Mentors can provide youth with access to resources.

Developing Resources to Support the Program

5 DEVELOPING RESOURCES TO SUPPORT THE PROGRAM

Lo que bien empieza, bien acaba
[What starts well, ends well]

Popular Folkloric Saying

Purpose

This chapter provides a guide on how to obtain funding to support a mentoring program in substance abuse and mental health careers.

Introduction

Funding seekers usually enter the grant arena with many questions including:

- Is grant writing really worth my time?
- What are my chances of getting a grant?
- Is it easier to get federal or private grants?
- How do I know what grant makers really look for in a proposal?
- How much money should I ask for?

Questions like these and many others, often translate into one fundamental question: Is it all really worth it? For those organizations that have received funding, the answer is clearly —Yes, it really is worth the effort.

Funding Motivations of Grant Makers

Grant makers are vitally concerned about injustices, social problems, and finding answers to critical issues facing our nation. They generally view grants as investments in an improved future. In fact, they are so concerned that they are willing to invest their money to address these concerns. It is important to understand the sponsor's goals and objectives and express that view clearly in the grant proposal.

Getting Started

Researching funders to identify potential prospects is the initial step in the development process. There are several sources that are useful in obtaining information on federal, foundation and corporate sponsors. One of the most up-to-date sources is the World Wide Web (see *Chapter 8. Using the Web to Develop Mentoring Programs*). Government agencies, foundations and corporations commonly provide the most up-to-date information about their grant programs on their Web sites.

Finding Out About Federal Grants

The U.S. Department of Health and Human Services (DHHS) has about 300 grant programs, most of which are administered in a decentralized manner by several agencies. There is no single publication that describes DHHS grant programs. However, *The Catalogue of Federal Domestic Assistance* (CFDA) profiles all federal grant programs, including DHHS. It is published annually and is available for reference in the government documents section of most major libraries. A hard-copy version is available from The Superintendent of Documents. It is also available online: http://www.os.dhhs.gov/agencies/grants.html.

The *Federal Register* is the other well-known federal grant reference resource to identify opportunities. Published daily, it is available from The Government Printing Office (GOP) or can also be accessed electronically at: http://fr.cos.com. Other sources include: DIRLINE (Directory of Health Organizations and Information Resources) http://dirline.nlm.nih.gov, The knowledge Exchange Network (http://www.samsha.gov/cmhs/cmhs.htm) and The Office of Minority Health Resource Center (http://www.omhrc.gov).

Finding Out About Foundation and Corporate Grants.

One of the most comprehensive sources of corporate and foundation grants is the Foundation Center. This Center fosters public understanding on giving by collecting, organizing, analyzing, and disseminating information on foundations, corporate giving and related subjects. The Foundation Center provides free information to the public on more than 47,000 active U.S. private foundations and corporate giving programs. It operates five libraries across the country located in New York, Atlanta, Cleveland, San Francisco and Washington, DC. Although the resources of the library are available for free, a subscription is required to access the Foundation Center over the internet.

The Foundation Center's Web site is:

> http://www.fdncenter.org

Development Process

There are three major factors in the development process:

1. Selecting Potential Funders - Identify potential grant makers in the substance abuse, mental health and mentoring fields that may be interested in supporting the project.

2. Contacting Key Individuals - Contact key individuals outside of your institution who can assist in the proposal development effort before beginning to write. (The Tools section offers a few of the basic proposal planning strategies).

3. Writing Your Proposal - Produce a carefully written, well-organized proposal. Most grant proposals are rejected because, while they may contain good ideas, they are often poorly written or not well thought out.

Selecting Potential Corporate and Foundation Granters

Gathering information is probably the most critical phase of proposal development. When beginning the process of researching grants, it is important to look for those sponsors who share the same goals and objectives.

In the key sources of information section, there are several books that can help with the proposal writing process. Inexperienced individuals may want to attend a grantsmanship training course. These courses are generally available throughout the year. Most of the monthly periodicals in the key sources section list dates for this type of training. The answer will tell you how much money is actually available for new projects.

Tool 5-2. Select Corporate Grantmakers and *Tool 5-3. Who's Funding Health (Select Foundations) provides an initial list of foundation and Federal funding sources.*

Provided below are some considerations for selecting potential funders:

■ Select sponsors that share an interest in youth, mentoring programs, mental health, substance abuse prevention and the Hispanic community.

■ Call or write for the Application Guidelines and the contact person identified in the initial prospect research and request the application guidelines and a list of past grantees.

