$GRUBBER

MONEY

Lith & Published by Britton & Rey, corner of Montgomery & Commercial Sts S.F

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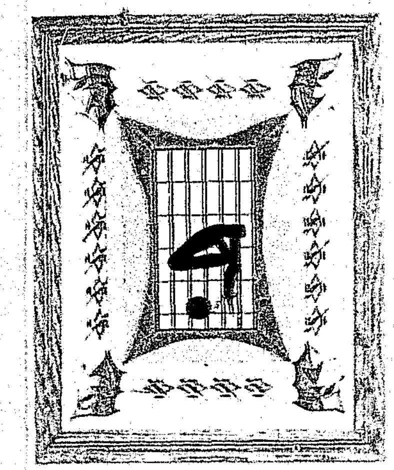

Dear Money-Grubber,

Grant and Proposal Writing

The next several pages contain a wealth of information which can help you obtain money. We know you want money! However, if you are like 99% of the people with whom we have the pleasure of dealing, you really don't need any money.

You may not be able to "save the world" without dough; but if you check the resources currently available to you from existing businesses, the governmental agencies and volunteers, you may find you can accomplish your objectives by just coordinating what you have, rather than getting money and creating new. So, for the 1% of you who really need money, the following should be of interest:

I. The Bibliography — Resources for grant writers
II. Pre-Proposal Planning Guide
III. Components of a Proposal
IV. Components of a Proposal Explained. And a bonus —
V. Components of a Budget Breakdown
V. Two Sample Grant Applications
VI. Foundation — Sample Grant Application Procedures (from one particular foundation — the general concepts are valid but specific procedures vary from foundation to foundation
VII. United Fund — Sample Grant Application Procedures
VIII. Abstracts on Publications, Papers and Programs which include information on: Understanding Federal Grants, Revenue Sharing, Computer Search for Funding Sources, Grantsmanship Training Programs, etc.

Hopefully, all of the enclosed material is of benefit to you. Should you feel we can help you with additional information or material, please feel free to contact us. Remember, we are not experts and will probably refer you back to the Bibliography; however, we would be happy to trade ideas with you.

Sincerely yours,

The CONtact Staff
P.O. Box 81826
Lincoln, NE 68501
402/464-0602

P.S. Should you, by some miracle, ever get money, please write us and tell us how you did it and we can start handing out some real information.

RESOURCES FOR GRANT WRITERS

ANNUAL REGISTER OF GRANT SUPPORT -- Marquis Academic Media, Marquis Who's Who, 200 East Ohio Street, Chicago, Illinois 60611. Price, $39.50.

BASIC GUIDE FOR THE PREPARATION AND SUBMISSION OF PROPOSALS FOR RESEARCH SUPPORT --Western's Campus Bookstore, Western Michigan University, Kalamazoo, Michigan 49001. Price: $1.50.

BREAD GAME, THE -- THE REALITIES OF FOUNDATION FUND-RAISING -- Glide Publications, 330 Ellis Street, San Francisco, California 94102. Price: $2.95.

BUDGET OF THE UNITED STATES GOVERNMENT, THE -- Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. Price: $8.50.

CATALOG OF FEDERAL DOMESTIC ASSISTANCE -- Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. Price: $14.50 per year.

COMMERCE BUSINESS DAILY -- Superintendent of Documents, Government Printing Office, Washington, D.C. 20402. Price: $62.00 per year.

DIRECTORY OF EUROPEAN FOUNDATIONS -- Basic Books, Ind., 404 Park Avenue, South, New York, New York 10016. Price: $7.20.

DIVISION OF RESEARCH GRANTS NEWSLETTER -- National Institute of Health, NIH Building, Rockville Pike, Bethesda, Maryland 20014. Price: Free.

DRUG ABUSE PROGRAMS: A GUIDE TO FEDERAL SUPPORT -- National Clearinghouse for Drug Abuse Information, 5600 Fishers Lane, Rockville, Maryland 20852.

FEDERAL FUNDS FOR DAY CARE PROJECTS -- Superintendent of Documents, Government Printing Office, Washington, D.C. 20402. Stock #2916-0010. Price: $1.00.

FEDERAL FUNDING FILE -- Morris Associates, Inc., Governmental Affairs Consultants, 2233 Wisconsin Avenue, N.W., Washington, D.C. 20007. Phone: (202) 337-0991 Price: $115 per year.

FEDERAL GRANTS NEWS -- National Association of State Mental Health Program Directors, 1001 Third Street, S.W., Washington, D.C. 20024. Phone: (202) 638-2383. Published monthly. Price: $25.00 per year.

FEDERAL OUTLAY REPORTS FOR FISCAL YEAR 1972 -- Contains dollar outlay of federal government by agency and program activities for every county in the U.S. and every city over 25,000 population. National Technical Information Service, Springfield, Virginia 22151.

FEDERAL OUTLAYS IN CALIFORNIA -- Office of Economic Opportunity, Federal Information Exchange, Robin Building, Room 321, 7981 Eastern Avenue, Silver Spring, Maryland 20910.

FEDERAL PROGRAMS FOR THE RETARDED -- Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

FINANCIAL AID FOR HIGHER EDUCATION -- Superintendent of Document, U.S. Government Printing Office, Washington, D.C. 20402. Price: $1.00.

FINANCING MENTAL HEALTH CARE IN THE UNITED STATES -- Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. Stock #1724-00409. Price: $2.60.

FOUNDATION CENTER, THE -- 888 Seventh Avenue, New York, New York 10019. Telephone: (212) 489-8610.

Services and Publications:

FOUNDATION DIRECTORY, THE (Edition 4, 1971). Lists 5,454 larger private foundations which made grants of $25,000 or more or which possessed assets of $500,000 or more. Columbia University Press, 136 So. Broadway, Irvington-on-Hudson, New York 10533. Price: $15.00.

FOUNDATION GRANTS INDEX: $10.00.

FOUNDATION NEWS: Bi-monthly, $10.00 per year.

REGIONAL REPOSITORIES: Free library services

FOUNDATION ANNUAL REPORTS:

FOUNDATION TAX RETURNS:

FOUNDATION CENTER INFORMATION QUARTERLY, THE -- Contains new information on foundations listed in "The Foundation Directory" reflecting changes in address; purpose and activities; and financial data. (Various kinds of information and publications on private foundations are available from; The Foundation Center, 888 Seventh Avenue, New York, NY 10019. Columbia University Press, 136 South Broadway, Irvington-on-Hudson, New York, New York 10533. Price: $7.50 per year (4 issues), $2.50 per issue.

DATA BANK SEARCHES: $15.00 for a list of up to 50 foundations

FOUNDATION SUPPORT FOR MENTAL HEALTH AND RELATED SERVICES: -- Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. Stock Number 1724-00346. Price: $1.00.

FUNDING SOURCES CLEARINGHOUSE, INC. -- 760 Market Street, Room 1000, San Francisco, California 94103. Includes: "Operation Alert" and "Grants Daily Monitor." Price: $250.00 per year.

FUNDRAISERS TOOL BOX -- Strategists, Inc., 538 Abrego Street, Monterey, California 93940. Price: $14.95.

GETTING INVOLVED -- YOUR GUIDE TO GENERAL REVENUE SHARING -- Superintendent of Documents, Government Printing Office, Washington, D.C. 20402. Price: 15¢.

GRANTS ADMINISTRATION REPORT -- Office of the Assistant Secretary Comptroller, Division of Grants Administration Policy, 330 Independence Avenue, S.W., Washington, D.C. 20201. A newsletter aimed at management policies of the Department of Health, Education and Welfare. Free.

GRANTS ADMINISTRATION MANUAL -- A loose-leaf manual issued by the U.S. Department of Health, Education and Welfare listing all major grants policies. Considered an absolute necessity if dealing extensively with the Department of Health, Education and Welfare. Irregularly updated by transmittal notice. Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. Price: $3.50 - includes manual and supplements.

GRANTS POLICY STATEMENT -- Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. Stock Number 1720-00055. Price: 90¢.

GRANTSMANSHIP CENTER NEWS, THE -- The Grantsmanship Center, 7815 South Vermont Avenue, P.O. Box 44759, Los Angeles, California 90044. Price: $10.00 per year.

GRANTSMANSHIP NEWS -- University Resources, Inc., 160 Central Park South, New York, New York 10019. Price: $60.00 per year.

GRANTSMANSHIP QUARTERLY JOURNAL, THE -- 950 Sixth Street, Pine City, Minnesota 55063. Price: $24.00 per year.

GUIDE TO GRANTSMANSHIP FOR COUNTY OFFICIALS, A -- National Association of Counties, 1735 New York Avenue, N.W., Washington, D.C. 20006.

GUIDE FOR NON-PROFIT INSTITUTIONS, A -- Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. Price: $1.00.

GUIDE TO CALIFORNIA FOUNDATIONS -- Common College, Box 4025, Woodside, California. Price: $2.50.

GUIDE TO OE-ADMINISTERED PROGRAMS, FISCAL YEAR 1974 -- Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. Price: 25¢.

GUIDE TO SUCCESSFUL GRANTSMANSHIP, A -- Grant Development Institute, 2040 South Holly, Denver, Colorado 80222. Phone: (303) 758-8611.

GUIDE TO NIH RESEARCH CONTRACTING PROCESS, A -- Director Office of Contracts and Grants, National Institute of Health, Bethesda, Maryland 20014.

HEALTH NEWS -- "Grants and Federal Legislation." Office of Health Communications, State Department of Health, 714 P Street, Sacramento, California 95814. Attention: Carol McFarland. Free.

HEW NEWSLETTER -- Office of Field Coordination, U.S. Department of Health, Education and Welfare, 330 Independence Avenue, S.W., Washington, D.C. 20201. Free.

HIGHER EDUCATION REPORTS -- Office of Health, Education and Welfare, Washington, D.C. 20202. Free.

HOW TO PREPARE A RESEARCH PROPOSAL: SUGGESTIONS FOR THOSE SEEKING FUNDS FOR BEHAVIORAL SCIENCE RESEARCH -- By David R. Krathwohl. Syracuse University Bookstore, 303 University Press Syracuse, New York, New York 13210. Price: $1.00.

HUD NEWSLETTER -- U.S. Government Printing Office, Washington, D.C. 20402. Price: $2.50 per year.

JUVENILE DELINQUENCY REPORTER -- Office of Juvenile Delinquency and Youth Development, Social and Rehabilitation Service, Department of Health, Education and Welfare, Washington, D.C. 20201. Free.

LEAA NEWSLETTER -- Law Enforcement Assistance Administration, U.S. Department of Justice, Washington, D.C. 20530. Free.

MAJOR FEDERAL AID PROGRAMS FOR HOSPITALS -- American Hospital Association, 840 North Lake Shore Drive, Chicago, Illinois 60611. (Old).

MANUAL FOR OBTAINING FOUNDATION GRANTS, A -- Robert J. Corcoran Company, Fund Raising Council, 40 Court Street, Boston, Massachusetts 02108. Price: $5.75.

MENTAL RETARDATION ACTIVITIES -- Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. Price: 15¢.

MENTAL RETARDATION FINANCIAL ASSISTANCE PROGRAMS -- Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. Stock Number 1700-084. Price: 40¢.

MONEY AND INFORMATION FOR MENTAL HEALTH -- American Psychiatric Association, 1700 Eighteenth Street, N.W., Washington, D.C. 20009. Price: $3.75.

MONEY FOR MENTAL HEALTH -- National Association of State Mental Health Program Directors, 1001 3rd Street, S.W., Washington, D.C. 20001. Price: Free.

MULTIPLE SOURCE FUNDING AND MANAGEMENT OF COMMUNITY MENTAL HEALTH FACILITIES -- Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

MH-MR REPORT -- Congress and the Agencies. Morris Associates, Inc., Governmental Affairs Consultants, 2233 Wisconsin Avenue, N.W., Washington, D.C. 20007. Price: $40.00 per year for 24 issues.

NATIONAL ASSOCIATION OF COUNTIES' PUBLICATIONS: "County News," a weekly newspaper, and "The American County," a monthly supplement to the newspaper and numerous special reports. Free Publications Catalog available from: Public Affairs Department, National Association of Counties, 1735 New York Avenue, N.W., Washington, D.C. 20006.

NATIONAL ASSOCIATION OF REGIONAL COUNCILS NEWSLETTER -- Monthly publication which covers legislation, administrative actions, trends and policies in the regional field. Local government employees wishing to receive the Newsletter must contact their local regional council which will request NARC to add local officials. Free.

NATIONAL INSTITUTE OF MENTAL HEALTH SUPPORT PROGRAMS -- Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.. Price: 60¢.

NEW YORK TIMES GUIDE TO FEDERAL AID FOR CITIES AND TOWNS, THE -- Quadrangle Books, Inc., 330 Madison Avenue, New York, New York 10017. Price: $50.00.

N.I.H. GUIDE FOR GRANTS AND CONTRACTS -- Director Office of Contracts and Grants, National Institutes of Health, Bethesda, Maryland 20014

OFHR NEWSLETTER -- Office of Federal Health Relations. Los Angeles County -- U.S.C. Medical Center, 2025 Zonal Avenue, Los Angeles, California 90033. Published twice monthly. Price: $25.00 per year.

PRIVATE FOUNDATIONS REPORTER -- Commerce Clearinghouse, Inc., 4025 Peterson Avenue, Chicago, Illinois 60646. Price: $150 per year.

PROPOSAL WRITER'S SWIPE FILE, THE -- Taft Products, Inc., 1000 Vermont Avenue, N.W., Washington, D.C. 20005. Price: $5.00.

