

Chapter 3.0

Historic San Juan Bautista: How We're Going to Get There

3.1 INTRODUCTION

The companion documents to the *Historic San Juan Bautista Plan – San Juan Bautista Design Guidelines, Cultural Resource Inventory Summary & Pictorial, and Zoning Ordinance Recommendations Report* – will help achieve many of the Plan's goals. But, there is much more work as well to fully implement the Plan. This chapter provides additional strategies for effectively implementing the *Historic San Juan Bautista Plan*. It is organized in the following sections:

- 3.1 *Introduction*
- 3.2 *Implementation Program & Matrix (see figure 3.2, page 3-3)* – This section identifies – in a succinct list - the programs and public improvements recommended to implement this Plan. It connects them to a time schedule, key implementation players, and potential funding sources.
- 3.3 *Potential Funding Sources* – This section provides information on more than 100 funding sources to provide technical and financial assistance to implement the recommended public improvements and programs. These funding mechanisms should be coordinated with other private and public funding mechanisms.
- 3.4 *Grant Writing* – This section provides recommendations and tips on effective and successful grant writing. This section is included to assist those interested in pursuing outside grants and technical assistance. Local organizations and groups are encouraged to apply for grants to implement the Plan.
- 3.5 *Individual Project Sheets* – This section provides a summary and additional details on several of the recommended projects identified in the Plan. This section is included so that the sheets might be used to simplify and expedite grant application processes.



Historic San Juan Bautista

3.2 IMPLEMENTATION PROGRAM & MATRIX

The following page presents provides a four-part matrix of specific steps and actions that should be completed or initiated within the next five years to enhance and protect its cultural resources and boost economic development in Historic San Juan Bautista. The matrix represents a culmination of the Historic San Juan Bautista planning process and the strategies discussed throughout the Plan. It includes the following information:

- ❖ Implementation steps and actions, as provided in *Chapter 2: Where Are We Going*
- ❖ General timeframes for implementation (by year)
- ❖ Leaders and teams to carry out the implementation steps (see sidebar)
- ❖ Cross-references for each action to potential funding resources listed in Section 3.3

Leaders and Teams

The following key defines the abbreviations listed in the “Leaders and Teams” section of the implementation matrix. (On the matrix, leaders are identified with a black box; team members are identified by a gray box.) While the matrix attempts to identify the key players for each implementation step, a number of additional organizations, groups, and individuals may also be appropriate team members.

City = City of San Juan Bautista, including City Manager, Planning Department, Public Works, Engineering, Library, etc. Additionally, this team includes City Council and Planning Commission.

CoC = San Juan Bautista Chamber of Commerce

HS = Historical Society

State Parks = California State Parks Department

Mission = Old San Juan Bautista Mission

Main Street = Proposed San Juan Bautista Main Street Program

PO = Property owners

County = San Benito County

School = Aromas/San Juan Bautista School District or local institute of higher education (i.e. Gavilan College)

CA/ST = State of California , which may include Caltrans or other state agencies

Other = Many other local organizations or entities will serve as partners, including San Benito Agricultural Land Trust, San Juan Bautista Service Club. This section notes

INSERT MATRIX

3.3 POTENTIAL FUNDING SOURCES

This portion of the Chapter provides an overview of resources for the City of San Juan Bautista to put together a funding strategy for implementation. It looks at the various funding and technical assistance mechanisms available. This section does not impose a rigid approach to how the community shall fund the much-needed improvements in historic San Juan Bautista. Rather, by describing the alternative sources and their potential for generating dollars, the City and other appropriate entities will be able to take the next step in the process, which is to enact the various sources. It is important to note that the information presented in this section for the Historic San Juan Bautista Plan is intended as a tool available to the community to use as a guideline for future funding strategies, evaluations and negotiations. The list is not exhaustive and the Plan does not attempt to work out the many details of final funding.

This listing is organized loosely into five categories of resources: Federal, State/Regional, Non-Profit, Local, and Private. This listing is not intended to exclude any other available funding source nor does it require the use of any source listed. The following key is provided to help identify the *general* applicability of each source to San Juan Bautista's preservation and enhancement goals (cross-reference the following key with the section labeled "KEY" under each funding source).

Key to Funding Sources

- 1 = Technical/Educational Assistance
- 2 = General/Operating Support
- 3 = Building/Renovation
- 4 = Environment/Conservation/Ecology
- 5 = Community/Economic Development
- 6 = Historic Preservation and Restoration
- 7 = Infrastructure/Transportation
- 8 = Tourism Development
- 9 = Arts & Culture
- 10 = Senior and Youth Programs

FEDERAL GOVERNMENT RESOURCES

F1. U. S. Department of Agriculture (USDA) Cooperative Extension Service (CES) Community Development Technical Assistance Programs

DESCRIPTION: Provide educational and technical assistance to communities in the issues critical to the economic, social, and environmental progress of communities. Cooperative Extension Service (CES) programs assist communities to: Build human capital; improve economic competitiveness; conserve and manage natural resources; assist and promote family and economic well-being; improve nutrition, diet, and health; revitalize rural America; improve and promote water quality.

AMOUNT: Contact source

REQUIREMENTS: Contact source; non-monetary assistance

SOURCE: (CES) U. S. Department of Agriculture, South Building, Room 3909, 14th Street & Independence Ave. S.W., Washington, DC 20250. contact: Marvin Kenyha (202) 720-7947.

KEY: 4, 5

F2. U.S. Department of Agriculture (USDA) Rural Business Enterprise Grants (RBEG)

DESCRIPTION: Makes grants to finance and facilitate development of small and emerging private business enterprises outside the boundary of a city with a population of 50,000 or more and its adjacent urbanized area. Priority is given to applications for projects in open country, rural communities, and towns of 25,000 and smaller, and economically distressed communities.

AMOUNT: Variable. Funds may be used to facilitate the development of small and emerging private business enterprises. Costs that may be paid from grant funds include the acquisition and development of land, and the construction of buildings, plants, equipment, access streets and roads, parking areas, utility and service extensions, refinancing, fees, technical assistance, startup operating cost and working capital. Grants may also be made to establish or fund revolving loan programs.

REQUIREMENTS: Eligibility is limited to public bodies and private nonprofit corporations serving rural areas. Priority for such grants are given to areas having a population of less than 25,000.

SOURCE: USDA-Rural Development County Office. 441 S. Salina St., Suite 357, 5th Floor Syracuse, NY 13202-2425; (315) 477-6400; www.rurdev.usda.gov:80/ny/rbeg

KEY: 3, 5, 7

F3. U.S. Department of Agriculture (USDA) Rural Development Intermediary Re-Lending Program (IRP).

DESCRIPTION: The purpose of the IRP is to finance business facilities and community development projects in rural areas. This is achieved through loans made by RECD to intermediaries. Intermediaries re-lend funds to ultimate recipients for business facilities and/or community development. Intermediaries establish revolving loan funds so that collections from loans made to ultimate recipients in excess of necessary operating expenses and debt payments will be used for more loans to ultimate recipients.

AMOUNT: Loans to intermediaries are scheduled for repayment over a period of up to thirty years. The terms of loans from intermediaries to ultimate recipients is set by the intermediary.

REQUIREMENTS: Intermediaries may be private non-profit corporations, public agencies, Indian groups or cooperatives. Loans from intermediaries to ultimate recipients must be for the establishment of new businesses, the expansion of existing businesses, creation of employment opportunities, saving of existing jobs, or community development projects.

SOURCE: USDA-Rural Development County Office. 441 S. Salina St., Suite 357, 5th Floor Syracuse, NY 13202-2425; (315) 477-6400; www.rurdev.usda.gov:80/ny/rbeg

KEY: 3, 5, 7

F4. U. S. Department of Agriculture (USDA) Rural Economic and Community Development Soil and Water Loans

DESCRIPTION: To help individual farmers develop, conserve, and properly use their land and water resources and abate pollution.

AMOUNT: Loan limits are \$200,000 for insured loans and \$300,000 for guaranteed loans. The maximum repayment term is 40 years.

REQUIREMENTS: Loans are made to persons with experience in farming, who will be the owners or operators of a farm when the loan is made, and who make a living from farming. USDA lends to the qualified farmer who cannot get necessary credit elsewhere.

SOURCE: USDA-Rural Development County Office. 441 S. Salina St., Suite 357, 5th Floor Syracuse, NY 13202-2425; (315) 477-6400; www.rurdev.usda.gov:80/ny/rbeg

KEY: 4, 5

F5. U.S. Department of Agriculture (USDA) Rural Electrification Administration (REA) Loans & Grants

DESCRIPTION: The REA has a Rural Economic Development Loan and Grant Program that provides zero interest loans and grants to REA borrowers for the purpose of promoting rural economic development and job creation projects. Feasibility studies, start-up costs, and incubator projects can be included.

AMOUNT: Preference is to zero interest loans rather than grants.

REQUIREMENTS: Contact source.

SOURCE: Administrator, Rural Electrification Administration, Dept. of Agriculture, Washington, DC 20250; 202- 720-9540.

KEY: 3, 5

F6. U.S. Department of Agriculture (USDA) Rural Economic Development Grants (REDG)

DESCRIPTION: Provides grants from the Rural Business-Cooperative Service (RBS) to rural communities through Rural Utilities Service (RUS) borrowers to be used for revolving loan funds for community facilities and infrastructure and for assistance in conjunction with rural economic development loans.

AMOUNT: Maximum size of grant: 3 percent of projected total funds available under Section 313 of the Act, during that fiscal year, rounded to nearest \$10,000. Current maximum is \$330,000; current minimum is \$10,000.

REQUIREMENTS: Funds may be granted to any electric or telephone RUS borrower that is not financially distressed, delinquent on any Federal debt, or in bankruptcy proceedings.

SOURCE: The program is administered at the State level by Rural Development State Offices. Addresses and telephone numbers of State Offices can be obtained by calling the RBS National Office 202-720-0813. www.rurdev.usda.gov/rbs/busp/redg

KEY: 3, 5, 7

F7. U. S. Department of Agriculture (USDA) Economic Research Service (ERS)

DESCRIPTION: Provide analysis, economic, and social information for measuring and improving the performance of agriculture and the quality of life in rural America. Produce economic and social science information as a service to the general public. Prepare research monographs, situation and outlook reports, professional journals, and computerized databases available for purchase 1-800-999-6779.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: ERS U.S. Department of Agriculture, 1301 New York Avenue, N.W., Washington, DC 20005, (202) 219-0530.

KEY: 4, 5

F8. U.S. Department of Agriculture (USDA) - Rural Development Facility Loans

DESCRIPTION: USDA is authorized to make loans to develop community facilities for public use in rural areas and towns of not more than 20,000 people. Loans are available for public entities such as municipalities, counties, and special purpose districts.

AMOUNT: Interim commercial financing will normally be used during construction, and USDA funds will be available when the project is completed. If interim financing is not available or if the project costs less than \$50,000, multiple advances of USDA funds may be made as

construction progresses.