■ It is important to check the funder's Web site. Often, the Web site will elaborate on the organization, list types of projects funded in the past, provide contact names and phone numbers, as well as other useful information.

■ Analyze the information provided. Pay attention to funding priorites, eligible applicants, geographic funding preferences, fund ing ranges and application deadline dates.

The federal grants process is often precise in the information required and specific in the turn around from when the grant is first announced, to when it is due. This often ranges from 30 to 60 days.

Federal grants are also very specific on what is required in the proposal and provide information on funding ranges and multi-year funding. It is very important to follow the guidelines specified.

Contacting Key Individuals

Contact Program Officers and inform them that you have studied their program guidelines carefully and have additional questions. Use this contact as an opportunity to obtain information (*See Tool 5-4. Funder Tracking Form*). Start by asking if they could answer some questions now or would they prefer to schedule a 10-minute call at a later time. When you have a chance to ask questions, begin by briefly describing your project, stressing its objectives and outcomes. Then, if applicable ask:

■ Does the project, as described, fall within their current priori ties? Explore different objectives that might yield a better fit or ask for suggestions of other grant makers who might be intere sted in your project.

■ Do you expect last year's funding to change this year? This an swer should help you determine your project budget size. How much funding will be available for new awards? This answer will tell you how much money is actually available for new projects.

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■ Does the funder provide one-time-only support, or will they consider additional funding opportunities for future years? This answer will let you know if you can go back for future funding requests or are likely to receive only a one-time award.

■ What are the most common mistakes in proposals you receive? Pay particular attention to the answers, for these are areas you want to be sure to avoid.

■ Would you review a (two-or three-page) concept paper, or a draft proposal? (See *Tool 5-5. Concept Paper Outline*). If they will (and many do), then you will have an important opportunity to better match your proposal to their priorities.

Tool 5-6. Questions for the Funder provides additional questions that can be asked.

Writing your Proposal

In developing your proposal, it is important to have a well-organized and well-written document that can be easily understood. One of the best strategies for developing sound proposal ideas is to brainstorm with staff and peers. Not only does this help to generate good ideas, but it also helps to build support for the project.

Most funders provide a suggested outline for proposals, as well as information on other requirements, e.g. page length, number of attachments and amount of funding being requested. However, proposals generally fall into two types:

■ Long, detailed proposals, normally submitted to government agencies

■ Shorter letter-type proposals, generally submitted to corporations or foundations

The following example lists the basic topics common to most proposals (see also *Tool 5-7. Key Proposal Components*):

■ Introduction

■ Project Goal

■ Documentation of Need

■ Objectives

■ Methodology

■ Evaluation

■ The Applicant Organization

■ Estimated Budget

A well-written proposal takes time and skill. The following are additional tips for the proposal development process:

■ Your proposal should go out with a short cover letter that provides an overview of the project goals and information on the applicant organization.

■ Follow the suggested format. While it may seem excessive or complicated, many proposals are evaluated in accordance with the format requested.

■ Do not exceed the suggested page limitations.

■ Address all areas in the application notice and include all additional information requested.

■ Double-check all computations in budget (see *Tool 5-8. Budget Checklist*).

■ Be descriptive and concise in your depiction of the project.

■ Before you submit your proposal, it is highly recommended that you have a person who is not familiar with the project review it for clarity.

Conclusion

In order to be successful at winning grants, the development process needs to be planned and well thought out months in advance. This method includes selecting potential funders that share your goals, contacting key individuals and writing an organized proposal.

There are many funders such as corporations, foundations and the federal government that can support your mentoring program, if you can reflect their goals in your proposal.

A series of proposal writing tools are provided to assist you in organizing and streamlining your efforts. These tools will guide the grant seeker through the grant process, from developing project ideas to finalizing the proposal.

Each tool is provided on a separate page, so it can be printed individually.

This tool section provides templates to help you in the development of resources to support your program. They include:

- *Tool 5-1. Fundraising Fundamentals (p. 118)*

- *Tool 5-2. Select Corporate Grantmakers (pp. 119-120)*

- *Tool 5-3. Who's Funding Health (Select Foundations) (pp. 121-122)*

- *Tool 5-4. Who's Funding Health (Select Government Sources) (p. 123)*

- *Tool 5-5. Funder Tracking Form (p. 123)*

- *Tool 5-6. Concept Paper Outline (p. 124)*

- *Tool 5-7. Questions For The Funder (p. 125)*

- *Tool 5-8. Key Proposal Components (p. 126)*

- *Tool 5-9. Budget Checklist (p. 127)*

Key Sources of Information

Blum, Laurie. *The Complete Guide to Getting a Grant: How to Turn Your Ideas into Dollars.* New York: John Wiley & Sons, 1996.

