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ABSTRACT
                 This manual has been prepared to assist community
groups understand what is necessary to do if funds are sought to
support a program. Contents of the manual are comprised of: Part I -
Federal Programs: what are Federal programs; where to find out about
these programs; what to ask for from the funding department; general
kinds of information needed in government proposals; where to get
needed statistical information; timetables; the abstract; and,
concluding remarks. Part II--Foundations: what are foundations; the
foundation directory; the foundation library center; the proposal;
the foundation's response; and, concluding remarks. (Author/JM)

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Seeking Program Funds:

A Funding Manual for

Community Organizations.

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INTRODUCTION

This manual has been prepared to help community groups
understand what is necessary to do if they are seeking
funds to support a program. It is not a magic key to
getting money, but perhaps will help community people
shorten their path to these funds.

With this in mind, the booklet is divided into two parts.
Part I deals with proposals for funds granted by the
Federal Government. Part II talks about proposal writing
for private monied groups such as foundations and industries.

TABLE OF CONTENTS

PART I: FEDERAL PROGRAMS

A. WHAT ARE FEDERAL PROGRAMS?

The National Congress has passed bills which make it
possible to attack just about any community problem. The trick
is to find out what these programs are and to write your proposal
in such a way as to get your share of the available money. Even
if the bill says the money will be distributed by a larger organ-
ization such as the Board of Education, a local community group
can write a proposal and put pressure on the agency to fund it.

B. WHERE TO FIND OUT ABOUT THESE PROGRAMS:

There are several books which describe federal programs
and tell who can get money and how. Three of the most important
ones are listed below:

1. A Guide to Federal Assistance Programs for Education, by
   Richard L. Fairley and Gerald Krumbein, National Urban League,
   Inc., 55 East 52 Street, N.Y., N.Y. 10022, 1970.

   Identifies federal programs in education under the major
   categories of adult education, community services, construction,
   curriculum and instruction, educationally disadvantaged students,
   food services, guidance and counseling, handicapped children,
   etc. Gives purpose of program, who is eligible, whom to contact
   for information, what printed information is available and what
   agency administers the fund. Bibliography included.

2. <u>Catalog of Federal Domestic Assistance</u>, Information Center,
   Office of Economic Opportunity, Washington, D.C., 1970

   Lists <u>all</u> federally funded programs. Gives nature and
   purpose of programs, eligibility requirements, where to apply,
   and printed materials available. Best and most comprehensive
   list of federal programs.

3. <u>Federal Aid Handbook: A Guide to Federal Programs Operated in</u>
   <u>New York State Local Educational Agencies with an Index to State</u>
   <u>Aided Special Programs,</u> The University of the State of New York,
   State Educational Department, Division of Educational Finance.

   A listing of all federally and state funded programs in
   New York State, by organization, institution, and local educa-
   tional agency. Gives basic provisions of program, who is
   eligible, available information on programs, procedures for
   applying for funds, and location of agency which administers
   the program.

C. <u>WHAT TO ASK FOR FROM THE FUNDING DEPARTMENT</u>:

   After you have gone through the above books to see what
   federal programs fit your needs, you should write to the "ad-
   ministering agency" for more information. You should ask for any
   printed information they have on the program in question, for any
   printed <u>guidelines</u> on the program, and for a proposal form if they
   have one. (Most government programs have specific outlines for
   their proposals in which they ask the applicant to respond to
   particular questions.)

D. GENERAL KINDS OF INFORMATION NEEDED IN GOVERNMENT PROPOSALS:

    While you are waiting for information from the funding
department, you can be gathering together the general kinds of
information that will be requested for most federal programs.
These usually include:

1. Summary of Application: The front page should include the
    name of the agency, the director, the contact person, address
    and telephone number, name of project, population to be
    serviced (usually just the age group and number), period of
    grant (from what date to what date), and total amount of
    money requested.

