So let's open it up for questions, comments. Reflections. Is this resonate with everybody? Is this, do you leave this webinar being? Yes, I can do it.

Sarah Napoli (she, her, hers): Hope, so eye, opening.

Jeanne Herb: Yay, yeah, I can appreciate that, Kristen.

Sarah Napoli (she, her, hers): Anything like anything at all, or you can even ask about the forums work.

Jeanne Herb: Or does anything not sit well with you?

Yeah,

Maritza has to jump off, but she appreciates it, and I actually have a number of folks there who looks like there's a 3 o'clock. Everyone's jumping on.

Sarah Napoli (she, her, hers): Yeah, no, I mean, that's kind of why I try to keep it to an hour, because then.

Jeanne Herb: So that's super.

Sarah Napoli (she, her, hers): Yeah.

Jeanne Herb: That's super

any other thoughts. Questions, is this practical? Is this work that are these? Is this insights from Sarah that you can use in your.

I see. But other work.

Nope, okay.

Sarah Napoli (she, her, hers): I think people are like, well, yeah.

Jeanne Herb: It's it's done. It's daunting right.

Sarah Napoli (she, her, hers): It is done.

These are, these are hard times.

Yeah.

Jeanne Herb: Okay.

Kristen Wilson: Can. May I interject and ask the question, this is Hi.

This is maybe not super specific. This is maybe very more general. But we're a new nonprofit organization. And do you have any advice for a new nonprofit trying to get out there into the fundraising world?

Sarah Napoli (she, her, hers): Yeah, I mean

one congratulations, cause that's that's difficult just to get started. And as someone. My organization is only about 5 years old. So I understand what that's like.

I think again. And this was mentioned earlier, creating those collaborations and partnerships with organizations that are doing similar work. I think that's going to help, I think, finding out ways that you can connect and network. And then who's funding your work? Also, looking just at their websites. Who's doing the funding for these organizations?

And then also, I mean, we did talk about, you know, having a dedicated, either consultant or employee. That's you know, that's their job that they do, you know, engaging engagement with funders, and that they're like, I think we said

Development Director, I mean, there's lots of names that. But we, for example, we have a Grant writer on our team, that is, we're completely grant funded as well. And we also do. I do a lot of training, and so we get income from that.

So, but we have a Grant writer that we hire as a consultant. So she's not on our team full time, but she only comes on board when when we need to work on a grant, and so, and we also tend to work only with disabled folks. And so we're just a whole disabled team. And and so for us, that's, you know, important to to work across the sector in in those communities. But

but yeah, that's my initial feedback is is creating partnerships. And then maybe even once, you created those partnerships and collaborations and connections, finding ways to potentially apply for funding together, because that'll help get your name out there.

Jeanne Herb: Yeah. And and I can add a specific suggestion along the same theme of Sarah's comment, which is that you're all here? Because somehow, some way, shape or form. You're part of the inclusive, healthy communities family, which means

that is an incredible community of practice, of organizations that are working on health care, food, security, access to nature education, a million different topic areas, right civic engagement.

So don't hesitate to reach out to the Boston school staff. The team to say, Listen, I'm thinking about this. Is there anybody else in IHC who is working in this space, or who, you've heard wants to work in this space. And I mean, that's that kind of matchmaking is definitely a role that the Boston School can play as part of the facilitator of the IHC program.

For sure.

Kristen Wilson: Jeanne, just in terms of connections. I have met you virtually from the nature accessible for all.

Yes, Steve would make.

Jeanne Herb: Perfect Connection.

Kristen Wilson: Strengthening that. Now, thank you so much for allowing me to do that.

Jeanne Herb: Thank you. See, it's all about connections.

Sarah Napoli (she, her, hers): Yeah, I mean, and I I always feel bad for folks that that's not their that's not their game right? They're like, Oh, I know, like, if you're.

Jeanne Herb: Right now.

Sarah Napoli (she, her, hers): Word, or if you're like not, and you really for funding like

like, I'm on a board of a small organization, and they're all very introverted, and then they have to go out there and like sell their organization. And I think it could be it could be really uncomfortable to ask.

Jeanne Herb: I'm definitely a closet introvert, and I would always tell my students that you know, after I like was out there networking. And, you know, trying to bring in the bacon, you know. Then I'd go home and hide under my desk for

yes, perfect.

Sarah Napoli (she, her, hers): Yes, yes. I want to address Lauren's comment as well. I find often funders are looking for innovative projects.

but at the time we want to focus on what we do and what we do. Well, agreed. Do you have a tip on how to apply for grants for current initiatives

again, going back to the slide on knowing what's happening in the Us. And what's happening legislatively, I think that'll make your project or your organization innovative overnight. It's like, Oh, I have to do this work, because if I don't, there's going to be a deficit in the services I mean, I don't know what work you do, Lauren. But I'm just sort of guessing that it's essential work. And even if it's not quote unquote, innovative at these times, it requires.

you know, we require the dollars now, because we're we're just. The money is not there anymore. And we can't rely on what we used to do right? We have to change our tactics, and I think philanthropy knows that. And so again, if you're finding a good fit

and a good organization, I think you'd be able to message that right? We just really need to get our dollars so we can do what we do well. And here's how we do our work well. And here's the evaluative work to to show how we do our work. Well. And here's, you know, client testimonies. And here, you know, we have to keep doing this, and if we don't do this, this will happen. I mean, that would be my initial advice.

Jeanne Herb: Yeah, I love that, too, Lauren. Thank you.

Any other reflections, thoughts, questions, comments.

So remember you're not alone. Right? I mean the the reason that the division of disability services has the blasting school available is to provide you with support and encouragement and technical assistance. So you're not alone. There's definitely opportunities to reach out and and to collaborate with other IC grantees as well.

Sarah, I think we're good to go.

Sarah Napoli (she, her, hers): Great. Yeah, I mean, I hate. I hate to be cliche, but there is no time than now.

> I think we've we can come up with all sort of euphemisms for the time we're living in. But all the work that you're doing, I'm sure, is essential right? I don't know exactly what each of you do, but the work is probably all essential, and deserves funding, and so

> claim it. Claim the funding that is out there and and find a way, and I and I know that you know you're going to be disappointed, probably several times before you. You land something, but just be persistent and and know that we all deserve the money that we need to do the work well.

Jeanne Herb: Thanks, Sarah, that thank you for leaving us on that optimistic note.

> I tried thanks.

> Everybody.

Sarah Napoli (she, her, hers): Enjoy summer, take care, bye, bye, bye.