Carlson, Mim. *Winning Grants Step by Step: Support Centers of America's Complete Workbook for Planning, Developing and Writing Successful Proposals.* New York: Jossey-Bass, 1995.

Golden, Susan L. and Shrader, Alan, eds. *Secrets of Successful Grantsmanship: A Guerilla Guide to Raising Money.* New York: Jossey-Bass, 1997.

Miner, Lynn E., Miner Jeremy T. and Griffith Jerry. *Proposal Planning and Writing,* 2 ed. New York: Onyx Press, 1998.

New, Cheryl Carter and Quick, James Aaron. *Grantkeepers Toolkit: A Comprehensive Guide to Finding Funding (Non-profit Law, Finance, and Management Series)* New York: John Wiley & Sons, 1998.

Reinhard, William, ed. *The Grantseeker's Handbook of Essential Internet Sites, 1999-2000 Edition.* Gaithersburg, MD: Aspen Publishers, Inc., 1999.

Tools

5.1

5.2

5.3

5.4

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5.7

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5.9

TOOL 5–1. Fundraising Fundamentals

Obtaining funding for a mentoring program in substance abuse and mental health careers is a process that requires many abilities. In the tools attached to this section, we provide an overview of the basics of getting a mentoring program off the ground.

The major sources of funding for a mentoring program are the federal government, corporations and foundations. These should be researched carefully before developing a proposal.

Proposals submitted should be well thought out, and ensure that they follow all the requester's guidelines, such as: line spacing, page limitation, amount of funding requested, etc. Clearly understand and reflect the funders goals and objectives as part of your proposal.

The major source of information for Federal grants is *The Catalogue of Federal Domestic Assistance* (CFDA)*. * Its counterpart in the foundation world is *The Foundation Center*.

The outcome of this process may result in funding for your mentoring program.

TOOL 5–2. SELECT CORPORATE GRANTMAKERS

Aetna: Awarded $18 million for the year 2000 in grants with its focus in social issues and cardiovascular health. Write to: Aetna Foundation, 151 Farmington Ave. Hartford CT 06156. Call (860) 273-6382 or toll-free 1-800-USAETNA. Web site: http://www.aetna.com/foundation

AT&T: Committed to public service and social responsibility, with over $123 million awarded to education, civic and community service and arts & culture in 1998-1999. Write to: AT&T Foundation, 32 Avenue of the Americas, New York, NY 10013.
Web site: http://www.att.com/giving.

Ben & Jerry's: Focused on investing quarterly with approximately 7.5% of its pre-tax benefits to not-for-profit grassroots organizations which facilitate social change. Ben & Jerry's has invested in children and families, disenfranchised groups and the environment. Write to: The Ben & Jerry's Foundation, 30 Community Drive, South Burlington, VT 05403.
Web site: http://www.benjerry.com/foundation/index.html#areas-interest

Exxon Corporation: Exxon's contribution to environmental, education, women and minorities equaled over $28.6 million in 1998. The Exxon Foundation gives grants to non-profit organizations and makes contributions to colleges and universities, as well as research grants. Write to: Exxon Company, U.S.A. P.O. Box 2180 Houston, TX 77252-2180.
Web site: http://www.exxon.com

The Gap: The Gap Foundation primarily supports non-profit organizations and programs devoted to youth empowerment. In 2000, Gap donated over $17 million to charitable organizations and assisted in funding organizations committed to fighting the spread of HIV/AIDS. Write to: The Gap Foundation, 345 Spear Street, San Francisco, CA 94105. For more information, call 1-800-333-7899, ext. 72493.
Web site: http://www.gapinc.com/community/FAQ_body.shtm

Hewlett-Packard: Hewlett-Packard is well-known for its philanthropy endeavors in reaching communities world-wide. In 1999, HP donated $57.9 million in cash and equipment to non-profit, charitable agencies and educational institutions world-wide. HP's main focus is in supporting the arts, health and human services, civil groups and environmental organizations. Write to the Hewlett Packard Company Foundation, P.O. Box 10301 MS 20AH, Palo Alto, CA 94303.
Web site: http:// webcenter.hp.com/grants

1. The Hewlett Foundation's focus is on education, performing arts, population, environment, conflict resolution, family and community development, along with U.S.-Latin American relations. The Hewlett Foundation is independent from the Hewlett-Packard Company.