2. Program Characteristics: This includes a description of the
    program. You need to include a Statement of Need for the
    program, backed up with as many facts as possible. (For
    example, if you want to run a high school equivalency program,
    can you furnish the names of other such programs in your target
    area (or state that none exists), the numbers of adults in
    need of such a program, etc. Department of Welfare statistics,
    Bureau of Census statistics, etc. are helpful here.) Then
    state your programs goals and objectives (what do you hope to
    achieve?). Follow this with a description of the program's
    methods, content and activities. (How will you do it, and
    what will you do? Can you include a general time-table of
    events?) Finally, describe how your target population has
    participated in helping to plan the program. It also helps
    to include a description of other agencies you have cooperated

with in your work in the past. If you can get letters of
support from officials in other agencies in the community,
from community and political leaders, this also will be to
your advantage.

3. Agency Description: Proposal forms usually ask for a
description of your agency. Give a chart of the staff members,
if possible, and describe the structure of your organization,
the nature of your governing board (Board of Directors) and
how they are elected. You may also be asked to give bio-
graphical information about the director.

4. Eligibility: You will need a statement from a lawyer stating
that you are a non-profit organization and/or incorporated
and legally eligible to receive federal funds.

5. Community Information: Depending on the type of program you
will be expected to give a description of the community to be
served and certain statistical information on the amount of
poverty, or some educational statistics, etc. Some available
sources of this information are given in Section E of this
booklet (page 6).

6. Budget Information: The funding department will expect you
to furnish some rather detailed budget information to justify
your request for a certain amount of money. Again, the degree
of detail differs in the various departments but you will
usually be asked to furnish some or all of the following
information.

a. Personnel: Give titles of each staff position and the accompanying salary. If the person is working less than full-time at this position, list the percentage of time. Some proposals request a brief job description of titles not clearly understood by the title. (For example, it is quite clear what a "Bookkeeper" will be doing. It is not clear what a "Trainer" would be doing.)

b. Consultant Services: How much money will be estimated to pay for professional services from outside your agency.

c. Travel: You may have to itemize this by major categories, such as local automobile or public transit travel, trips to other cities, or rates such as $16 per day for food while on a trip, 10¢ a mile for automobile travel, air fare for the cheapest available ticket, etc.

d. Space Costs and Rental: Your monthly rent times 12. You may have to give a price per square foot and show that this is equivalent to other rental costs in your neighborhood.

e. Consumable Supplies: Estimate costs of paper and other office supplies.

f. Rental, Lease and Purchase of Equipment: Estimate cost of of furniture, typewriters, etc. Some government agencies require that you indicate how the estimate was made (bid, quote, previous purchase, etc.)

g. Other: Include here printing and publications, telephone, and professional dues and fees.

E. WHERE TO GET NEEDED STATISTICAL INFORMATION:

It would be best to wait till you have a copy of the proposal
outline before determining what statistical information you will
compile. Listed below are some general sources of statistics:

1. Bu eau of the Census: Someone at the Census Bureau will help
    you locate the information relevant to your community. But
    you should know that the following kinds of information are
    available:

    a. Family Income: By census tract, by total population, and
        by non-white population.

    b. Unemployment: Tables are broken down in the same way as
        family income.

    c. Welfare: Numbers of persons under 21 and over 65.

    d. Housing: Substandard housing (dilapidated or lacking hot
        water) by blocks for each city.

    e. Minority Groups: By urban areas and by census tract.

    f. Education: Number of persons by census tracts who are 25
        years old or above who have less than 8 years of education.

2. Welfare Department: Numbers of persons receiving ADC or Old
    Age Assistance.

3. Health Department: Much information such as numbers of births
    and infant mortality levels.

4. Department of Labor: Further breakdown of unemployed and under-
    employed.

5. Board of Education: Up-to-date information on educational
    attainment levels and drop-out rates.

6. City Planning Commission: This office often has other re-
    levant information not obtainable from above sources.

F. <u>TIMETABLE</u>:

   It often takes a year or more to get a federal grant. After
you have received information on a federal program and have
decided to apply for funds, send them a <u>Letter of Intent</u> (intro-
ducing yourselves and very briefly describing your desire to
submit a proposal.) Ask them for a timetable - when the first
proposal draft is due, when the final draft is due, etc. Be
sure to observe the deadlines carefully, so that you won't be
disqualified from the competition.

