PROPOSAL WRITING

The Basic Steps in Planning and Writing
A Successful Grant Application

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Note: Where TTY numbers are not listed, phone numbers in this publication may be accessed
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INTRODUCTION

Not-for-profit organizations rely on outside financial support to maintain, expand, or create programs and services. A need that so many of these organizations have is the ability to put together grant-winning proposals. Successful proposal writing is not complicated. It does, however, take a considerable amount of preparation and good organization.

The purpose of this development guide is to help nonprofit community program developers and planners with the basic elements and concepts in planning and preparing winning proposals for project funding. This guide begins with a pre-proposal section which describes the initial action to be taken in planning the proposal. The next section provides insight on how to identify funders and gives tips on preparing an effective proposal. The third section instructs, step by step, how to organize and write the proposal. Section four discusses submission of a complete, well-structured budget. Section five addresses the typical items included in an Appendix to the proposal.

Because of the explosion in information availability on the Internet, the final section, Directory of Resources, has been revised to include sections devoted to electronic products and services, Internet search engines and web sites. This section also lists various sources of statistical data, technical assistance resources and documents, sources of government grant program information, resources to assist in searching for foundation and corporate support, and newsletters and periodicals.

Nonprofit organizations can be successful with their grant-seeking activities if they:

- Allow community needs to drive the grant-seeking process, rather than visa-versa;
- Have clear and concise understanding of the organization's purpose, mission, and goals;
- Engage in systematic planning and program development activities;
- Develop strategic plans for meeting short-range goals, realistically design and activate strategies for meeting long-term goals; and
- For the most part, do not attempt to develop and implement programs that are clearly outside the realm of their overall mission.

Before writing a proposal or completing a grant application, a grant-seeking organization must engage in adequate preliminary research and pre-proposal work. Individuals responsible for planning and program development must not only have clear understanding of the organization's mission and goals, but also have knowledge and insight of its administrative, fiscal, and programmatic capabilities. It is also important that an organization's proposal reflect basic research undertaken by the organization. This means being aware of the programs and services currently provided in the community for the target population, and the real -- not imagined -- service gaps which may exist.

The grant-seeking organization should carefully consider the many questions which every funding agency wants answered. Because many funding agencies, particularly foundations, do not have standard application forms or set formats, these responses should automatically be incorpo-

rated within the body of the proposal. For example, the Chicago Community Trust and other private and civic groups generally pose such questions as:

Background Information

- What is the organization seeking funds, and what is its history?
- What qualifications demonstrate that the organization can perform this program?
- What is the responsibility of the organization's board of directors for the formation of policies?
- Was the board actively involved in the development of the project?
- Did the board approve the project and is it solidly committed to its implementation?

Purpose and Objectives

- What need is the organization seeking to meet?
- Is the problem to be addressed clearly defined?
- What is the proposed program?
- What are the specific objectives of the program, and what activities will be carried out to achieve the objectives?
- What is the project's timetable, and is it realistic?
- What is the target population for the project, its size and geographical boundaries?
- Did the target population have input in the project's development? Overall, how will the target population benefit from the project?
- How does this project differ from similar programs or services, how is it unique or different?

Administration and Management

- How is the organization going to implement and manage the program? Where does the project fit within the current management and organization structure?
- Is there adequate staffing or will additional or specialized staff be hired to implement and operate the project?
- What are the qualifications of key staff who will be involved in the project?

Evaluation

- What means will be employed to ensure that the stated needs and corresponding objectives are met?
- What provisions have been made to evaluate the program? Will project results be shared with others?

Budget

- How much will the project cost in total, and how much is being requested of the funding agency?
- Will the requesting organization contribute in-kind or cash to the project?
- Has the organization requested funds from other entities, i.e., government agencies, foundations, corporations, others? What is the status of each request?
- What consideration has been given to future funding and possible sources of funding?

In seeking funds, the organization should be clear in proposing what it will do. It should ask for resources to address a critical or pressing need. It should be certain of real community needs and should consider the existence of established services within a community that carry out related services.

In reviewing proposals, funders look to see if the ideas presented have been well thought out, and how the project relates to the overall goals and activities of the organization.

In addition to looking at the project idea itself, funders also look at the organization and the principals involved with policies and procedures and daily operations. Community involvement in the organization's decision making process is a vital concern to many funders who look at the composition of the board of directors and advisory committees to gauge active or passive community input. Funders may routinely inquire if an organization's board or central committee has approved a proposed project. Some funders have been known to contact the chairman or members of a board to find out if the directors are aware of the organization's requests for project funding. Board knowledge and approval are important elements and of critical concern to funders.

PART I.   STRATEGIC PLANNING

ASSESSING NEEDS

A proposal is a written expression of, and proposed solution to, a problem. It must present a persuasive argument for the organization's case. The needs assessment or problem statement forms the basis for the development of the project and the request for project funding. Thus, the needs assessment becomes a critical component of a proposal.

For its preliminary research, an organization must collect background facts and data to support the information presented in this segment of the proposal. A successful proposal makes it evident that an organization has done its homework.

Proposal reviewers welcome the use of documentation to support the claim or claims asserted in a needs assessment and problem statement. They do not, however, want to be inundated with statistical data. Local data that has been collected by area organizations, educational institutions, local government, or your own organization may be valuable. Colleges, universities, municipal planning departments and state agencies may have information and data to verify the need addressed by the project. Several federal agencies also maintain statistical data, as do many professional organizations.

When presenting statistical information, you should attempt to get data that is specific to the local area or community to be served by your program or project. Remember that county, statewide and national statistics can be used for comparative and supportive purposes, but more specific data will strengthen your statement of need.

Your organization can gather data concerning the target area and population in order to identify the areas or groups in need of assistance. Statistics can be used to define the number of persons involved. Empirical information (client surveys, public opinion polls, etc.) can also be used to exhibit how strongly people feel about any area of concern. The combination of raw data and public opinion may provide the funder with the best understanding of the extent of a problem.

Empirical Data Collection

There are numerous methods and techniques for determining and analyzing community or neighborhood needs. Much will depend on the organization's level of expertise, human resources, fiscal constraints, and time factors. Various methods are used to empirically determine the types of community needs, including:

Personal Observation: Each of us is familiar with case histories, personal experiences, and verifiable stories suggesting areas for improvement in a community. Organizations could poll their board members or advisory council members on the types of problems known to them. Organization staff can provide personal observations, since they are dealing on a day-to-day basis with clients.

Many organizations hold interagency meetings and attend public hearings. These become another method of determining people's opinions of local needs. The organization should document the concerns that are aired, and the solutions which are suggested to remedy the situation(s). This technique has the advantage of being inexpensive to administer although it is limited in scope. Increasing the number of persons who provide personal observations will expand the potential for defining local concerns.

Aggregation of Reports: Organizations often operate "hot lines" and use telephone logs and intake forms to determine service needs of their clientele. These records, telephone logs and intake forms reflect the problems and concerns of local residents. By tabulating the client needs as determined on these reports, an organization can determine the types of problems that the client has. This method of determining clients' needs can be time consuming, but it is a more accurate indicator of need than simple personal observation.

Community Surveys: An excellent method for determining community needs is to conduct a community survey. For grassroots or neighborhood organizations, the survey need not be an extremely sophisticated instrument. A door to door canvass or a public forum provides an ideal chance to question clients on their needs. A series of concise and specific questions regarding the depth of a problem, the quality of public responses and residents' assessments of critical service gaps may suffice.

A methodical survey can provide invaluable information about community needs. It should either be random or include all households. Be advised that the first question that will be asked by the grant reviewer is, "How well does this information represent the target clientele or area?" If you do not have expertise in conducting a survey, you should work with an organization which can provide such expertise. Securing assistance from a local college, university, or government planning department in devising survey questions or providing other types of technical support may be the best route.

Focus Groups: An alternative is the use of focus groups. This is a way of gauging opinion from important stakeholders and community interest groups. A focus group interview is a form of indirect interview used in market research. In a focus group interview, a small group of stakeholders/customers or any other group of potential representatives of a community interest group is invited to participate in a spontaneous discussion. The purpose of the discussion is to reveal the participants' real feelings about a product, service or a topic/issue selected. A focus group interview session is usually conducted as a casual discussion with six to ten participants. The idea is to get input from everybody who participates.

The key to the successful use of this alternative market research technique is a skilled moderator to conduct the simultaneous interviewing of the participants. If you do not have expertise in conducting these types of interviews, you should work with an organization which can provide you with a skilled moderator. To locate such an individual, ask a local college, university or market research/advertising firm for a list of persons with the needed expertise.

Common Sources of Statistical Data

Developing a demographic and economic data profile for the target area is a good starting point in assessing needs. Information necessary to complete such a profile can be found through numerous sources, a few of which are listed in Part VI.

Data Analysis and Interpretation

Outside professionals may be brought in to evaluate existing program services or conduct a needs assessment for the organization. Some organizations commission special purpose surveys directed toward conditions of interest to them.

Empirical studies, or research studies conducted by others, will provide an improved awareness of:

- Types of needs and problems;
- Severity of those needs; and
- Who exhibits those needs.

Census Bureau or other public data make it possible to identify significant segments, such as:

- Who potential clients are;
- How many there are; and
- Where they are.

By comparing significant segments, or the same segment over time, the comparison should be able to allow for interpretations concerning:

- Which segments are affected the most;
- Which segments are the largest, smallest;
- Changes in the mix of services provided to clients;
- Rates of changes in service activities;
- How clients in one area compare with another;
- Area(s) needing action;
- Cause(s) and effect(s) of this need;
- Resources currently being applied to this need;
- Statistics on who is affected;
- Public opinions about this need;
- Suggested long range goal(s); and
- Suggested priority for goal resources to be used.

Because the information to be gathered on the client base is to be comprehensive, it would be helpful to develop a checklist to ensure that the most important areas are included for analysis purposes. A suggested checklist might incorporate the following:

- Description of your potential clients, age, sex, race;
- Description of families, households;

- Analysis of amounts of income, sources of income;
- Description of the community habitats, blocks, residences, etc.;
- Description of significant segments;
- Analysis of services in use, attitudes about those services, availability;
- Description of areas or situations requiring improvement; and
- Identification of pockets or groups that deserve special attention.

As an alternative, proposal writers might design a socioeconomic report which summarizes this type of information. Such a report would list in numerical breakdowns, age groups, minorities and other significant segments of the population. The report should graph family status, such as geographic location, family income, number of families in poverty, etc., and it should relate information on social services (for example, hospital beds in the locality, number of persons employed, etc.).

Another important step in the analysis and interpretation process would be to find out what other experts and program operators are doing about the problem in other communities. This may be done by developing linkages with local and community agencies that work in the same field of interest as your agency or organization. Typically these types of linkages are developed through networking at conferences and professional development sessions. Some professional associations and organizations are developing online networks, listserves and chat groups which allow participants to ask questions and post information about their program challenges and successes.

STRATEGY DEVELOPMENT

Once your organization has determined what local situations need action and who and how people are affected, the organization would be ready to develop various strategies which can address the identified local problems. Ideas for improvement or innovation of projects should be thoroughly explored. In this way, an organization will be better prepared to take advantage of the diverse pool of grant programs, many of which are specifically designed for new ideas.

Identification of Strategies

Brainstorming: Brainstorming techniques can be valuable in creating fresh strategies for addressing problems. Key staff from various sections of the organization, outside experts in the related field, members of boards of directors or a combination of these groups meet to offer initial strategies. The key is to list all ideas that are proposed without regard to their merit and to discuss the feasibility and/or impracticality of each idea.

Researching Government Projects: There are a great number of projects from state and federal resources that are tailor-made to address local problems. Staff should investigate the possibility that a particular government program has available grants to address the local problem, for example, the Job Training and Economic Development Grant Program for employment and training, Community Services Block Grant (CSBG) Program for emergency food and shelter, Com-

munity Development Assistance Program (CDAP) for economic development or community services, and so on.

<u>Researching Private Initiatives</u>: A third technique for identifying strategies might be to research privately-funded initiatives implemented by other organizations that are addressing similar problems or needs. Many organizations that have operated projects with private foundation or corporate funding have produced evaluation reports and are willing to share these results with others. Some project planners have found that adapting techniques from other projects has produced the ideal strategy for addressing identified problems or needs.   Check with the Technical Assistance Sources listed in Part VI about the availability of this type of information.

Review of Strategies

Once a sufficient number of ideas is presented, key staff then analyze each suggested course of action in terms of its merit. A strategy format such as the questions below might help individuals think through the development of a strategy. Areas to consider include available resources to get the job done, constraints which might affect the strategy, and methods to neutralize constraints. Each proposal should be tested and weighed to determine its worth in relation to all other proposals geared to resolving the same issue.

The analysis of strategies cannot be done in absolute terms. There is no system which can fully determine the value of one course of action over another. Every choice must be weighed between the need to make services responsive to clients and the need to get outside contributors to sponsor the course of action.