REQUIREMENTS: Loans are available for public entities such as municipalities, counties and special purpose districts. Nonprofit corporations and Indian Tribes may also receive loan assistance when adequate plans for loan repayment are made. Borrowers must be unable to obtain needed funds from other sources at reasonable rates and terms; have legal authority to borrow and repay loans, to pledge security for loans, and to construct, operate, and maintain the facilities or services; be financially sound, and be able to organize and manage the facility effectively. Loan repayment must be based on taxes, assessments, revenues, fees, or other satisfactory sources of money sufficient for operation, maintenance, and reserve, as well as to retire the debt. The project also must be consistent with available comprehensive and other development plans for the community, and comply with Federal, State, and local laws.

SOURCE: Gilbert Naong, Rural Development Manager; 405 S. Orchard Avenue, Ukiah, CA 95482-5090; Phone: 707-462-2916; www.rurdev.usda.gov/ca

KEY: 3, 5, 7

F9. U.S. Department of Agriculture (USDA)- Rural Economic Development Grants (REDG)

DESCRIPTION: Provides grants from the Rural Business-Cooperative Service to rural communities through Rural Utilities Service borrowers to be used for revolving loan funds for community facilities and infrastructure and for assistance in conjunction with rural economic development loans. Grants may be used to establish a revolving loan fund, for project feasibility studies/technical assistance, for community development assistance, and for education and training to rural residents to facilitate economic development.

AMOUNT: Variable; contact Source.

REQUIREMENTS: Funds may be granted to any electric or telephone RUS borrower that is not financially distressed, delinquent on any Federal debt, or in bankruptcy proceedings.

SOURCE: Gilbert Naong, Rural Development Manager; 405 S. Orchard Avenue, Ukiah, CA 95482-5090; Phone: 707-462-2916; www.rurdev.usda.gov/ca

KEY: 3, 5, 7

F10. U.S. Department of Agriculture (USDA)- Rural Development Non-farm Enterprise Loans

DESCRIPTION: To help farmers develop and operate nonagricultural enterprises to supplement farm income.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Gilbert Naong, Rural Development Manager; 405 S. Orchard Avenue, Ukiah, CA 95482-5090; Phone: 707-462-2916; www.rurdev.usda.gov/ca

KEY: 4, 5

F11. Rural Information Center (RIC)

DESCRIPTION: The Rural Information Center (RIC) provides information and referral services to local, state, and federal government officials; community organizations; health professionals and organizations; rural electric and telephone cooperatives; libraries; businesses; and, rural citizens working to maintain the vitality of America's rural areas. The Office of Rural Health Policy in the Department of Health and Human Services (DHHS) and the National Agricultural Library (NAL) jointly created a rural health information clearinghouse known as the Rural Information Center Health Service (RICHS). RICHS, situated within RIC, is designed

to be a national clearinghouse for collecting and disseminating information on rural health issues, research findings related to rural health, and innovative approaches to the delivery of rural health care services. Staff will: provide customized information products to specific inquiries including assistance in economic revitalization issues; local government planning projects; rural health topics; identification of a wide array of funding sources; technical assistance programs; research studies; and other related issues. Information requests processed include such topics as: successful strategies, models, and case studies of community development projects; small business attraction, retention, and expansion; housing programs and services; tourism promotion and development; community water quality; technology transfer to rural areas; and health programs and services.

AMOUNT: Non-monetary

REQUIREMENTS: Contact source

SOURCE: USDA/NAL/DHHS. www.nal.usda.gov/ric ; ric@nal.usda.gov; 1031 Baltimore Ave., Rm. 304, Beltsville, MD; 1-800-633-7701.

KEY: 1, 5, 7, 8,

F12. U.S. Department of Agriculture (USDA) Rural Community Development Initiative

DESCRIPTION: The Department of Agriculture, through its Rural Housing Service, has opened competition for its Rural Community Development Initiative to improve housing, community facilities, and community and economic development. Approximately \$6 million is available to develop the capacity of rural communities of fewer than 50,000 through technical assistance provided by qualified intermediary organizations. These grants may be used to:

- ◆ Provide technical assistance to develop recipients' ability to improve housing, community facilities, or community and economic development;
- ◆ Develop the capacity of recipients to conduct community development programs such as home-ownership education or training for minority business entrepreneurs;
- ◆ Enhance the capacity of recipients to conduct development initiatives, such as programs that support micro-enterprise, cooperatives, and sustainable development.
- ◆ Increase the leveraging ability and access to alternative funding sources by providing resources to recipients for training staffing, and other related costs;
- ◆ Develop successful community facilities by providing resources to recipients for training, staffing, and other related costs;
- ◆ Provide resources for a technical assistance program to assist recipients in completing predevelopment requirements for housing, community facilities, or community and economic development projects

AMOUNT: Variable

REQUIREMENTS: Low-income rural communities, private nonprofits, and federally recognized Native American tribes.

SOURCE: Contact Beth Jones, Senior Loan Specialist, Community Programs, RHS, USDA, STOP 0787, 1400 Independence Ave. SW, Washington, DC 20250-0787; (202) 720-1498; fax (202) 690-0471; e-mail epjones@rdmail.rural.usda.gov

KEY: 1, 3, 5

F13. Department of Housing & Urban Development (HUD): Community Development Block Grants (CDBG)

DESCRIPTION: Provides partial funding for public infrastructure to support industrial and business expansion. Also downtown revitalization projects, low-income housing, physical infrastructure, low-income jobs, and reduction of blight.

AMOUNT: Variable, up to \$500,000

REQUIREMENTS: Grants to cities and counties only, with sub-recipients (nonprofits) common. Project must benefit low and moderate-income households, maximum of \$10,000 per new job.

SOURCE: Department of Housing and Urban Development (HUD); 202-708-3176; www.hud.gov

KEY: 3, 5, 6, 7, 8

F14. HUD: Community Development Block Grant (CDBG) Technical Assistance

DESCRIPTION: To increase the effectiveness with which states and units of general local government plan, develop, and administer their Community Development Block Grant Programs.

AMOUNT: Variable, \$2.5 million was awarded in FY99.

REQUIREMENTS: State and local governments, and public and private nonprofits.

SOURCE: Department of Housing and Urban Development (HUD), Contact Deirdre Neighbors, (202) 708-3176 ext. 4386

KEY: 2, 5

F15. HUD: Community Development Block Grant (CDBG) Home Technical Assistance Program

DESCRIPTION: To design and implement housing strategies and incorporate energy efficiency into affordable housing, encourage private lenders and for-profit developers of low-income housing to participate in public-private partnerships, and establish and operate land bank programs.

AMOUNT: Variable, \$8 million was awarded in FY99.

REQUIREMENTS: Local governments, nonprofits, for-profits, and states.

SOURCE: Department of Housing and Urban Development (HUD), Contact Deirdre Neighbors, (202) 708-3176 ext. 4386

KEY: 1, 3, 5

F16. HUD: Brownfields Economic Development Initiative

DESCRIPTION: To help public entities redevelop abandoned, idled, or under-used real property, where expansion or redevelopment is complicated by real or perceived contamination.

AMOUNT: Variable, \$25 million was awarded in FY99.

REQUIREMENTS: Any public entity eligible to apply for a Section 108 loan.

SOURCE: Contact Stan Gimont, (202) 708-1871 ext. 4559 at the HUD Community Planning and Development Division.

KEY: 3, 4, 5

F17. American Communities

DESCRIPTION: The information center of HUD's Office of Community Planning and Development, American Communities serves State and local agencies, nonprofit organizations, public interest and intermediary groups, and others interested in housing and community development.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: American Communities; P.O. Box 7189; Gaithersburg, MD 20898-7189; 1-800-998-9999.

KEY: 1, 2, 3, 5

F18. US Department of Health & Human Services Community Services Block Grant (CSBG)

DESCRIPTION: Helps states, territories, and Indian Tribes fund services for low-income people including employment, education, and housing. Eligible groups receive funding to ameliorate the causes of poverty in their communities.

AMOUNT: Variable, up to \$30 million.

REQUIREMENTS: States must pass 90% of their CSBG funds to eligible entities including community action agencies and other local organizations or organizations that serve migrant farm workers.

SOURCE: (202) 401-5529, www.acf.dhhs.gov/programs/ocs/csbg

KEY: 3, 5

F19. Economic Development Assistance (EDA) Program for New Markets and Livable Communities

DESCRIPTION: Through the Economic Development Administration, the Economic Development Assistance Programs support projects that are designed to alleviate “conditions of substantial and persistent unemployment and underemployment in economically-distressed areas and regions of the Nation, and to address economic dislocations resulting from sudden and severe job losses.” Economic distress, according to EDA, includes high levels of unemployment, low-income levels, large concentrations of low-income families, significant decline in per-capita income, high rates of business failure, closing of plants or military bases, mass layoffs, and depletion of natural resources. EDA will concentrate its funding on projects that address its “New Markets” and “Livable Communities” initiatives, as well as the general priorities of the Commerce Department. This includes projects that:

- ◆ Build and rehabilitate public works infrastructure and economic development facilities that contribute to long-term growth and provide stable, diverse local economies in distressed communities;
- ◆ Build local capacity such as small business incubators and community financial intermediaries, and projects benefiting minorities, businesses owned by women, and people with disabilities;
- ◆ Attract private investment in economically distressed inner-city areas, small and medium-sized towns, rural areas, and Native American communities as part of the New Markets Initiative;
- ◆ Demonstrate innovative approaches to economic development;
- ◆ Support the economic development of Native American and/or Alaska Native communities;
- ◆ Support locally created partnerships that focus on regional solutions for economic development;

AMOUNT: EDA has set aside approximately \$204.5 million for this initiative; the average grant award in FY 1999 was \$849,000.

REQUIREMENTS: Cities, states, and counties; nonprofit organizations; Indian tribes, economic development districts; and institutions of higher education located in economically distressed areas.

SOURCE: Leonard Smith, Regional Director, Jackson Federal Building, 915 Second Avenue, Room 1856, Seattle, WA 98174, (206) 220-7660, fax (206) 220-7659, email: Lsmith7@doc.gov. or www.doc.gov/eda

KEY: 5, 7, 8

F20. Economic Development Administration (EDA) Economic Adjustment Program

DESCRIPTION: Help state and local areas design and implement strategies for facilitating adjustment to changes in their economic situation that are causing or threaten to cause serious structural damage to the underlying economic base. Such changes may occur suddenly (“Sudden and Severe Economic Dislocation”) or over time (“Long Term Economic Deterioration”) and result from industrial or corporate restructuring, new Federal laws or requirements, reductions in defense expenditures, depletion of natural resources or natural disasters.

AMOUNT: Contact source.