G. <u>THE ABSTRACT</u>:

   After you have completed your proposal you should do an
ABSTRACT page. This "occupies a single page, identifies the
proposal, and concisely and simply summarizes the contents".
(<u>Funding Tutorial Programs</u>, Tom Isgar, Tutorial Assistance Center,
2115 S Street, N.W., Washington, D.C. 20008)

   It should be in clear, simple language. One abstract page is
usually placed after the title page of the proposal. Several
copies can be included with your Letter of Intent.

   At the top of the abstract page the following should be placed
on separate lines: Title of Project, Contracting Agency, Director,
Amount of Federal Funds Requested, and Proposed Beginning and
Ending Dates.

   The summary portion has three parts: A statement of the ob-
jectives; an indication of how this project is expected to meet
a need in your area; and a description of what is to be done.

H. CONCLUSION:

     As you can see, getting a federal grant is no easy task.
If you succeed in getting funds the first time, however, it is
generally much easier to be refunded if you can prove that you
are doing a reasonably good job.

     The Center for Community Education staff is available to
community organizations to assist in program development. If
you run into difficulties in completing any of the above require-
ments, call the Center for Community Education, 870-4331, and
set up an appointment to discuss your problems.

PART II: FOUNDATIONS

A.   WHAT ARE FOUNDATIONS?

Foundations are incorporated organizations whose main
purpose is to distribute charitable grants to programs of their
choosing.   There are many types of foundations:

1. General purpose, who support various programs in health,
   education and welfare;

2. Special purpose, which concentrate on certain specified
   fields of interest;

3. Company-sponsored foundations, which generally center their
   funds on programs that benefit the company;

4. Community foundations, such as the Cleveland Foundation, the
   Greater New York Fund, etc.;

5. Family foundations, which serve as the channel for wealthy
   families' charitable contributions.

B.   THE FOUNDATION DIRECTORY

The first job in approaching foundations is to sort
through the thousands of existing foundations to see which ones
fit your needs.   The best place to find this information is in
The Foundation Directory[1] which lists alphabetically several
thousands foundations, lists their trustees and officers and
classifies them by fields of interest.   So if your program falls
under the heading of EDUCATION, you would look under that topic
and find all the foundations which are interested in funding
educational projects.

The Foundation Directory is available at the Center for
Community Education, at many public libraries, and at the
Foundation Library Center, which also compiles the directory.

C. THE FOUNDATION LIBRARY CENTER

The Foundation Library Center is located at 444 Madison
Avenue in New York City. This Center has many different kinds
of information about founda tons and is very helpful for anyone
planning to write a foundation proposal.

After you have consulted The Foundation Directory and have
listed several foundations in your area of interest you should
go to the Center Library and look up more information on the
foundations on your list. You can discover the programs funded
by these foundations in the past year to see if they have been
interested in groups like yours. If they have, get a copy of
their officers and board of trustees. Your next job is to see
if there is anyone in your board of directors, or an interested
sponsor, who knows any of these trustees or officers. Don't
underestimate the importance of going through channels. A call
or letter from someone interested in your proposal to a friend
in the foundation will often gain some consideration for your
proposal that it wouldn't ordinarily get. However, all the
connections in the world will not help you, if you don't have a
good proposal.

D. THE PROPOSAL

1. The Letter of Intent

Just as in seeking government   funds, you should begin
with an initial written request. If it can be sent through
channels, all the better. This letter   should be brief, no
more than one page, and should tell what your end objective
is, who will benefit from your program, why you feel your
agency falls within the foundations' field of interest, how
your proposal is unique[2] (foundations don't like to duplicate
already existing programs unless there is a good reason), what
results your agency has already achieved, if any, and the
total amount of money needed.