RESEARCH GRANTS NEWSLETTER (DIVISION OF) -- Office of Information, Division of Research Grants, National Institutes of Health, NIH Building, Rockville Pike, Bethesday, Maryland 20014. Free.

ROLE OF FEDERAL AGENCIES IN THE CRIME AND DELINQUENCY FIELD, THE -- Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. Price: $1.25. (Old.)

SCHOLARSHIPS, FELLOWSHIPS, AND LOANS -- Bellman Publishing Company, Box 164, Arlington, Massachusetts 02174. Volumes I & II - Out of Print. III & IV - $10 per volume. Volume V - Hardbound, 1972 - $17.00.

SPECIAL ANALYSIS OF THE UNITED STATES GOVERNMENT -- Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. Price: $1.50.

SRS NEWSLETTER -- Department of Health, Education and Welfare, Social and Rehabilitation Service, Public Information Office, 330 Independence Avenue, SW, Washington, D.C. 20201. Free.

TAFT INFORMATION SYSTEM -- Taft Products, Inc., 100 Vermont Avenue, N.W., Washington, D.C. 20005. Price: $200 per year.

TELEPHONE DIRECTORIES -- Regional Office of the Department of Health, Education, and Welfare, and State Departments and Agencies.

PRE-PROPOSAL PLANNING OUTLINE

R & C = F (Relationship plus Communication equals Funding)

I. Should or can the program exist or survive?

A. How do you meet the needs of the funding agency?

(know their priorities)

B. Do you have the money to prepare the grant and the matching funds?

(time to prepare; and travel - all costs money)

II. Discuss your grant proposal idea with others.

A. Local groups for support.

B. Staff in your agency.

C. Officials of your agency (Board of Directors; advisory group; legal consultants).

D. Affected organizations in the community.

E. Consumer groups.

F. Relevant state agencies and organizations (for continued funding).

III. Inevitable costs, especially with Feds (come out of agency's operating funds; usually non-reimbursable).

A. Staff planning and research (to show need).

B. Long distance phone calls (talk to same person).

C. Travel (meet person handling your application in person - also request him to come to you).

D. Time in meetings and conferences (preparation and coordination).

E. Copy and printing expenses.

F. Filing fees (not usually in human services).

G. Compliance with federal regulations and standards (fire; safety; pay).

H. Matching requirements (percentage; in-kind; cash; time changes).

(Define "Match - as time goes on, match changes)

I. Costs are usually reimbursable, rather than in advance.

(Architectural needs and construction - usually can't build into grant).

J. Indirect costs:

1. Heating, lights, etc. (can write this into grant; or take 15% of salaries for this).

2. Find out what costs are allowable. (Get permission in writing).

IV. Putting the application together.

A. Identify one person to prepare application (use others' ideas and (suggestions), organize meetings, gather data.

B. Prepare a timetable of events (implementation schedule).

C. Prepare a draft copy and circulate within your agency for ideas, suggestions, revisions (involve Advisory Boards or Board of Directors).

D. Have someone outside your agency review proposal for accuracy, content, style, and grammar ("jargon" for research is O.K. ; not good for grant).

E. Find out who will review the application (federal committee; individuals; find out what they want to know).

F. Write into proposal the needs of the reviewers, if possible.

(EVALUATION: know biases of reviewers).

G. Write with simplicity and clarity, explaining yourself and your agency. (Explain everything - don't use abbreviations. Give introduction; summarize each section; explain who you are and why you are capable).

V. General Suggestions:

A. Application preparation:

1. Prepare application before you seek funds.

2. Then, search out funding sources.

3. Modify proposal for agency to which you are applying.

B. If possible, apply to several different agencies. Try for coordination of funding sources.

C. If you have changes in the project, negotiate with funding agency and get changes okayed in writing.

D. Return excess money or don't request it all.

E. If your application is rejected, ask why (for changes next time).

Try again!

F. Coordination and Evaluation:

"Uniqueness" factor - apply to a different agency, i.e. Transportation (under H.E.W.); for Alcoholics; or HUD (under H.E.W.); etc.

Involve federal representative in planning - he'll hear the grant in the Hearing Room; he'll take pride with your grant because he's helped with it and will be your advocate.

RECOMMENDATION:

Whereas it may be difficult to obtain "informal" approval in writing from Grantor, you may submit a "memo" as a response to your verbal interaction with Feds expressing..."as a result of our conversation, it was my understanding that..." This is a good technique of communication.

THE MAJOR COMPONENTS OF A PROPOSAL

TOPIC	INFORMATION TO BE PROVIDED
Title Page	Title of project, name of applicant, name of agency submitted to, inclusive dates of proposed project,total budget request, signatures of authorized personnel approving submission of the proposal from the local agency.
Abstract	Summary of project, objectives, procedures, evaluation and dissemination, usually 250 words in length.
Statement of the Problem	What needs to be done and why. Usually includes references to related research or previous projects which give evidence of the need for the project.
Objectives	The proposed outcome of the project in clearly specified, measurable terms. Usually an objective is provided to meet each major need identified in the preceding section.
Procedures	How the objectives will be met. This section may begin with an overall design or approach for the project, then describes specific activities. It disucsses how the population to be served will be selected, outlines management and administrative structure for the project and provides details on how much time will be needed to carry out the design. Procedures should accompany each objective.
Evaluation	Details the means by which the local agency and the funding source will know the project has accomplished its objectives. Indicates the type of evaluation information to be collected, how this will be analyzed, and gives a pattern for its dissemination and use. Evaluation criteria should be provided for each objective.
Facilities	Facilities required and how these will be provided. This section can also be used to explain any special equipment of facilities available to the local agency which will facilitate the project.
Personnel	How many and what categories of employees will be needed for the project. How these will be selected. Information should be provided on the background of key personnel to make evident the local agency's experience and general managerial or professional skill.
Budget	Cost of the project. How much will be required from the funding source and how much will be contributed by the local applicant. A budget is usually divided into categories such as personnel, equipment and materials, travel, physical plant, and indirect costs.

SECTIONS WITHIN THE PROCEDURES COMPONENT

MAJOR AREA	INFORMATION TO BE PROVIDED
The Design	A descriptive of the approach to be used in carrying out the project, usually presented first in general terms and then broken into specific activities. There are several ways to present the design. Activities tied to a specific procedure can be grouped together; activities such as planning, development, and implementation; or activities can be described in major time blocks such as the first three months, second three months, etc.
Participant Selection	Identifies the population to be served, tells whether the entire population or units within it are going to be involved, describes how the participants will be selected, indicated whether a control group will be used, notes any prerequisites for selections, etc.
Participant Role (optional)	In some projects, if participants are expected to perform certain services during the project period, it is wise to outline these roles in a separate section. This section can also be used to indicate if a written agreement is to be developed between the project staff and the trainees' or participants sponsors or employers.
Timing	The sequence and amount of time allocated to the major project activities should be included. The preparation of this section can provide an excellent check for the proposal writer to see if all of the procedures can be accomplished during the time available.
Administration	The organization of the project staff, the project's relationship to the applicant agency, and the role of advisory bodies are included in this section.
Products/Outcomes	While information on what will be accomplished during the project has been mentioned elsewhere in the proposal, it is always useful to summarize these products and outcomes as a section in procedures.

INTRODUCTION
(description of agency or agency expertise)

Write this even if it is not asked for. You are building credibility.

TELL

1. Who you are.
2. Something about you. What you are now so they can tell what it is new you want to do.
3. How you got started.
4. How long you've been around.
5. Anything unique you started or did.
6. Some significant accomplishments (if a new agency mention staff or board member accomplishments in the past)
7. Organizational goals.
8. Why you started the agency.
9. Tell support from the community in the past. (list any grants you may have had)

KEEP A FILE OF ALL GOOD STUFF.

NEED or PROBLEM (SIGNIFICANCE)

1. Start with a statement and statistics on the nationwide problem.
2. Give national problem and..."here in X..." (show bigger need).

See attachment B
Item 7: Applicant Eligibility and Need for Facility

(good example of a nice job of building need)

Authorizing legislation is valuable to get ahold of as it contains the intent of the legislation.

Statistics can be gathered from a variety of state and federal agencies

a. Talk about the significance of your approach - especially in a research grant.

b. Indicate literature and that you've reviewed it - especially for education and research grants.

c. Show how you are meeting the needs of the funding agency. Show how your grant is related to their priority.

d. If you describe a large problem tell why you are only going to deal with a part of it - conscious decisions, limitations.

e. Don't promise to do things beyond your capabilities.

f. Don't promise you will be <u>first</u>.

g. Describe what is now going on and why it is not good enough.

h. Give credit to those dealing with the problem. Show how your approach is different.

i. Show how it could be applied elsewhere.

Why are you writing a proposal? If after reading the needs section you don't know why - rewrite it!

TITLE

1. Say what the goal of the project is.
2. Suit title to the funding <u>source</u>.
3. Descriptive of the objectives..NOT CUTE
4. SHORT
5. Imagination and flair.
6. Write it after you write proposal.
7. Acronyms or possible 4-5 letters.
8. No sexual connotations.
9. Not flippant and funny.
10. Don't say, "A project to..."
11. No Greek or Roman mythology.
12. No foreign language.

DON'T OFFEND THE REVIEWER

Title should be short, descriptive imaginative.

SUMMARY

200-300 words VERY IMPORTANT It may be all that is read!

1. Write it after you write the proposal.
2. This is the hardest to write. Spend time on it.
3. Underline key words and concepts.
4. Be sure summary jibes with the proposal.

GOALS

(not as important as objectives-
may be omitted)

A goal is a broad general statement about proposed accomplishments.

Goals are easy to write and are related to the problem.

Example: Increase parent's interest in children's schooling.
Make recreation services available to the mentally retarded.
Provide family planning services to low income families.
etc.

OBJECTIVES

(Very important - if only goals are asked for write objectives)

Objectives are precise outcomes that can be measured to see if you actually achieved anything.

Objectives are hard to write and they are rare. Reviewers <u>love</u> them.

Three elements of a good outcome objective

1. outcome - what you want them to do
2. when - time span
3. minimum level of acceptability
   (you set it - don't set it too high)

If you go over your objective you feel great.
If you are under it you explain why.
You don't get penalized for not achieving objectives. The purpose of the grant is to see if you can reach an outcome objective.

"We will establish a program" is NOT an objective.

Examples:

"increase attendance of parents at PTA by 25% between July 1 and January 1.

" run the 100 yard dash (outcome)
in 14 seconds (time)
five out of eight times." (level of acceptability)

WORK HARD ON OBJECTIVES (if you are treatment oriented you don't think this way and are more likely to work on methods - don't. Work on developing good objectives).

<u>Problems of unclear objectives</u>

1. Have to redo them when you get the money so do it first.
2. Staff won't know what to do when they are hired.
3. Can't evaluate if you don't have clear objectives to evaluate.
4. Clients won't know what to do if you don't know the objectives.
5. You will waste time redoing them and the program can't start as soon as you get the money.

REMEMBER - There is a difference between process objectives and outcome objectives. It's outcome objectives that are important!

METHOD OR PROCEDURES

Tell what you want to do to achieve objectives.

Talk about:

1. How you select participants.
2. What their role is.
3. What kind of treatment, to whom, how, for how long, given by whom.
4. Sequences - "During the first year..." "During the second year..." etc.
5. Explain what clients will get at other places and include a letter of affiliation or agreement from the other agency.
6. How you are related to other agencies in the community.
7. How project is administered and show a connection with the agency's highest level administrator (in case of trouble).
8. Describe special groups who are attached and what their role is (show consumer input on a regular basis).
9. Interagency cooperation.

Alert:

Ask about need for Human Subjects Review Committee if doing research on human subjects or if you are going to break the skin.

If writing an education proposal be sure you know what's "in" Social sciences are less concerned with "in" procedures.

EVALUATION

(Evaluation tells if method achieved objective)

Easy to write evaluation <u>if</u> you have made clear outcome objectives.

Use records, psychological testing, counting, etc. to show if objectives have been met.

Someone who knows how to evaluate should be in on the <u>planning</u>, a consultant or a grad student.

Be careful of professional evaluators - rip off.

In evaluation section of proposal

a. Describe evaluation technique you will be using and the evaluation tools.

b. Tell how and when you will collect the data, analyze it and report it.

c. In this section repeat objectives so reader can see what is being evaluated. Evaluation should be done for each objective.

d. Time of evaluation reports should be compatible with reporting requirements of the funding agency.

Periodic evaluation reports

These are read. The final report may not be.

1. Take credit for good changes but be sure to mention external factors too (like Boeing moved in and hired everyone in town)

2. Most of evaluation is counting if you have clear objectives and know what to count.

BUDGET

(Should mirror image methods and procedures)

1. Express a cost/unit service (if possible)

2. Salaries and fringe benefits

3. Consultant costs and their use (as described in methods)
   Payments by day or by hour. Mileage (if applicable)

4. Equipment and facilities

5. Consumables
   paper, pencils, etc.

6. Travel
   a. To visit similar program OK
   b. To reimburse clients to come to program (sometimes OK)
   c. To attend professional meetings (usually NOT OK)

7. Indirect Costs
   negotiate this as a % of salaries
   if not allowed work it into direct costs.

8. Describe in-kind services.

NOTE:

Don't use a big name as project director with 2% of his time. The project director should work!

PERSONNEL

1. Who you have.

2. What people you will need to hire.

   a. job title (if you don't know who person will be)
   b. job description
   c. percentage of time on project
   d. salary
   e. fringe benefits
   f. total amount for each person

Each person is listed separately
Describe any in-kind services

FACILITIES AND EQUIPMENT

List what will be required and why.