Write to: Hewlett Foundation, 525 Middlefield Road, Suite 200, Menlo Park, CA 94025, Call (650) 329-1070. Web site: http://www.hewlett.org/about.htm

2. The David and Lucile Packard Foundation provides grants to non-profit organizations in the following areas: conservation, population, science, children, families and communities, arts and organization effectiveness and philanthropy with a special interest in Northern California counties. Total assets are over $13 billion with grants awards totaling $411 million. Write to: The David and Lucile Packard Foundation 300 Second Street, Suite 200, Los Altos, CA 94022. Call (650) 948-7658. Web site: http://www.packfound.org

J.C. Penney: J.C . Penney recognizes community involvement through their annual Volunteer Awards and activities. J.C. Penney contributed over $27.6 million to civic and charitable organizations in 1999. J.C. Penney supports endeavors related to: health and welfare, education, civic betterment and arts & culture. Write to: J.C. Penney Company, Inc., Community Relations Department, P.O. Box 10001 Dallas, TX 75301. Web site: http://www.jcpenney.net/company/commrel/guidelin.htm

Proctor & Gamble: Proctor & Gamble contributed $73,245,604 world-wide in 1998-1999. Proctor & Gamble believes in investing "wisely" to society, as well as the company. The Proctor & Gamble company focuses on supporting schools, charities and community activities, such as: mentoring programs, supporting non-profit organizations and the environment. Write to: Proctor & Gamble Corporate Headquarters, P.O. Box 599, Cincinnati, OH 45201. Web site: http://www.pg.com/aboutpgcorporate/corp_citizenship_main.html

Sprint: The Sprint Foundation was established in 1989 and has contributed over $7.2 million to civic and charitable endeavors. The Sprint Foundation's major areas of interest include: education, arts & culture, community improvement and youth development. Write to: The Sprint Foundation 2330 Shawnee Mission Parkway, Westwood, KS 66205. Call (913) 624-3343. Web site: http://www3.sprint.com/sprint/overview/commun.html

Toyota: Toyota supports helping people improve the quality of their lives by getting involved in their communities. Over the past nine years, Toyota has contributed more than $126 million in programs throughout the United States. Toyota focuses on education, civic and community issues like social services and health causes. Write to: Toyota USA Foundation, Attn: Community Relations, A404, 19001 South Western Avenue, Torrance, CA 90509. Call (310) 618-6766. Web site: http://www.toyota.com/html/about/community_care/fund_guideline/index.html

Verizon: Created in 2000, The Verizon Foundation expects to invest $70 million to support communities. The Verizon Foundation's areas of interest include: literacy, digital divide, work force development, community technology development and mentoring programs. Write to: Verizon Communications, 1095 Avenue of the Americas, NY, NY 10036. Call (212) 395-2121. Web site: http://www.bell-atl.com/about/about.htm

TOOL 5–3. WHO'S FUNDING HEALTH (SELECT FOUNDATIONS)

The Andrew Mellon Foundation: Funds education in cultural affairs and the performing arts, population, conservation, the environment and public affairs. Contact: 140 East 62nd. St., New York, NY 10021. Call 212-838-8400. Web site: http://www.mellon.org

The Edyth Bush Charitable Foundation: Funds health services, social services, cultural organizations and education. Contact: 199 E. Welbourne Ave. P.O. Box 1967, Winter Park, FL 32790-1967. Web site: http://fdncenter.org/grantmaker/bush/index.html

Carnegie Corporation of New York: Grants are divided into four categories: education, international peace and security, international development and special projects: civic engagement for the 21st Century. Contact: 437 Madison Ave., NY, NY 10022. Call 212-207-6289. Web site: http://wwwcarnegie.org

The Ford Foundation: Fields of interest are divided into three main groups: asset building and community development, education media, arts & culture and peace & social justice. Contact: 320 East 43' St., NewYork, NewYork 10017. Call 212-573-5000.
Web site: http://www.fordfound.org

The Robert Wood Johnson Foundation: Supports health services, health education, hospitals, nursing, dentistry, AIDS research. Also provides funding to address alcoholism and other drug abuse, disability issues, homelessness, mental health, and youth issues. Contact: P.O. Box 2316, Princeton, NJ 08543-2316. Call 609-452-8701. Web site: http://www.rwjf.org/index.jsp