- Can our organization carry it out? Do we have the resources to do it?
- Could we get the resources we would need? What resources are available?
- Who or what might prevent us from carrying out the proposal?
- Why would they try to prevent us from carrying out the proposal?
- Could we alter the strategy to eliminate these "blockers"?
- Would altering the strategy seriously affect the outcome we want?
- Would our clients take advantage of the program or use it as we hope they will?
- Would our clients even participate? What would ensure their participation?
- What other ill effects might this strategy have? Who could be affected?
- What could help us find out more about this kind of strategy?
- Is this the easiest or cheapest way to solve the problem?
- What would be easier or cheaper? Where could we cut corners?
- Will the investment which this solution requires be justifiable in terms of the results expected?
- Has another organization tried this approach? Were they successful?
- Has this been tried by businesses? Other countries? Were they successful?
- Is this kind of strategy consistent with our organization's philosophy?
- Would staff feel at ease working with this strategy?
- Does this strategy duplicate other services?

PART II.   PREPARING FOR A PROPOSAL REQUEST

PRE-PROPOSAL PREPARATION

When you are preparing a grant proposal, you must clearly describe your ideas and then direct them in a timely manner to funding agencies that have compatible interests. While this may be a simple concept, anyone who has completed a grant application knows that it can be a complicated task which involves a lot of planning and hard work.

Obtaining Local Support

Obtaining local support for your project is a big step in marketing it to a funding agency. The funder will want a demonstration that the consumers and collaborators of a service have been involved in planning the proposed project. Many grant programs have specific "checkpoint" procedures which require sign-offs by relevant local organizations affected by the proposed project. Discussions should be initiated with these groups and individuals to explain the project and solicit their support *before* approaching a funding organization. It is important then to clear your proposal with all interested parties including:

- Board members;
- Project collaborators;
- Clients;
- Support agencies; and
- Federal regional agency, if applicable.

Effective local publicity campaigns are often overlooked in planning a proposal. Often misunderstanding and opposition to a program come only from lack of information. Articles in local newspapers as well as informational releases to key stakeholders will help generate support. Another very important fact to remember is that proposal reviewers have been known to call local or community contacts to check out an organization which is requesting funds, to assure community involvement and support.

Organizations that solicit the support of outside agencies for their project, and obtain support in the form of written endorsements, should take care to ensure that these support letters are *truly* commitments of support. In other words, the organization's and project's credibility will be damaged if letters attached to the proposal are vague in language or appear to be "cookie cutter" letters, resulting from your request for their support.

Letters of support should have the following characteristics: be addressed to the agency director or board chairman; clearly reflect knowledge of the proposing organization, its work and track record; demonstrate familiarity with the proposed project; and pledge assistance to the organization. These letters should be included in a proposal package. While you should provide the supportive organization with information about the project, encourage them to use your language as the basis to draft their own *original* letter which clearly expresses their interest in supporting the project.

Possibilities of Renewal

Consideration should be given to the issue of maintaining the project or service after the initial grant runs it course (usually a period of one to three years). What alternative sources of funding might pick up the program? You should provide information on any positive contacts or responses you have secured regarding this issue.

Taking these factors into consideration will give you a good idea on how to go about marketing your project idea. With these points in mind, you can take further detailed steps towards your proposal development.

GET EXPERT ADVICE

Getting expert advice also can be very helpful in refining your ideas and in bringing credibility to your project. Utilize the services of professionals whenever possible. Drawing on their valuable experience can greatly increase the funds secured by your organization through grants. The most successful organizations rely on professionals, whether on their own staff or as outside consultants, such as:

- Professional organizations;
- Fund raising consultants;
- Other program sponsors;
- State technical assistance staff and contacts;
- Local professionals; and/or
- Educational institutions.

Part VI contains a listing of technical assistance resources and guides which may assist you in preparing for your project.

LOCATING FUNDING SOURCES

Foundations and corporations offer funding support in a variety of forms ranging from grants, loans, and consulting services to matching funds, seed capital and program-related/corporate responsibility investments. Government agencies offer funding support in the form of grants, loans, loan guarantees, equity investments, and other, more innovative methods, for a variety of designated uses. Corporations and foundations often target their funding in predetermined topic areas and/or geographic areas. Organizations must do their homework to know which public and private sector funders to approach for specific projects.

Approaching Government Agencies

Government agencies generally post solicitations for proposals in the *Federal Register*. The exception to this is when a particular grant program has set aside discretionary funds that the government agency director/secretary can use to fund specific types of projects, e.g., technical assistance, training, innovative demonstration projects, etc. For the most part, however, grants are awarded to organizations through an established application process.

Part VI (Government Program/Grant Information) includes information to help you locate state and federal government programs which are appropriate for your project.

The following suggestions should be considered when approaching a government agency for funding:

Program Status: Research how much has been appropriated by the legislature for the program during the current fiscal or program year. Find out about the application deadline: is there one specific date or are applications accepted in cycles, i.e., twice a year, certain months, etc.? Find out which office or unit within the government agency is responsible for awarding the program grants.

Eligibility: What are the eligibility requirements for applicants, activities, projects? Compare these requirements with your proposed project's goals, objectives and activities for compatibility. Consider amending those sections as might be appropriate.

Pre-application Process: Find out if there will be pre-applications available prior to the formal program announcement, and whether a bidders' conference or briefing will be held. Are agency staff willing to review your preliminary concept via a meeting or written presentation? Find out the exact date on which the formal application announcement (Request for Proposals or RFP) will be made and what form the announcement will take (mailings from the agency's mailing list, media announcement, official filing).

Decision-makers: Research who is involved in deciding upon awarding grants; identify the key individuals by name, location, and telephone number. Who is involved in evaluating proposal applications?

Decision Factors: What are the factors involved in selecting successful applications -- review the previous year's awards, look for patterns to determine the types of organizations, locations, activities, and average grant size, for a better idea of what the grant-making agency most likely will view favorably.

Application Process: Watch for the formal announcement in the *Federal Register* and obtain the official application copy. Compare the official copy with the preliminary copy (if previously provided). Make sure the application format is followed as specified. If a format is not provided, use a format such as the one suggested in this booklet that will provide reviewers with sufficient details about the proposed project and the budget request. Find out if it is appropriate to contact the agency during the review process in case clarifications are required or to determine the status of your application in the review process. (Some agencies stop accepting calls one week before the deadline; others will not speak with you on the phone about the status of your

application following the deadline.) Find out the procedure for notification of successful and un-successful applicants. In the case of unsuccessful applicants, determine if there is a procedure for notifying applicants of the proposal's deficient areas (correspondence or face-to-face meeting).

Approaching Corporations and Foundations

Two places to begin the search for funding are the public library and a Cooperating Collection of the Foundation Center. Both of these resources include reference directories in their holdings which identify and list pertinent information on grant-making entities. Illinois Cooperating Collection locations and information on many such resource directories are included in Part VI of this booklet.

The following suggestions should be considered when approaching foundations and corporations with requests for funding:

Understand the Foundation: Learn as much as possible about the corporation or foundation. Request the foundation's or corporation's annual report to learn about the giving program, for example:

- Past support;
- Objectives (broad based or specialized);
- Program concentrations -- types of projects the organization will fund;
- Board of directors relationship between the corporate and nonprofit boards;
- Geographical interest (state, regional, cities with corporate facilities);
- Grant application information; and
- Financial data.

Contact the Program Officer: Request the application guidelines from the Program Officer. This will help you determine your eligibility and the requirements for your submittal.

Be Specific: Tailor information to the company from which you are seeking support. A specific approach is better than a mass distribution approach.

Be Selective: Select corporations which have plants and employees in your state or city. Approach the local management first; they will send it to the appropriate contact. A local recommendation is very important because it will reflect an impact on the community involved.

Make Your Needs Known: State whether you are seeking general operating or special project support. The agency may ask for specific amounts in the contribution request.

Be Brief: Some funding sources do not require proposals but prefer proposal letters instead. The letter request should not be more than two pages in length. Organizations should be able to sell themselves in the first paragraph. List other corporate funding received (corporations are always interested in what other businesses are doing). Enclosures should include:

- Copy of case statement;
- Audit statement;
- Board of Directors list;
- 501(c)(3);
- Proposed budget; and
- Brochures.

Direct Your Correspondence: Research the name of the person who should be contacted. Do not use "Dear Friend" as a salutation. A letter which is correctly addressed to the contact person makes the best impact. Don't assume that the person is a specialist in your particular field; make sure to limit your use of acronyms and "jargon." It is appropriate to follow up a letter with a phone call and make an appointment with the person responsible for contributions to discuss your program in greater detail.

Avoiding Common Grant-seeking Errors

In addition to the things which your organization should make sure to do in approaching foundations and corporations, there are several things which should not be done. Some common grant-seeking errors made by nonprofit organizations are:

Lack of knowledge of the donor: Understand the corporate philanthropic philosophy of each group you approach. Acquire written materials concerning the mission and goals of the group, such as an annual report, multi-year plan, newsletters, etc. Research recent action in local newspapers or other publications.

Sending proposals to private/corporate funders intended for governmental review: Government proposals are too long and often require documentation that is too excessive, compared to the review processes of foundations and corporations.

Making unrealistic demands: Your proposal should be one which will spark corporate interest. Don't seek too much money for your program from one donor. Expect the corporate investment to end after one, two or three years.

Expensive packaging of the proposal: Do not spend money on color or elaborate brochures. The content of the proposal is far more important than the packaging.

Invitations to benefit affairs: Do not use benefit affairs to approach corporations. Such approaches are very seldom successful.

Mass distribution of the same proposal: Focus on what the corporation is doing -- do not use a shotgun approach. Research the special interests and official policy line of the group. If your project serves their purposes, make sure they know it.

Failure to follow up: Follow up on any statements that you will contact them to inquire about your proposal. It is important to keep communications open at all times.

Failure to use your Board of Directors: Use the skills, knowledge and relationships of your board. Enlist them in your research and grant-writing efforts. Encourage them to be advocates of your group in their business and social contacts. You never know when a contact will pay off with a solid funding prospect.

SUBMITTAL OF THE PROPOSAL

It cannot be stated often enough that it is essential for an organization to check the guidelines for each funder carefully, since procedures vary considerably. Determine whether stated deadlines are postmarked deadlines or "received in office" deadlines. Often proposals are sent by over-night commercial carriers, so that the sender can verify its receipt by the funder. Be aware, though, that some federal agencies will honor a postmarked date only if sent by U.S. mail ser-vice. Additionally, some funders will accept faxed or e-mailed submittals; others will not.

If special application forms must be submitted, make sure you use up-to-date forms. Some enti-ties now make their application forms available on the Internet. Because most applicants have computers, many funders will allow you to retype the questions and fill in the answers on your computer. Others will only accept the completion of their original forms. Once completed, make sure to send the required number of copies. Some grant programs require as many as ten copies while others may require only one. Do not exceed the specified page limit. Some funders will count the pages in your response and tear off (and discard) the pages which exceed that limit; some will simply throw away proposals that are too long. Additionally, make sure to com-ply with directions which specify whether text should be printed on one or both sides of the pa-per.

In the case of applications for federal funding, be sure to determine if procedures call for the si-multaneous submittal to a state Single Point of Contact (SPOC), then allow for sufficient time to meet this requirement. In Illinois, the SPOC (also known as the State Clearinghouse) is housed within the Illinois Department of Commerce and Economic Opportunity, 620 East Adams, Springfield, IL 62701. The phone number is 217/524-0188 and the fax number is 217/558-0473.

Selecting the Proper Funding Agency

It is very important that care be taken in selecting the right grant-making agencies to approach. No matter how excellent the proposal may be, if it is directed to the wrong funding agency or submitted at the wrong time, the answer will surely be a rejection. In selecting the proper funding agencies, the following factors must be taken into consideration.

Current Priorities and Interests of Funding Agencies: You must be fully aware of the priorities and objectives of the funding source's grant program(s). The priorities may change literally overnight and it is important to keep abreast of the latest directives. Use the telephone to find out if the funding source has any interest in funding your type of project.

Total Funds Available: Before submitting the proposal, find out the total amount of money available from the funding agency for your particular project funding category. For example, grant programs with a total national annual expenditure of $500,000 would be unlikely to consider a proposal requesting more than $100,000 a year.

Size of a Typical Grant: Because of regulations and policies affecting both foundation and government funding, most have a fairly fixed range of grant costs which they consider. Pre-proposal inquiries in this area will help ensure that your proposal cost will neither be too ambitious nor too small.

Nature of a Typical Grant: It may be helpful in identifying viable funding sources to review titles and/or abstracts of grants previously awarded by a given funder. Often such a review provides invaluable insight into the subjects and methods most favorably received by funding agencies.

Percentage of Proposals Approved: Your decision to invest time and resources in a proposal may be determined by the extent of the competition. Ask the funder for information on the number of proposals generally received under the project category for which you are applying and inquire about the usual number of projects approved for the normal funding cycle for that category.