REQUIREMENTS: Applicant may be a state, a city or other political subdivision, an Indian Tribe, a designated Redevelopment Area, a community development corporation, or nonprofit organization determined by EDA to be representative of a Redevelopment Area. The area to be assisted must either 1) have experienced, or anticipate, a change in the economic situation resulting in the loss of a significant number of permanent jobs relative to the area’s employed labor force and/or other severe economic impacts, or 2) manifest at least one of three symptoms of economic deterioration: very high unemployment, low per capita income, or failure to keep pace with national economic growth trends over the last five years.

SOURCE: Economic Development Administration; contact Aldred Ames, 208-334-1521 or 888-693-1370.

KEY: 1, 3, 5, 6

F21. Economic Development Administration (EDA) Loans and Grants

DESCRIPTION: Grants to communities for site preparation and construction of water and sewer facilities, access roads, railroad spurs, etc.

AMOUNT: Restricted to \$10,000 per created job. Loan guarantees of 80% for loans equal to or greater than \$600,000 for individual enterprises.

REQUIREMENTS: Individual enterprises must demonstrate they are unable to obtain financing through conventional means. Frequently combined with other funding sources (CDBG). Matching funds of varying proportions are required.

SOURCE: Economic Development Districts or Economic Development Administration; contact Aldred Ames, 208-334-1521 or 888-693-1370.

KEY: 5, 7

F22. Economic Development Administration (EDA) Rural Development Through Tourism

DESCRIPTION: The EDA has provided strategy grants to perform regional and local studies for assessing the feasibility of tourism activities. EDA has also provided public works grants for local public infrastructure necessary to accommodate tourism activity.

AMOUNT: Variable

REQUIREMENTS: Contact source

SOURCE: Economic Development Administration; contact Aldred Ames, 208-334-1521 or 888-693-1370.

KEY: 5, 6, 7, 8

F23. Economic Development Administration (EDA) Technical Assistance Research Division

DESCRIPTION: Provide technical assistance to local communities to stimulate job and business growth in areas of high unemployment. EDA assists local communities in determining the feasibility of resource development; prepare women for roles as entrepreneurs; conduct national workshops on various aspects of the economy; and provide onsite assistance to local officials in isolated rural areas.

AMOUNT: Non-monetary assistance

REQUIREMENTS: Contact source

SOURCE: EDA Technical Assistance Research Division U.S. Department of Commerce, 14th Street & Pennsylvania Avenue, N.W., Herbert C. Hoover Building, Room 7315, Washington, DC 20230, (202) 482-4085.

KEY: 5

F24. Economic Development Administration (EDA) Program for Economic Development Districts, Indian Tribes and Redevelopment Areas

DESCRIPTION: Grants support the formulation and implementation of economic development programs designed to create or retain full-time permanent jobs and income for the unemployed and underemployed in areas of economic distress.

AMOUNT: Contact source.

REQUIREMENTS: Eligible applicants are Economic Development Districts, Redevelopment Areas, Indian Tribes, and organizations representing Redevelopment Areas or multiple Indian Tribes.

SOURCE: Economic Development Administration; contact Alfred Ames, 208-334-1533 or 888-693-1370.

KEY: 5

F25. National Foundation on the Arts/National Endowment for the Arts (NEA) – Design Program

DESCRIPTION: To promote excellence in the design of cities, towns, buildings, and landscapes; and in graphic, interior, and product design. Projects are funded that create design awareness, produce new designs, develop design talent, and otherwise improve the practices and techniques of the design disciplines: architecture, landscape architecture, urban design and planning, historic preservation, graphic, industrial and product design, and interior design, costume and clothing design. The program's mission is to create a clearer understanding and recognition of good design, conserve design history and heritage, and invigorate informed discussion and criticism, and creativity in approaching design problems.

AMOUNT: Contact source

REQUIREMENTS: Grants may be used for a variety of activities. There are no funds for capital improvements and construction, general operating costs, school tuition, or debt elimination.

SOURCE: Director, Design Program, 1100 Pennsylvania Avenue, NW, Room 627, Washington, DC 20506 arts.endow.gov (202) 682-5437, (202) 682-5669 fax. For a great resource on available culture and arts funding opportunities, also visit arts.endow.gov/federal

KEY: 6, 8, 9

F26. US Department of the Interior: Preservation Tax Incentives for Historic Buildings

DESCRIPTION: A part of the Tax Reform Act of 1986, this act establishes; (1) a 20% tax credit for the substantial rehabilitation of historic buildings for commercial, industrial and rental residential purposes, and a 10% tax credit for the substantial rehabilitation for nonresidential purposes of buildings built before 1936; (2) a straight-line depreciation period of 27.5 years for residential property and 31.5 years for nonresidential property for the depreciable basis of the rehabilitated building reduced by the amount of the tax credit claims.

AMOUNT: Variable

REQUIREMENTS: The 10% tax credit is not available for rehabilitation of certified historic structures, and owners who have properties within registered historic districts and who wish to elect this credit must obtain certification that their buildings are not historic.

SOURCE: U. S. Department of the Interior, National Park Service and National Conference of State Historic Preservation Offices.

KEY: 3, 5, 6

F27. Small Business Administration (SBA) Microloan Program

DESCRIPTION: SBA has made funds available to nonprofit organizations for the purpose of lending to small businesses. Money borrowed under this program can be used for the purchase of machinery and equipment, furniture and fixtures, inventory, supplies, and working capital. Virtually all types of businesses are eligible for a microloan. To be eligible, your business must be operated for profit and fall within size standards set by the SBA. A microloan must be paid on the shortest term possible — no longer than six years — depending on the earnings of the business.

AMOUNT: Loans range from less than \$100 to a maximum of \$25,000, averaging about \$10,000.

REQUIREMENTS: A microloan must be paid on the shortest term possible (no longer than six years). The interest rate on these loans cannot be higher than 4 percent over the New York prime rate. Funds may not be used to pay existing debts.

SOURCE: U.S. Small Business Administration www.sba.gov; San Francisco office:415-744-6820.

KEY: 3, 5

F28. Small Business Administration (SBA) 504 Program Loans

DESCRIPTION: The fund is fixed asset financing for land and building purchases, new construction, long-term leasehold improvements and equipment purchases. Must be a for-profit business and unable to obtain comparable funding for the project from private sources.

AMOUNT: Maximum SBA share, \$750,000 or 40 percent of project cost.

REQUIREMENTS: The term of the loan is up to 20 years at a fixed, below-market interest rate. The borrower's capital injection requirement is 10 percent of the project total. Working capital, debt refinancing and real estate speculation is not allowed under this program. Must create/retain approximately one job for each \$35,000 of SBA financing. Net worth of less than \$6,000,000 and net earnings of less than \$2,000,000 (after taxes) on average of last 2 years.

SOURCE: U.S. SBA www.sba.gov; San Francisco office: 415-744-6820; Private Banks.

KEY: 3, 5

F29. Small Business Administration (SBA) Guaranteed Loans (7a Program)

DESCRIPTION: To provide assistance to small businesses in obtaining financing for up to 90 percent of a loan made by a commercial lending institution. Projects might include: land and/or building purchases; new building construction and/or building renovation; machinery and equipment purchases; leasehold improvements; acquisition of inventory; financing of working capital; or reduction of trade debt. This program allows real estate loans of up to 25 years and working capital loans of up to 7 years. The rate for SBA 7(a) Guaranteed Loans may not exceed the prime rate by more than 2.75 percent. Loans may be either fixed or variable rate.

AMOUNT: Contact source

REQUIREMENTS: For-profit businesses meeting the following size limitations: 1) Retail and service: Sales do not exceed \$3.5 million; 2) Wholesale: Employees do not exceed 100 people; 3) Manufacturing: Employees do not exceed 500 people; and 4) Construction: Sales average of less than \$17.0 million for past 3 years.

SOURCE: U.S. Small Business Administration – www.sba.gov; San Francisco office is 415-744-6820. Private Banks are the ultimate source of loans.

KEY: 3, 5, 6

F30. Small Business Association (SBA) - Small Business Innovation & Research (SBIR)

DESCRIPTION: SBIR provides contract funding (not grants) to small businesses for environmental innovation. EPA is one of 10 federal agencies that participate in the SBIR program.

AMOUNT: Contact source

REQUIREMENT: Small businesses are eligible and defined as “for Profit” organizations with no more than 500 employees. Must be independently owned and operated.

SOURCE: U.S. Small Business Administration Office of Technology - Mail Code 6470, 409 3rd Street, SW, Washington, DC 20416, Phone: (202) 205-6450 Fax: (202) 205-7754

KEY: 4, 5

F31. U. S. Department of Commerce "Information Superhighway" Grants

DESCRIPTION: The National Telecommunications and Information Administration (NTIA), Department of Commerce serves as the President’s principal advisor on telecommunications and information policy. Through its Office of Telecommunications and Information Applications, NTIA administers four Federal assistance programs, including the Telecommunications and Information Infrastructure Assistance Program (TIIAP), to support the development of educational, economic, and cultural telecommunication services to the public. Congress created the TIIAP in 1993 to promote the widespread use of telecommunications and information technologies in the public and non-profit sectors.

AMOUNT: Funds must be matched by contributions generated by the applicant.

REQUIREMENTS: Contact source.

SOURCE: U.S. Dept. of Commerce, NTIA/TIIAP; 14th and Constitution Ave., NW; Washington, D.C. 20230; 202- 482-2048.

KEY: 5, 7

F32. U.S. Department of Commerce - Native American Program

DESCRIPTION: To provide business development service to Native Americans interested in entering, expanding or improving their efforts in the marketplace.

AMOUNT: Contact source

REQUIREMENTS: Program funds are restricted to providing management and technical

assistance.

SOURCE: Assistant Director for Program Development, Room 5096, Minority Business Development Agency, U. S. Department of Commerce, 14th and Constitution Ave. NW., Washington, DC 20230. (202) 482-5770.

KEY: 2, 3, 5

F33. Environmental Protection Agency (EPA) Environmental Education Grants

DESCRIPTION: Funding for projects to meet one or more of the following objectives: to improve environmental education by enhancing environmental teaching skills; to facilitate communication, information exchange, and partnerships; to motivate the general public to be more environmentally conscious, resulting in informed decisions about the environment.

AMOUNT: Grants can range up to \$250,000. EPA is encouraging requests for \$5,000 or less, in keeping with the statutory requirement that 25% of all funds awarded must not be larger than that amount.

REQUIREMENTS: The project should also develop an environmental education practice, method, or technique which is new or significantly improved; may have wide application; addresses an environmental issue which is of a high priority. Individuals are not eligible for grants, only organizations.

SOURCE: Environmental Education Grants, U.S. Environmental Protection Agency, (800) 424-4372. www.epa.gov

KEY: 4

F34. Environmental Protection Agency (EPA) Wetlands Protection Grants (State/Tribal/Local) 104 (b)(3)

DESCRIPTION: Assist state, tribal and local wetlands protection efforts. Funds can be used to develop new wetlands protection programs or refine existing protection programs.