Purchase or lease (whichever cheaper).

If you purchase anything with federal funds it belongs to the federal government (they rarely claim it).

Justify all the facilities and equipment you say you need.

COMPONENTS OF A BUDGET EXPENDITURES

SALARY EXPENSE

Administrative
Clerical and secretarial
Cleint training
Social services
Specialist
Instructor/houseparents
Supportive
Client

EMPLOYEE BENEFITS EXPENSE

Social Security
Workmens compensation
Group insurance
Retirement

PROGRAM SUPPLIES EXPENSE

Consumable (non-food)supplies

Office supplies
Program supplies
Other supplies
Duplicating Supplies & expense
Postage

Non-Consumable supplies

Office supplies
Program supplies
Other supplies

PROGRAM OPERATION EXPENSE

Rent
Insurance
Electricity
Fuel
Sanitation, sewer, water
Telephone

PROGRAM MAINTENANCE EXPENSE

Upkeep of facility
Replacement/repair equipment

OTHER PROGRAM EXPENSE

Staff development

Inservice training
Conference - conventions
Books, subscriptions
Other training

Staff travel

Mileage
Lodging, meals, transportation
Gas for vehicle
Other vehicle expense

Client travel

Vehicle lease
Gas for vehicle
Mileage payments
Other vehicle expense

Contracted services

Consultant fees
Training fees
Accounting services
Medical services
Legal services
Other services

CAPITAL OUTLAY EXPENSE

Purchase of facility
Purchase of equipment/furniture
Remodeling/renovation

FOOD EXPENSE

PUBLICATIONS & PAPERS

Title: Funding Sources and Reference Resources

Author (s): Norman F. Chamberlain

Published/Issued By: The Regional Institute on Community Residential Treatment Centers
The Center for Urban Programs, St. Louis University
NICTRTC, P.O. Box 18258, Seattle, WA 89118

Date: July 1976

Description:

PUBLIC FUNDING SOURCES

Grants-in-Aid Programs. The federal government currently supports more than 500 separate grant-in-aid programs. Each of these programs can be further divided into a variety of types of grants so that the total number of various categories runs into the thousands. Grants-in-aid are of two basic types: (1) Categorical Grants which are aimed at a very specific purpose, are highly structured, and usually involve specific projects or programs, and are commonly granted to individual agencies or agents. The funding category may involve substantial funds, but a specific grant is usually a modest amount. Various types of grants are available as subcategories such as staffing and project grants, demonstration grants, continuation grants, etc. (2) Block Grants which usually combine several categorical areas to produce much larger sums which are then made available to accomplish broader purposes with less regulation and specificity. The Catalog of Federal Domestic Assistance is the best primary source available on grant-in-aid programs currently in existence. Each federal agency has developed materials about its own grant-in-aid programs. Direct contact with the appropriate agency is probably the quickest and best way to secure information. Many colleges, universities, and public libraries maintain resource centers that contain extensive materials on grant-in-aid programs.

Revenue Sharing. Revenue sharing is a fiscal mechanism designed to return tax money raised by the federal government for expenditure at the state or local level. The State and Local Fiscal Assistance Act of 1972 appropriated $30.2billion to be expended over a 5-year period by some 38,000 units of local government including cities, counties, townships, states, and certain Indian tribes.

Most units of local government can treat revenue sharing funds as discretionary, and are, therefore, technically able to use them for support of local social programs if local officials can be persuaded that this would be desirable. Many private agencies have been successful in obtaining revenue sharing funds for capital construction purposes as well as for operating funds. Information about the availability of revenue sharing money is best secured directly from the local unit of government. Revenue sharing funds represent a fertile area for exploitation by program operators who have good relations with local officials or who are adept at working in the local funding milieu.

Vender Service Contracts. It is often possible to negotiate a direct service contract with a unit of government such as the Federal Bureau of Prisons, or a county health department. These contracts must be worked out on an individual basis. Generally,

File Location (s):

the service agency prepares an RFP (Request for Proposal Form) and submits it to the funding source for consideration. Most of these contracts are negotiated on the unit cost basis. The Commerce Business Daily which daily lists all the contracts which agencies of the federal government plan to initiate is a good reference source. Information about such contracts with state and local agencies of government can be best secured directly from the agency involved.

Social Security Titles. Through the years, public and private social agencies have been able to recover or receive service costs under various sections of the Social Security Act such as Titles XVI and XIX. Most of these categories are currently being succeeded by Title XX which, among other objectives, seeks to reduce or eliminate dependency, maintain self-sufficiency, reduce inappropriate institutional care by providing community-based care or home-based care. It provides that children, the aged, the mentally retarded, the blind, the emotionally disturbed, the physically handicapped, alcoholics and drug addicts, shall be eligible for a wide range of social services such as protective services, foster care, drug care services, and information referral and counseling services. Each state is encouraged to develop a Title XX plan unique to its own service needs. Copies of each state's Title XX plan can be secured from the appropriate state agency.

Title: Private Funding Sources

Author (s): Norman F. Chamberlain

Published/Issued By: The Regional Institute on Community REsidential Treatment Centers
The Center for Urban Programs, St. Louis University
MICTRTC, P.O. Box 18258, SEattle, WA 89118

Date: July 1976

Description:

Private funding sources may be subdivided into two categories: (1) Individual contributions, and (2) Institutional or group contributions. Foundations may represent either or both of these categories. Most foundations are private, non-profit entities which have been formed by individuals or family groups who contribute assets that earn interest or dividends which are then disbursed towards charitable purposes. More than 25,000 foundations are currently in operation in the United States. They may be divided into groups in terms of assets, degree of professionalization, special interests, and other categories of distinction. Most foundations do not contribute to areas covered by public policy where public money is available, and most foundations do not contribute to endowments.

National Foundations. Generally has substantial resources, employs professional staff and are interested in supportive issues and causes that have broad application and perhaps international implications. They are not usually concerned about service delivery on the local level. Many are very sophisticated in their approaches and require applicants to meet rigid standards and follow formal procedures in seeking foundation support. Most of these foundations publish annual reports that are available upon request and many are members of the Council of Foundations which serves as a trade association and publishes The Foundation News: A Journal of Philanthropy which records all currently reported foundation grants of $5000 or more.

Family Foundations. These are generally smaller in terms of assets and staff and are more concerned with local issues and in meeting local service delivery needs. They are often run by volunteers or part time staff and are generally dominated by the donors or local interests. The grant review process is generally informal and documentation required is minimal.

Corporate Foundations. Usually dominated by the board of directors of the parent company and closely connected with the public relations function. In many such foundations the resources are expended to benefit employees and their families. However, some corporations pursue an active interest in social concerns.

Community Foundations..Are in a different category than private foundations. They are not considered private, but public charities and they are regulated by more liberal tax laws that allow donors a greater tax advantage. The community foundation invests its assets and then donates its profits to charitable purposes. These contributions are always made in a local area and are divided into three basic categories: (1) Designated Funds are awarded to a specific charitable agency, (2) Special Purpose Funds are awarded to a special need or defined purpose, (3) Discretionary Funds are available for award to any charitable purpose or agency and

File Location (s):

are the most promising category for proposal writers to approach.

The following process outlines the basic steps that should be taken in approaching a foundation:

1. Research The Foundation. Find out all you can about it, develop a foundation information file, consult the Foundation Directory, and establish the pertinent facts about the foundation such as: Who is on the board; who is on the staff; what are its assets; what are its purposes, etc. The Foundation Center of New York is a national collection of foundation information and resources and has established 49 state and regional centers to provide an accessible information source on the local level. These resource centers contain microfilm copies of the foundations IRS990AR forms which constitute annual reports to the IRS. These reports contain much valuable information on a current basis. Consult the foundation grant's index to see what types of grants the foundation has made recently and the size of its contributions.
2. Prepare Your Materials and Approach. Most foundations will want to receive a copy of an agency's 501(c)(3) letter of tax exempt status from the IRA. Visit the offices of the foundation, become acquainted with staff, review its philosophy and purposes, get several copies of its application form, and samples of previous applications if available. Determine exactly what the application process involves in terms of time, deadline dates, and required documentation. Attempt to assess the degree of interest your idea for a proposal has generated and what the probabilities are that it would be considered for funding.

Title: The Foundation Directory

Author (s):

Published/Issued By: The Foundation Center, New York, 1975
888 Seventh Avenue
New York, New York 10019

Date: February 1977

Description:

There are three general criteria for inclusion in this directory: The organization must meet the Center's definition of a foundation and if it qualifies, it must in the year of record, have assets of $1 million or more or have made a total contribution of $500,000 or more. Two other categories are included if they meet the general criteria: (1) Private operating foundations which also have grant-making programs, and (2) Community foundations.

The Center defines a foundation as a non-governmental non-profit organization with funds and program managed by its own trustees or directors and established to maintain or aid social, educational, charitable, religious or other activities serving the common welfare primarily through the making of grants. Both charitable trusts and corporations are included. The directory is prepared by obtaining information from (1) voluntary reporting by many foundations directly to the Center, and (2) the information returns filed each year by private foundations with the Internal Revenue Service. The directory contains indexes according to state, fields of interest, foundations by state and city, and index of donors, trustees, and administrators. The appendices include articles on "What Makes a Good Proposal?" by F. Lee Jacquette and Barbara L. Jacquette, and "What Will A Foundation Look For When You Submit a Grant Proposal?" by Robert A. Mayer. For each foundation listed there is the name of address of foundation donors, purpose and activities, financial data, officers and directors.

File Location (s):

Programs

Name: Computer Search Services
Sponsor: University Library, University of Nebraska-Lincoln, Lincoln, Nebraska
Mailing Address:

Phone 402/472-251
Contact for more information: Larry Kahle or Kay Womack

Purpose:

[illegible]:

Date: February 1977

Information on foundations is provided at the University of Nebraska Library through the Lockhead Dialogue Retrieval Service. The Foundation Directory provides descriptions of more than 2500 foundations which have assets of $1 million or more, or which make grants of $500,000 or more annually. Each foundation conforms to the general description of a "non-governmental, non-profit organization with funds and program managed by its c trustees or directors and established to maintain or aid social, educational, charitable, religious or other activities serving the common welfare, primarily through the making of grants."

The foundations which qualify for inclusion account for nearly 90% of the assets of all foundations in the United States and 80% of all foundation giving. Grants are given primarily in the fields of education, health, welfare, sciences, international activities, and religion--in that order. Principal sources of information are voluntary reports by many foundations directly to the Foundation Center, and information obtained from public information returns filed each year with the Internal Revenue Service by private foundations. The Dialogue file contains one year's data, is completely revised semi-annually, and contains about 2500 listings.

Detailed information on the Foundation Directory or concerning the files, should be directed to the Foundation Center, 888 7th Avenue, New York, New York 10019, phone 212/489-8610.

The foundation grants index contains information on grants awarded by more than 400 major American philanthropic foundations representing all records from the foundation grants index section of the bi-monthly foundation news. Information on grants given by foundations is useful in determining types and amounts of grants awarded since foundations seldom announce the availability of funds for specific purposes. Approximately 10,000 new grant records are added to the file each year. Grants to individuals and grants of less than $5000 are not included. Data are supplied directly by foundations to the foundation center (on its grant authorized form 102). Information is also obtained from annual reports, newsletters, news releases, financial statements and other foundation publications.

Written: ____________
Reviewed: ____________
Confirmed: ____________
Date: ____________

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Dialogue file data includes information from January 1973 to present, is updated bi-monthly with approximately 2000 new records in each update, and contains approximately 30,000 records. Example: If the project were to establish a halfway house for juveniles, this information would be put into the computer to search out those foundations who have specialized in funding projects of this kind. The usual computer search would take about ten minutes and approximate costs are as follows:

DATA BASE	SUBJECT	ONLINE COST	OFFLINE PRINTING	
		Per Minute	Citation-Format 2	Full Record-Format 5
FOUNDATION DIRECTORY	Foundation Grants	$1.38	$.30	$.30
FOUNDATION GRANTS INDEX	Foundation Grants	$1.38	$.30	$.30

(Note: On-line cost does not include computer print-out but is done on the library's terminal and off-line printing includes a computer print-out.)

A computer search may also be done by the grants information index which will print out the names of government agencies, private and commercial grant and fund giving sources. The approximate fee is $1.35 per minute--the search usually takes about ten minutes plus 35¢ per citation offline cost. This search is available from the University of Nebraska Medical Center Library, 42nd and Dewey Avenue, Omaha, Nebraska 68105, phone 402/541-4006. Contact Carolyn Weaver.For further information on where this search service may be avilable locally, please contact STC Search Service, System Development Corporation, 2500 Colorado Avenue, Santa Monica, California 90406. Phone 213/829-7511.

PUBLICATIONS & PAPERS

Title: What Will a Foundation Look For When You Submit a Grant Proposal?

Author (s): Robert A. Mayer

Published/Issued By: Annual Register

Date:

Description:

How do you go about finding the right foundation? You begin by consulting the Foundation Directory and other publications and information services offered by the Foundation Center. Try to eliminate those foundations who have no interest whatsoever. The information sources will provide you with a better background against which you can frame your proposal, including the purpose and activities of specific foundations, the locale in which they make grants, and the general size of grants. See if you can put together a combination of financial aid from the smaller foundations. These organizations are often staffed by individuals who are doing the work as a second job. Many are not what we might call professional foundation managers--they may be attorneys for a family who supports the foundation. Therefore, they have neither the time nor experience to permit deep analysis proposals and exciting projects, soundly conceived and presented in a well documented manner can make a strong showing here. It makes the part-time foundation manager's job easier.