Limitations Specified in Guidelines: Carefully analyze limitations of potential grant programs to prevent any serious misdirections in planning a project and submitting it for funding.

Matching Funds Required: Both public and private grant programs often carry requirements that the recipient provide a certain percentage of matching funds. It is important to determine the amount of matching funds required and whether the match must be provided in cash or may be provided (in part or whole) as in-kind match. This consideration will be important in deciding whether a proposal will be prepared and directed to a particular funder.

Payment and Budgeting: Find out how funds will be transferred to your project and the type of bookkeeping required. For government grants, funds are usually transferred on a cost reimbursement basis, rather than as upfront, lump sum grants.

Timing of the Proposal

The timing of your proposal's arrival at a funding agency is a major factor in receiving project funds from a specific agency. Federal regional agency or state clearinghouse sign-offs may impact on a proposal submission timetable, so allot sufficient time for these sign-offs. There are other factors which should be considered before submitting a proposal. These include but may not be limited to:

- Congressional or General Assembly appropriation schedule for federal or state funds;
- Foundation schedules for board meetings during which applications are reviewed and approved;
- Accelerated federal agency action at the end of the fiscal year in order to allocate uncommitted funds; and
- Local government agencies' budgeting dates, if local funds are required for the program.

Contacts and Decision Makers

It is helpful to know who will be judging your work. This may influence the writing and even the direction of the proposal.

Cultivate a personal contact with the staff person assigned to review projects in your area of interest, if possible. Be prepared to make your case immediately. Limit your use of acronyms and jargon. Also, don't forget to send a thank you note to the person for giving you the opportunity to present your case.

Track Contacts

Another pertinent suggestion offered by Nike Whitcomb Associates, a Chicago fund raising consulting firm, is to develop a chart to track all contacts, both written and verbal, made with various funders. Included in this chart would be the following:

- Name of funding source, address, phone number, contact person, title (with a check list/dates of contacts and dates to follow up for all of the following items);
- Letter to agency requesting guidelines, other information;
- Letter of inquiry;
- Acceptance/rejection;
- Thank you notes to rejection agencies;
- Appointment letter sent;
- Calls for appointments;
- Appointment dates set;
- Thank you note/appointment follow-up;
- Proposal submitted;

- Back up information submitted with proposal, i.e., 501(c)(3) tax exemption letter, board listing, audit report, annual report, staff resumes;
- Grant interview (phone/in person);
- On-site visit by grantor;
- Date of decision making;
- Proposal accepted;
- Proposal rejected;
- Thank you note/rejections and acceptance;
- Amount requested; and
- Amount granted.

A simple chart that includes these items will make tracking activities much simpler and lessen the chances for making glaring oversights or errors. This is especially true if one follows common advice to line up four prospective funders to contact. Why four? Because, according to many fund raising experts, three out of every four requests for funding are rejected!

PART III.   WRITING THE PROPOSAL

Now that your groundwork has been completed, you can proceed with actually writing the proposal.

Application and proposal forms vary in complexity and depth, from the simple checklist of fill-in-the-blanks, to the proposal for competitive research grants that will be carefully scrutinized by panels of specialists. This primer concentrates on proposal writing for an organization where standards are relatively high for design of a project. However, this is an introductory discussion of major points and not a thorough analysis (which would be extremely lengthy).

Proposal Writing Tips

Before you begin to write any of these sections, keep in mind the following rules and tips, provided by Nike Whitcomb Associates:

- Review the application guidelines, to ensure that you have complied with all directions, rules and regulations;
- Use simple language, jargon free;
- Avoid using the same words too often; words and phrases which appear too many times in the proposal, especially acronyms, technical phrases, or "buzzwords" distract the reviewer;
- Make sure there is a clear relationship between the budget and the project activities;
- Proofread the copy, make sure there are no typographical errors, grammatical errors or misspellings;
- Read the proposal out loud to hear what you have written, put it aside and read it again later;
- Give the proposal to a staff person and an outside individual or friend to read for clarity;

- Verify budget numbers, cross check and double check for accuracy;
- Be sure to attach a copy of the organization's 501(c)(3);
- Include a copy of the board listing with members' names and affiliations;
- Include a copy of the last audit report of your organization;
- Attach resumes, annual report, organization brochures, letters of support, and any press releases;
- Never use script type, keep paragraphs to six lines or less, use a larger typestyle which is easy to read;
- Avoid bulky binders;
- Make sure all of the pages are numbered and attachments or appendices are numbered and clearly labeled; and
- Reread the application guidelines again!

No matter what the proposal's organization or final form, proposal writers would be smart to adhere to the suggestions noted above.

An Overview of the Proposal

Every grant proposal should include the information in the following ten key components. If the program requires you to complete a preset form, you should endeavor to place the substance of the information within the appropriate section, using the headings and subheadings of the form. However, if the program allows you to select your own format, the following is a list of the sections (given in sequence) that you can use to structure your proposal:

Cover Letter: On organization letterhead, the cover letter briefly summarizes need, the proposed program, the organization's qualifications and a small sales pitch.

Title Page: Includes project title, name of applicant, name of agency submitted to, signature, typed name and title of authorized personnel approving submission and date of approval. If your proposal is lengthy, keep in mind that some grant reviewers like to see a Table of Contents page following the Title Page, with tabs on each section within the application, to enhance user-friendliness.

Summary: Synopsis of project objectives, procedures, evaluation. Try to catch the "flavor" of the project in approximately 250 words. Remember, this may be the only part reviewers read in the body of the proposal, and this language may be used verbatim by the reviewer to describe or explain your application to the board or other internal review/approval entity.

Introduction: Tell what needs to be done and why. Mention the general theory upon which the project is based. If unique, it should be asserted here. If new or uncommon terms are used in the proposal, explain their meaning here.

Problem Statement: State why this problem needs to be addressed and provide references to research, statistics, previous projects or other documentation to support the need for the project.

Objectives: State the proposed outcome of the project in clearly specified and measurable terms. Each objective is usually related to (1) a need identified in the introduction section; (2) activities in the methodology section; and (3) activities in the evaluation section.

Methodology: At this point, you want to describe the problem in terms of the methods you will use in combating it and why you are choosing this strategy. It is here that specific activities are described, as well as those action steps that will be used to achieve the objectives.

Evaluation: Provide details on how the organization and the funding source will determine whether the project has accomplished its objectives. Include the type of evaluation information to be collected, how it will be analyzed and a pattern for its dissemination and use. Care should be taken to strengthen this section and provide evaluation criteria for each objective.

Future Orientation: Discuss all topics relevant to the future of the project, whether its timeframe is limited or if the intent is to continue or expand the project beyond the project time period. How will continuation be done - what future funding has been lined up?

Budget: State the proposed project costs in a table or spread sheet format. Every item should be carefully documented. Request as much money as you need to complete the project adequately (asking for too little money can be as bad as asking for too much). The reviewers will likely know what is a reasonable amount to conduct the project activities.

Appendices: Include all required support documentation deemed necessary by the funding source.

One of the ironies of grant planning and writing is that it costs time and money to prepare a good proposal, yet it is difficult to obtain funds until after the grant is approved. There are a few foundations and some government grant programs which will provide specific planning grants. This possibility should be explored. If you already have received a grant, give some thought to how you can use current resources for planning for the next grant application.

Now let's take a look at several of the proposal sections individually:

Cover Letter

The first paragraph of the cover letter tells the funding agency who you are and what you do, preferably in 25 words or less. The next paragraph states the problem to be addressed by your project. From there the solution or method to address the project is described along with the total project cost and the requested amount. The last paragraph demonstrates your excitement for the project and attempts to convince the funding source to provide financial support for the project. The letter should be signed by your board chairman according to proper protocol. The executive director should only sign the letter as an "agent" of the board, with a declaration as such under the director's signature, e.g., "Jean Jones, Executive Director, for the Board."

Summary

The summary will appear at the beginning of your proposal but should not be written until after you have completed the proposal. You will then have a clear idea of what is to be distilled and summarized. A good summary:

- Identifies the applicant organization and establishes its credibility;
- States the need or problem to be addressed;
- Outlines the objectives of the funding;
- Outlines the specific activities to meet these objectives;
- Specifies the time period during which the activities will be accomplished; and
- Gives dollar figures for the total project cost, and the percentage of funds already committed, with the amount asked for in the proposal.

Remember: BE SPECIFIC, SIMPLE, AND CLEAR! Keep in mind that the summary is probably the first thing read by a funding source. As such, you will want to put your best foot forward and hook the reader into wanting to delve deeper into your written presentation. So although it

may be the last section written, the summary should reflect your best persuasive argument for funding your project.

Introduction

In this section of the proposal, you are introducing your organization to the funding agency. Here, it is important to show your organization's background, qualifications, and capability in addressing the stated problem. You want to interest them in finding out more about your organization's work and motivate them to read further through the proposal. This section should not only describe how well your organization can handle the problem but also convince them that you are unique in your ability as compared to another group.

Show your organization's background and credibility in the following aspects but take care not to bore the reader(s) with an endless recital of your organization's history since its inception:

Staff: Show that you have staff with experience in the field. Name any experts you may have working for you. The best documentation of staff expertise is to provide resumes (of reasonable length) of key staff.

Board: Show that your board of directors is made up of well respected people with diverse interests. A few community-based organizations may want to consider expanding board membership to include individuals with backgrounds in law, business, public affairs, and the like, if current membership is lacking representation in these areas.

Affiliations: List any accreditations or linkages with other organizations involved in the field. Also inform the funding agency of any licenses you may have obtained in order to provide the proposed or established service.

Clients: Prove that you have satisfied clients by including written statements or references.

Volunteers: Find out and describe why your volunteers like doing what they do for your organization.

Facilities: Show how your location benefits your task geographically and demographically.

Past Performance: Describe what your organization has done in the past that will aid it in reaching its new goal.

Fiscal Responsibility: Show that you have handled budgets successfully in the past.

Prior Funding: Private funding usually leads to public funding. Provide a few examples of other funders that have shown faith in your capabilities.

Need: Prove, of course, that there is a real need that must be addressed.

Problem Statement

This section of your proposal is quite important because it forms the basis for your project's development. This section describes the problem or situation in your target area that needs to be addressed and relates it to the overall environment and its impact if not rectified or alleviated. The problem statement relates to your constituency and their needs and not to the concerns of your agency or organization. Take care not to exaggerate the problem or situation. You want to convince the funding source that the problems are serious but not insurmountable in solving. Funders appreciate the use of statistical and comparative data to demonstrate the scope of a problem; however, they do not appreciate being overwhelmed with data. Use local sources of information. Use national data only to the extent that you are making comparisons of the situation with the national outlook.

To sum up this section, keep in mind that you are describing why your *constituency* -- not your organization -- needs assistance. Be specific. In addition, remember:

-        Never paint a picture so terrible that there is no hope of solving it.

-        You are seeking to address a *situation* or *problem* as the result of a condition that exists.

-        Develop your research and make sure you know your constituency's desires. Remember to include statistical and comparative data.

-        Know what other experts and program operators are doing. Develop linkages with outside groups and organizations.

-        Never provide more than one option for tackling the problem. The option you pick should be the final, most optimal solution.

Objectives

Objectives make up the specific components of your overall goal, that which you are ultimately trying to achieve. Objectives describe the desired end product or situation to exist at the conclusion of the project. They should be described in terms that are measurable and quantifiable. They are the traceable and significant connection between the problem description and the actual goods or services provided.

Objectives should be stated using the client's point of view and deal with a terminal nature -- what the clients will look like at the project's conclusion.

Specific objectives serve to focus organizational activity around a common purpose and provide a benchmark of measuring program achievement. The objectives, if successfully completed, result in the direct and lasting impact on the problems experienced by clientele.

Consider that objectives generally fall into one of three categories: input, process and impact.

Program Inputs: This type of objective identifies the quality or quantity of different resources judged necessary to complete a program task. Examples of such objectives include: to increase the number of industrial settings for training programs; to increase cooperation and coordination of program services; to increase the number of intakes by 5 percent; and to increase the number who participate in training programs.

Program Process: These objectives state that specified services, treatments, functions or tasks were accomplished, delivered or performed in specified quantities or qualities. For example, process objectives might include: the provision of so many units of vocational education services; a specific number of employment development services provided, one for each eligible client; or completion of a program recruitment process with a specific number of clients recruited.

Impact Objective: These objectives state the purpose of the program or state the benefits that will last after participants leave the program. Examples of impact (sometimes called output) objectives are: reduce or eliminate dependency; achieve or maintain self-sufficiency; reduce unemployment; increase the number of workers placed in jobs; and provide an adequate income in retirement.

Objectives are easily written if one remembers the five essential parts --

What: the nature of the situation to be changed, often signaled by the preposition "to" followed by an action verb;

Who: the particular group or segment (clients, staff, components), in which or for which achievement is desired;

Where: the geographic area or that place in which the accomplishment is desired;

When: the target date for completion of the objective or the days or times the objective is carried out;

What extent: the quality or quantity of the situation to be achieved, a measurement which can later be used as a basis for evaluation.