AMOUNT: Variable

REQUIREMENT: Funds not available for operational support of wetlands programs.

SOURCE: Cheryl McGovern, Water Division, (415) 744-2013, mcgovern.cheryl@epa.gov

KEY: 4

F35. Environmental Protection Agency (EPA) Innovative Community Partnerships (ICP Grants)

DESCRIPTION: An EPA community grants initiative to support communities' efforts to solve their environmental problems and make their communities more livable places to live, work, raise families, and participate in community life. To promote smart growth (development that serves the economy, community, and the environment) and cleaner, more livable communities, EPA will use ICP grants as tools for encouraging local innovation, cross-media environmental approaches, and community partnerships working to achieve measurable results.

AMOUNT: Variable

REQUIREMENT: Priority consideration for: 1) restoration and protection of community watersheds and airsheds; 2) integrated community planning for environmental results; 3) environmentally responsible redevelopment and revitalization.

SOURCE: Environmental Protection Agency, 75 Hawthorne Street, San Francisco, CA 94105; www.epa.gov/region09, (415) 744-1305, Email: r9.info@epa.gov

KEY: 4, 5, 6

F36. Environmental Protection Agency (EPA) Jobs Through Recycling Program (JTR)

DESCRIPTION: A recycling business development program that seeks to foster recycling/resuse businesses that increase the use of recyclable or reusable materials and contribute to economic development and jobs creation.

AMOUNT: Variable, Up to \$200,000

REQUIREMENT: For infrastructure building proposals, must show a commitment to sustaining a recycling business development program well beyond the grant period. For a demonstration proposal, must contain a significant replication component and be regional or national in scope.

SOURCE: Mary Keil, Waste Management Division, (415) 744-2131, keil.mary@epa.gov

KEY: 4, 5

F37. US Fish and Wildlife Service Small Grants Program

DESCRIPTION: Funds long-term wetland conservation activities such as acquisition, creation, enhancement, and restoration.

AMOUNT: Up to \$1 million was awarded in FY99.

REQUIREMENTS: State and local governments, public and private organizations, and schools.

SOURCE: Contact Dr. Keith Morehouse, (703) 358-1784 at the US Fish and Wildlife Service or visit <http://www.fws.gov/r9nawwo/nawcahp>

KEY: 1, 2, 4, 7

F38. National Heritage Area Act

DESCRIPTION: Encourages local, state, and federal governments to develop heritage areas.

AMOUNT: None

REQUIREMENTS: Contact source.

SOURCE: National Park Service.

KEY: 1, 5, 6

F39. Transportation Efficiency Act for the 21st Century (H.R. 2400)

DESCRIPTION: TEA-21 gives local governments unprecedented flexibility in developing a mix of highway corridor enhancements, with funds for such projects as public transit, bikeways, highway enhancements, recreation, historic preservation, scenic byways, and other alternatives to address transportation and community needs. Contact source for funding amounts. States and localities are permitted to use federal dollars (provided primarily from the gas tax) for more flexibly to meet their transportation needs. More comprehensive planning, taking into account such factors as desired land use patterns and environmental effects, is required as a prerequisite to federal funding.

AMOUNT: Variable

REQUIREMENTS: Visit www.dot.ca.gov/hq/TransEnhAct for details and application or call Marsha Mason @ 916-654-5275.

SOURCE: U.S. Dept. of Transportation - Federal Highway Administration; Caltrans

KEY: 4, 6, 7

F40. Surface Transportation Program

DESCRIPTION: The STP provides flexible funding that may be used by States and localities for projects on any Federal-aid highway, including the NHS, bridge projects on any public road, transit capital projects and intracity and intercity bus terminals and facilities. A portion of funds reserved for rural areas may be spent on rural minor collectors.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: U.S. Dept. of Transportation - Federal Highway Administration; www.fhwa.dot.gov; Caltrans.

KEY: 3, 7

F41. Federal Transit Administration (FTA) Job Access Grants Program

DESCRIPTION: The main goals of the program are to:

- ◆ Provide transportation services in urban, suburban, and rural areas to assist welfare recipients and other low-income individuals in accessing employment opportunities.
- ◆ Increase collaboration among regional transportation providers, human service agencies, employers, metropolitan planning organizations (MPOs), states, and affected communities and individuals.

Job Access projects will implement new or expanded transportation services to transport individuals to and from jobs and other employment-related support services. Eligible activities for the Job Access component include: Adding late-night and weekend service, providing a guaranteed-ride-home service, providing shuttle service, extending fixed-route mass transit service, providing demand-responsive van service, sponsoring ridesharing and carpooling activities, and encouraging bicycling.

AMOUNT: Variable, total of \$75 million

REQUIREMENTS: Local governments, states, metropolitan planning organizations, public transit agencies, tribal governments, nonprofit organizations, and designated recipients under other FTA programs.

SOURCE: For more information, visit www.fta.dot.gov/wtw. Or contact Doug Birnie, Office of Research Management, TRI-30, Federal Transit Administration, Room 9409, 400 7th St. SW, Washington, DC 20590; (202) 366-0176; fax (202) 366-3765; email douglas.birnie@fta.dot.gov

KEY: 5, 7

F42. Federal Transit Administration (FTA) Livable Communities Initiative

DESCRIPTION: The Federal Transit Administration initiated the Livable Communities Initiative to strengthen the link between transit and communities. Transit facilities and services that promote more livable communities are ones which are customer-friendly, community-oriented and well designed resulting from a planning and design process with active community involvement.

AMOUNT: Contact source

REQUIREMENT: Threshold factors will include evidence that the project: 1) resulted from a community planning process and contains community endorsement; 2) increases access to jobs, educational opportunities, or social services; 3) incorporates community services or other transit and pedestrian-oriented mixed use developments, and; 4) provides opportunities for small or disadvantaged business participation in the planning, design, and implementation phases of the project.

SOURCE: Federal Transit Administration, 201 Mission Street, Suite 2210, San Francisco, CA 94105-1800, (415) 744-3133; www.fta.dot.gov/library/planning/livbro

KEY: 3, 4, 5, 7

F43. U.S. Federal Highway Administration (FHWA) Transportation & Community and System Preservation Pilot Program (TCSP)

DESCRIPTION: To develop programs that demonstrate the short- and long-term environmental, economic, and social equity effects to help build sustainable communities. The Transportation and Community and System Preservation Pilot Program is a comprehensive initiative of research and grants to investigate the relationships between transportation and community and system preservation and private sector-based initiatives. States, local governments, and metropolitan planning organizations are eligible for discretionary grants to plan and implement strategies that improve the efficiency of the transportation system; reduce environmental impacts of transportation; reduce the need for costly future public infrastructure investments; ensure efficient access to jobs, services, and centers of trade; and examine private sector development patterns and investments that support these goals.

AMOUNT: Variable. A total of \$120 million is authorized for this program for 1999-2003.

REQUIREMENTS: State agencies, local governments, metropolitan planning organizations, transit agencies, school boards, air resource boards, park districts, and other public agencies.

SOURCE: Contact Susan Petty, (202) 366-0106 at the United States Federal Highway Administration, or visit www.fhwa.dot.gov/tcsp

KEY: 4, 5, 7

F44. Millennium Trails Program

DESCRIPTION: Millennium Trails is a national program that will celebrate, recognize and be a catalyst for creating trails to “honor the past and imagine the future” as part of America’s legacy for the year 2000.

AMOUNT: Non-monetary

REQUIREMENTS: Contact source

SOURCE: U.S. Department of Transportation, Office of the Secretary, S-3, 400 Seventh Street, SW, Washington, DC 20590; www.dot.gov/mtp

KEY: 4, 6, 7, 8

F45. National Park Service, Rivers & Trails

DESCRIPTION: The Rivers, Trails and Conservation Assistance (Rivers & Trails) program of the National Park Service offers local groups two kinds of assistance with locally-led conservation projects: staff assistance and consultations.

AMOUNT: Non-monetary assistance.

REQUIREMENT: Staff assistance requires a written application. No written application is needed for a consultation; just call the nearest Rivers & Trails office and ask for an appointment.

SOURCE: Rivers, Trails and Conservation Assistance - National Park Service, 600 Harrison Street, Suite 600, San Francisco, CA 94107-1372 Fax (415) 744-4043, Barbara Rice: Barbara_Rice@nps.gov (415) 427-1449

KEY: 4

F46. National Park Service Technical Assistance

DESCRIPTION: Provide technical assistance and/or staff to assist in historic preservation, interpretation, and/or recreation.

AMOUNT: Non-monetary assistance.

REQUIREMENTS: Contact source.

SOURCE: National Park Service; www.nps.gov/legacy/support

KEY: 4, 6, 8

F47. National Leadership Grants for Libraries

DESCRIPTION: The National Leadership Grants for Libraries program was created to enhance library services around the nation and provide opportunities for libraries and museums to work together to address community needs, enlarge audiences, and “implement use of the most efficient and appropriate technologies.”

AMOUNT: Grants for this program range from \$15,000 to \$500,000; projects may last up to two years.

REQUIREMENTS: OLS (Office of Library Services) is seeking proposals that address needs in education, research, and preservation.

Funding is generally available in four categories:

- ◆ Education and training in library and information science,
- ◆ Research in library science that can be demonstrated to test potential solutions to problems in real-world situations,
- ◆ Preservation or digitization of library services, and
- ◆ Library-museum collaboration programs that show how museums and libraries can work together to expand service to their communities.

SOURCE: National Leadership Grants for Libraries: Jeanne McConnel, (292) 606-5389, email, jmccconnell@imls.fed.us Applications can be downloaded from IMLS’ website at www.imls.fed.us

KEY: 6, 9, 10

STATE / REGIONAL GOVERNMENT RESOURCES

S1. Rural Economic Development Infrastructure Program (REDIP)

DESCRIPTION: The REDIP Program was established in 1986 to provide low-cost financing for the construction, improvement or expansion of public infrastructure necessary to create or retain permanent, private sector jobs through the retention, expansion and attraction of businesses in rural areas.

AMOUNT: Variable, \$1 million maximum (loan only)

REQUIREMENT: California only, county and city restricted (contact source); or a county or city outside of an urbanized area (<1000 persons per square mile). The project must be associated with the construction, improvement or expansion of a private company, which requires the infrastructure in order to create or retain employment. A minimum of one job should be created/retained for every \$50,000 in REDIP loan funds. The private development must provide a binding commitment letter as part of the application process. In some cases, an industrial park, incubator or other areas providing a unique development may be eligible.

SOURCE: REDIP Manager, Venoo Chisholm, California Trade and Commerce Agency, 801 K Street, Suite 1700, Sacramento, CA 95814, (916) 322-1498, (916) 323-7481 fax www.commerce.ca.gov

KEY: 5, 7

S2. Downtown Rebound Program (DRP)

DESCRIPTION: In November 2000, the California Department of Housing and Community Development (HCD) announced the availability of funding in the amount of \$18.5 million for the adaptive reuse of existing structures and up to \$2.3 million for the development of vacant land and transit-oriented mixed income and mixed use developments. Major emphasis is on

adaptive reuse of existing commercial or industrial structures to residential units, infill development of vacant or soon to be vacant properties that demonstrate a reduction in infrastructure costs and environmental consequences.