Last step, and I assume to many the most important one, is preparing to approach the larger foundations. You should probably read the published annual report of the foundations which are also available from the Foundation Center. It is of vital importance to make your proposal fit in with the interests of the foundation you are approaching. A program officer's first question will be "Is this type of project an activity which fits within the foundation's program interests?" If you have done the preparatory work, the answer should be "Yes." Either the foundation makes grants for your kind of projects, or it makes general grants to organizations like yours, or in your specific locale. Given a yes to the first question, the second closely related one will be if the type of support requested is the kind the foundation gives. Is it to cover operating deficits, or is it for construction purposes, or a specialized project outside of basic operations? A foundation may very well make grants to organizations of your type but not for operating support or for construction.

Now that you have your foot in the door, we get to the difficult part--the subjective review of grant proposals by program officers, the assessment of the value of the project, what is the scale used to measure value. There are two, one used by large foundations that operate on the national scene, and one used by smaller foundations with more localized interests. The tendency in the large foundation is to examine a project's value for its possible impact on the national horizon. Can it serve as an experiment that has transfer potential? Is it addressed to a need that other similar organizations are also filling? These are questions that try to determine the value of a project beyond the institution requesting the grant. However, a measure of the project's demonstration potential is not the only one used

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by large foundations. The project may have an intrinsic value of its own from which others will benefit. To phrase this in question form: Is this project of importance to society at large?

It is important not to misinterpret these statements to mean that the larger foundations do not care about the institution requesting support. They do, but as a secondary objective. It is obvious that the successful performance of a project will strengthen the institution. We also find that in identifying activities it wants to support, the foundation may choose to accomplish its goals by strengthening individual organizations.

For a local foundation, the program officer will be looking more at the value of the project itself, not in its transferability or its national impact. Is the problem one that needs solution? Is the proposal soundly conceived to accomplish its stated objective? What is the track record of the institution? Is it highly regarded in its specific field of interest? Does it have the human resources to carry out its proposal?

The foundation will be interested in the institution's leadership. Foundations are primarily in the business of betting on people--on the ability of human beings to carry out a proposed activity. Even if we talk about grants for the construction of a new building, we must depend upon people who have planned the building and those who will see that it is built, so the existing inner strength of an institution is a key element used in measuring the capability of an institution to move forward.

Title: Statement of the Problem, or Demonstration of Need/Grant Writing

Author (s): Norman F. Chamberlain

Published/Issued By: The Regional Institute on Community Residential Treatment Centers
The Center for Urban Programs, St. Louis University
NICTRTC, P.O. Box 18258, Seattle, WA 89118

Date: July 1976

Description:

The most glaring weakness in many grant proposals is the failure to properly document the problem or set of conditions or circumstances with which the proposal purports to deal. The writer should establish: (1) That there is a need that exists or a problem that requires solution; and (2) That the proposal is capable of adequately answering the need or addressing the problem.

Grant writers sometimes attack a problem on a broad front and tackle a wide range of evils and ills in the community when developing their case. Broad categories such as chronic unemployment, street crime, poverty problems, and low income housing are introducing to document a condition or need, but are not narrowed down to a specific issue or area of manageable proportion. The funding source is left with the uneasy feeling that the problem could not possibly be dealt with if the proposal's budget were increased a hundredfold. The problem must be identified and related to these larger issues, but it must be stated in terms that leave the reader with the impressi that the proposal can have a significant impact or make an appreciable difference by providing a given amount of resources over a given amount of time. The veteran proposal writer conveys the impression that he knows the entire problem will not be solved by this single proposal.

Nevertheless, the proposal writer must convince the reviewer of the project's importance. He should briefly present the problem in its general dimensions and refer to the pertinent research in the area. It is wise to show how the project may add to the general store of knowledge, contribute insights regarding theoretical constructs, or show how it expands the frontiers or new understanding and conceptualization. By dealing with pragmatics and practical applications, and giving specific examples of concrete consequences, the writer can convincingly establish his case.

The specific approach used in defining a problem is determined by the kind of proposal being made, and the type of funding being sought. A demonstration grant may address an issue in a different way than a research or training grant. The writer should be aware of the differences in values and viewpoints associated with various problems by different agencies, and realize the diverse perceptions that may exist between the public and private sectors, or various levels of government.

Most funding sources wish to be remembered for having had an influence on history or for their impact on contemporary society. They are interested in funding projects that deal with solutions that have a wide application or a general transferability. You should show how the proposal may have generic applicability and, whenever possible, avoid the implication that the proposal is provincial or regional in scope (except where this may be a desirable feature).

File Location (s):

Title: Reviewing the Proposal (Grant Proposal Writing)

Author (s): Norman F. Chamberlain

Published/Issued By: The Regional Institute on Community Residential Treatment Centers
The Center for Urban Programs, St. Louis University
NICTRTC, P.O. Box 18258, Seattle, WA 89118

Date: July 1976

Description:

The last step in the proposal preparation consists of putting the document in final finished form. Two key words summarize this step--RIGHT/REWRITE. The grant writer must make certain that the entire proposal is correct (RIGHT) as possible in every detail and particular and that the polished and refined document represents the best efforts of the team that prepared it (REWRITE). The point that should be kept foremost in the editor's eye is the impact the proposal will have on the funding source. The proposal should not raise questions it cannot answer. Linda Hartman and Jerry Mundell of Tandem Training Associates, Inc., have developed the following "Checklist For Proposal Review": (1) Has the purpose of the program been clearly stated? (2) Does the program being proposed relate directly to the mission and purpose of the organization submitting the proposal? (3) Has the Board of Directors of the organization approved the proposal, and has the proposal request been signed off by the highest staff level within the organization? (4) Have needs been adequately assessed? How was this done? (5) Have program priorities been indicated? How were they determined? (6) Does the proposal indicate the immediacy of the problem? (7) Has the credibility of the organization been indicated? (8) Does the proposal identify measureable objectives and do the objectives appear relevant to the problem and attainable? (9) Have the methods used in the project been clearly sated? (10) Do you find indications of alternatives having been considered in the development of program methods and objectives? (11) Have statements or statistics in the proposal been sufficiently documented? (12) Does the proposal indicate what will happen to this project after the current funding period? (13) Is organizational structure clearly shown and does it appear that the organization has the capability to carry out the project? (14) Does the proposal indicate that the organization submitting it is a logical one to conduct the program? (15) Does the proposed program represent a duplication of services? (16) Does the proposal contain evaluation instruments? (17) Is the required budget realistic in terms of anticipated results?

When all these questions have been answered, the checklist completed, and the revisions made, the grant is finally ready for formal submission.

File Location (s):

PUBLICATIONS & PAPERS

Title: Understanding Federal Grants

Author (s): A Guide to Grantsmanship for County Officials

Published/Issued By: National Association of Counties
1735 New York Avenue, N.W.
Washington, D.C. 20006

Date: 1973

Description:

Types of Grants -- Federal aid to state and local governments takes several forms, grants; shared revenues (usually counted as grants); and loans. Shared revenues are payments of a share of federal revenues from a particular source such as receipts from timber sales which are paid to state and local governments. Grants are non-repayable resources provided by the federal government to support a state or local program or service for the public.

There are two types of grants: those with "strings" attached or conditional or categorical grants; and those with "no strings" attached or unconditional grants. General revenue sharing is presently the only type of unconditional grant. The Open Space Program in HUD is a typical categorical grant program. There is federal money available to pay for 50% of the cost of land to be utilized for recreational purposes Local and state funds are required for matching. Block grants are a type of categorical grant but are broader in scope and usually include an entire functional area. The Law Enforcement Assistance Act established a block grant program. LEAA permits states to draw up their own plans and priorities for solving criminal justice problem Local and regional criminal justice planning and fund allocation within broad guidelines is encouraged.

Conditional grants are either project grants or formula grants. Project grants are a relatively recent development in the U.S. and are designed to meet specific problem That is, a project grant is given for a specific program need such as demonstration grants for education. The recipient must take the initiative in applying for the grant and it is up to the discretion of the granting agency whether or not the particular project involved merits funding.

In contrast, formula grants are allocated to all eligible jurisdictions (mostly states) for selected functions on the basis of some formula. Formula criteria may include the fiscal capacity of the recipient government, total or relevant population in the area, such as the number of poor people, or both. The distribution of funds is automatic and no application is needed.

Cost Sharing Arrangements -- Matching requirements on federal grants specify the portion of the project or program cost that the recipient is required to provide in order to receive the federal grant. Matching requirements vary widely depending on the program. For some programs the matching rates are uniform for recipient governments. In other cases, differential rates have been established so that governments with lower physical capacity are required to meet lower matching requirements than those with higher physical capacity (Medicaid is a typical federal program in which the federal share varies among recipient states. It varies from 50% in

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wealthy states to 66% in the poorer states.) Most research and demonstration projects are 100% federally funded. Higher federal support indicates greater federal government interest in getting states and localities to undertake the program. For instance, the Talmadge amendments to the Work Incentive Program (WIN), increased support for operations such as day care from 80% to 90%. It was the intent of Congress to encourage localities to get people off welfare and into the work force.

In addition to considering the percentage of federal "match," one must also consider the type of "match" required in a particular program. Sometimes "hard" cash is required, in other programs service or property ("in-kind" contributions) can serve as the local share where in-kind matching is permitted. Standard rules governing what is allowable and not allowable have been formulated by the federal government. The Office of Management and Budget (OMB) Circular A-87 discusses what is meant by direct and indirect project costs. The establishment of indirect cost rate for counties is also discussed in this circular. Even though the county is entitled to these indirect costs, certain federal agencies will not allow them. Indirect costs are allowable to the extent that money is available to the grant or agency to provide them. The above mentioned Circular A-87 may be obtained by writing to the National Association of Counties at the above address.

PUBLICATIONS & PAPERS

Title: Types of Grants

Author (s): Annual Register of Grant Support 1976

Published/Issued By: Marquis Academic Media, Marquis Who's Who, Inc.
200 East Ohio Street
Chicago, Illinois 60611

Date:

Description:

The federal government makes grants in many forms, some of which allow the independent grant seeker the opportunity to be funded, and some which do not. Below are some of the most common types of government grants.

Block Grants - Sometimes called "Bloc" grants, these are made by the federal government directly to states or local units of government such as county or municipalities. The grant most often comes to the state in a block and the state may spend the money as it wishes so long as the funds are being used to fulfill the basic purposes for which they were authorized. One important aspect of Block Grants is that while the money is federal, the authority to spend it is local, and the recipient of Block Grant funds are allowed great flexibility on how they use the money.

Capitation Grants - Stemming from a concept of providing funds per capita of service, Capitation Grants are awarded based on the actual number of people served rather than on the task being performed. For example, an organization may be providing housing for runaways. This organization's annual budget is $100,000 and last year provided housing for 1000 youths. A Capitation Grant would provide $100 for each youth housed during the coming year ($100,000 divided by 1000 youths). Capitation Grants are most often used for training grants where payment is based on enrollment rather than training outcome.

Categorical Grants - Simply stated funds under a certain category must be expended within a certain field of interest such as mental health, services for the handicapped, or maternity and child care. Although the number of Categorical Grants provided by the federal government has decreased in the past few years because of an increase in Block Grants, there is still more than 1000 federal grant programs active within the federal government.

Construction Grants - Unless specifically stated, most federal grants do not provide funds for capital purposes requiring the grantee to rent or lease the appropriate facility. Special Construction Grants, especially in the fields of health and mental health, have been made in the past for construction, renovation, and expansion. Many of the more important Construction Grant programs have been severely cut in the past few years wherever it appears that the federal government is less enamored with this type of grant than in the past.

Demonstration Grants - Among the most common type of grants made in the human service field, Demonstration Grants as opposed to Basic Research Grants are made to agencies in order to demonstrate the effectiveness of a certain procedure of

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methodology while, at the same time, providing a direct benefit to a group of clients. Unlike Research Grants, there is usually a large amount of evidence that methodology to be demonstrated should prove effective before grant is awarded. Often Demonstration Grants are the second step of Research Grants, attempting to show that the success of a Research Grant may have a greater applicability or wider target population than originally envisioned.

Project Grants - These grants allow the grantor agency--usually a department or agency of the federal government--to determine funding based solely on the merits of the project of an individual or organization rather than by the formula requirements mentioned earlier. This is one of the most flexible types of grants and let the granting agency have complete control in selecting the project, the grant recipient, and the amount of the award.

Research Grants - As opposed to Demonstration Grants and Project Grants, Research Grants are provided to test theories and hypotheses, develop or interpret new information or revise accepted theories without the requirement that benefits be immediately passed on to the clients, and that the term "client" is often replaced with the term "subject" in Research Grants. There are types, basic and applied. Basic research which drew great favor in the 1960's is finding funding harder to obtain lately while applied research funds have continued to grow, especially in environmental programs.

Staffing Grants - As the phrase implies, these grants are provided for supportive salaries for professional and technical staff members, plus in-service training in many cases. Most Staffing Grants come with a sliding matched requirement.

Training Grants - These are awarded to organizations, corporations, or individuals to support training of existing staff, students, or potential staff in the techniques and procedures needed to develop skills in a particular field such as nursing paramedical training, legal aide.