Objectives are not to be confused with activities. Activities are the means used to achieve the objectives. They are your methods. Objectives are also not to be confused with goals. Goals are identified as statements of the broad purpose of a program and are long range desires or benefits: objectives are more immediate or short range.

Methodology

This section describes the methods (also referred to as strategies, activities, or procedures) to be employed to accomplish the objectives.

The methodology section of a proposal should describe in detail:

-       What you are doing (activities);
-       Your justification for the actions to be taken;
-       The flow of activities and how long it will take to get results;
-       Target population in terms of characteristics and selection process;
-       Staff requirements in terms of hiring and training; and
-       Start up activities required prior to full project implementation.

Projects vary most in this area and no universal prescription can be useful. However, the best proposals will contain:

Design: The basic technique or approach to be used such as a case study, pilot program, controlled experiment, etc.

Population Recruitment: The projected participants, subjects, or beneficiaries and how they are selected. Also describe the role they have had in planning for the proposal.

Treatment: Provide sufficient detail about the procedures to be used so the reader can understand thoroughly.

Reporting and Participant Tracking: How information will be collected and who will do it. Be specific and include copies of any special instruments in the appendix.

Management: Detail administrative structure and functions.

Time Schedule: Project an approximate time schedule for carrying out the proposed project. Charts are often useful here.

Activities are a job or a *task* requiring both *time* and *resources*. Activities state in chronological order how a strategy is to be accomplished -- in other words, what needs to be done to achieve the strategies (and therefore objectives). Activities are developed by listing each step necessary to complete a job. To ensure that each step is listed, one should "backward chain." Backward chaining is not easy because it requires thinking of each step in reverse order. First, list the *last* step which one does to complete a job or objective, then the next to last step and so on to the step where you are starting. This process of backward chaining will give more detail than most other methods of listing activities.

Keep in mind that just as objectives flow from the problem statement, so too should the methodology section flow from the objectives. Including a timetable at the end of this section would be helpful to the reviewer in analyzing the procession of events. It will also help you to ensure that important details have not been overlooked. However, if charts or graphs are used make sure they are extremely cogent so as not to detract from the body of the proposal.

Evaluation

How will you know your project is a success? How will you document your project's success? The evaluation section of your proposal should provide answers to these questions. Decision makers generally need evaluations of program success in order to maintain or modify their program to achieve maximum operating efficiency. In addition, performance indicators which can be measured before, during and after the end of the program will help predict the success of the individuals while they are participating in the program, as well as their post-program success.

The evaluation section is quite important to funders since they want to be able to measure the progress of programs and determine whether their dollars have been well spent. The inclusion of an evaluation shows that you have an interest in upgrading your project. In summary, the evaluation section should:

-      Describe how data will be collected and progress monitored and analyzed;
-      Describe the type(s) of evaluation to be conducted (product and/or process);
-      Tell how records will be kept;
-      Describe the evaluator: name, title, credentials and extent of impartiality;
-      Outline reporting procedures; and
-      Provide specific due dates for completing the evaluation.

The product evaluation measures your success in meeting the objectives of your project. Did you meet the projected and desired statistics of your project? Were your actions indeed helpful to your clients and are they better off as a result?

Goal or Objective Achievement: With program goal or objective achievement, organizations examine the degree of success in attaining each of their short-term program goals and objectives. Goal achievement measures are used for several reasons. These measures examine program success in relation to the needs of the program as it exists to determine program saturation. The measures examine program success relative to the program as planned to arrive at design efficiency. The measures also examine program success relative to expenditures to measure cost efficiency. Examples of these kinds of quantifiable measures might include: reduced costs per participant, increase in the proportion of parents involved in training, increase in the proportion of parents who leave public welfare, planned versus performance measure of expenditures, planned versus performance measure of placement, and percent placed in unsubsidized jobs.

While a product evaluation measures the objectives, a process evaluation measures methods used in working towards the goal. Was the benefit of your actions worth the cost of their implementation? Were you meeting some higher goal with each step taken?

Immediate Post Program Success: Another type of measure is that of immediate post program success. These measures of performance are based on the experience of a program as seen primarily from the client's history. Examples of this type of measure include increased employment or reduced unemployment, increased earnings, increased labor force participation, increased mobility of the labor force, reduced dependency on the government, and jobs filled in geographic areas or in occupational classifications. Additional examples of types of measures used by organizations to determine post program success are:

-       Increased proportion of parents who leave welfare based on services;
-       Maximized dollar volume of annualized welfare grant reductions;
-       Increased number of registrants entering employment;
-       Increased average hourly wage of participants;
-       Number of placements in unsubsidized jobs; and
-       Increased employability based on improved attitude towards work.

Program Operating Efficiency: Because some programs are designed to serve a number of functions for the participant, organizations have developed program operating efficiency gauges to directly observe project functions and arrive at conclusions about the program's efficiency. Examples of the measures of program operating efficiency -- how well the program activity was performed -- include several measures related to workload, some related to the capacity for work and some related to the mix or complexity of program activities. Indicative program operations measures may be, for example: increase intake by 5 percent over the fiscal year to a total of 670,000; and increase the number of tests administered to a total of 24,400.

PART IV. BUDGET

The budget may be the key to your proposal. Your organization is asking for money and your budget statement is the concrete way to show that you need it. Many funding agencies complain that they often read through an entire proposal and still are not exactly sure what the organization needs in terms of money. The requested amount, as previously pointed out, should be stated explicitly at the beginning of your proposal. Make sure your proposal supports each item in the budget -- and that it is clear to the reviewers what costs are associated with each activity. The budget summary and detail justification pages should have the total project cost, broken out by requested amount (from the funder), organization contribution and other outside sources (combined). The following budget items should be carefully documented:

Typical Line Item Costs

<u>Salaries and Wages</u>: This line item represents expenditures for salaries and wages. Salaries and wages are defined as fixed payments at regular intervals to professional and clerical staff, and hourly based payments to part-time and intermittent employees, for services performed. List each staff position with titles, monthly or weekly salary ranges, number of persons per position, number of months or weeks to be devoted to the project, percent of time devoted to the project and total salaries per position.

<u>Fringe Benefits</u>: This line item represents payments other than salaries and wages made to staff, or paid in their behalf or on their account, as in the form of a pension, vacation, insurance, etc. List fringe benefits for project staff, including FICA, unemployment and workers' compensation, and hospitalization. Include computation and rate details.

<u>Consultant and Contractual Services</u>: Use for procurement contracts (except those which belong on other lines such as equipment or supplies), and contracts or other agreements with secondary recipient organizations such as affiliates, cooperating institutions, delegate agencies, political subdivisions, etc. Include cost of all consultants. List fees for all legal, accounting and professional services. Provide specific cost breakouts for each item listed.

<u>Space Costs</u>: This line item represents payments for building and space rent, utilities, janitorial service, general maintenance and repairs, necessary re-arrangements and alterations of facilities which do not materially increase the value or useful life of the facility, and other related costs necessary to provide adequate space. A cost analysis study may have to be conducted to determine the amount of rent to be charged to the project if the project is housed within the organization's own facility. Other more simplified methods may be employed to determine space costs. In any event, show the amount of space cost per month by the number of project months to determine total cost or cost per square footage.

<u>Equipment Purchases</u>: This line item represents payments for the purchase of non-expendable personal property having a useful life of more than one year and a unit acquisition cost of $300-500 or more (depending on the funding agency), payments of costs associated with the transportation and installation of non-expendable personal property purchased or to be purchased, and

payments made under a lease or rental contract for non-expendable personal property where an option-to-purchase provision is expected to be exercised. Check the funding source policy for limitations on equipment purchases first; many government funders, for example, have specific requirements.

Equipment Rental: List the cost of each office and program equipment item to be rented for use in the project. Again, check the funding source policy for limitations before including these items. Specify each item and monthly rental fee.

Consumable Supplies: These items include office and program supplies such as paper, pens, typing ribbon, folders, etc.

Utilities: The costs for electricity and gas are sometimes broken out separately from space costs. If no specific budget format is provided you may opt for breaking these items out under a separate budget category.

Travel: This line item represents payments for transportation, meals and lodging of staff in accordance with the funder's policy. Check with the funding source for allowable rates for in-state travel. Check with the funding agency beforehand about out-of-state travel. Project the total local mileage of each staff person and also specify the purpose of such travel for each position listed. If out-of-state travel is an allowable expense, specify the purpose of such travel, i.e., program related activities, training, conferences.

Telecommunications: Included in this line item category are costs associated with installation and monthly charges for telephone lines, computer phone lines, fax machines, cellular telephones, pagers and the like.

Program Income: These are direct charges to or fees to participants of the project. Program income must be kept in a restricted account and either returned to the granting agency or used to fund direct costs of items needed to expand the quality or quantity of services provided. With some public funding programs, it can also be carried over into the following fiscal year. In some programs, funding agencies allow program income to be used as match.

Special Project Costs: These include costs specific to the project. For example, meals served to children in a recreational program, training manuals, printing original materials and the like. Show specific cost details for each listed item.

Other Costs: Included in this budget category are such items as office and building maintenance services, postage, repair and maintenance charges for rental equipment, meeting costs, subscription dues, printing and publication costs, temporary help, and insurance and bonding costs. Remember to provide specific cost breakouts for each item listed.

Overhead/Indirect Costs: Overhead or indirect costs are those additional costs which will be incurred by an organization that operates multiple programs as a result of taking on this new project. Also known as administrative costs or "facilities and utilities," these costs are determined by charging a fixed percentage, such as 10 to 15 percent, of the total grant *request*, to cover such

expenses as general and unit personnel and non-personnel costs. Some public and private funding sources may disallow these charges, so again, check with the funding source before including this category! This line item represents costs attributed to the program's administration cost category through application of an indirect cost rate or cost allocation plan usually required by a government funder. These costs are not to duplicate any costs charged to the other cost line items in this section. For most government funded programs indirect costs may *not* be recovered without an approved cost allotment plan.

Matching Share

In general, matching share represents that portion of project costs that is not borne by the funding source. For government programs a minimum percentage for matching share is usually required depending on the program legislation. The following information may be used as a guide in developing the matching share section of your project budget. Check with the funder to assure its matching share requirements.

Matching share may consist of:

-        Charges incurred by the applicant as project costs, but not paid with grant funds;
-        Project costs financed with cash contributed or donated to the grantee by other public and private sources; and
-        Project services and borrowed or donated real or personal property, or use thereof, donated by other public and private sources.

Cash contributions: These represent the grantee's cash outlay including the outlay of money contributed to the grantee by private organizations, foundations, corporations, individuals, and other public agencies and institutions (if the grantor happens to be a government funding source for the project). When authorized by federal legislation, federal funds received from other grants may be considered as the grantee's cash contribution. Examples of cash match are:

-        Salaries and fringe benefits;
-        Travel costs;
-        Postage;
-        Office supplies; and
-        New equipment purchased (with prior grant approval).

In-kind contributions: These represent the value of noncash contributions provided by the grantee and other outside sources. In-kind contributions may be in the form of charges for real property and nonexpendable personal property and the rental value of goods and services directly benefiting and specifically identifiable to the project or program. Grantees with government grants may wish to check with the funding source to secure permission to consider property purchased with government (usually federal) funds as the grantee's in-kind contribution. Examples of in-kind matching share include:

-        Salaries and fringe benefits (of persons not directly paid by program);

-       Use of depreciable equipment;
-       Value of donated services; and
-       Value of office space (with prior grant approval).

Volunteer services may be furnished by professional and technical personnel, consultants, and other skilled and unskilled labor. Volunteered service may be counted as in-kind matching share if the service is an integral and necessary part of an approved plan.

Rates for volunteers should be consistent with those paid for similar work in other activities. In those instances in which the required skills are not found in the grantee organization, rates should be consistent with those paid for similar work in the labor market in which the grantee competes for the kind of services involved.

When an employer other than the grantee furnishes the services of an employee, these services shall be valued at the employee's regular rate of pay (exclusive of fringe benefits and overhead cost) provided these services are in the same skill for which the employee is normally paid.

Another in-kind contribution is *donated expendable personal property*. Donated expendable personal property includes such items as expendable equipment, office supplies, laboratory supplies, or workshop and classroom supplies. Values assessed to expendable personal property included in the cost or matching share should be reasonable and should not exceed the fair market value of the property at the time of the donation.

The method used for charging matching share for *donated nonexpendable personal property, buildings and land* may differ depending upon the purpose of the grant. If the purpose of the grant is to furnish equipment, buildings, or land to the grantee or otherwise provide a facility, the total value of the donated property could potentially be claimed as a matching share.

If the purpose of the grant is to support activities that require the use of equipment, buildings, or land on a temporary or part-time basis, depreciation or use charges for equipment and buildings may be made.

The value of donated nonexpendable personal property cannot exceed the fair market value of equipment and property of the same age and condition at the time of donation. The value of donated space cannot exceed the fair rental value of comparable space as established by an independent appraisal. And finally, the value of loaned equipment cannot exceed its fair rental value.