AMOUNT: Contact source.

REQUIREMENTS: Affordable housing requirements. For profit and not-for-profits eligible. Contact source for additional information.

SOURCE: California Department of Housing and Community Development (HCD); Contact 916-327-2881 or agilroy@hcd.ca.gov www.hcd.ca.gov/ca/drp

KEY: 3, 5, 6

S3. Environmental and Mitigation Fund

DESCRIPTION: The California State Department of Transportation (CALTRANS) has established this state fund for beautification improvements to roadsides to mitigate the effects of transportation projects.

AMOUNT: Typical grants range from \$200,000 to \$250,000.

REQUIREMENTS: Up to 25% local matching is usually required.

SOURCE: CALTRANS, www.dot.ca.gov

KEY: 4, 7

S4. Safe Routes to School Program

DESCRIPTION: On October 6, 1999, Governor Davis signed AB 1475 (Soto) which created a new traffic safety program in California. The goal is to demonstrate and evaluate the effectiveness of a "Safe Routes to School" program. This new act became effective January 1, 2000 and will remain in effect until January 1, 2002, unless a later enacted statute deletes or extends that date. Recent grants have funded the following types of infrastructure projects: installation of curbs, gutters, and sidewalks; crosswalk painting; raised crosswalks; traffic control devices; bicycle pedestrian paths; safety lighting.

AMOUNT: Varies – contact source

REQUIREMENTS: Contact source

SOURCE: California Department of Transportation - DISTRICT 5 Contact Jerry.Gibbs@dot.ca.gov or 805 542-4606 www.dot.ca.gov/hq/LocalPrograms/saferoute
LocalPrograms@dot.ca.gov

KEY: 7, 10

S5. California Farmland Conservancy Program (CFCP)

DESCRIPTION: Through its Division of Land Resource Protection (DLRP), the Department of Conservation plays a major role in protecting California's farmland, open space, and related resources. Financial assistance to local governments and landowners for farmland and open space protection is offered through programs which provide property tax incentives for retaining agricultural and open space land uses. Competitively-awarded grants for the purchase of agricultural conservation easements are also available.

AMOUNT: Contact source

REQUIREMENT: No minimum or maximum individual grant amounts have been established.

Applicants may submit more than one CFCP grant proposal, providing that each proposal is distinct and can be reviewed independently.

SOURCE: California Department of Conservation, Division of Land Resource Protection, 801 K Street, MS 13-71, Sacramento, California 95814, (916) 322-9721, Fax: (916) 327-3430, e-mail cfcpc@consrv.ca.gov, www.consrv.ca.gov/dlrp/cfcpc

KEY: 4

S6. AB 2766 Emission Reduction Grant Program

DESCRIPTION: Assembly Bill (AB) 2766 was passed by the California State Legislature and signed

into law in 1990 and is part of the California Health and Safety Code, Sections 44220 - 44247. The code authorizes the Department of Motor Vehicles (DMV) to collect a surcharge on motor vehicle registration fees in each air district for use by Monterey, San Benito and Santa Cruz counties to fund projects that reduce motor vehicle pollution. Four categories of project funding exist which are: Emission Reducing Projects (quantifiable reductions), Demonstration Projects, Education Projects, and Infrastructure Projects. Projects which have received funding in the past include: traffic calming study; pedestrian/bike infrastructure improvement study and facilities; pedestrian master plan; vanpools and shuttles; park-and-ride lots; clean fuel vehicles.

AMOUNT: Variable

REQUIREMENT: Contact Source

SOURCE: Monterey Bay Area Pollution Control District. Contact Dave Fairchild, (831) 647-9411, dfair@MBUAPCD; www.mbuapcd.org

KEY: 1,4,5,7

S7. California Main Street

DESCRIPTION: As a member of the California Main Street program, technical assistance is available. Helping cities and towns revitalize their downtown or neighborhood commercial district. It organizes a district's comprehensive revitalization efforts into a four-point framework: organization, promotion, design, and economic restructuring. This framework ensures the district's place as a vital economic, social and cultural center of the community.

AMOUNT: Non-monetary assistance

REQUIREMENT: California Main Street's application requirements are designed to identify communities that will work effectively to revitalize their downtown and/or neighborhood commercial district. A desire to provide the greatest social, community and economic returns consistent with long-standing Main Street "guiding principles" and practices guide California Main Street's policies and criteria. On behalf of its downtown or neighborhood commercial district, any California community may apply to the California Trade and Commerce Agency to receive designation as a *Certified California Main Street Community*. A local government collaborates with a community organization such as a downtown business association, revitalization organization, chamber of commerce, or 501(c)(3) non-profit corporation to jointly complete the application process and submit an application fee.

SOURCE: California Trade and Commerce Agency - Main Street Program Manager, (916) 322-3536, www.commerce.ca.gov/business/select/communities/mainstreet

KEY: 1,5,6,8,9

S8. California Rural Development Council (CRDC)

DESCRIPTION: The Governor's CRDC, administered out of the California Trade & Commerce Agency, coordinates efforts of state and federal agencies working with tribal and local

governments, provides a forum for discussing rural issues, and recommends policies, strategies, and programs to address the needs of rural California.

AMOUNT: Non-monetary assistance

REQUIREMENT: Contact source

SOURCE: California Trade and Commerce Agency – California Rural Development Council 801 K Street, Ste. 1700 Sacramento, CA 95814 Program Manager, (916) 322-0560 or Regional Outreach Coordinator (916) 322-0556 www.commerce.ca.gov/business/crdc

KEY: 1,5

S9. Office of Permit Assistance (OPA)

DESCRIPTION: The Office of Permit Assistance (OPA) is the only agency of its type mandated to act in a non-regulatory role to directly assist economic development in California. OPA advocates streamlining of all statewide and local environmental permitting processes from an economic development perspective, complying with state and federal law and regulations, and maintaining high environmental standards.

AMOUNT: Non-monetary

REQUIREMENT: Contact source

SOURCE: Office of Permit Assistance Manager, California Office of Permit Assistance California Trade and Commerce Agency, 801 "K" Street, Suite 1700, Sacramento, CA 95814, (916) 322-4245, www.commerce.ca.gov/business/permits_assist/index

KEY: 5

S10. Certified Local Government (CLG)

DESCRIPTION: The CLG program is a national program designed to encourage the direct participation of a local government in the identification, registration, and preservation of historic properties located within the jurisdiction of the local government. Becoming a CLG can provide local staff and commissions the tools, technical training, and more meaningful leadership roles in the preservation of the community's heritage. Benefits of becoming a CLG include: 1) Eligibility for federal grants from the Historic Preservation Fund administered by the California Office of Historic Preservation. 2) Direct participation in the nomination of historic properties to the National Register of Historic Places. 3) Opportunity for enhanced responsibilities to review and comment on development projects compliance with federal environmental regulations, thereby expediting the review time. 4) Special technical assistance and training for local preservation commission members and staff from the State Historic Preservation Office. 5) Potential for participation in the review of building rehabilitation plans for federal investment tax credits.

AMOUNT: Contact source

REQUIREMENTS: Local governments may be certified to participate in the CLG program by complying with the five minimum responsibilities of a CLG. Local governments must: 1) Enforce appropriate state and local legislation for the designation and protection of historic properties; 2) Establish an adequate and qualified historic preservation review commission by local law; 3) Maintain a system for the survey and inventory of historic properties; 4) Provide for adequate public participation in the local historic preservation, including the process of reviewing and recommending properties for nomination to the National Register of Historic Places; and 5) Satisfactorily perform the responsibilities delegated to it by the state.

SOURCE: Local Government Unit, Office of Historic Preservation, P.O. Box 942896, Sacramento, CA 94296-0001, phone (916) 653-6624, fax (916) 653-9824 <http://www2.cr.nps.gov/clg> or ohp.cal-parks.ca.gov/programs/local – California State Parks

KEY: 1,3,6

S11. The California Division of Tourism (CalTour)

DESCRIPTION: The California Division of Tourism is designed to increase tourism to and within California. CalTour provides various programs supporting rural tourism development and promotion in order to help rural communities diversify their economies.

REQUIREMENTS: Contact source

SOURCE: California Division of Tourism, Contact the Rural Tourism Liason at (916)-322-1266.
www.gocalif.gov

KEY: 5, 8

S12. Urban Forestry Grant Program: Trees for the Millenium

DESCRIPTION: This program provides grants for local governments to purchase trees, which are environmentally tolerant and high quality. Trees must be on public property, and projects must be completed within 18 months of project award. The City can apply and receive awards for up to four years in a row.

AMOUNT: Variable, up to \$50,000

REQUIREMENTS: Contact source

SOURCE: California Department of Forestry and Fire Protection, Urban Forestry Program.
www.fire.ca.gov/ResourceManagement/UrbanForestry , 2524 Mulberry Street, Riverside CA 92501 (909-782-4140) (Morgan Hill office – 408-779-2121).

KEY: 4

S13. Leaf-It-To-Us: Kid's Crusade for Trees!

DESCRIPTION: This tree planting grant program is a statewide campaign designed to provide opportunities to involve California's primary and secondary school students to become more knowledgeable in the benefits trees play in providing for livable communities, improving the global environment, and making improvements to their local learning environment. The program provides funds for community tree planting projects initiated and undertaken by school kids in partnership with school volunteers. for local governments to purchase trees, which are environmentally tolerant and high quality. Trees must be on public property, and projects must be completed within 18 months of project award. The City can apply and receive awards for up to four years in a row.

AMOUNT: Minimum request is \$500; maximum request is \$3,000

REQUIREMENTS: Public and private non-profit schools with affiliated parent support organizations may apply; funds targeted for K-12th grades.

SOURCE: California Department of Forestry and Fire Protection, 2524 Mulberry Street, Riverside CA 92501 (909-782-4140). Eric_older@fire.ca.gov; (Morgan Hill office: 408-779-2121)
www.fire.ca.gov/ResourceManagement/UrbanForestry

KEY: 4, 10

S14. California ReLeaf

DESCRIPTION: The California ReLeaf Network is a growing alliance of community-based organizations that share the common goals of planting and protecting trees, fostering an ethic of environmental stewardship, and promoting citizen involvement. The California ReLeaf Network was formed in 1991 to provide a forum for exchange, education and mutual support for community-based tree-planting and stewardship groups in the state. Through membership in the network, groups build their organizational and technical skills; share their enthusiasm,

experiences, and ideas; address issues of common concern; and work together to advance urban forestry throughout the state. Grants available to projects that plant large-crowning, environmentally tolerant trees on public property to provide shade and other benefits. The grants can be awarded to citizen groups and city affiliated volunteer entities.