Programs

Name: Understanding and Obtaining Federal Grants
Location:
Mailing Address: New York University School of Continuing Education Seminars

Phone: 212/953-72

Contact for more information: Ms. Heidi E. Kaplan, Information Services Manager
New York Conference Management Center
360 Lexington Avenue
New York, New York 10017

Purpose:

Sponsor:

Date: February 1977

The New York University School of Continuing Education holds specialized seminars on "Understanding and Obtaining Federal Grants" in various cities throughout the United States (Washington, D.C., December 13-14, 1976; Chicago, February 7-8, 1977). The 2-day seminar is designed to introduce people to the history, concepts, and techniques required in the development of grant applications and the programs that may be supported by federal grants. The information gathered from this seminar includes:

1. What Are Grants? The historical background on government grants
2. What Do Grants Support? A survey of the various services supported by grants, including who recipients and beneficiaries are
3. Techniques for Program Development
4. The Proposal Package. The end result of the program development is a comprehensive proposal which presents information required by legislation in addition to information on mitigating circumstances of the local conditions. Includes information on the presentations required by the A95 process in keeping the proposal compatible with all existing state, local and federal regulations.
5. Informational Sources. The availability of timely information is covered as well as information on costs involved.
6. Research and Demonstration Programs.
7. Establishing an On-Going Grants Development Operation.

New York University School of Continuing Education awards certificates of participation to all who attend the seminars. Allowed under expenses of education undertaken to maintain and improve professional skills (see Treasury Reg 1.162-5).

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Reviewed: ______
Confirmed: ______
Date: ______

PUBLICATIONS & PAPERS

Title: Circular A-110 110 Grant Administration Standards for Non-Profit Institutions

Author (s): Patricia Jenkins

Published/Issued By: Grantsmanship Center News

Date:

Description:

A new set of regulations recently published by the Office of Management Budget (OMB) has as its intention to standardize the management policies federal agencies use for grants to "institutions of higher education, hospitals, and other non-profit organizations." If your organization is considering whether to seek federal funding for the first time, Circular A-110 can help you understand what such a step may require of you in record-keeping, financial reporting, and management practices. A-110 does not include all the requirements that may be imposed, however. A-110 itself permits exceptions wherever legislation establishing a program imposes different requirements. Also, the federal agency may have requirements outside the scope of A-110 such as program evaluation procedures or public participation requirements.

Note also that numerous federal laws may apply to you the moment you accept a federal grant. For example, applicants for funds under the Housing and Community Development Act of 1974 are subject to about 25 laws and executive orders including:

-The National Environmental Policy Act of 1967
-Clean Air Act of 1970
-Federal Water Pollution Control Act Amendments of 1972
-Archeological and Historic Preservation Act of 1974
-National Historic Preservation Act of 1966
-Noise Control Act of 1972
-Flood Disaster Protection Act of 1973
-Coastal Zone Management Act of 1972
-Fish and Wildlife Coordination Act Amendments of 1958
-Architectural Barriers Act of 1968
-Davis-Bacon Act
-Uniform Relocation Assistance & Real Property Acquisition Policies Act of 1970
-Hatch Act
-Title IV of the Civil Rights Act of 1964
-Title VIII of the Civil Rights Act of 1968

These requirements mean that when you accept a federal grant you open your organization to closer scrutiny which could result in very dire consequences if your organization fails to comply with the requirements.

Meeting all of the standards may increase your costs in certain areas, an increase that will need to be reflected in the budget for your grant request. You may, for example, need to hire an outside certified public accountant to meet the independent audit requirements. Or you may need new printed forms to properly document the matching value of volunteer services received or to establish the source documentation and expenditure control systems needed to support your accounting records.

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And you will need additional staff time to handle the additional record keeping.

These are, of course, procedures and records that you ought to have in any case, but if you have been operating more loosely, acceptance of federal funding will force you to tighten everything at once. And while you are getting the adjustments made, A-110 allows a federal funding agency to require that you accept your federal money on a reimbursement basis, which could present cash-flow problems.

The following topics are covered in Circular A-110:

- Standard Application Form
- Grant Payments
- Matching Share
- Cash Depositories
- Financial Management Systems
- Procurement Standards
- Property Management
- Bonding and Insurance
- Program Income
- Reporting Requirements
- Program Performance
- Budget Revision
- Grant Closeout Procedures
- Suspension and Termination
- Records Retention

How to obtain Circular A-110: Up to 25 copies may be obtained free from the Publications Office, Office of Management and Budget, 726 Jackson Place, N.W., Washington, D.C. 20503.

Title: Annual Register of Grant Support

Author (s):

Published/Issued By: Marquis Academic Media, Marquis Who's Who
200 East Ohio Street
Chicago, Illinois 60611

Date: 1976

Description:

The 1976-77 edition includes details of the Grant Support programs for government agencies, public and private foundations, business and industrial firms, unions, educational and professional associations and special interest organizations. Details included are the type, purpose and duration of the grants; the amount of funding available for each award and for the entire program or all programs of the organization; eligibility requirements; number of applicants and recipients in the most recent year for which statistics are available; application instructions and deadlines; personnel of the funding organization as well its address, founding date, and phone number; data concerning the organization's areas of interest, cooperative funding programs and consulting or volunteer services; and other pertinent information, special stipulations. The introduction contains descriptions of the types of foundations, types of grants, and information on proposal planning and writing. It is indexed according to subject, organization and program, geographic, and personnel.

File Location (s):

PUBLICATIONS & PAPERS

Title: Tax Law Changes Affect Non-Profits

Author (s): Grantsmanship Center News

Published/Issued By: Grantsmanship Center
1015 West Olympic Boulevard
Los Angeles, California 90015

Date: January 1977

Description:

The recently signed Tax Reform Act of 1976, the first major tax reform legislation in seven years, has both good and bad news for the non-profit sector with the former definitely outweighing the latter. On the positive side is the lobbying revision which will provide new opportunities for private non-profit organizations to participate in the legislative process at national, state, and local levels. This act clarifies and broadens the right of tax exempt charities to lobby without jeopardizing their tax exemptions. Under the former law, an organization incorporated under the 501(c)(3) provision of the Internal Revenue Code had to watch its actions very carefully, risking losing both its privilege to receive deductible charitable contributions and its own tax exemption if a substantial amount of its activities involves lobbying.

A charity that elects to go with the new law would face specific limits on expenditures of tax exempt funds for two types of activities: (1) Traditional or general lobbying of legislatures and regulatory agencies, and (2) Grass Roots lobbying attempts to influence the general public on matters of legislation.

This is the first time Grass Roots lobbying has been defined and recognized as a legitimate activity of tax exempt organizations.

Under the old law, IRS could not be sued when it denied an application for tax exempt status, when it revoked an exemption, or when it failed to act on an application for exempt status. The only recourse has been for the organization to pay a tax and then sue to recover the tax, or to have a donor contest the disallowance of the deduction. By the time this process could be completed, the organization almost invariably was forced out of existence.

This situation is remedied in the new act by allowing an organization to file suit for declaratory judgment. The suit cannot be filed until the court determines that the organization has exhausted the administrative remedies available to it within the IRS.

Another important feature of the Tax Reform Act of 1976 may hurt non-profit organizations in general. The Tax Reform Act of 1969 required a private foundation to distribute at least a minimum percentage of the theorem market value of its investment assets. Under that law, the percentage changed each year according to a complex formula developed by the Treasury Department

Last April, IRS issued a revenue ruling that increased the minimum foundation payout rate to 6 3/4% from 6% in the previous year. If the current law had been allowed to stand, the amount of money granted to charity by private foundations this year would

File Location (s):

(more)

have been larger than usual. However, as a result of successful lobbying efforts by private foundations, Congress has attached the Tax Reform Act of 1976 a provision that establishes a permanent "payout rate" of 5%.

This provision is retroactive; it is effective this year. Already several private foundations have indicated that they will reduce what had been a planned payout of 6 3/4% to 5%.

TOPIC: Grants and Funding/Resources

NAME: Special Courses on the Administration and Negotiation of Federal Grants and Contracts

ADDRESS: National Graduate University
3408 Wisconsin Avenue, N.W.
Washington, D.C. 20016
202/966-5100
Donna Smith

PURPOSE:
The National Graduate University has scheduled special courses on the administration and negotiation of federal grants and contracts. Sessions for 1977 include: Washington, D.C. - March 15-17, 1977; Boston, Massachusetts - April 19-21, 1977; Chicago, Illinois - May 9-11, 1977; San Francisco, California - August 3-5, 1977; Boulder, Colorado - August 8-10, 1977. The 15th Institute on Federal Funding will be held in Washington, D.C. on April 12-14. For brochures and more information on these courses and the institute, contact Donna Smith at the National Graduate Univers

DATE: February 14, 1977

SOURCE: National Graduate University

TOPIC: Grants and Funding/Resources

NAME: Foundation Center

ADDRESS: Associates Program, The Foundation Center
888 Seventh Avenue
New York, New York 10019

PURPOSE:
The Foundation Center will give information on private foundations listed in its directory and index and will institute custom searches and custom computor searches for its clients or associates.

DATE:

SOURCE:

TOPIC: Grants and Funding

NAME: Round Robin Makes Money For Group, Organization, or Cause

ADDRESS: For more information contact Gay Ann Basham, Tupperware Dealer,
c/o Speakers' Bureau of Maryland, Inc.
Knickerbocker Building, Room 305
Lexington and Gilford Avenue
Baltimore, Maryland 21202

PURPOSE:
The "Round Robin" receives money for your group, organization or cause:

1. Over a 3-week period ten or more members of your group are assigned as Tupperware hostesses. They invite their own friends, relatives, and neighbors.
2. Each assigned hostess tries to sell $200 or more.
3. The organization receives 15% of the sales (example: if $200 is sold at each party, the organization will receive a total of $300).
4. Each hostess receives a special thank-you gift from her dealer.
5. The hostess with the largest number in attendance receives a bonus gift.
6. The hostess with the most in sales will receive a bonus gift.
7. At the end of the 3-week period, the gains received from all the parties are tallied and the organization receives another $2 per dating held.

Note: "Round Robin" parties with less than 10 hostesses participating are possible as well.

DATE:

SOURCE:

TOPIC:

NAME: National Criminal Justice Reference Service

ADDRESS: U.S. Department of Justice
Law Enforcement Assistance Administration
National Criminal Justice Reference Service
Washington, DC 20530
202/963-5244

PURPOSE:
Those persons or organizations wishing a literature search for information necessary before writing a proposal may wish to use the services of the National Criminal Justice Reference Service. NCJRS responds to requests for specific information in the areas of police, corrections, and the courts, through its search and retrieval service. An inquiry is researched by a referral specialist who begins by searching the system's computerized collection of books, articles, LEAA reports, and documents for information that best fills the questioner's needs. In some instances an inquirer is placed in contact with other organizations or individuals who are able to fill his information needs. Anyone wishing information on a law enforcement or criminal justice topic may request a search. There is no charge for this search or for in-stock literature supplied by NCJRS. Literature obtained from other sources may carry a charge. The average inquiry is processed within five days, although it may vary according to the nature of the request. In addition, a request may be made by telephone. The search for information may include like projects which have been funded if information has been published on them. Therefore, the literature may provide information on funding sources.

DATE: Current

SOURCE:

PUBLICATIONS & PAPERS

Title: Analysis of Revenue Sharing

Author (s): A Guide to Grantsmanship for County Officials
1735 New York Avenue, N.W., National Association of Counties
Washington, D.C. 20006

Published/Issued By: Office of Management & Budget Circulars
Supt. of Documents, U.S. Govt. Printing Office
Washington, D.C. 20402

Date:

Description:

1. Amount of Assistance — A total of $30.1 billion over a five-year period. Annual amounts on a calendar year basis are as follows: 1972--$5.3 billion; 1973--$5.975 billion; 1974--$6.125 billion; 1975--$6.275 billion; and 1976--$6.425 billion.

   With the exception of 1972, the revenue sharing funds will grow at a rate of $150 million per year. This increase is divided 1/3 to states and 2/3 to local governments.

2. Funding Mechanism — Not tied to a percentage of the federal personal income tax base or collections: rather, a permanent, five-year authorization/appropriation into a "local government high priority expenditure trust fund."

3. Retroactive Payments — Payments will be made retroactively to January 1, 1972.

4. Eligibility — All states and general purpose local governments (counties, townships, and incorporated municipalities). There is no population cut-off for local governments. Local jurisdictions may not receive over 50 percent of its adjusted taxes plus intergovernmental transfers. There is a $200 minimum allocation. In addition, a local government may not receive less than 20 percent of the per capita allocation to all local governments in that state, nor more than 145 percent.

5. State & Local Government Trust Funds — State and local governments must create a trust fund in which to deposit all revenue sharing funds. To facilitate proper federal auditing and accounting procedures. Must use amounts in trust fund within whatever reasonable time period specified by Treasury regulations (probably 18 months).

6. Restrictions on Use of Funds
   (a) High Priority Expenditure Items — Such restrictions apply to local governments only. There are no restrictions on the use of state funds. The local funds must be used for certain "high priority expenditures" designated by Congress. For maintenance and operating expenses, enforcement, fire protection and building code enforcement, environmental protection (including, but not limited to, sewage disposal, sanitation, and pollution abatement); public transportation (including, but not limited to, transit systems and streets); health; recreation; social services for poor or aged; financial collecting; and libraries. For capital expenditures, there are no limitations. Funds may be expended for any and all capital expenditures which are authorized by law, as long as they meet an "ordinary and necessary" test.

   (b) "Matching" Federal Programs — State and local governments may not use revenue sharing funds to match federal funds for other federal grant-in-aid programs where there is a requirement for matching with either federal or non-federal funds. Revenue sharing funds may be used to supplement other federal grant funds.