Cash Flow

While developing a project budget, an organization should address the question of cash flow:

-       The relationship of the organization's disbursement needs with the funding or reimbursement process of the funding agency; and
-       A monthly measure of actual program expenditures versus planned program expenditures.

Many organizations have faced serious problems because they have overlooked these two components of cash flow. In few instances will state or federal agencies allow "as needed" disbursements. (A Letter of Credit from a federal agency would be an exception to this general rule.) In many cases the state or federal agency only allows vouchers. Organizations are reimbursed for expenses already paid out because the voucher represents payment for contracted services. This could be contrasted to foundation or corporate grants where a specific sum of money is granted per period based on planned project expenditures.

In any case an organization must gauge its actual cash needs for each period (e.g., start up periods, monthly allotments) and by each project. The organization must also develop and send out vouchers and disbursements in a timely manner and ensure that both are properly prepared. Organizations must monitor cash flows in every line item to prevent serious overruns or idleness of funds.

Finally, your budget section should not be excessively long. A long presentation usually demonstrates weak or poor organization.

Future Funding

This section shows the funder that you are looking into the future. Discussion should focus on several areas. Do you anticipate the possibility of a spin-off? In other words, what are the chances that the project can become free-standing after the funding period? Will you seek future funding from the same source and/or other sources? What are the implications for the project's continuation if outside support declines? Can your organization operate the project without outside funding, and if so, what are the plans to continue on?

What would it cost to operate any given program next year? Organizations would profit by analyzing past costs in each *line item* and estimating future cost of each line item considering:

- Inflation;
- Cost of living or other scheduled pay increases;
- Retirement benefits, vacation accrued, other fringes;
- Changes in social security deductions or workers' compensation laws; and
- Changes in rent, insurance, audits, postage, and other normal expenses.

PART V. APPENDICES

The items which are often included in the proposal's Appendices have been discussed in earlier sections of this handbook. To reiterate, those items are:

- Copy of the organization's 501(c)(3) tax exemption letter from the Internal Revenue Service (IRS);
- List of board members, including addresses, and telephone numbers;
- Copy of the organization's most recent audit report, current financial statement and current operating budget;
- Copy of the organization's Annual Report;
- Resumes of key project staff to demonstrate qualifications and credentials;
- Letters of support from established community and neighborhood organizations familiar with the organization's work and credibility;
- News clippings and releases highlighting the organization's most recent achievements or immediate past accomplishments; and
- Brochures of the organization describing its various programs and activities.

Make sure these items are packaged in a neat and orderly fashion. Nothing can be as frustrating to a proposal reviewer as to have to search through a disorganized proposal package to find out if all the required documents have been submitted. A good approach is to number and clearly label each document or group of material as an individual Appendix, and to refer to that Appendix by number in the body of the text.

PART VI. DIRECTORY OF RESOURCES

There are numerous resources which can assist grant-seekers in researching funding agencies and writing grant applications. The publications and products listed in this directory are simply a sample of the types of resources which are available today, and are not meant to represent a comprehensive listing. Most of the material in this section was taken from promotional material or web sites developed by the publishers. The inclusion of these resources is not meant to imply or constitute any endorsement or recommendation by the Illinois Department of Commerce Economic Opportunity.

The hearing impaired may access all phone numbers listed in this publication via the State of Illinois TDD relay number: 800/526-0844.

Common Sources of Statistical Data

¤   Census publications are available from:

U.S. Department of Commerce, Bureau of the Census, Fax orders: 301/457-3842, Phone orders: 301/763-4636, Web Site: *http://www.census.gov*

U.S. Government Printing Office, Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15250-7954, Web Site: *http://www.gpoaccess.gov/index.html*

U.S. Government Bookstore, 710 North Capitol St. NW, Washington D.C. 20401. (Chicago store no longer open). Phone orders: 1-866-512-1800, Web Site: *http://bookstore.gpo.gov*

> The Bureau of the Census provides resources which are too numerous to list here, including specific statistical data on racial and ethnic groups, children, the elderly, Americans with disabilities, and other groups of people. Information is available at the census tract, metropolitan area, county, and state and national levels regarding issues such as household income, child support, poverty, labor force, health insurance coverage, child care arrangements, fertility, geographical mobility, marital status and living arrangements, school enrollment, and many others.

> The *CenStore* system, located on the Bureau's web site (*http://www.census.gov/*), provides information about products sold by the Census Bureau and the U.S. Government Printing Office: CD-ROMs, computer tapes, disks, publications, and maps. Updated on a daily basis, this is the most current source of product information and availability.

> A few of the Bureau's publications are listed here. Two can be ordered at the Bookstore address and phone number listed above:

Census Catalog and Guide 1997 (GPO stock number 003-024-08824-0) -- The Catalog and Guide offers nearly complete coverage of 1990 census products. Its federal agency section describes statistical products from the Bureau of Labor Statistics, Energy Information Administration, National Center for Health Statistics, and several other agencies. Most census products are organized by subject into chapters (such as agriculture, business, foreign trade, etc.), but a special section combines all references for the 1990 Census of Population and Housing. It indicates form of product availability, including paper copy, microfiche, computer tape reel, diskette, compact disc, online and/or fax. It includes ordering information for all products. Issued 1997, $35.50. (As of 2003, the 1997 edition was the most up dated version).

General Population Characteristics - Illinois (GPO stock number 003-024-07468-1) -- This publication lists statistics on: age, family, Hispanic origin, marital status, household relationship, race, sex, and institutionalized or other persons in group quarters (often cross-classified). Breakdown provided by population of place. Data based on 1990 Census of Population and Housing. Issued 1993.

Information for the following documents can be obtained via the Government Printing Office's web site at *http://www.gpoaccess.gov/index.html*, or via the Bureau's web site at *http://www.census.gov*. Once at the Bureau's site, select the "Access Tools" icon. Then select "1990 Census Lookup" and follow the prompts from there to assemble the statistics needed from the 1990 summaries. Some 2000 Census information is also available through the "American Fact Finder" link at this site.

Population Projections of the United States, by Age, Sex, Race, and Hispanic Origin: 1995-2050 (Series P-25, no. 1130, GPO stock number 803-004-00129-7) -- This presents population projections by age, race, sex and Hispanic origin. Projections are based on July 1, 1994 estimates, consistent with the 1990 census. Issued 1996.

Summary Population and Housing Characteristics - Illinois (GPO stock number 003-024-07314-5) -- This lists statistics on: age, family, persons in group quarters, Hispanic origin, household relationship, race and sex. The report also includes data on the following general housing topics: congregate housing, rent, rooms in housing unit, tenure, units in structure or building, vacancy and value of home. Data based on 1990 Census of Population and Housing. Issued 1991.

Summary Social, Economic and Housing Characteristics Illinois (GPO stock number 003-024-08117-2) -- This document presents sample data from the 1990 Census of Population and Housing. The report features some, though not all, subjects found only in sample population data. It lists data on various social and economic topics: disability, education (enrollment and attainment), language spoken at home, migration, place of birth, veteran status, income, labor force characteristics, journey to work and work experience, as well as detailed housing data. Issued 1992.

¤   **Fedstats: One Stop Shopping for Federal Statistics --** Web Site:
        http://www.fedstats.gov/.

        More than 70 agencies in the federal government produce statistics of interest to the
        public. The Federal Interagency Council on Statistical Policy maintains this site to
        provide easy access to the full range of statistics and information produced by these
        agencies for public use.

¤   **Illinois State Data Center Program** -- Illinois Bureau of the Budget, 605 Stratton Office Building, Springfield, IL 62706, 217/782-1381, Fax: 217/524-4876, E-mail: *se-betsch@bob084r1.state.il.us*.

The Illinois Bureau of the Budget is the state's lead Data Center, with six Coordinating Agencies located around the state. Information available from the Data Centers includes data from the 1980 and 1990 federal Census of Population and Housing; the 1987, 1992 and 1997 federal Economic Census; the federal Bureau of Economic Analysis and Bureau of Labor Statistics; and other sources. Some of the Centers provide information on a cost-reimbursement basis. Coordinating Agency locations are:

Illinois Department of Commerce and Economic Opportunity
620 East Adams, 6th Floor
Springfield, IL 62701
217/785-7545, TDD 800/785-6055
Fax: 217/524-3701
E-mail: *etaft@commerce.state.il.us*

Northeastern Illinois Planning Commission
222 South Riverside Plaza, Ste. 1800
Chicago, IL 60606
312/454-0400
Fax: 312/454-0411
Web Site: *http://www.nipc.cog.il.us*

Chicago Area Geographic Information Study (CAGIS)
Dept. of Anthropology (M/C 092)
University of Illinois - Chicago
1007 West Harrison, Room 2102 BSB
Chicago, IL 60607-7138
312/996-5274
E-mail: *sdc@cagis.uic.edu*
Web Site: *http://www.cagis.uic.edu/*

Regional Research & Development Services
Southern Illinois Univ. Edwardsville
Campus Box 1456
Edwardsville, IL 62026
618/650-3500
Fax: 618/650-2886
E-mail: *ckofron@siue.edu*
Web Site: *http://www.rrds.siue.edu/*

Center for Governmental Studies
Northern Illinois University
148 North Third Street
DeKalb, IL 60115
815/753-0934
Fax: 815/753-2305
E-mail: *bharger@niu.edu*
Web Site: *http://www.cgs.niu.edu/*

Census and Data User Services
Research Services Bldg., Suite A
4950 Illinois State University
Normal, IL 61790-4950
309/438-5946
Fax: 309/438-2898
E-mail: *cadus@ilstu.edu*
Web Site: *www.socialresearch.ilstu.edu/#cadus*

¤   **Illinois Department of Commerce and Economic Opportunity (DCEO)** -- 620 East Adams, Springfield, IL 62701, 217/782-7500, TDD 800/785-6055, (see additional contact information below), Web Site: *http://www.commerce.state.il.us*.

> *County Profiles* -- A separate document for each of Illinois' 102 counties has information on the labor force, business establishments, agriculture, and population characteristics. Projections for key economic variables are included in each profile. Each document is approximately 20 pages. Contact staff at: 217/785-6117, Fax: 217/524-3701, E-mail: *jhamilto@commerce.state.il.us*.

Dun and Bradstreet -- Information is available on Illinois firms by zip code and Standard Industrial Classification (SIC). Each entry includes established name, address, telephone, line of business and SIC, reported sales volume and employment, the start date of the business, its status (single site, branch, headquarters, etc.), and a contact name and title. A fee is charged for paper and disk copies. Contact staff at: 217/782-0527, Fax: 217/524-3701, E-mail: *creynold@commerce.state.il.us*.

Community Profiles -- Over 600 Illinois communities have completed Community Profiles which provide information on their economic development amenities, education facilities, health facilities, transportation, utilities, employment information and tax structure. These profiles, which have been designed to assist the state in its industrial recruitment efforts, are maintained by DCEO on a computerized system. The information which is contained in these profiles could be useful to a grant-seeker in preparing comprehensive information about a community. Because communities must prepare their own entries for this system, information is not available on every Illinois community. Each Community Profile is five pages in length. Community Profiles are also available on the department's web site at *http://www.commerce.state.il.us*. Contact staff at: 217/785-6167, Fax: 217/524-4145, E-mail: *thamrick@commerce.state.il.us*.

¤　**Illinois Department of Public Health (IDPH)** -- Illinois Center for Health Statistics, 535 West Jefferson, Springfield, IL 62761, 217/785-1064, TDD 800/547-0466, Fax: 217/785-4308, E-mail: *mailus@idph.state.il.us*, Web Site: *http://www.idph.state.il.us/.*

IDPH maintains the *IPLAN Data System* on its web site (*http://www.idph.state.il.us/*). This system is a searchable database containing more than 100 health-related indicators at the state, county and community levels. This data system contains pertinent information for use by the public, health professionals, researchers and news media.

Vital Statistics Illinois -- This publication is updated annually. Compiled by county, it lists births and deaths per year, causes of death, child and infant deaths, etc. Supplements and special reports are published periodically, listing statistics for certain causes of death.

¤　**Illinois Department of Public Aid (DPA)** -- Office of Communications, 201 South Grand Avenue East, Springfield, IL 62763, 217/782-3458, TTY: 800/526-5812, Fax: 217/785-5095, E-mail: *dpa_webmaster@state.il.us*, Web Site: *http://www.state.il.us/dpa.*

Annual Report -- This is an overview of DPA's services and programs which lists, by county, the number of persons/cases on medical assistance. It also includes fiscal year funding and appropriations charts.