AMOUNT: Variable, up to \$5,000

REQUIREMENTS: Contact source

SOURCE: California Department of Forestry and Fire Protection; Contact the Trust for Public Land at: 116 New Montgomery St., 3rd Floor, San Francisco, CA 94105, (415) 495-5660 FAX (415) 495-0541, sla@tpl.org or MarthaOzonoff@tpl.org; www.tpl.org

KEY: 4

S15. Environmental Enhancement and Mitigation Program (EEMP) Grants (Prop111)

DESCRIPTION: Three categories of projects are eligible, among them “highway landscaping and urban forestry.” The City can pursue this for the purchase, installation, and maintenance of street trees. Projects must be designed to mitigate the environmental impacts of modified or new public transportation facilities but do not have to be within the road right-of-way.

AMOUNT: Variable, up to \$500,000

REQUIREMENTS: Contact source

SOURCE: State of California Resources Agency, EEMP Coordinator (916-653-5656); ceres.ca.gov/cra

KEY: 4, 7

NOT-FOR-PROFIT/VOLUNTEER ORGANIZATIONS

N1. California Preservation Foundation

DESCRIPTION: The Foundation board members and staff offer a wide range of experience and skills -- from architecture, engineering and planning, to finance and preservation law. Board members volunteer their time and knowledge to work at the state and local level, promoting and encouraging a broad spectrum of preservation activities. Assisted in more than 100 preservation projects each year, helping local citizens and organizations preserve their historic buildings and protect their local landmarks.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: CPF, 1611 Telegraph, Suite 820, Oakland, CA 94612. 510/763-0972, e-mail office@californiapreservation.org

KEY: 3, 6

N2. The National Trust for Historic Preservation – Preservation Services Fund

DESCRIPTION: Provides matching grants to nonprofit organizations, universities, and public agencies to initiate preservation projects. Funds may be used to support consultants with professional expertise in areas such as architecture, law, planning, economics and graphic design; conferences that address subjects of particular importance to historic preservation.

AMOUNT: Variable, Grants range from \$500 to \$5,000.

REQUIREMENTS: Nonprofit organizations, government agencies

SOURCE: National Trust for Historic Preservation, 1785 Massachusetts Avenue, NW Washington, D.C. 20036; 202-558-6054; comm_partners@nthp.org ; www.nationaltrust.org

KEY: 6, 8

N3. The National Trust for Historic Preservation – National Preservation Loan Fund (NPLF)

DESCRIPTION: Provides below-market-rate loans to help preserve properties listed in or eligible for the National Register of Historic Places. Funds may be used to create or expand local and statewide preservation revolving funds, for site acquisition or rehabilitation work, and to preserve National Historic Landmarks.

AMOUNT: Variable, up to \$150,000

REQUIREMENTS: Tax-exempt nonprofit organizations and local governments.

SOURCE: National Trust for Historic Preservation, 1785 Massachusetts Avenue, NW Washington, D.C. 20036; 202-588-6054; comm_partners@nthp.org ; www.nationaltrust.org

KEY: 3, 6, 8

N4. The National Trust for Historic Preservation – The Johanna Favrot Fund

DESCRIPTION: Offers grants for projects that contribute to businesses and individuals for projects that contribute to the preservation or the recapture of an authentic sense of place. May be used to obtain professional expertise in areas such as architecture, planning, archeology or media relations; sponsoring preservation conferences and workshops; and designing and implementing innovative preservation education programs.

AMOUNT: Variable, from \$2,000 to \$25,000

REQUIREMENTS: Nonprofit organizations, government agencies, for-profit businesses and individuals.

SOURCE: National Trust for Historic Preservation, 1785 Massachusetts Avenue, NW Washington, DC 20036 202-588-6054; comm_partners@nthp.org ; www.nationaltrust.org

KEY: 3, 4, 5, 6, 8, 9, 10

N5. The National Trust for Historic Preservation – Banc of America Historic Tax Credit Fund

DESCRIPTION: The Fund will seek to acquire an interest in historic properties that qualify for Federal and state historic tax credits and provide economic or community development benefits for the surrounding commercial or residential neighborhoods.

AMOUNT: Variable

REQUIREMENTS: Eligible projects include historic properties that will be rehabilitated for community development purposes, including: market-rate, mixed-income or affordable housing; mixed-use facilities; office and retail space; and nonprofit and government facilities.

SOURCE: 1785 Massachusetts Avenue, NW Washington, DC, 20036; (202) 588-6000, fax (202) 588-6038, www.nationaltrust.org

KEY: 3, 5, 6,

N6. The National Trust for Historic Preservation – Critical Issues Fund (CIF)

DESCRIPTION: The CIF was created to help local communities resolve major disputes involving historic preservation and urban development. CIF model project and research grants are intended to support studies or other activities that address widespread, pressing preservation problems. Competitive model projects range from \$5,000 to \$25,000 and must be matched on a “one to one” basis.

AMOUNT: Variable, \$5,000 – \$25,000

REQUIREMENTS: Contact source

SOURCE: The National Trust for Historic Preservation, 1785 Massachusetts Ave. NW
Washington, DC 20036, Phone: 202-588-6000 Fax: 202-588-6038 www.nationaltrust.org
KEY: 4, 6, 9

N7. Heritage Tourism Initiative

DESCRIPTION: Offers comprehensive technical assistance for heritage tourism development and marketing.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: National Trust for Historic Preservation. Call State Historic Preservation Office.

KEY: 1, 5, 6, 8

N8. Save America's Treasures Program

DESCRIPTION: A private / public partnership between White House Millennium Council and the National Trust for Historic Preservation. The funds are directed to support historic preservation and conservation project work on historic properties, artifacts, and collections. Funding is available for restoration/conservation work on historic places, properties, artifacts, collections, monuments and works of art. Recipient projects must be of national significance and must be threatened, endangered or demonstrate urgent need. Project work must also support some element of education, interpretation or training.

AMOUNT: Contact source

REQUIREMENT: Non-federal match is required at a 50:50 ratio.

SOURCE: Millennium Grants Coordinator, Heritage Preservation Services, 1849 C Street, NW – NC200, Washington, DC 20240, www.saveameericastreasures.org (202) 343-1146

KEY: 3, 6, 8, 9

N9. San Benito Agricultural Land Trust

DESCRIPTION: Local not-for-profit land trust working to preserve agricultural and ranching land within the San Juan Valley.

AMOUNT: Technical assistance; monetary assistance variable – contact source

REQUIREMENTS: Contact source

SOURCE: San Benito Agricultural Land Trust 608 Bolado Road; Tres Pinos, CA 95075. Contact Paul Hain at 831-628-0838 or 831-628-3390 phain@hollinet.com

KEY: 4

N10. National Land Trusts and Environmental Preservation Organizations

DESCRIPTION: Many land trusts and environmental organizations exist that should be researched for available technical assistance and/or funding assistance for environmental and open space preservation efforts. Among these resource organizations are: 1) American Farmland Trust; 2) The Trust for Public Land; 3) Sierra Club; and 4) The Nature Conservancy.

AMOUNT: Varies – contact sources

REQUIREMENTS: Vary – contact sources

SOURCE: **1)** 1200 18th Street NW, Ste. 800 Washington, DC 20036 Phone 202-331-7300 Fax 202-659-8339 www.farmland.org **2)** Western Regional Office, 116 New Montgomery St., 3rd Floor San Francisco, CA 94105 (415) 495-5660 FAX (415) 495-054 www.tpl.org **3)** Sierra Club, 85 Second Street, Second Floor San Francisco CA, 94105-3441 Phone 415-977-5500 Fax 415-977-5799 www.sierraclub.org Local Chapter - P.O. Box 5667 Carmel, CA 93921 Phone (831)624-8032 **4)** California Regional Headquarters - 201 Mission Street, 4th Floor

San Francisco, CA 94105 Phone 415-777-0487 Fax 415-777-0244 www.tnc.org or www.tnccalifornia.org

KEY: 4

N11. Scenic America

DESCRIPTION: To preserve and enhance the scenic character of America's communities and countryside. Areas of interest include: controlling billboards along highways; helping local governments enact effective strategies to protect community appearance; control signs, preserve trees, and protect special landscapes and views; and developing conservation-oriented state scenic byways programs.

AMOUNT: Contact source

REQUIREMENT: Contact source

SOURCE: Development and Membership Assistant, 801 Pennsylvania Avenue, SE, Suite 300, Washington, DC 20003-2152; ph: (202) 543-6200, (202) 543-9130 fax www.scenic.org

KEY: 4, 6, 7

N12. National Rural Development and Finance Corporation (NRD&FC)

DESCRIPTION: A private nonprofit rural lender that provides technical assistance and loans for rural business expansion and creation.

AMOUNT: Average loan size is \$125,000 with terms of 5 to 7 years and an interest rate of prime rate plus 1.5 points.

REQUIREMENTS: Contact source.

SOURCE: Neal Nathanson, President; 1818 N Street, NW, Suite 410; Washington, DC 20036; 1-800-233-3518.

KEY: 3, 5

N13. Community Reinvestment Fund (CRF)

DESCRIPTION: A nonprofit organization that purchases development loans from community-based development organizations and government agencies. This secondary market function makes it possible for local communities and nonprofit organizations to raise money for new projects by selling their existing loans. CRF purchases a variety of loan types. In addition, CRF also offers contract portfolio management, portfolio review, training, and capacity building.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: CRF, 2400 Foshay Tower, 821 Marquette Ave., Minneapolis, MN 55402; 612-338-3050; www.crfusa.com

KEY: 5

N14. National Environmental Education and Training Foundation (NEETF) Challenge Grants

DESCRIPTION: NEETF supports environmental education projects that promote community-wide understanding of water sources, quality, treatments, protection strategies, costs, and options as it relates to human health and community vitality.

AMOUNT: 22 grants totaling \$2.9 million

REQUIREMENT: Contact source

SOURCE: Samantha Blodgett, Grants Coordinator, (202) 261-6478, www.neetf.org

KEY: 4, 7, 10

N15. SCORE (The Service Corps of Retired Executives)

DESCRIPTION: SCORE, sponsored by SBA, comprises 13,000-person volunteer program with over 750 locations nationwide. They provide technical assistance to small business owners, managers, and potential owners to solve operating problems through free one-on-one counseling and a wide variety of free or low-cost workshops.

AMOUNT: Contact source; non-monetary assistance

REQUIREMENTS: Contact source

SOURCE: SCORE Association @ Small Business Administration, 409 3rd Street, SW, 6th Floor, Washington, DC 20024 1-800-634-0245, (202) 205-6762; www.score.org

KEY: 5

N16. Team California

DESCRIPTION: A network of public and private sector economic development leaders bringing together resources and expertise from various organizations throughout California to promote businesses, utilities, community colleges and government agencies. This network is improving California's competitiveness and business climate. Through information sharing, communications and increased assistance, we are better serving our communities, thereby enhancing local and statewide economies.