   (c) State & Local Maintenance of Effort — Provides that state governments may not reduce the financial aid they have been giving to local governments "Maintenance of effort" requirement for local governments.

   (d) Non-Discrimination — Prohibits state and local governments from using revenue sharing funds in a manner that discriminates on the basis of race, color, national origin or sex.

   (e) Davis-Bacon — Requires that local governments provide that all laborers and mechanics employed by contractors or sub-contractors on construction projects financed by revenue sharing funds be paid wages not less than those prevailing on similar construction in the locality in accordance with the Davis-Bacon Act. This provision would only cover projects financed by 25 percent or more of revenue sharing funds.

   (f) Prevailing Wage Rate — The local governments must pay wages not lower than the prevailing rates of pay for persons employed in similar jobs by that local government.

7. State and Local Distribution Formula — The Conference Committee agreed on a formula which would give each state the higher amount of either the House formula or the Senate formula each year. The House version of the bill essentially would have distributed the funds to state and local governments on the basis of population, urbanized population, and population inversely weighted for per capita income. The Senate version essentially would have distributed the funds on the basis of population, state and local tax effort, and inverse per capita income (the so-called poverty factor). By taking the higher amount for each state, the total program for the first calendar year (1972) should be $5.825 billion (this is the base figure for the program and its future growth.) However, the Conference Committee determined that federal government should expend only $5.3 billion the

File Location (s):

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first calendar year. Therefore, after the higher figure for each state is determined, it will be proportionately reduced so that the totals for all states will equal $5.3 billion (this means an approximate reduction of 9.1 percent for each state).

After this higher amount is distributed down to the state level, it is divided one-third to the state government and two-thirds to the local governments within that state. The two-thirds local amount for each state is then: 1) distributed to the county area on the basis of county population, tax effort, and inverse per capita income (i.e., each county area's share is determined by its population multiplied by the tax efforts of the county and its municipalities and further multiplied by its inverse per capita income); 2) split between the county and its municipalities on the basis of "adjusted taxes." Adjusted taxes are defined to include property, income, sales, growth receipts, corporate income, etc., with the exception of those taxes levied for or attributable to education. This step in the formula determines the amount that a given county government would receive; and 3) divided among the municipalities within that county on the basis of the same three factors of population, tax effort, and inverse per capita income.

After the first twelve months (starting January 1, 1972), a state may adopt an alternative formula for distribution of the two-thirds amount to local governments by using the optional factor of population multiplied by tax effort or population multiplied by inverse per capita income. The weighting of the factors may vary from zero to 100 percent. The change may be applied at the county level, the municipal level, or both. Any change must be applied uniformly throughout the state. A state may adopt an alternative formula only once.

8. Reporting Procedures

Provides that each state and local government must submit an annual report to the Treasury Department detailing the purposes for which the funds are intended to be spent. They must also submit reports at the end of the year showing how the funds have been spent or obligated. Reports must also detail amounts and sources of non-revenue sharing funds used for matching federal grants. Each state and local government must also publish a copy of these reports in state and local newspapers.

9. Budgeting Procedures

State and local government must follow the same budgetary laws and procedures for expending revenue sharing funds as it does for its own revenues.

10. Audit Procedures

State and local governments must use such fiscal, accounting, and audit procedures as established by the Department of the Treasury. The Treasury Department may accept a certification from local officials indicating valid auditing procedures.

PUBLICATIONS & PAPERS

Title: Office of Management and Budget Circulars

Author (s): A Guide to Grantsmanship for County Officials
1735 New York Avenue, N.W., National Association of Counties
Washington, D.C. 20006

Published/Issued By: Office of Management & Budget Circulars
Supt. of Documents, U.S. Govt. Printing Office
Washington, D.C. 20402

Date:

Description:

A85 Rev. Consultation with Heads of State and Local Governments in Development of Federal Regulations: This circular provides local and state government officials the opportunity to review and comment on major proposed regulations, rules, standards, procedures, and guidelines, major interagency agreements concerning program operations and major organizational changes promulgated by federal agencies. NACo receives these federal materials and disseminates them to interested county governments for their review and comment.

A87 Principles for Determining Costs Applicable to Grants and Contracts with State and Local Governments: This circular sets forth the principles for determining the allowable direct and indirect costs of programs administered by state and local governments under grants from, and contracts with, the federal government.

A90 Cooperating with State and Local Governments to Coordinate and Improve Information Systems: This circular intends to provide for consistent actions by federal agencies which, in cooperation with state and local governments, will contribute to achieving a more coordinated and effective intergovernmental flow of information (a body of organized procedures [electronic data processing equipment or not] for identifying, collecting, processing, retrieving and disseminating information) thereby eliminating unnecessary duplication.

A95 Evaluation, Review and Coordination of Federal Assistance Programs and Projects: This circular implements several legislative directives requiring the review and comment of certain federal grant proposals and applications by metropolitan-wide clearinghouse and state clearinghouse(s) for the purpose of assuring that the proposed project meets the requirements of area-wide and community planning and is not a duplication of, or interfering with, similar programs, or of having a detrimental effect on the natural environment.

A98 Notification to States of Grant-In-Aid Information: This circular implements federal legislation requiring the reporting, upon state request, of federal actions on grant applications to state and local agencies and is the best single source of information regarding who is receiving federal funds in a particular area.

A102 Uniform Administrative Requirements for Grants-In-Aid to State and Local Governments: This circular promulgates standards for establishing consistency and uniformity among federal agencies in the Administration of grants to state and local governments. The circular sets standards for: (A) Cash Depositaries; (B) Bonding and Insurance; (C) Retention and Custodial Requirements for Records; (D) Waiver of Single State Agency Requirements; (E) Program Income; (F) Matching Share Allowability; (G) Standards for Grantee Financial Reporting Requirements; (I) Monitoring and Reporting Program Performance; (J) Grant Payment Requirements; (K) Budget Revision Procedures; (L) Grant Closeout Procedures; (M) Standard Forms for Applying for Federal Assistance (Preapplication, Notice of Review Action, Application for Nonconstruction Programs, Application for Construction, Short Form for Grants Under $10,000); (N) Property Management Standards; and (O) Procurement Standards.

File Location (s):

PUBLICATIONS & PAPERS

Title: Clearinghouse Review/A-95

Author (s): Annual Register of Grant Support 1976-77

Published/Issued By: Marquis Academic Media, Marquis Who's Who, Inc.
200 East Ohio Street
Chicago, Illinois 60611

Date:

Description:

The A-95 Clearinghouse Review Process, so named because the Office of Management and Planning circular explaining the clearinghouse process was number A-95, began in the 1960s on a very limited basis. The A-95 review process is now required on hundreds of government grants and provides for state and area wide clearinghouses which not only review the more than 200 federal programs that have impact on our local level of government, but also direct federal development projects within the geographic area of the clearinghouse as well (such as the construction of a federal Post Office). Most grants for planning under health, law enforcement community action, economic development, housing, urban renewal, and many social service programs, now require A-95 Clearinghouse Review.

Actually, there are two reviews--one during the pre-application of the grant proposal and one of the proposal itself. In the first stage, the applicant submits a brief description of the project or activity for which federal support is sought. Some clearinghouses have developed special forms for this "Notification of Intent" while others ask for simple program descriptions along with the name and location of the applicant agency. Clearinghouses then notify government agencies and elected officials of local governments that might be interested in the project in order for those departments and agencies to comment. The clearinghouse has thirty days to react and gather comments about a project before the applicant actually writes the proposal. If the clearinghouse does not identify any problems or possible conflicts, the applicant may complete and submit the proposal to the funding agency, unless the clearinghouse specifies that it wants to review the completed proposal. If so, the clearinghouse has an additional thirty days of review after the final application is submitted.

If there are concerns or unresolved issues, the clearinghouse must arrange a meeting between the applicants and the various departments who have expressed a concern. After this meeting, the applicant may wish to rewrite the proposal, continue discussions with the departments who are expressing concern, or submit the proposal to a funding source with the comments of the clearinghouse attached.

Grant seekers should not be concerned about which of the federal programs listed in the register require clearinghouse review. This information will be provided when the application packet is sent from the government department. Remember, too, that clearinghouses cannot approve or disapprove grants. Their function is to review for coordination only.

Every state has a clearinghouse. There are about 590 state and area-wide clearinghouses throughout the country. Most clearinghouses are made up of councils of governments or regional planning councils. (For a complete list of every clearinghouse, write the National Association of Regional Councils, 1700 K Street, N.W., Washington, D.C. 20006.)

File Location (s):

Title: Federated Giving

Author (s): Annual Register of Grant Support

Published/Issued By: Marquis Academic Media, Marquis Who's Who, Inc.
200 East Ohio Street
Chicago, Illinois 60611

Date: February 1977

Description:

Federated giving organizations are best described as a number of small organizations combining their funding efforts for maximum effect. The largest and best known federated agency is, of course, United Way (sometimes called United Crusades or Community Chest). Last year the United Way raised over $1 billion, but because this total is spread among almost 2000 cities across the country, the total of philanthropic effect is minimized. Most United Ways, moreover, do not make grants so much as they support existing agencies. There are a number of other federated agencies who make grants. Campaign for Human Development which is the federated giving arm of the Catholic Church in America provides some $5 million in grants annually. Other federated agencies include The United Negro College Fund, The United Jewish Appeal, The American Association of University Women, and The American Federation of Teachers.

File Location (s):

Title: Corporate Giving

Author (s): Annual Register of Grant Support

Published/Issued By: Marquis Academic Media, Marquis Who's Who, Inc.
200 East Ohio Street
Chicago, Illinois 60611

Date: February 1977

Description:

Although the practice of corporations making grants and gifts to charity is now largely accepted, it is interesting to note that until 1935 the Internal Revenue Service did not allow the charitable deduction for corporate gifts. Beginning that year and continuing today, corporations are allowed a charitable deduction for contributions up to 5% of net income.

Yet, while this modest federal government incentive has spurred corporate philanthropy, grants from corporations over the past decade have not kept pace with the growth and contributions from private foundations, bequests, or individual donors.

Last year, corporations gave slightly over $1 billion to charity; and although this was an increase of almost 10% over the previous year, the total reflected only 1% of net income before taxes--a far cry from the 5% allowed by law.

According to the conference board, a non-profit organization that monitors corporate philanthropy, corporate contributions are far from universally accepted in the corporate community. Of the 1.7 million corporations in the country in 1970, only 20% took a deduction for charitable contributions and only 6% made contributions of more than $500. Of those corporations who contributed, only 1,644--or less than 1/10 of 1%--gave $50,000 or more.

Corporate contributions can be made for health and welfare projects (usually through United Way), and for education. Recently, however, there is an interest such as Minority Enterprises in the Arts (most notably, public television) who have received increased corporate interest. Most corporations do not have professional grant reviewers and will, therefore, seldom have grant guidelines, specific philanthropic objectives, or well-defined procedures for grant applications.

An important consideration when approaching corporations is to introduce a benefit--either directly to the company or indirectly through its employees--that grant support can make. A proposal for support of an alcoholism program may be received more readily if the corporation feels alcoholism is a problem among its employees.

Many corporations (notably Xerox Corporation) are willing to provide volunteer services and specific, expert assistance, as well as money. Corporations also make in-kind contributions such as free printing, equipment, etc., and will sometimes match gifts made by individual employees.

File Location (s):

Programs

Name: The Grantsmanship Training Program

Location:

Mailing Address: The Grantsmanship Center
1015 West Olympic Boulevard
Los Angeles, California 90015

Phone: 213/485-9094

Contact for more information:

Purpose:

Sponsor:

Date: October 1976

Training in Fund Raising, Resource Development and Program Planning. The Grantsmanship Training Program will conduct workshops in various cities throughout the United States. In each city in which programs are conducted, a local organization hosts the class. A host provides space for the workshop and acts as a contact to whom local agencies can address questions. The following subjects are always covered although the training program responds to the needs of participants, each class varying somewhat depending on the skill levels and interests of the participants: Federal Funding and New Federalism, how to identify appropriate federal sources of support; understand the federal grant application process; write effective proposals for federal grant programs, etc. Foundation Funding, how to identify foundaions and evaluate their potential as funding sources. Program Planning and Proposal Writing, how to plan more effective programs and translate them into more successful proposals.

Participants are asked to bring to the class any of the following: proposals being developed at their agencies; ideas for new programs; brochures and other publications describing their organization.

During the week, small work groups critique and rewrite each proposal brought to class In addition, each student participates inthe development of a proposal from concept to completion. Since all proposal work involves the students' own agencies, extensive organizational evaluation and development often occurs and specific needs of each organization are addressed.

The class meets Monday through Thursday from 9 a.m. to 7 p.m. each day and on Friday from 9 a.m. to 1 p.m. The following schedule will be followed March through June 1977. For further information on the hosting agency, contact the Grantsmanship Center.

MARCH
7-11: Montclair, N.J.*
7-11: New York City
14-18: New Orleans
14-18: Boulder, CO
21-25: Washington, D.C.