John D. & Catherine T. MacArthur Foundation: Offers funding in areas of mental health and public policy through their human and community development project. Contact: 140 S. Dearborn Street, Suite 1100, Chicago, IL 60603. Call (312) 726-8000. Web site: http://www.macfdn.ort/index.htm

The William Penn Foundation: Divides their grantmaking into children, youth, families, environment and communities, arts & culture and interdisciplinary. Contact: Two Logan Square 11th floor, 100 N. Eighteenth Street, Philadelphia, PA 19103.
Web site: http://www.pennfdn.org

Verizon: The Verizon Foundation expects to invest $70 million to support Communities. The Verizon Foundation's areas of interest include: literacy, digital divide, workforce development, community technology development and mentoring programs. Write to: Verizon Communications, 1095 Avenue of the Americas, New York, NY 10036. Call (212) 395-2121 or 1-800-621-9900.
Web site: http://www.bell-atl.com/about/about.htm

**TOOL 5–4.   WHO'S FUNDING HEALTH
(SELECT GOVERNMENT SOURCES)**

Administration For Children And Families (ACF): (a division of DHHS) responsible for federal programs promoting economic and social well-being of families, children, individuals and communities. Contact: Grants Office, 370 L'Enfant Promenade, SW Washington, D.C 20447, (202) 401-9225. Web site: http://www.acf.dhhs.gov

Bureau of Health Professions (BHPr): (A division of HRSA) works to increase health workforce diversity, improve health workforce distribution and insure health workforce quality. Contact: Office of Program Support, Grants Management Office, Parklawn Building, Room 8C-26, 5600 Fishers Lane, Rockville, MD 20857. Call (301) 443-6880.
Web site: http://www.hrsa.gov

Bureau of Primary Health Care (BPHC): (A division of HRSA) works to increase access to primary health care and to improve the health status of underserved communities. Contact: Office of Grants Management 4350 East-West Highway, 11th floor, Bethesda, MD 20815. Call (301) 594-4235.
Web site: http://www.bphc.hrsa.gov

Center For Mental Health Services (CMHS): (A division of SAMHSA) leads Federal efforts in prevention of development or worsening of mental illness through treatment, research and dissemination of the latest information on mental illness. Contact: Knowledge Exchange Network, P.O. Box 42490, Washington, DC 20015. Call 1-800-789-2647.
Web site: http://www.samhsa.gov/cmhs/cmhs.htm

Center For Substance Abuse Treatment (CSAT): (A division of SAMHSA) provides national leadership in development of policies, programs and services to prevent illegal drug use, underage alcohol and tobacco use and reduce negative consequences of using substances. Contact: Grants Management Office, Rockwall II Building, Room 640, 5515 Security Lane, Rockville, MD 20852. Call (301) 443-3958.
Web site: http://www.samhsa.gov/csap/index.htm

Office of Minority Health Resource Center (OMHRC): Established by The U.S. Department of Health and Human Services, the OMH-RC, serves as a national resource and referral service on minority health issues. Contact: P.O. Box 37337, Washington D.C. 20013-7337. Call (800) 444-6472 or local (301) 587-9704. Web site: http://www.omhrc.gov

Substance Abuse and Mental Health Services Administration (SAMHSA): improving the quality and availability of prevention treatment for substance abuse and mental illnesses. Contact: Office ofExtramural Programs, Grants Management Office, Parklawn Bldg., Room 12C-26 5600 Fishers Lane, Rockville, MD 20857. Call (301) 443-4266.
Web site: http://www.samhsa.gov

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TOOL 5–5. FUNDER TRACKING FORM

Project title:
_____

Funder:
_____

Grant program:
_____

Funder contact name, address and phone number:
_____

Application deadline:
_____

Information requested from funder:
_____

Date requested:
_____

Date received:
_____

Date project abstract/concept paper sent to/discussed with funder:
_____

Comments:
_____

Record of Other Communications (written, phone and in person):

No.	Contact	Date	Purpose	Result
1				
2				
3				
4				
5				
6				
7				
8				

TOOL 5–6. CONCEPT PAPER OUTLINE

Most foundations or corporations prefer that you first submit a concept paper. Follow this outline to make your case briefly. Be sure to use official letterhead stationery. Sometimes a funder will have its own format.