AMOUNT: Non-monetary

REQUIREMENT: The only membership requirement is that you are involved with economic development and business on an ongoing basis. TeamCalifornia is a voluntary organization.

SOURCE: California Trade and Commerce Agency, 801 K Suite 1700, Sacramento, CA 95814, (800) 326-2606, www.teamcalifornia.org

KEY: 1, 5

N17. AmeriCorps

DESCRIPTION: The mission of the Corporation is to engage Americans of all ages and backgrounds in community based service. The Corporation for National Service fosters civic responsibility by providing educational opportunities for those who make a substantial commitment to service in a variety of areas related to the environment and community development. AmeriCorps programs provide members with a full or part-time service experience, a living stipend and education award from the Corporation for National Service Trust Fund.

AMOUNT: Americorps Members serving one full year of service provide 1,700 hours of volunteer time and part-time Members provide 900 volunteer hours.

REQUIREMENT: The Corporation requires a 15% cash match for AmeriCorps member support cost and 33% cash or in-kind match of the overall operating program costs. State commissions may add additional match requirements. A Member must have U.S. Citizenship or legal alien status in the U.S.; be 17 years of age or older; and must be a high school graduate or agree to achieve a GED prior to receiving education awards.

SOURCE: Charles Supple, Executive Director, 1110 K Street, Suite 210, Sacramento, CA 95814, (916) 323-7646 (916) 323-3227 fax, dmuraki@cilts.ca.gov; www.cns.gov

KEY: 1, 4, 6, 9, 10

N18. BRICK Award for Community Leadership

DESCRIPTION: Founded in 1993, “Do Something” is a national nonprofit organization sponsoring several programs to encourage young people to serve as community leaders to effect positive change.

AMOUNT: Contact source

REQUIREMENTS: “Do Something’s” BRICK Award is available to all individuals under the age of 30 who wish to improve their community “brick by brick”.

SOURCE: www.dosomething.com

KEY: 3, 4, 6, 9, 10

LOCAL RESOURCES

L1. General Taxes

DESCRIPTION: These taxes include excise taxes, utility user taxes, and property tax. Each of these taxes could be raised to generate revenue for San Juan Bautista. However, the political realities in California Requires a 2/3-voter approval for property tax increases or a special tax.

AMMOUNT: Variable

REQUIREMENTS: Contact source.

SOURCE: City / Taxpayers

KEY: 1-10

L2. Transient Occupancy Tax

DESCRIPTION: Transient Occupancy Taxes (TOT) are frequently used for projects that service and bolster the tourism industry. Currently, the City’s TOT is 10%. An increase of 1% could generate sufficient additional funds to help support downtown revitalization.

AMOUNT: Variable

REQUIREMENTS: Refer to California Revised Statutes

SOURCE: Hotel and Lodging facilities.

KEY: 3, 6, 8, 9

L3. Assessment-backed Debt

DESCRIPTION: Debt undertaken for public improvements wherein payback is tied to LIDs or BIAs.

AMOUNT: Variable

REQUIREMENTS: Contact source.

SOURCE: City coordinates assessment of property owners and/or businesses.

KEY: 2, 3, 5, 6

L4. Business Improvement Areas (BIA)

DESCRIPTION: Self-taxing business districts. Business and property owners pay for capital improvements, maintenance, marketing, parking, and other items as jointly agreed to through systematic, periodic self-assessment. BIAs include Business Improvement Districts (BIDs), Local Improvement Districts (LIDs) and other such financial districts.

AMOUNT: Variable

REQUIREMENTS: BIAs can be controversial since taxation is involved. Considerable communication and consensus building should be conducted prior to launching a BIA creation program.

SOURCE: Individual businesses, coordinated through City government.

KEY: 2, 3, 5, 6, 7

L5. City/County General Fund

DESCRIPTION: It is not uncommon for cities that are seeking to revitalize their downtown to commit a certain amount of the General Fund to the effort over a period of years. General revenue funding is recommended for those improvements or ongoing projects, which have general community-wide benefits.

AMOUNT: Variable

REQUIREMENTS: Contact source.

SOURCE: City or County. These funds could come from a Special Projects Fund or through the normal Capital Improvements budgeting process.

KEY: 2, 3, 5, 6, 7

L6. Development Fees

DESCRIPTION: A system of fees on private development to address infrastructure impacts.

AMOUNT: Variable

REQUIREMENTS: A difficulty of establishing equitable fees: those which are fair and do not eliminate the viability of desirable new projects.

SOURCE: Developers.

KEY: 2, 3, 5, 6, 7

L7. Development Incentive Programs

DESCRIPTION: Incentives encourage the private sector to provide the desired public improvement.

AMOUNT: Variable

REQUIREMENTS: Contact source.

SOURCE: City.

KEY: 2, 3, 5, 6, 7

L8. Tax Increment Financing

DESCRIPTION: Also known as revenue allocation financing. Most tax revenues from any increase in property values within the urban renewal area are dedicated to servicing the bonds.

AMOUNT: Funding dependent upon increased property values within revenue allocation area.

REQUIREMENTS: Facilities must be located within designated revenue allocation area boundaries. Only available within incorporated cities. Requires vote of city council to establish urban renewal area and dedicate any increased revenues to the project.

SOURCE: City ordinance.

KEY: 2, 3, 5, 6

L9. Exactions

DESCRIPTION: Exactions are direct charges and dedications collection a one-time basis for a service provided or as a condition of an approval being granted. The purpose must related to the need created by the development; the amount must be proportional to the cost of the service or improvement. Four major exactions include 1) Dedication of land and fees in lieu of

dedication; 2) Subdivision reservation for public use; 3) Development architectural review; and, 4) Fees. While development architectural review doesn't provide funding directly, it can contribute to the provision of certain downtown amenities required for new or renovated buildings.

AMOUNT: Variable

REQUIREMENTS: Charge must be directly related to need created by development.

SOURCE: Developers

KEY: 3, 4, 6, 7

L10. General Obligation Bonds

DESCRIPTION: Tax-supported bonds used to finance governmental capital improvements such as public buildings, roads, infrastructure improvements, community centers, etc.

AMOUNT: Variable

REQUIREMENTS: This form of debt requires a public vote for approval.

SOURCE: Loan. Private banking industry.

KEY: 2, 3, 5, 6

L11. Utility Under-grounding Funds

DESCRIPTION: Utility companies are required to budget funds each year for under-grounding. These budgets are approved by the Public Utilities Commission and assigned to specific projects in each area based on priorities developed by local government.

AMOUNT: Variable

REQUIREMENTS: Contact source

SOURCE: City's Electric Division

KEY: 7

L12. Adopt-a-Light Program

DESCRIPTION: As a unique method for paying for street lighting fixtures, a small projected plaque sign could be affixed to the light pole with the name or logo of the local merchant/business/ person/entity who purchased the fixtures. This program can also be applied to historic plaques, benches, trees, paving surfaces, and banners.

AMOUNT: Variable

REQUIREMENTS: Varies

SOURCE: Coordinated through City, Chamber, or local non-profit organizations.

KEY: 4, 5, 6, 7, 8, 9

L13. 501 (c)(3) Bonds

DESCRIPTION: Nonprofit, 501 (c)(3) organizations may now borrow for land purchases, and financing, acquisition, design and/or improvement of facilities. Museums, performing arts, theaters, social services (e.g., teen centers), historical societies and others are included.

AMOUNT: Variable

REQUIREMENTS: Must be 501 (c)(3) organization.

SOURCE: Banks.

KEY: 3, 4, 5, 6

L14. Revenue Bonds

DESCRIPTION: Debt undertaken wherein payback is tied to specific revenue streams. This form of debt does not require a public vote. Common uses include industrial development, housing and social services.

AMOUNT: Variable

REQUIREMENTS: Requires local government support.

SOURCE: Private banking industry

KEY: Varies

PRIVATE FOUNDATIONS

P1. The David and Lucile Packard Foundation

DESCRIPTION: *Conservation Program* - With its focus primarily in the state of California, along the West Coast of North America, and in the Pacific Ocean, the goals of the Conservation Program are threefold: first, to protect globally outstanding habitats in areas of natural significance and biological diversity through the development of site-based programs; second, to address important factors of environmental degradation found in inappropriate and unsustainable use of land, water, energy and marine resources; and third, to elevate the role of natural and social science in the management of key resources and in the arena of conservation policy. Funds can be used conservation policy and land use planning, as well as for innovative land transactions/acquisitions which result in conservation.

Arts - Another funding area of the Packard Foundation includes the Arts. Funds are available for institutional support for nonprofit arts organizations, improving arts education, or upgrading or renovating arts facilities.

AMOUNT: Variable

REQUIREMENT: Funds must not be for direct benefit an individual or religious institution. Contact source for additional information.

SOURCE: 300 Second Street, Suite 200, Los Altos, CA 94022, (650) 948-7658; www.packfound.org

KEY: 4

P2. Getty Grant Program (Architectural Conservation Grants)

DESCRIPTION: Architectural Conservation Grants are designed to support the preservation of buildings of outstanding architectural, historical, and cultural significance.

AMOUNT: Variable

REQUIREMENT: Nonprofit, charitable organizations are eligible to apply. Funding is available for the development of thorough research and documentation in preparation for a property's long-term preservation; support is also available on a highly selective basis for actual conservation intervention. Projects must focus on the historic structure and fabric of building(s), and should also address conservation issues related to the building's urban or rural settings.

SOURCE: John James Oddy, Program Officer, The Getty Grant Program, 1200 Getty Center Drive, Suite 800, Los Angeles, CA 90049-1685, (310) 440-7320, (310) 440-7703 fax; www.getty.edu/grant/gcons

KEY: 6, 9

P3. Anheuser-Busch Foundation / Anheuser-Busch Charitable

DESCRIPTION: The trust focuses on three primary areas of charitable contributions: 1) community support, which assists local nonprofit organizations, social service agencies, arts and culture groups, health care institutions, youth groups, colleges and universities, and environmental preservation; 2) alcohol-related issues; and 3) minority development, which contributes to the preservation of cultural heritage.

AMOUNT: Contact source

REQUIREMENTS: Grants for nonprofit organizations only.

SOURCE: One Busch Place, St. Louis, MO 63118-1852; (314) 577-2453, (314) 577-3251 fax

KEY: 4, 6, 8, 9, 10

P4. The Bay Foundation

DESCRIPTION: To preserve biological diversity; to support Native American cultural heritage preservation and economic development programs; to enhance children's services and educational programs; to reserve the cultural and natural history collections and training in museums, zoos, libraries, and botanical gardens.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: 17 West 94th Street, New York, NY 10025 (212) 663-1115

KEY: 4, 5, 6, 8, 9

P5. Bretzlaff Foundation

DESCRIPTION: The Foundation supports ethnic & folk arts and resource conservation. Provides grants for project/program support and specializes in cultural resources and land-use planning.