¤   **Illinois Department of Employment Security (IDES)** -- Economic Information and Analysis Division, 401 South State Street, 7 North, Chicago, IL 60605, 312/793-2316, TDD: 312/793-9350, Fax: 312/793-2192, E-mail: *Lmides@aol.com*, Web Site: *http://Lmi.ides.state.il.us.*

   The Economic Information and Analysis (EI&A) Division offers a wide range of economic and demographic information related to the local, regional, and statewide labor force. The best way to gain access to the services of EI&A is through its network of local Labor Market Economists stationed throughout the state. Names, addresses, and phone numbers for the economists are published in all EI&A reports and on its web site. Some of the reports you may find most useful include:

   Occupational Projections -- This shows base year and projection year estimates of employment for all industries and for about 800 occupations, statewide and for counties or clusters of counties. Average annual openings (vacancies) are shown by whether they are the result of growth or of replacement needs.

   Occupational Employment Statistics: Wage Data -- This shows mean, median, and middle range wages for over 500 occupations, statewide. Data for metropolitan statistical areas is also available.

   Labor Force and Unemployment Estimates -- Monthly and annual estimates are available for all towns with populations of 25,000 or more, all counties, and the state. The series extends for more than ten years. This information is available on the Internet.

   Commuting Patterns -- Using census data, this report shows in- and out-commuting by county and contiguous states.

   Illinois at Work -- This annual report shows six years of employment by industry division for all Illinois counties.

   EI&A publishes other reports that also are helpful for proposal and grant writing and has a wide range of unpublished data on characteristics of IDES applicants, industrial employment and wages by county, and much more. The local Labor Market Economists can provide guidance in selecting the most appropriate data to assist in preparing a grant application.

¤   **State of Illinois Universities** -- The universities within the State of Illinois have a wealth of information available for use by community planners and researchers. Studies and reports compiled by university departments -- political science/public affairs, economics, business, social science -- may be useful in developing demographic data sheets for the targeted community or in documenting problems or needs in a particular community. Several university departments have established centers or bureaus that study, research, and provide technical advice in specific areas or disciplines. University libraries also will have many government documents and reports on file in addition to independent research

studies and reports. Many universities also can provide template agreements and other sample documents, tips on grant writing and referrals to other appropriate resources for proposal development.

¤   **Regional Planning Commissions (RPCs)** -- Illinois Association of Regional Councils, 500 East Capitol Avenue, P.O. Box 1093, Springfield, IL 62705-1093, 217/525-7431, Fax: 217/525-7438.

> RPCs are regional development organizations which are located in many areas of Illinois. They assist local governments, businesses, developers and citizens to make better use of existing public programs. The work of RPCs includes economic development; regional economic studies on housing, transportation and wages; water quality and solid waste management planning; administration of local revolving loan funds; and general governmental technical assistance. RPCs serve as repositories of census and other data on their respective regions. For information on the RPC which serves your area of Illinois, contact the Illinois Association of Regional Councils.

Technical Assistance Sources

¤   **Congressional Research Service, Library of Congress** -- CRS works exclusively for Congress, conducting research, analyzing legislation, and providing information at the request of committees and members and their staffs. (Check with individual members of Congress for access to CRS resource information.)

¤   **The Foundation Center**, 79 Fifth Avenue, New York, NY 10003-3076 , 800/424-9836 or 212/620-4230, Fax: 212/807-3677, Web Site: *http://www.fdncenter.org.*

> The Center disseminates current information on foundation and corporate giving through its five Foundation Center libraries and a network of over 200 Cooperating Collections across the country. Through these library collections, grant-seekers have free access to core Center publications and *FC Search: The Foundation Center's Database on CD-ROM*, plus a wide range of books, periodicals, research documents and electronic resources relating to foundations and philanthropy. Services include reference librarians to assist visitors, free orientations and other training, and microform and photocopying facilities for a nominal charge. In Illinois, the Cooperating Collections are:

Donors Forum of Chicago	**University of Illinois at Springfield**
208 South LaSalle Street, Suite 735	Brookens Library
Chicago, IL 60604	Springfield, IL 62794-9243
312/578-0175	217/206-6633
TDD: 312/578-0159	Fax: 217/206-6208
Fax: 312/578-0158	E-mail: *frailey.beverly@uis.edu*
E-mail: *info@donorsforum.org*	Web Site: *http://www.uis.edu/~library/*
Web Site: *http://www.donorsforum.org*	

Evanston Public Library	**Rock Island Public Library**
1703 Orrington Avenue	401 19th Street
Evanston, IL 60201	Rock Island, IL 61201
847/866-0305	309/788-7627
Fax: 847/866-0319	Fax: 309/788-6591
E-mail: *webmaster@evanston.lib.il.us*	E-mail: *refrip@libby.rbls.lib.il.us*
Web Site: *http://www.evanston.lib.il.us*	Web Site: *http://www.rbls.lib.il.us/rip/*

Online Library -- The Foundation Center maintains an online library on its web site (*http://fdncenter.org/*) which can help answer your questions about foundations and nonprofit resources, instruct you in the funding research process, and help you with effective utilization of the Center's publications and services. This library includes: Electronic Reference Desk, Orientation to Grantseeking, The Fundraising Process, Literature of the Nonprofit Sector Online, and Common Grant Application Forms.

Associates Program -- Through this program, the Foundation Center offers fee-based services which provide member nonprofit organizations with a toll-free telephone reference service and specialized search privileges of its databases. *Proposal Writing Seminars* -- The Foundation Center fosters public understanding of the foundation field by offering educational programs on the funding research process, proposal writing, grantmakers and their giving, and related topics. These full-day seminars are designed to give grant-seekers the grant-writing skills needed to prepare effective proposals.

¤ **The Donors Forum of Chicago**, 208 South LaSalle Street, Suite 740, Chicago, IL 60604, 312/578-0090, Fax: 312/578-0103, E-mail: *info@donorsforum.org*, Web Site: *http://www.donorsforum.org/*.

The Donors Forum of Chicago is committed to strengthening the work of grantmakers and nonprofits in the Chicago metropolitan area. The Donors Forum supports nonprofit organizations in the Chicago area in a variety of ways. The Donors Forum Library houses the Midwest's largest collection of philanthropic and nonprofit resources. The Library is open to the public and thousands of individuals and nonprofit representatives visit each year to conduct grant research. In addition to the Library, the Forum offers nonprofits an additional menu of services through its Forum Partners Program. For a minimum contribution, nonprofits receive services not available to the general public.

Membership Program -- Through this program the Donors Forum offers memberships to grant-making organizations. Membership benefits include educational and networking opportunities, management technical assistance, issue-specific peer groups, publications that provide up-to-date information on philanthropy and nonprofits in the region, quick telephone reference assistance, and more.

Forum Partnership -- Many nonprofit organizations become engaged with the Forum through the Forum Partners Program. This membership program is designed for nonprofit organizations, technical assistance providers, and individuals who wish to become active partners with grantmaking members. Benefits of Partnership include: telephone reference assistance, subscription to Forum Notes for Forum Partners, discount on all Donors Forum publications and selected workshops, inclusion on the Donors Forum's mailing list, and more.

Donors Forum of Chicago Library -- The Donors Forum administers a special library on philanthropic and funding research affiliated with the Foundation Center of New York. The Library's collection includes more than 2,000 books and 100 regular periodicals. The Library also houses thousands of files on grantmakers in the Chicago region and throughout the United States, as well as thousands of files on nonprofit organizations.

Proposal Writing Seminars -- The Donors Forum Library sponsors many opportunities for staff, trustees, and volunteers of nonprofit organizations to learn about the basics of fundraising and to educate themselves about foundations and corporate giving programs in the area.

¤ **Community Information Exchange**, 1029 Vermont Avenue, NW, Suite 710, Washington, D.C. 20005, 202/628-2981, Fax: 202/783-1485, E-mail: *cie@comminfoexch.org*, Web Site: *http://www.comminfoexch.org*.

The Exchange is a national, nonprofit information service that provides community-based organizations and their partners with the information needed to successfully revitalize their communities. The Exchange provides in-depth information about strategies and resources for affordable housing and economic and community development. The Exchange has developed six easy-to-search databases which contain case studies about innovative and replicable strategies, describe funding and financing sources, identify technical assistance providers, and identify printed resources such as how-to guides and sample legal documents. The databases are installed in numerous public libraries across the U.S. and are also available on a subscription basis. The Exchange trains its partners on how to use its databases and the Internet for fundraising, program development and research. Upon request, it also conducts searches through its databases and publications to prepare customized information packets to answer specific questions for communities.

¤ **Grants Link, Inc.**, 601 West Nifong Blvd., Suite 5B, P.O. Box 10140, Columbia, MO 65205-4002, 800/396-8829, Fax: 573/443-1252, Web Site: *http://www.grantslink.com*.

This organization provides a series of workshops on grantsmanship training, including Researching Funders, Grant Writing Basics, Researching On The Internet, Writing Government Grants, Self-sustaining Nonprofit, Grant Writing Plus, and Advanced Grant Writing. The schedule for these courses is published on the Grants Link web site (*www.grantslink.com*) and is available through the mail.

¤   **The Grantsmanship Center**, 1125 W. Sixth Street, Fifth Floor, P.O. Box 17220, Los Angeles, CA 90017, 213/482-9860, Fax: 213/482-9863, E-mail: *norton@tgci.com*, Web Site: *http://www.tgci.com/.*

The Grantsmanship Center trains nonprofit organization staff in developing and managing their funding support. It conducts regularly scheduled workshops throughout the country on grant-writing, fund raising, and business development for nonprofits. The Center also publishes a magazine and various other resource materials.

¤   **Illinois Association of Non-profit Organizations (IANO)**, 8 South Michigan, Avenue, Suite 3000, Chicago, IL 60603, 312/236-9673, Fax: 312/236-9679.

This membership organization serves over 1,000 nonprofit organizations in Illinois with monthly programs, technical assistance, advocacy, information referrals and publications. Membership is open to all Illinois 501(c)(3) organizations, consultants and vendors to the nonprofit community, individuals and students. Membership includes copies of a monthly and quarterly newsletter and discounts on programs. IANO holds conventions, conferences and workshops; offers a certificate program with courses in foundation research, proposal writing, volunteer management, board development, media relations and bookkeeping/accounting; and provides other services including group insurance programs, information Hotline, free proposal critiques, networking opportunities, and an in-kind corporate donation program for members.

¤   **Support Center of Chicago**, 3811 North Lawndale #100, Chicago, IL 60618, 773/539-4741, Fax: 773/539-4751, E-mail: *supportchi@aol.com*, Web Site: *http://www.supportcenter.org/sca.*

The Support Center of Chicago (SCC) conducts workshops for nonprofits in board development, business skills, finances/accounting, fund raising, marketing/public relations, mission/program development, nonprofit organization start-up, staff development, volunteer management and other topics. The Center offers memberships to nonprofits, individuals and students which provide benefits including reduced registration costs, free seminars, free or reduced cost consultation, networking with peers, access to legislative and advocacy issues and access to the Information Express service. SCC also offers specialized consulting services through its Support Center Consulting Group.

¤   **Applied Social Research Unit**, Illinois State University, Campus Box 4950, Normal, IL 61790-4950, 309/438-7771, Fax: 309/438-2898, Web Site: *http://www.socialresearch.ilstu.edu.*

The Applied Social Research Unit (ASRU) of Illinois State University provides data analysis, needs assessment and program evaluation services to clients including public agencies, communities, educational institutions, nonprofit organizations and businesses. The ASRU develops survey samples and questionnaires, conducts focus

groups and key informant interviews, does data entry and analysis, and produces professional reports and presentation materials.

¤   **Illinois Institute for Rural Affairs,** Western Illinois University, 518 Stipes Hall, Macomb, IL 61455, 309/298-1031, Fax: 309/298-2142, E-mail: *iira@wiu.edu*, Web Site: *http://iira.org*.

   The Illinois Institute for Rural Affairs (IIRA) works with many local public agencies on issues relating to economic development, education, health, public transportation, and public management issues. When agencies apply for grants and project support, they typically have to justify the needs of the region in which they work. IIRA has extensive data files available and provides analyses on request. Help is also available with constructing questionnaires, administering surveys, tabulating data and preparing reports. Information generated by local data collection efforts can be processed using Geographic Information System (GIS) techniques with maps generated of the results. The IIRA webpage contains numerous maps and publications that may be of use to grant writers.

¤   **University of Illinois**, Center for Urban Economic Development, 400 South Peoria, Suite 2100, Chicago, IL 60607, 312/996-6336, Fax: 312/996-5766.

   The Center for Urban Economic Development (UICUED) provides technical support services to public, private, and community bodies in activities relating to community economic development and the retention and expansion of existing industry and commerce. UICUED addresses the economic needs of Chicago and other urban centers. Its major emphasis is on retaining and expanding the economic base of metropolitan areas and improving conditions for low- and moderate-income and minority populations. UICUED pursues this goal through technical assistance to community organizations and local governments, and through policy research.

Technical Assistance Guides

¤   **Capitol Publications, Inc.**, A Division of Aspen Publishing, Inc., 1101 King Street, Suite 444, Alexandria, VA 22314, 800/655-5597, Fax: 800/392-7886, Web Site: *http://www.grantscape.com*.