(more)

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Reviewed: ______
Confirmed: ______
Date: ______

MARCH (Continued)
21-25: Los Angeles
28-Apr. 1: Boston
28-Apr. 1: Salt Lake City

APRIL
4-8: Cumberland, MD
4-8: Seattle
11-15: Philadelphia
11-15: San Francisco
18-22: Los Angeles
18-22: Chicago
25-29: Minneapolis

MAY
2-6: Rochester, NY
9-13: Dayton, OH
9-.3: Washington, D.C.
16-20: Dallas
23-27: New York City
31-June 4: Los Angeles

JUNE
6-10: Fairfax, VA
13-17: Washington, D.C.
13-17: Indianapolis
20-24: Portland, ME
27-July 1: Cincinnati
27-July 1: San Francisco

*Local Agencies Only

PUBLICATIONS & PAPERS

Title: Title XX of the Social Security Act

Author(s): U.S. Congress

Published/Issued By: Federal Register, Part II, Vol. 40, No. 72, April 14, 1975; A Citizen's Handbook: Social Services '75, HEW, May, 1975.

Date: Effective October 1, 1975

Description:

Title 20 of the Social Security Act, which concerns social service programming for individuals and families, went into effect October 1, 1975. Until now, every State's social services plan has had to be approved by the Federal Government. Unter Title 20, however, the content of a State's services plan is subject to review by the State's citizens rather than to approval by the Federal Government. The purpose of this is to make social services programs fit the needs of people in local communities more effectively.

Social Services Goals. Any social service provided under Title 20 must be directed to at least one of these five goals: (1) To help people become or remain economically self-supporting; (2) To protect children and adults who cannot protect themselves from abuse, neglect, and exploitation, and to help families stay together; (4) To prevent and reduce inappropriate institutional care as much as possible by making home and community services available; and (5) To arrange for appropriate placement and services in an institution when this is in an individual's best interest.

Funding. Congress has authorized up to 2.5 billion Federal dollars for each year to be alloted among the 50 States and the District of Columbia on the basis of population. To help States develop social services programs, the Federal Government can pay 90 per cent of family planning costs and 75 per cent of all other social services program costs up to the State's allotment. The rest must come from within the State, from State and local appropriations, and from funds donated by individuals, foundations, and organizations concerned with community services.

Fewer Federally Mandated Services. Until now, State social services programs receiving Federal funds have been required to provide each of a group of specific services for recipients of AFDC (Aid to Families with Dependent Children) and each of another group of specific services for aged, blind, or disabled recipients of SSI (Supplemental Security Income). Instead of requiring specific services for specific categories of eligible people, however, Title 20 requires that State services plans include: (1) At least one service directed to each Title 20 goal (see above); and (2) At least three services for SSI recipients. This means that States are free under Title 20 to select the particular services that meet the needs of their

MORE

File Location(s): 8/October, 1975

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own residents. If family planning services are not offered to AFDC recipient families, the State will be penalized one per cent of its Federal AFDC funds.

Regional Differences. Previously programs have been required to offer identical services in all parts of the State without regard to variations in local needs. Under Title 20, however, different services can be offered in different geographic areas within the State. Such differences must be explained in the State's annual services plan. Based on local needs, program emphasis can vary from region to region within the State. For example, a greater proportion of resources can be allocated for services to children in some geographic areas, and for services to older people in others.

Changes in Eligibility. Until now, people could not receive services under public social services programs unless they could qualify as current, former, or potential recipients of AFDC or SSI cash payment programs. Under Title 20, a State may now offer one or more services to anyone who: (1) Receives cash payments under AFDC or SSI; or (2) Has an income that does not exceed 115 per cent of a State's median income as adjusted for family size. This means that States may include intact families, single people, and childless couples who do not qualify as aged, blind or disabled. An amount equal to at least 50 per cent of a State's Federal Title 20 payment must be spent on behalf of people receiving or eligible to receive AFDC or SSI, or people whose income and resources are considered in determining such eligibility or people eligible to receive Medicaid.

Income and Fees. States must charge reasonable income-related fees for services furnished to people whose incomes are above 80 per cent of the State's median income as adjusted for family size. States may charge reasonable income-related fees for services furnished to people whose incomes do not exceed 80 per cent of the State's median income as adjusted for family size. Such fees may also be imposed on AFDC or SSI recipients. "Income" means the monthly total of all sources of income.

Eligibility Variations. Title 20 allows States to vary their eligibility requirements: (1) Income limits can be different for different services; (2) Income limits can be different for different categories of people; and (3) Eligibility for a specific service can be limited to a specific category of people. In addition, information and referral services and services to protect children and adults who cannot protect themselves can be offered without regard to eligibility limits.

Costs Not Covered by Title 20. Federal payment will not be made to States under Title 20 for such costs as: (1) Cash benefits; (2) Capital expenditures; (3) Free educational services offered by the public schools; (4) Medical services available under Medicaid and Medicare; (5) Room and board except under special circumstances; and (6) Child day care that does not meet Federal, State and local requirements.

Programs

Name: Luncheon Is Served
Location: Tucson, Arizona
Mailing Address: Mrs. Louis Fredrickson
4515 N. Twilight Trail
Tucson, Arizona
Phone:
Contact for more information:

Tucson Daily Citizen

Purpose: To provide low-cost buffet-style lunches and dinners for nonprofit groups to help them raise funds.

Sponsor: Food Manufacturers (see list below)

Date: current

In 1945 home economist Dorothy Davis of Philadelphia conceived the idea for LUNCHEON IS SERVED. The idea spread from border to border and eventually into Canda. Over 10 million clubwomen over the past 25 years have learned that LUNCHEON IS SERVED can provide a delightful occasion and be spectacularly successful in raising funds.

Since all the food is donated by the manufacturers, the nonprofit group has to pay only an initial service charge of $35 for a meal that serves from 80 to 125 persons. If more than 125 guests are expected to attend, the charge increases by $15 for each additional group of 25. Tickets to the meal may be sold at any price by the club or organization as a means of raising funds. Dining and cooking facilities, along with a small group of volunteers who help with table setting, serving and clean-up must be provided by the club or organization.

The hostess (Mrs. Fredrickson in Tucson) gives a short talk explaining the program and mildly plugging the products. Following the meal, the hostess gives away door prizes which consists of food items from the sponsoring companies. She also gives a number of tips on food preparation and economic buying.

The sponsoring group is given a checklist to follow:

THE LUNCHEON DAY COMMITTEE: You will need one lady for each 12 guests to set tables, distribute literature, help serve and clean up after the luncheon. Depending on the number of guests, you will need 1 to 4 ladies to help dish up the food in the cooking area, in addition, you should have 1 or 2 ladies on hand when the hostess arrives to help her unload her car.

HOW TO BE READY FOR YOUR LUNCHEON: You will want the cooks and hostess to

Hustle: ______
Reviewed: ______
Confirmed: ______
Date: ______

have the best opportunity to prepare and serve smoothly, so you will want to check to see that all dishes are washed and stacked (20 in a stack); kitchen area is cleaned; and tableware out of kitchen.

WHAT TO HAVE READY ON PARTY DAY: Since it is not practical to transport equipment, we suggest that you schedule your luncheon in a location that has available certain items such as coffee urns; adequate dining area; tables; stove; etc.

The entire LUNCHEON IS SERVED program takes just 90 minutes from the start of the luncheon through the awarding of door prizes. A group could combine the luncheon with a cake sale, bazaar, fashion show or similar activity.

Food Manufacturers participating in this program are as follows:

Armour Food Company
Bernstein Foods, Inc.
Golden Dipt Company
Golden Grain Macaroni Company
Hayden Flour Mills
Holsum Bakery Products
Joan of Arc Company
KALIL Bottling Company
Sacramento Division of the Borden Company
Taster's Choice
Van Wyck Products Company, Inc.
Vernell's Find Candies

A typical menu consists of:

Appetizers & Salads (Hot German Potato Salad, Tomato Juice, etc)
Entree (Ham, Wild Rice)
Dessert
Beverages

(Abstracted from material furnished by LUNCHEON IS SERVED)

*The manufacturers listed above are for the Tucson area. Local sponsors vary from locale to locale.

Name: National Center for the Prevention and Control of Rape

Location: National

Mailing Address: 5600 Fishers Lane
Rockville, Maryland 20852 Phone: 301/443-3533

Contact for more information:
Elizabeth S. Kutzke
Division of Special Mental Health Programs

Purpose:
To support research studies on rape and to provide clearinghouse services

Sponsor: National Institute of Mental Health, HEW

Date: 1976

The National Center for the Prevention and Control of Rape is being established within the National Institute of Mental Health. Its functions are to:

- Establish a clearinghouse to provide information and educational materials with regard to rape prevention, treatment, and rehabilitation efforts.
- To provide assistance to Community Mental Health Centers in meeting new legislative requirements with regard to consultation and education services on rape.
- To support research studies into the causes of rape, laws dealing with rape, the treatment of victims, and the effectiveness of existing programs to prevent and control rape.
- To support research and demonstration projects to plan, develop, implement and evaluate methods in treatment and counseling programs for victims of rape and their families, and efforts to rehabilitate offenders.

Source: Letter from Elizabeth Kutzke, February 19, 1976.

Hustle:
Reviewed:
Confirmed:
Date: 25 Febr. 76

CP-3 1/17/73

Title: Mediability: A Guide for Non-Profits

Author(s): Len Biegel and Aileen Lubin

Published/Issued By: Taft Products, Inc., 1000 Vermont Avenue, N.W., Washington, D.C. 20005, 1975, 110 pp. $6.50.

Date: 1975

Description:

Mediability: A Guide for Non-Profits offers concrete suggestions concerning the use of publicity and public relations by non-profit groups. It gives an idea of the costs involved in purchasing billboards, buying advertising space in newspapers and magazines or producing radio and television spots. It furnishes, for example, detailed explanations of how to produce films and video tape announcements, examples of scheduling procedures, costs of materials, professional fees for writers, directors, film crews and film editors. A sample storyboard is included which shows how to present ideas to those who are going to produce the spot. Also included is a discussion of the necessity of making personal contact with those one wants to give free time or space, since phone calls and letters are easy to ignore.

While stressing the use of professionals for each of these tasks, Mediability also gives suggestions for obtaining talent, air time, or print space at minimal or no cost. If radio and television productions are too expensive, the book suggests the use of community advertising supported newspapers, billboards and bus cards. Other sources of aid mentioned are the resources of other nonprofits, freelancers, volunteer professionals and college students. One source of professional public relations assistance recommended is The Advertising Council. The Ad Council, a voluntary association of advertising agencies, will produce an entire campaign suited to a non-profit organization, charing only for out-of-pocket expenses.

Mediability guides the reader in determining the most cost effective medium for his specific task, whether it be recruiting volunteers, raising funds or simply letting the world know what services are offered by the organization. It also details the average length of television and radio public service broadcasts, film and slide sizes most commonly used and the general format of public service announcements.

As costs of all production materials are constantly rising, the cost estimates can be used only as a rough basis for budgeting purposes.

Source: Voluntary Action Leadership, Summer 1975, pp. 25, 26.

975/07
481/07

File Location(s):

9 Sept. 75

Contact, Inc.   Form No. A-004

NAME: *A Guide for Resources for Programs (by Fiona I. Emde)*

ADDRESS:

PURPOSE: *Resources and ideas to help in planning programs in the community --- emphasis on Mid-West. Covers funding, discussion programs, audio-visual resources, traveling exhibits and performances, publications and state-wide listings for mid-western states.*

National Humanites Series
Midwestern Center
University of Wisonsin-Extension
214 Lowell Hall
610 Langdon Street
Madison, Wisconsin 53706

DATE: 5-8-75

SOURCE: *Futures Conditional Vol. 3 Issue 2 Item # 11*

8/7

Programs

Name: Division of Research
Location: Rockville, Maryland
Mailing Address: Extramural Research Branch, Division of Research, NIAAA, Parklawn Building, Room 6-C-03, 5600 Fishers Lane Rockville, Maryland 20852
Phone: (301) 443-4223
Contact for more information:

Purpose: To fund basic and applied investigations in universities, medical schools, and other institutions.

Sponsor: National Institute on Alcohol Abuse and Alcoholism

Date:

The Division of Research, a division of the National Institute on Alcohol Abuse and Alcoholism, funds basic and applied investigations in universities, medical schools, and other institutions which are designed to provide knowledge in support of prevention, treatment, and training programs for alcoholism. Studies that survey sociocultural factors and drinking practices, lead to the development and evaluation of education programs, and investigate the treatment process for alcoholism are also funded. The Division provides application kits and guidelines for research grants for interested parties. The Extramural Branch Staff of the NIAAA is available for consultation prior to the submitting of a formal grant proposal.

Hustle:
Reviewed:
Confirmed:
Date: 6-24-74

CONtact, Inc.   Form #A-003

PUBLICATIONS & PAPERS

Title: "Philanthropic Foundations in the United States"
A brief description.

Author(s): Edited by Terrance Keenan and Harvey Matthews, Jr. with guidance by an Advisory Committee

Published/Issued By:
The Foundation Center, New York 1969

Date:

Description:

The purpose of the booklet is to provide concise, factual answers to the questions most often asked about foundations. The rationale of philanthropy and its legal incentives are discussed as well as the history, scope and distinctive role of foundations. The types of foundations are identified, their management principles and procedures for public accountability. The pamphlet contains locations of The Foundation Center and a bibliography of resource material.

File location(s):
The Foundation Center

Programs

Name: National Female Offender Resource Center
Location: Washington, D. C.
Mailing Address: 1705 DeSales Street, N. W.
Washington, D. C.

Phone:

Contact for more information:
Laura Crites, Director

Purpose: To disseminate information on current activities, laws, research and programs affecting the female offender.

Sponsor: American Bar Association

Date: March 1, 1975

The Female Offender Resource Center, FORC, under joint sponsorship of the ABA's Corrections Commission and its Section of Criminal Justice was scheduled for opening on March 1st, pending joint approval.