1. **Heading:** (Address to the person specified by the funder to receive letters of inquiry and be sure to get the name and title right. When in doubt, address the letter to the executive director or president.)

2. **Introduction:** (Explain the reason for writing, focusing on the funder's interests and how your mentoring project matches its goals. Refer to previous conversations and meetings with funder's staff members. Be sure to express appreciation for those staff members' assistance and interest in your project.)

3. **Project description:** (Briefly describe the goals and objectives of the mentoring project, continuing to make the connection between your ideas and the funder's interests.)

4. **Needs:** (Summarize the needs that your mentoring project will address, using current research and statistics to document it.)

5. **Solution:** (Explain how the mentoring project will address the needs identified. State expected project outcomes and how they will benefit the target population.)

6. **Uniqueness:** (Point out any special abilities your institution has or innovative approaches your mentoring project will take and express the commitment of your institution's executives to the project. Highlight your track record in this area.)

7. **Project plan:** (State briefly the planned activities, methodology and timetable.)

8. **Key personnel:** (Introduce key project personnel and briefly summarize their qualifications.)

9. **Budget request:** (State the amount of funds needed to conduct the project and the proposed period. Explain what financial support and resources the institution will provide itself and any support promised by other agencies or funders.)

10. **Continuation plans:** (Explain how you plan to support the project after the requested grant expires.)

11. **Closing:** (Give your name and phone number and express a desire for further discussion and submission of a formal proposal.)

Developing Resources to Support the Program

TOOL 5–7. QUESTIONS FOR THE FUNDER

1. What are the funder's goals and priorities (if they are unstated in published documents)?

2. Does your project idea fit the grant program?

3. What types of applicants are eligible?

4. Do first-time applicants usually win?

5. What is the funding range of awards?

6. How many awards will be granted?

7. How many proposals did the funder receive in the last grant cycle and how many awards did it make?

8. How much money will be available for new awards?

9. What are the allowable project costs?

10. Is there any geographic distribution or set aside requirements?

11. Are matching funds required?

12. What are some common mistakes grant seekers make?

13. Can we submit a preliminary proposal for the program officer to critique?

14. What have been some successful projects in the past?

15. What is the anticipated release and due date of the request of the proposal?

TOOL 5–8. KEY PROPOSAL COMPONENTS

The following are the key components of a general proposal. The order of each component may vary, depending on the funder's requested format.

Introduction: Provide a short overview of the goals of the project and information on the applicant organization. Provide a statement that will link the funder's purpose and priorities to your project.

Project goal: Describe the overall goals of the project, focusing on the target population.

Documentation of need: Provide a statement of need for the project. The need statement is usually supported by current data sources (Chapters 2 and 3 provide national sources for documenting the need for your mentoring program).

Objectives: Identify proposed objectives with specific and measurable outcomes to be achieved. Time frames should also be provided for their achievement. Proposed objectives should also be realistic and attainable (see Chapter 4 and 6 for an overview of how to develop goals and objectives).

Methodology: Describe the activities to be conducted to assist in meeting each project objective. Describe how students and mentors will be selected. Provide information on what activities will be offered, when, and where they will be held. Provide a schedule for conducting project activities. Present the activities in a logical, sequential manner, indicating when specific activities will take place. Describe any institutional linkages that will assist in meeting the goals of the project. Describe the functions of the project manager and other key staff in the overall project. Provide resumes of key staff.

Evaluation: Describe how the overall project will be evaluated. Indicate who will be involved in the evaluation process. Describe the specific activities, methods and resources to be utilized in the evaluation (see Chapter 6).

The applicant organization: Describe the track record of the organization in working with the target population and in addressing related issues. Provide information on institutional commitments to the project beyond the proposed project period.

Estimated budget: Provide an itemized budget and total funds needed to carry out the project. Justify the need for the budget. An in-kind budget is often required.

TOOL 5–9. BUDGET CHECKLIST

Ask the following questions to make sure project budgets are complete and well expressed. Mark a Y or N in the space at left.

_____ Does the grant request fit within the funder's allowable costs?

_____ Is the budget adequate to support project activities?

_____ Does the budget include adequate salaries for all project personnel?

_____ Does the budget include direct and indirect costs?

_____ If required, does the budget document sources of matching funds?

_____ Have you checked all calculations?

_____ Is the budget expressed in narrative form, as well as in table format?

_____ Does each budget item relate to a project objective and activity?

_____ Does the budget provide the calculation of cost for each budget item?

_____ Does the budget break down costs by project participant?