   The Grantseeker's Guide to Project Evaluation. Second Edition. Price: $75.00.

   The Grantseeker's Handbook of Essential Internet Sites. Second Edition. Price: $85.00.

   Winning Federal Grants: A Guide to the Government's Grant-making Process. Price: $57.00.

   Writing Grant Proposals That Win. Second Edition. Price: $85.00.

¤   **Ellen Dick**, 838 Fair Oaks, Oak Park, IL 60302, 708/386-9385, Fax: 708/386-0462.

Winning Foundation Proposals. Ellen Dick. 1997. Price: $25.00.

¤   **The Foundation Center**, 79 Fifth Avenue, New York, NY 10003-3076, 800/424-9836, Fax: 212/807-3677, Web Site: *http://www.fdncenter.org/*.

> *The Foundation Center's Guide to Grantseeking on the Web.* 1998. Price: $19.95.
> *The Foundation Center's Guide to Proposal Writing.* 1997. Price: $34.95.
>
> *The Foundation Center's User-Friendly Guide.* 1996. Price: $14.95.
>
> *Foundation Fundamentals.* Fifth Edition, edited by Mitchell F. Nauffts. 1994. Price: $24.95.
>
> *Program-Related Investments: A Guide to Funders and Trends.* 1995. Price: $45.00.

¤   **Grants Link, Inc.**, P.O. Box 10140, Columbia, MO 65205-4002, 800/396-8829, Fax: 573/443-1252, Web Site: *http://www.grantslink.com*.

> *The Self-Sustaining Nonprofit: Planning For Success.* Price: $50.00.

¤   **The Grantsmanship Center**, P.O. Box 17220, Los Angeles, CA 90017, 213/482-9860, Fax: 213/482-9863, Web Site: *http://www.tgci.com/publications/puborder.htm*.

> *Asking for Money.* Price: $3.00.
>
> *Basic Grantsmanship Library.* Price: $3.00.
>
> *How to Use the Catalog of Federal Domestic Assistance.* Price: $3.00.
>
> *Marketing Nonprofits.* Price: $3.00.
>
> *The Process of Program Evaluation.* Price: $3.00.
>
> *Program Planning and Proposal Writing, Introductory Version.* 12 pages. Price: $3.00.
>
> *Program Planning and Proposal Writing, Expanded Version.* Norton J. Kiritz. 1980. 48 pages. Price: $4.00.
>
> *Proposal Checklist and Evaluation Form.* Price: $3.00 for 10 copies.

¤   **Illinois Association of Non-profit Organizations**, 8 South Michigan Avenue, Suite 3000, Chicago, IL 60603, 312/236-9673, Fax: 312/236-9679.

> *Directory of Internships in Illinois Nonprofit Organizations.* First Edition. Price: $20.00.

The Fund Raising Handbook. Robert L. Krit. Price: $29.95.

¤　　　**Oryx Press**, P.O. Box 33889, Phoenix, AZ 85067-3889, 800/279-6799 or 602/265-2651, Fax: 800/279-4663 or 602/265-6250, Web Site: *www.oryxpress.com/.*

　　　　　From Idea to Funded Project.   Jane C. Belcher and Julia M. Jacobsen. 1992. Price: $26.50

　　　　　The "How To" Grants Manual. Third Edition. David G. Bauer. 1995. Price: $29.95.

　　　　　How to Write Proposals That Produce. Joel P. Bowman and Bernadine P. Branchaw. 1992. Price: $23.50.

　　　　　Proposal Planning and Writing. Second Edition. Lynn E. Miner, et al. 1998. Price: $29.50.

¤　　　**Plenum Publishing Corporation**, 233 Spring Street, New York, NY 10013, 800/221-9369 or 212/620-8000, Fax: 212/807-1047, E-mail: *info@plenum.com*, Web Site: *http://www.plenum.com.*

　　　　　How to Write a Successful Research Grant Application: A Guide for Social and Behavioral Scientists. Edited by Willo Pequegnat and Ellen Stover. 1995. Price: $35.00.

　　　　　The Individual's Guide to Grants. Judith B. Margolin. 1983. Price: $24.00.

¤　　　**Portland State University**, School of Extended Studies, Continuing Education Press, P.O. Box 1394, Portland, Oregon 97207-1394, 800/547-8887 ext. 4891 or 503/725-4891 ext. 2, E-mail: *press@ses.pdx.edu,* Web Site: *http://extended.pdx.edu/press/.*

　　　　　Getting Funded: A Complete Guide to Proposal Writing. Third Edition, by Mary Hall. 1988. Price: $23.95.

¤　　　**The Taft Group**, 27500 Drake Road, Farmington Hills, MI 48331-3535, 800/347-4253, Web Site: *http://www.taftgroup.com.*

　　　　　Winning Grant Proposals. 1993. Price: $27.00.

Government Program/Grant Information

¤　　　*Catalog of Federal Domestic Assistance (CFDA)* -- One can search the CFDA for key terms at this web site*: http://www.gsa.gov/fdac/queryfdac.htm.* (See information on how to purchase the CFDA on page 44.)

　　　　　This federal government publication describes over 1,300 federal government pro-grams which provide funds or nonfinancial assistance to state and local governments,

public agencies, organizations, institutions and individuals. Each entry includes an explanation of the objectives of the program, types of assistance provided, restrictions, eligibility requirements, financial information, application and award procedures, names of related programs and other information.   The *Catalog of Federal Domestic Assistance* is available in many libraries as a paper publication and on the Internet.

¤   *Federal Register* -- Web site: *http://www.access.gpo.gov/su_docs/aces/aces140.html.*

Organizations can find out about federal grant programs and their most recent funding announcements and application procedures by reviewing the *Federal Register*. The *Federal Register* is the official daily publication for rules, proposed rules, and Notices of Fund Availability (NOFAs) of federal agencies and organizations, as well as Executive Orders and other Presidential documents. The NOFA will provide information on an application's due date, information contact, legislation which established the program, program objectives, allocation and distribution of funds, eligibility, application process and selection criteria for award of funds.   The *Federal Register* can be found at many libraries, as well as on the Internet. Via the Internet, a grant seeker can search for key words which were included in the *Federal Register* on a specified day or during a specified year (with the ability to further focus the search on notices from a certain agency or in a specified topic area) or browse through the daily copies of the *Federal Register*.

¤   *Flinn Report*, Joint Committee on Administrative Rules, 700 Stratton Office Building, Springfield, IL 62706, 217/785-2254, Fax: 217/785-8998, E-mail: *jcar@legis.state.il.us*, Web Site: *http://www.legis.state.il.us/commission/jcar_home.html*. Price: no charge.

In Illinois, summaries of new and proposed state administrative rulemakings are published weekly in the *Flinn Report*. Reviewing the *Flinn Report* may give you advance notice of new programs that are being developed to make grants and other types of funding available.

¤   *Illinois Administrative Code,* Secretary of State Index Department, 111 East Monroe, Springfield, IL 62756-0001, 217/782-6537.

Final state administrative rules are maintained in the *Illinois Administrative Code*, which is available at many public libraries and on CD-ROM from the Secretary of State Index Department.

¤   **State Grant Postings** -- For information on *some* of the current state grant opportunities, you can subscribe to the designated state newspaper. The State of Illinois designates a newspaper each fiscal year which is used to post notices of Requests for Proposals which are being made available by state agencies (be advised that this is not necessarily a comprehensive listing). To secure information about the designated state newspaper, contact the Illinois Department of Central Management Services (CMS) at 217/782-7343, TDD: 217/782-4600.

At the time of this printing, the State of Illinois has just implemented a new electronic system for posting bid advertisements, WorldBID. WorldBID contains a complete listing of state procurement opportunities, and agencies may choose to post their available grants on this system, as well. For more information on how to subscribe to WorldBID, visit the CMS web site at *http://www.state.il.us/cms/purchase*.

Sources of Funding Information

¤ **Capitol Publications, Inc**., A Division of Aspen Publishing, Inc., 1101 King Street, Suite 444, Alexandria, VA 22314, 800/655-5597, Fax: 800/392-7886, Web Site: *http://www.grantscape.com.*

   Giving by Industry: A Reference Guide to the New Corporate Philanthropy. First Edition. Price: $98.00.

   Sources of Operating Grants. Price: $99.00.

¤ **Columbia Books, Inc.,** 1212 New York Avenue, NW, Washington, D.C. 20005. (No phone orders.) Fax: 202/898-0775. E-mail: *cbibooks@worldnet.att.net.*

   National Directory of Corporate Public Affairs. Price: $95.00.

¤ **Donors Forum of Chicago**, 208 South LaSalle Street, Suite 740, Chicago, IL 60604, 312/578-0090, Fax: 312/578-0103, E-mail: *info@donorsforum.org*, Web Site: *http://www.donorsforum.org/.*

   The Directory of Illinois Foundations. Fifth Edition. 1998. Price: $80.00.

¤ **Ellen Dick**, 838 Fair Oaks, Oak Park, IL 60302, 708/386-9385, Fax: 708/386-0462.

   Corporate Foundations in Illinois - A Directory. Fifth Edition, by Ellen Dick. 1997. Price: $35.00.

   The Japanese Foundations. 16 pages. 1993. Price: $15.00

   Capital Support. Price: $15.00.

   Operating Support. Price: $15.00.

   Seed/Start-Up Money. Price: $15.00.

   Technical Assistance Grants. Price: $15.00.

   40 Computer Company Donation Programs. Price: $15.00.

   Kane County Foundations. Price: $10.00.

   Winnebago County Foundations. Price: $12.00.

   DuPage County Foundations. Price: $15.00.

¤ **The Foundation Center**, 79 Fifth Avenue, New York, NY 10003-3076, 800/424-9836, Fax: 212/807-3677, Web Site: *http://www.fdncenter.org/*.

> *Corporate Foundation Profiles*. 1998. Price: $155.00.

> *The Foundation 1000*. 1998. Price: $295.00.

> *The Foundation Directory*. 1998. Price: $215.00 for hardcover; $185.00 for softcover.

> *The Foundation Directory Part 2*. 1998. Price: $185.00.

> *The Foundation Directory Supplement*. 1998. Price: $125.00.

> *The Foundation Grants Index 1999*. 1997. Price: $165.00.

> *Foundation Grants to Individuals*. 1997. Price: $65.00.

> *Foundations of the 1990s*. 1998. Price: $150.00.

> *Grant Guides*. Over thirty-five individual titles. 1998/1999. Price: $75.00 each.

> *Guide to U.S. Foundations, Their Trustees, Officers, & Donors*. Two Volumes. 1998. Price: $215.00.

> *National Directory of Corporate Giving*. 1997. Price: $225.00.

> *National Directory of Grantmaking Public Charities*. 1998. Price: $115.00.

> *The PRI Index: 500 Foundation Charitable Loans and Investments*. 1997. Price: $75.00.

> *Who Gets Grants: Foundation Grants to Nonprofit Organizations*. 1998. Price: $135.00.

¤ **Government Information Services**, Subscription Service Center, P.O. Box 22782, Tampa, FL 33622-2782, 800/876-0226, Fax: 800/926-2012.

> *Guide to Federal Funding for Governments & Nonprofits*. Price: $339.00. Purchasers of the directory receive twice monthly Federal Grant Deadline Calendars and a quarterly *Federal Grant UPDATE!*

¤ **Grants Link, Inc.**, P.O. Box 10140, Columbia, MO 65205-4002, 800/396-8829, Fax: 573/443-1252, Web Site: *http://www.grantslink.com*.

> *Corporate Funders Operating in Illinois*. Price: $99.00.

¤ **Oryx Press**, P.O. Box 33889, Phoenix, AZ 85067-3889, 800/279-6799 or 602/265-2651, Fax: 800/279-4663 or 602/265-6250, Web Site: *http://www.oryxpress.com/.*

    Funding Sources for Community and Economic Development. 1998. Price: $64.95.

    Directory of Research Grants.   1998. Price: $135.00.

¤ **Prentice Hall**, Order Processing Department, P.O. Box 10871, Des Moines, IA 50336-0871, Web Site: *http://www.phdirect.com.*

    The Complete Book of Model Fund-raising Letters. Price: $34.95. ISBN 013-3342026.

¤ **Reed Reference Publishing Company**, P.O. Box 31, New Providence, NJ 07974, 800/521-8110, Fax: 908/665-6688, Web Site: *http://www.reedref.com/.*

    Directory of Corporate Affiliations: 'Who Owns Whom.' 1998. Five volume set. Price: $1,029.95.

¤ **Research Grant Guides, Inc**., P.O. Box 1214, Loxahatchee, FL 33470, 561/795-6129, Fax: 561/795-7794, E-mail: *rggfl@aol.com*, Web Site: *http://www.researchgrant.com.*

    Directory of Building and Equipment Grants. Fourth Edition. Price: $59.50.

    Directory of Computer and High Technology Grants. Third Edition. Price: $59.50.

    Directory of Operating Grants. Third Edition. Price: $59.50.