This is a pilot project which will serve the following capacities:

- As a National Center for Coordinating policy research programs, and funding dealing with the female offender.

- As a Resource Center for disseminating information through a newsletter and other publications

- As a Clearinghouse for receiving and distributing information among individuals and groups on the specialized problems of female offenders, adult and juveniles, in an effort to address the inequities involved in their processing and treatment by the criminal justice system.

(Abstracted from THE CANDLE, April 1975 Vol. IV. No. 2)

Hustle:
Reviewed:
Confirmed:
Date:

PUBLICATIONS & PAPERS

Title: The Etiquette of Fund Raising

Author (s): Harry H. Woodward, Jr., Director
Correctional Programs
W. Clement and Jesse V. Stone Foundation

Published/issued By: American Journal of Correction

Date: November-December 1971

Description:

Some basic questions when preparing a grant application to ask yourself are the following: Are you chartered as a not-for-profit organization by the federal government or a state? If you are a private operation, it is difficult if not impossible for a foundation to make a gift to a private organization that does not meet this criteria. In essence, if a foundation is supporting individuals, this requirement is not met. A person working for a governmental unit, for example a state university, should also realize that in requesting money the organization is where the check will be sent and not to the individual. In the past year the author has reviewed five proposals for law school professors and all of them have listed themselves as the recipient of the funds instead of the law school. Some reviewing of tax laws is evidentally required in these schools.

Have you registered with the Attorney General's Office? Some states require a not-for-profit organization raising funds to register with the Attorney General's Office. It would be well to check out this requirement before applying for funds, as legal difficulties may otherwise arise for the organization.

Have you secured an exemption from the Internal Revenue Service that allows contributions to be tax deductible? Some organizations that are conducting programs purposely do not seek to be qualified under this law because they are engaged in political or controversial activities and do not wish to live under the restrictions imposed by the federal government. However, many other organizations apparently do not have it simply because they have never requested it as their activities would seem to qualify them. If you possibly can qualify for this exemption, you should try to obtain it. Having it is often crucial to whether you get funds or not since the donor can deduct his gift from his income taxes and federal grants often require it.

One of the most striking things made evident to a person working for a foundation is how little research is done on people on just where their grant request is likely to get a favorable hearing. Apparently there is still a feeling that raising funds is akin to witchcraft and it is only by sheerest luck that one strikes upon a magic formula for getting funds. Our foundation has four defined areas it is interested in and has publicized, yet we keep getting requests from organizations like the National Committee to Preserve the Aardvark which is not even close to what we are doing. Naturally enough, these receive short shrift.

Most foundations follow fairly well-established guidelines and if they are understandably to say what they will fund, they usually don't hesitate to say what they won't fund. Also, you can get a fairly good idea of what a foundation is likely to support by reading its annual report which is now required by federal law and the

File Location (s):

481/73

CT-309

Directory Guide to Foundations.

It is remarkable in view of the availability of the above information, how many requests a foundation gets which ask for programs the foundation is interested in so a grant request can be written accordingly. This also raises the suspicion that they will write any kind of program that can be funded and, naturally enough, this is frowned upon by most foundations.

A form letter soliciting funds should ordinarily not be sent to a foundation. There are times when a group may be soliciting funds for an individual or organization which is well known to members of the foundation and they won't respond to this type of appeal. For the most part, however, a busy foundation office holds that this type of appeal does not justify an answer.

In running an already established agency, it is well to consider the following questions when requesting funds from a foundation or government agency. Will the money be used for the regular budget to sustain the agency in its established program or will it be used for a special project for a limited time period? If the money is for the regular budget, this will present problems in funding. Ordinarily foundations and federal government resist getting tied into operational budgets since their commitments are, of necessity, restricted. Also, there is always the question of how the operation will be sustained once the grant ends. Consequently, a grant request limited in time with a closing date that will produce important results or a well thought out plan for continuing an ongoing program without the request of funds will have a much better chance of receiving a grant from either the federal government or a foundation.

It is well to keep in mind that the priorities of Congress and a foundation's board of directors are not those of a private agency. As simple as this principle is, it is often overlooked by organizations assuming that the government on a foundation has the duty to support them in perpetuity. Thus, when priorities shift, such an agency is without any longrange plans for financing which would assure its survival.

If it is at all possible, an agency or organization should develop a constituency which will provide them with necessary funds for their operation. By this I mean a following that is sufficiently devoted to the well-being of an organization or agency so that it can raise the necessary funds. Many times an agency head will make up a presentation to a foundation and when the absence of a constituency is noted, will remark that the particular problem he is trying to solve is so pressing that he doesn't have time to develop broad-based support. He needs funds now and will develop them later.

In the author's experience, this is virtually impossible to do. First of all, most agency heads are so program oriented that they fail to devote enough time to public relations or agency development. Any time spent doing this is regarded as wasted. As a result, there is a failure to attract to their cause people who can be helpful both in giving and getting funds. Secondly, many people like to feel that their contribution is what helped make the agency or organization a success. Being called upon to give money when they know the organization has received funds enough to operate from a foundation is not something that excites them ordinarily.

The exception to this may be when a foundation makes a matching grant proposal, when the agency has to raise a certain amount before receiving funds. This, again, allows people to feel their contribution is significant.

In applying for funds, many organizations are so anxious to get their hands on the money that they fail to notice or glide over conditions that are a part of the grant.

The author has been amazed at how many people think they can take foundation or federal funds, "do their own thing," and not be accountable for the results. As a regular part of the grant request, you should consider how you will evaluate the results of your program. It is now enough to say "we know we did a good job, just ask anybody." There should be a factual presentation that will confirm this judgment. Evaluation admittedly is a difficult process, but view it as critical to the success of your program.

One way that an organization can favorably impress a granting agency is to establish a regular reporting procedure. A point should be made of reporting regularly on the successes and failures a program is experiencing. In this way, staff of the granting agency will be kept apprised of what is taking place and it will not be necessary to inundate them with material when there is a request for renewal of a grant. The lack of followup information is one of the greatest weaknesses the author has observed in organizations receiving funds.

There are good writers available today who can take an idea and write an excellent proposal for a grant. It should be remembered that with a glut of good ideas and great opportunities before them, many foundations are forced to look even more closely than before at the credentials of the person chosen to execute the proposal. Frequently, an idea for a program comes from a group or organization where the designated director of operations has no prior experience in the field. This is not always detrimental since people outside the field often have a sharper insight than those engaged in carrying out day-to-day activities. However, it does make it difficult to obtain funds since there is an understandable hesitation about giving money to a group where the leadership is essentially untested.

If, for example, you have been a real estate broker and decide gradually that you should be running a home for unwed mothers, it is well to enumerate what qualities other than enthusiasm you do, in fact, bring to this new work. Also, the people who are going to help you, whether they be working associates or board members, should be included in the description. Their qualifications, individually and as a group, should be clearly stated.

Once you have designed a project and seek funding, it is wise to have a knowledgeable disinterested third party read and criticize the descriptive material. Very often proposals have gaping holes in them which cause them to be turned down. A person who had no emotional attachment to the project probably would notice this and it could be rectified. What seems obvious to those who have labored long and hard to give birth to the project is not necessarily clear to the outside reader.

Remember, it is the job of foundations to review proposals for funds, not write them. Consequently, they do not have the time and, in many cases, the inclination to put a sloppy piece of work aright. They simply reject the weakly presented proposal.

It is also helpful to have a brainstorming session where the proposal is criticized unmercifully before approaching a source of funds for money. Keep in mind that the federal government and foundations are often looking for reasons to turn down proposals because they are so overloaded with requests. For this reason it is well to prepare yourself psychologically for extremely hard questions. Remember that the staff is well-prepared professionally and by experience to ask penetrating questions. That's its job.

Many people apparently feel that the sheer enthusiasm of what they are doing will be infectious and will sweep along those from whom they are asking support. This is very unlikely to happen, as the grant-making group has probably become dispassionately

toughminded. What impresses such people is an appeal backed up by a tremendous amount of knowledge on how one expects to proceed and what the likely results will be.

Keep in mind that after you have made your case, no matter how good it may be there is a likelihood that you will be turned down. Accept this as gracefully as you can, thank the staff for the time spent with you, and depart. If you must resort to bitterness and recriminations, you have probably cut yourself off from any future gift. Remember, foundation people meet together the same as other professional people and they quickly learn of people who become abusive or unpleasant when they are turned down, or whose proposal seemed "soft" or otherwise devious.

One of the things that usually impresses a grant-making organization is when the board and staff of a private agency or organization have themselves made substantial personal contributions of money to the program. While some consideration is accorded to those who give time or other non-cash gifts to an agency, there is ordinarily nothing which will take the place of cash in impressing upon the grant-making agency how seriously the applicants feel about their program. For this reason, it is well to list in the application the amounts given by the board and the staff. A dollar given by a person who cannot afford it is more impressive than a hundred dollars given by a millionaire, so don't hold back from applying if you have a board that is not in a financial position to contribute heavily. However, do be prepared to explain this point in detail and make a point of enumerating the qualities that make them good board members.

Finally, keep in mind that the foundation or federal program have goals of their own. Thought should be given to how your program will further these goals. It is often wise to be specific. Too often organizations appear to be concerned only with what the grant will do for them and not what it could accomplish for those individuals and organizations contributing the money.

NAME: *National Institute of Corrections*

ADDRESS: *U. S. Bureau of Prisons*
Washington, D. C.

PURPOSE: *NIC was formerly located in LEAA. The NIC channels grants to universities, correctional agencies and non-profit agencies for traning, technical assistance, research and evaluation.*

DATE: *1-29-76*

SOURCE: *CRIMINAL JUSTICE NEWSLETTER, Special Bulletin, Vol. 7, No. 2 1/21/76*

468/08

CONtact, Inc Form No. A-004

TOPIC: Management

NAME: Accounting and Financial Reporting: A Guide for United Way and Not-For-Profit Human Service Organizations. 1974, 195 pp. $15

ADDRESS: United Way of America, 801 North Fairfax Street, Alexandria, Virginia 22314

PURPOSE: Accounting and Financial Reporting, prepared by the United Way of America, provides an introduction, guide and text for use by laymen and professionals alike in human service organizations. The major objective of the book is an explanation of an articulate process needed to implement a comprehensive accounting and financial reporting system at whatever level a particular agency deems appropriate and necessary, whether the agency is a simple two-person shop or a complex non-profit agency. Accounting and Financial Reporting is one in a series of books published by United Way which can be used separately or in concert with one another.

DATE: 9 Sept. 75

481/07
923/07

SOURCE: Voluntary Action Leadership, Summer 1975, p. 26.

CONtact, Inc Form No. A-004

TOPIC: Grants and Funding

NAME: How to Get Money for: Youth, the Elderly, the Handicapped, Women and Civil Liberties. Human Resources Network, Chilton Book Co., Radnor, Pa., 1975, 346 pp. $7.95

ADDRESS: Chilton Book Company, Radnor, Pennsylvania 19089.

PURPOSE: This publication is a guide to fund-raising. In addition to its list of funding sources and instructions on how to write a grant proposal, it provides a glossary explaining in ordinary language such terms as capital gifts, seed money, formula grant and budget cycle.

Its companion pieces, both selling for $5.95 are: How to Get Money For: Conservation and Community Development and How to Get Money For: Arts and Humanities, Drug and Alcohol Abuse, and Health.

DATE: 15 Sept. 75

494/07
637/07

SOURCE: Youth Alternatives, July 1975, p. 10.

CONtact, Inc Form No. A-004

TOPIC: Female Offenders

NAME: From Convict to Citizen: Programs for the Woman Offender, by Virginia A. McArthur, District of Columbia Commission on the Status of Women, Washington, D.C. 20004, June 1974.

ADDRESS:

PURPOSE:

This 38-page booklet discusses a variety of programs that can be duplicated by volunteer groups to assist women offenders at all stages of the criminal justice process. The booklet also presents information on how to develop proposals and how to identify possible sources of funding support.

DATE: 16 Sept. 75

SOURCE: The Woman Offender Report, March/April 1975, p. 5.

CONtel, Inc   Form No. A-004

TOPIC: Grants & Funding
Student Defense

NAME: HOW TO APPLY FOR GRANTS

ADDRESS: Scholarship and Defense Fund for Racial Equality (SEDFRE)
315 7th Avenue
New York, N. Y. 10001
212/947-7450

PURPOSE: HOW TO APPLY FOR GRANTS is available from SEDFRE at the above address for 25 cents.

DATE: 30 Jan 76

SOURCE: CIVIC, Communique Idaho Volunteers in Corrections, Vol. 4, No. 6, 11/75 p. 7

TOPIC: Grants and Funding

NAME: Guide-Research Programs

ADDRESS: Copies are available from: Administrative Officer, Research Division, Ministry of the Solicitor General, 340 Laurier Avenue West, Ottawa K1A OP8, Canada.

PURPOSE: A 1975-76 edition of the Guide-Research Programs, a book which sets forth priorities and plans in the area of human science research, has just been released by the Ministry of the Solicitor General. Community relations and attitudes towards the criminal justice system, and diversion, identified as priorities in last year's Guide, are still high on the list, but because of recent public concern, two new priorities have been added: (1) research on violent crime and the dangerous offender and the victim, and (2) the selection and training of correctional staff. The Research Guide also identifies other topics requiring research to advance the Ministry's state of knowledge and contains information concerning criteria for acceptance of research proposals, the decision-making process for funding proposals, application procedures and contract publication conditions.

DATE: 6 November 1975

SOURCE: Liaison, July-August, 1975, p. 11.

END