2. The Application:

The application or foundation proposal should always adhere
to some few basic rules. It should be brief, clearly thought
out, and free from technical jargon. A long, drawn out or
technically worded document only serves to muddy your proposal.
It tells the foundation officers that you haven't a very clear
plan of action so you must ramble on or use highly technical
language to confuse the issue. If you have a lot of statistics
or proof of past performance that you want to include to
strengthen your case, add it to the end of your proposal in
the form of appendices. REMEMBER: The rule for proposal
writing is to be BRIEF and to write in CLEAR, SIMPLE ENGLISH.

2. The Application (Continued)

Some foundations issue outlines that they wish you to
follow in preparing your application. Find out by a tele-
phone call if the foundation you are interested in is one of
these. If not, you may use one of the two given below, or
make up your own giving the same basic kinds of information.

a. Ford Foundation Guidelines[3]

1) Give the objectives of your proposal.

2) State the methods by which the objectives are to be
accomplisl.ed.

3) What is the period of time it is expected to take.

4) State the amount requested and give an est:mated budget
in some detail.

5) Give the qualifications your organization has to achieve
these goals and show your eligibility for tax exemption.

6) State whether similar projects have been undertaken
before.

7) Tell whether support has been, or is being requested of
other foundations.

b. Field Foundation Guidelines[4]

1) Give name and address of your tax-exempt organization.

2) What is the relationship of the individual signing the
application to your organization?

3) What is the amount asked and the specific purpose for
which it is requested?

4) What is the significance of the proposal, that is, what
is it expected to accomplish?

5) State the need or the problem, and give background
information.

6) What is your proposed solution and method of approach
to the problem?

7) To what use will the findings be put? (Not always
applicable.)

8) What is the relationship of this proposal to the foundation's policy as shown in its recently published reports? (Available at the Foundation Library.)

9) Present an endorsement by a qualified individual. (Director of your organization, chairman of the board of directors, or similar kind of person.)

10) Give a detailed budget. (You may use the suggestions on pages 4-5, Part I.)

11) Tell when your program will begin and end.

12) If your staff is to be increased, what qualifications will the new members need. Give evidence that such staff is available. (Perhaps list in an appendix a Vitae, or list of persons whom you are considering for employment along with brief, one-paragraph resumes.)

13) Give a concise presentation of the essential facts (a 2-3 page summary of your proposal).

14) Show proof of your tax exempt status.

15) Include supplemental memoranda, or proof of your organization's accomplishments to date.

As you can see, some foundations require much more information than others. For this reason, it is important to find out before you begin writing, what kinds of information your foundation wants.

E. THE FOUNDATION'S RESPONSE

After the foundation has received your letter of intent, they may respond in the following way: They will acknowledge your application and:

1. Say the grant cannot be made,   OR

2. Suggest pursuing the matter with you in a conversation,   OR

3. Suggest that you give further information or submit a proposal.[5]

If you have not gotten any reply within two weeks, perhaps a phone call to the program officer in charge of your field of interest will give you some information as to its status.

After you have submitted a proposal, they may also do any of the above things. In reading your proposal they are usually judging it under six categories:

1. What is its <u>significance</u>,or how is it unique?

2. Does it fit the foundation's policies?

3. Is there any duplication?

4. What are the possible results?

5. Is it worth the cost?

6. Does the personnel of your organization seem qualified to achieve the goals?[6]

If the foundation accepts your proposal, you are in business. If they do not, you must either modify your proposal according to suggestions made by the foundation and resubmit it, or present your application to other foundations.

F. CONCLUSION

Though foundation spending each year runs into billions of dollars, they still have a small amount of money compared to the requests made of them. It is very important,then, that you give careful consideration to the suggestions given above. Often a qualified and good-hearted person can be found in your community to give you technical assistance in program writing. Many community groups receive foundation funds each year so it is not as difficult as it may seem. If your program is needed in your

community and you are convinced it is worth doing, then it is worth the effort it takes to write a good foundation proposal.

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