¤ **Superintendent of Documents**, U.S. Government Printing Office, Washington, DC 20402, 202/512-1800, Fax: 202/512-2250, Web Site: *http://www.access.gpo.gov/.*

    Catalog of Federal Domestic Assistance. 31st Edition. 1997. GPO stock number 922-021-00000-7. Price: $69.00.

¤ **The Taft Group**, 27500 Drake Road, Farmington Hills, MI 48331-3535, 800/347-4253, Web Site: *http://www.taftgroup.com.*

    America's New Foundations. Twelfth Edition. 1998. Price: $185.00.

    Directory of Corporate and Foundation Givers 1998. Eighth Edition. Price: $250.00.

    Corporate Giving Directory 1998. Twentieth Edition. Price: $425.00.

Corporate Giving Yellow Pages. Thirteenth Edition. 1998. Price: $102.00.

Foundation Reporter. Thirtieth Edition. 1998. Price: $400.00.

¤ **Boston College Center for Corporate Community Relations**, 36 College Road, Chestnut Hill, MA 02167-3835, 617/552-4545, Fax: 617/552-8499, E-mail: *cccr@bc.edu*.

   Corporate Community Relations Letter. Price: $115.00 per year.

¤ **CD Publications**, 8204 Fenton Street, Silver Spring, MD 20910, 800/666-6380 or 301/588-6380, Fax: 301/588-6385, E-mail: *cdpubs@clark.net,* Web Site: *http://www.cdpublications.com/cdpubs.*

   Federal Assistance Monitor. Price: $269.00 per year -- published twice monthly.

   Fundraising Ideas That Work! Price: $169.00 per year.

¤ **Capitol Publications, Inc**., A Division of Aspen Publishing, Inc., 1101 King Street, Suite 444, Alexandria, VA 22314, 800/655-5597, Fax: 800/392-7886, Web Site: *http://www.grantscape.com.*

   Federal Grants & Contracts Weekly. Price: $389.00 for 50 issues per year.

   Foundation & Corporate Grants Alert. Price: $297.00 for 12 issues per year.

   Corporate Philanthropy Report. Price: $215.00 for 12 issues per year.

¤ **The Chronicle of Philanthropy***,* P.O. Box 1989, Marion, OH 43305-1989, 800/728-2819, Fax: 202/223-6292, Web Site: *http://philanthropy.com/.*

   The Chronicle of Philanthropy. Price: $67.50 per year.

¤ **Community Information Exchange**, 1029 Vermont Avenue, NW, Suite 710, Washington, D.C. 20005, 202/628-2981, Fax: 202/783-1485, Web Site: *http://www.comminfoexch.org.*

   Exchange News! Price: $65.00 per year (or $50.00 for community-based nonprofits serving a single community).

¤ **The Foundation Center**, 79 Fifth Avenue, New York, NY 10003-3076, 800/424-9836, Fax: 212/807-3677. Web Site: http://www.fdncenter.org/.

   The Foundation Grants Index Quarterly. Price: $95.00 per year.

¤ **Government Information Services/Thompson Publishing Group**, P.O. Box 26185, Tampa, FL 33633-0922, 800/424-2959, Fax: 800/999-5661.

   Local/State Funding Report. Price: $279.00 per year -- weekly subscription.

¤   **Grants Link, Inc**., P.O. Box 10140, Columbia, MO 65205-4002, 800/396-8829, Fax: 573/443-1252, Web Site: *http://www.grantslink.com.*

> *Right on the Money*. Price: $89.00 per year.

¤   **The Grantsmanship Center**, P.O. Box 17220, Los Angeles, CA 90017, 213/482-9860, Fax: 213/482-9863, Web Site: *http://www.tgci.com/publications/pub.htm.*

> *The Grantsmanship Center Magazine*. Price: Free to nonprofits and government agencies.

¤   **The Taft Group**, 27500 Drake Road, Farmington Hills, MI 48331-3535, 800/347-4253, Web Site: *http://www.taftgroup.com.*

> *Corporate Giving Watch.* Price: $149.00 for 12 issues per year.

> *Foundation Giving Watch.* Price: $149.00 for 12 issues per year.

Electronic Products and Services

¤   **American Philanthropy Review**, 30021 Tomas Street, Suite 300, Rancho Santa Margarita, CA 92688, (714) 589-5938, Fax: (714) 589-4399, Web Site: *http://CharityChannel.com/GuestShare/.*

> *American Philanthropy Review's* web site has just inaugurated a policy of making space available on its web site to nonprofit professionals who wish to share sample grant applications, documents and other information of interest to their colleagues.

¤   **Applied Social Research Unit**, Illinois State University, Campus Box 4950, Normal, IL 61790-4950, 309/438-7771, Fax:: 309/438-2898, Web Site: *http://www.socialresearch.ilstu.edu.*

> *Grant News*. Quarterly newsletter published via Web Site. Price: Free.

¤   **Capitol Publications, Inc**., A Division of Aspen Publishing, Inc., 1101 King Street, Suite 444, Alexandria, VA 22314, 800/655-5597, Fax: 800/392-7886, Web Site: *http://www.grantscape.com.*

> *BudgetWrite: A Comprehensive System for Developing Effective Project Budgets.* Price: $78.00.

> *Grantscape: Sources of Foundations.* Price: $495.00.

> *Grantscape: CFDA.* Price: $175.00.

Grantscape: Corporate Foundations and Giving. Price: $295.00.

GrantWrite: A Step-by-Step System for Writing Grant Proposals That Win. Price $149.00.

User-Friendly Guide to Writing Grant Proposals. Price: $69.95.

¤   **The Foundation Center**, 79 Fifth Avenue, New York, NY 10003-3076, 800/424-9836, Fax: 212/807-3677, Web Site: *http://www.fdncenter.org/.*

DIALOG User Manual and Thesaurus. 1995. Price: $50.00.

Foundation Center Databases Online via Dialog. For further information about online access to the Foundation Center's databases through DIALOG, call DIALOG at 800/334-2564. To learn more about the Center's databases, call the Center's DIALOG Support Staff at 212/807-3690.

FC Search: The Foundation Center's Database on CD-ROM. Version 2.1 Price: $1,195.00 for a single user; $1,795 for two to eight users in one building.

The Literature of the Nonprofit Sector Online. Free online searchable bibliographic database.

Philanthropy News Digest. Free listserv for weekly electronic online journal.

¤   **Grants Link, Inc**., P.O. Box 10140, Columbia, MO 65205-4002, 800/396-8829, Fax: 573/443-1252, Web Site: *http://www.grantslink.com.*

Right on the Money Online. Price: $89.00 per year.

¤   *ILLINET Online*, Illinois Library Computer Systems Organization, 502 East John Street, Suite 205, Champaign, IL 61820, 217/244-7593, Fax: 217/244-7596, E-mail: *oncall@listserve.ilcso.uiuc.edu*, Web Site to get information about ILCSO: *http://www.ilcso.uiuc.edu*, Web Site to connect to ILLINET Online: *http://pac.ilcso.uiuc.edu*.

The ILLINET Online (IO) database includes information on the collections of over 800 Illinois libraries. IO contains more than seven million bibliographic records for books, magazines, audio and video recordings, and other types of materials which belong to these libraries.

The 45 libraries that are members of the Illinois Library Computer Systems Organization (ILCSO) use ILLINET Online for circulation and the ILLINET Online database includes availability information for materials in these ILCSO libraries.

¤   **Illinois State Library**, Public Services Section, 300 South Second Street, Springfield, IL 62701-1796, 800/665-5576 or 217/782-7596, TDD 800/965-0748, Fax: 217/524-0041, E-mail: *islinfo@library.sos.state.il.us*, Web Site: *http://www.library.sos.state.il.us/.*

The State Library's catalog is part of ILLINET Online.

¤   **RAMS-FIE**, 555 Quince Orchard Road, Suite 360, Gaithersburg, MD 20878, 800/875-2562 or 301/975-0103, Fax: 301/975-0109, Web Site: *http://www.rams-fie.com/software/index.htm*.

   NextERA. Electronic grants management system. Price: $5,000 to $25,000, depending on the number of users.

¤   **The Taft Group**, 27500 Drake Road, Farmington Hills, MI 48331-3535, 800/347-4253, Web Site: *http://www.taftgroup.com.*

   Grants on Disc. 1998. Price: $695.00 (annual subscription includes quarterly updates, allows up to eight simultaneous users).

   Prospector's Choice. 1998. Price: $849.00 (annual subscription includes quarterly updates, allows up to eight simultaneous users).

¤   **U.S. Fax Watch** -- Federal government information is accessible through this easy-to-use information service sponsored by the Superintendent of Documents. To use the service, dial 202/512-1716, 24 hours a day, seven days a week, from a touch-tone telephone or the touch-tone handset of your fax machine. Follow the voice prompts to request:

Prices, stock numbers and availability status of the 50 Titles (and parts) of the *Code of Federal Regulations (CFR).*

Information about current CD-ROMs and the online *GPO Access* service. (*GPO Access* includes full-text databases for the *United States Code*, *Federal Register*, *Congressional Record*, and congressional bills. *GPO Access* also links users with the Federal Bulletin Board.)

Descriptions of many popular U.S. government information sales items.

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Addresses and phone numbers of depository libraries by telephone area code.

   After making your selections, just follow the voice-prompts to enter the number of your fax machine. The information you request will be faxed to you in a matter of minutes. Callers are limited to five document requests per call.

   U.S. Fax Watch is an information service only. It does not accept orders for sales items or provide text of actual government documents.

Internet Search Engines

Search engines have been called "the card catalogues of the Internet." They can be used to search large portions of the Internet for documents which contain your specified key words. The American Express *Client Report* (Fall 1997) states, "Each search engine has different rules for managing the searches and reporting the result." Therefore, each search engine may produce different results, even though the same search criteria are used. If your search results are not satisfactory with one search engine, be sure to try another. Some of the search engines and their URLs (Uniform Resource Locators, or addresses) on the Internet are:

¤   Alta Vista (*http://altavista.digital.com*)
¤   AOL NetFind (*http://www.aol.com/netfind*)
¤   Excite Search (*http://www.excite.com*)
¤   HotBot (*http://www.hotbot.com*)
¤   InfoSeek (*http://www.infoseek.com*)
¤   LookSmart (*http://www.looksmart.com*)
¤   Lycos (*http://www.lycos.com*)
¤   Northern Light (*http://www.northernlight.com/*)
¤   Search Com (*http://www.search.com*)
¤   Submit-It (*http://www.submit.com/search/*)
¤   WebCrawler (*http://www.webcrawler.com*)
¤   Web Ferret (*http://www.ferretsoft.com/netferret/*)
¤   Yahoo (*http://www.yahoo.com*)

Web Sites

Numerous organizations and governmental agencies have developed web sites on the Internet which can provide resources to nonprofits in their grant-seeking endeavors. These web sites often include many resources, including access to recent grant postings and other news, online articles, conference announcements, training program descriptions and calendars, grant deadlines, grant awards and trends, online libraries, listings of publications, software, listserves, links with other organizations and resources, and site search capabilities. It will be worth your time to exploring the many aspects of the web sites listed below, for they provide avenues to more information -- and more up-to-date information -- than can be described in one informational booklet like this. Some web sites and their URLs on the Internet are:

Private/Organization Sites:

¤   Catalyst Project, Inc. (*http://www.catalyst.org/*)
¤   The Chronicle of Philanthropy (*http://philanthropy.com/*)
¤   Donors Forum of Chicago (*http://www.donorsforum.org/*)
¤   Federal Money Retriever (*http://www.idimagic.com/*)
¤   The Foundation Center (*http://fdncenter.org/map.html*)
¤   The Grantsmanship Center (*http://www.tgci.com/*)
¤   HandsNet (*http://www.igc.apc.org/handsnet/*)

¤   The Indiana University Center on Philanthropy
            (*http://www.philanthropy.iupui.edu/*)
¤   Internet Nonprofit Center (*http://www.nonprofits.org/*)
¤   Internet Prospector (*http://w3.uwyo.edu/~prospect/*)
¤   National Council of University Research Administrators (*http://www.ncura.edu/*)
¤   National Society of Fundraising Executives (*http://www.nsfre.org/news/index..html*)
¤   Nonprofit Prophets
            (*http://www.kn.pacbell.com/wired/prophets/prophets.res.topics.html*)
¤   Philanthropy Journal Online (*http://www.philanthropy-journal.org*/)
¤   The Society of Research Administrators (*http://www.rams-fie.com/online/index.htm*)

Federal Sites:

¤   Search the Federal Register (*http://www.access.gpo.gov/su_docs/aces/aces140.html*)
¤   Search the Catalog of Federal Domestic Assistance
            (*http://www.gsa.gov/fdac/queryfdac.htm*)
¤   Federal Congressional information (*http://thomas.loc.gov/*)
¤   Census Bureau (*http://www.census.gov/*)
¤   Fedstats (*http://www.fedstats.gov/*)

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Notes