AMOUNT: Contact source

REQUIREMENTS: Nonprofit organizations

SOURCE: President, 4700 Plumas Street, Reno, NV 89509; (702) 333-0300

KEY: 4, 6, 8, 9

P6. Broadhurst Foundation Centers

DESCRIPTION: The Broadhurst Foundation supports the arts and humanities, community development, and medical research. In addition to program support, funds are awarded for building programs and necessary equipment in these areas.

AMOUNT: Variable

REQUIREMENTS: Contact source

SOURCE: Broadhurst Foundation, 100 Mid-Continent Tower, 401 S. Boston, Tulsa, OK 74103, 918-584-0661

KEY: 5, 9

P7. Butler Foundation

DESCRIPTION: Funding priorities include conservation, historic preservation, religion, youth, and women. Specialty areas include land acquisition/protection, cultural resources.

AMOUNT: Contact source

REQUIREMENTS: Grant use for Project/Program Support

SOURCE: c/o Charter Trust Company, PO Box 2530, Concord, NH 03302; (603) 224-1350

KEY: 4, 6, 10

P8. Cottonwood Foundation

DESCRIPTION: Dedicated to promoting empowerment of people, protection of the environment, and respect for cultural diversity. The Foundation focuses its funding on committed, grassroots organizations that rely strongly on volunteer efforts and where Foundation support will make a significant difference.

AMOUNT: Contact source

REQUIREMENTS: Organizations are not required to have 501(c)(3) status, but only charitable, nonprofit organizations will be funded.

SOURCE: PO Box 10803, White Bear Lake, MN 55110; (651) 426-8797, (651) 426-0320 fax

KEY: 4, 6, 8, 9

P9. Eastman Kodak Charitable Trust

DESCRIPTION: Supports environmental conservation, education, senior and youth organizations, health care programs, community centers, and volunteer services.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: 343 State Street, Rochester, NY 14650-0517

KEY: 4, 5, 10

P10. The Levinson (Max and Anna) Foundation

DESCRIPTION: The Foundation's concern is the "development of a more humane and rewarding society in which people have a greater ability and opportunity to determine directions for the future." Funding is allocated equally among: the environment, social causes and Jewish/Israel causes.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: Charlotte Talberth, Executive Director, PO Box 6309, Santa Fe, NM 87502-6309; (505) 982-3662, (505) 982-3665 fax

KEY: 4

P11. Mellon (Richard King) Foundation

DESCRIPTION: To acquire and preserve key tracts of land which are in danger of being lost to urban sprawl and environmentally-insensitive development. The American Land conservation Program is committed to conservation and preservation of Civil War battlefields, wildlife habitat, and scenic vistas throughout the U.S.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: One Mellon Bank Center, Suite 4106, Pittsburgh, PA 15219-2502, (412) 392-2800; www.fdncenter.org/grantmaker/rkmellon

KEY: 4

P12. PacificCorp Foundation

DESCRIPTION: The foundation supports cultural enrichment organizations dedicated to historic preservation, performing arts, cross cultural education, and civic betterment such as improvement of park and recreation facilities, education, youth organizations, hospital and medical facilities, human services organizations.

AMOUNT: Contact source

REQUIREMENT: Giving primarily in Montana, Utah, Wyoming, Oregon, Alaska, Northern California, Nevada, and Washington.

SOURCE: Executive Director, 700 NE Multnomah, Suite 1600, Portland, OR 97232; (503) 731-2000

KEY: 6, 9, 10

P13. Richard & Rhonda Goldman Fund

DESCRIPTION: The Richard & Rhoda Goldman Fund is interested in supporting programs that will have a significant positive impact in an array of fields, including: environment, population, Jewish affairs-domestic, Jewish affairs - Israel, violence prevention, children and youth, the elderly, social and human services, health, education and the arts.

AMOUNT: Variable

REQUIREMENT: To apply for a grant, first submit a letter of inquiry, www.goldmanfund.org/howtoapply. Applications for support are accepted on an ongoing basis; there are no deadlines for submission. In fairness to other organizations, each organization may only submit one application per year for consideration.

SOURCE: Charles F. Greene, Executive Director, One Lombard, Suite 303, San Francisco, CA 94111, (415) 788-1090

KEY: 4, 9, 10

P14. Stewardship Initiatives

DESCRIPTION: Stewardship Initiatives is a 501(c)(3) nonprofit corporation providing professional assistance to groups and interests involved in community-based conservation efforts. Their goal is to provide reduced-cost assistance to conservation efforts that lack access to funds.

AMOUNT: Contact source

REQUIREMENT: Initial consultation is without cost.

SOURCE: 2260 Baseline Road, Suite 101, Boulder, CO 80302

KEY: 4

P15. Verizon Foundation

DESCRIPTION: Community performing and Visual Arts, Arts in Education Programs. Support for local communities, targeting organizations with a broad outreach for diverse populations serving in large urban cities to small rural towns.

AMOUNT: Contact source

REQUIREMENT: Contact source

SOURCE: Carolyn Henke, carol.henke@telops.gte.com

KEY: 8, 9, 10

P16. The Public Welfare Foundation, Inc.

DESCRIPTION: Priority areas are: Environment, population, criminal justice, disadvantaged youth, disadvantaged elderly and health, and telecommunications.

AMOUNT: Variable, up to five digits

REQUIREMENTS: Contact source

SOURCE: The Public Welfare Foundation, Inc., 2600 Virginia Ave., NW, Room 505, Washington, DC 20037-1977, 202-965-1800.

KEY: 1, 2, 4, 6

P17. The AT&T Foundation – Civic and Community Service

DESCRIPTION: To promote diversity and advance equal opportunity; support projects that promote economic capacity building in local communities; support organizations that aim to protect the environment.

AMOUNT: Contact source.

REQUIREMENTS: Funding awarding to non-profit organizations.

SOURCE: AT&T Foundation, 1875 Lawrence Street, Suite 750, Denver, CO 80202; 303-298-6559.

KEY: 2, 4, 5

P18. The Ben and Jerry's Foundation

DESCRIPTION: Supports projects which facilitate progressive social change in the following areas: children and families, disadvantaged groups, minorities, civil rights, community development, the environment and grass roots organizing.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: The Ben and Jerry's Foundation, P.O. Box 299, Waterbury, VT 05676. Contact; Rebecca Golden, Foundation Director, 802-244-7105.

KEY: 3, 4, 5, 6

P19. The William and Flora Hewlett Foundation

DESCRIPTION: To promote the well-being of mankind by supporting selected activities of charitable nature, as well as organizations or institutions engaged in such activities. The Foundation concentrates its resources on activities in education, performing arts, population, environment, conflict resolution, family and community development, and U.S.-Latin American relations.

AMOUNT: Variable; contact source.

REQUIREMENTS: Contact source.

SOURCE: The William and Flora Hewlett Foundation, 525 Middlefield Road, Suite 200, Menlo Park, CA 94025; 650-329-1070, fax; 650-329-9342.

KEY: 3, 4, 5

P20. The John D. and Catherine T. MacArthur Foundation

DESCRIPTION: Program supports efforts to; Generate new knowledge about community dynamics and community-building, and about the relationships between community characteristics and individual development. Enhance the capacity of community residents to organize, to mobilize their own resources, and to obtain and use external resources. Support, evaluate, and strengthen community-improvement initiatives, especially in education, public safety, economic opportunity, and recreation.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: The John D. and Catherine T. MacArthur Foundation, 140 South Dearborn Street, Suite 1100, Chicago, IL. 60603-5285. 312-920-6285.

KEY: 1, 2, 3, 4, 5

P21. Metropolitan Life Foundation

DESCRIPTION: Emphasizes projects that build or stabilize community resources, such as new or renovated housing for low and moderate income people; revitalize deteriorated commercial

districts; or provide service enriched facilities for groups with special needs, such as the homeless and mentally ill.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Social Investment Program, MetLife/Metropolitan Life Foundation, One Madison Avenue, New York, NY 10010-3690.

KEY: 3, 5

P22. The Annenberg Foundation

DESCRIPTION: The Annenberg Foundation provides support for program development and other pilot projects.

AMOUNT: Contact source.

REQUIREMENTS: The Foundation makes grants only to nonprofit organizations that are defined as tax-exempt under Section 501 (c) (3) of the Internal Revenue Code and are not classified as private foundations.

SOURCE: The Annenberg Foundation, St. Davids Center, Suite A-200, 150 Radnor-Chester Road, St. Davids, PA 19087.

KEY: 1, 2, 6

P23. Aetna Foundation

DESCRIPTION: Provides funding in the following areas; Matching funds, employee matching gifts, employee-related scholarships, scholarship funds, special projects, annual campaigns, and renovation projects. Urban affairs, minorities, law and justice, youth, education, arts, community development, employment, AIDS, higher education, disadvantaged, housing, insurance education, leadership development, international affairs, literacy, performing arts, educational associations, and urban development.

AMOUNT: Contact source.

REQUIREMENTS: Giving limited to organizations in the U.S. No support for religious organizations for religious purposes, private secondary schools, political activities, or sporting events.

SOURCE: Aetna Foundation, 151 Farmington Avenue, Hartford, CT 06156-3180; 203-273-1932.

KEY: 2, 3, 4, 5, 6

P24. Community Development Institute

DESCRIPTION: Helps low-income communities combat the causes of racism and poverty. Offers training, technical assistance, and consultation in management, organizational development, resource development, program planning and evaluation, public relations, conflict resolution, and research and policy analysis. Also provides professional services.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Community Development Institute, P.O. Box 5099, Palo Alto, CA 94303; 415-327-5846; fax 415-327-4430.

KEY: 1, 2, 4, 5

P25. Amoco Foundation

DESCRIPTION: Provides funding in the following areas; Seed money, operating budgets, continuing support, annual campaigns, emergency funds, building funds, equipment, scholarship funds, fellowships, special projects, general purpose, capital campaigns, and

employee matching gifts. Higher education, education, social services, community development, cultural programs, youth urban affairs, conservation, energy, science and technology, engineering, and medical research.

AMOUNT: Contact source.

REQUIREMENTS: Giving primarily in areas of company representation to assist communities. No support for primary or secondary schools, religious, fraternal, social, or athletic organizations; generally no support for organizations already receiving operating support through United Way. No grants to individuals, nor for endowments, research, publications, or conferences; no loans.

SOURCE: Amoco Foundation, 200 East Randolph Drive, Chicago, IL 60690; 312-856-6306.

KEY: 1, 2, 3, 4, 5, 6

P26. The Andrew W. Mellon Foundation

DESCRIPTION: The purpose of the Foundation is to aid and promote such religious, charitable, scientific, literary, and educational purposes as may be in the furtherance of the public welfare or tend to promote the well-doing or well-being of mankind. The Foundation currently makes grants on a selective basis to institutions in higher education: in cultural affairs and the performing arts: in population; in conservation and the environment; and in public affairs.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: The Andrew W. Mellon Foundation, 140 East 62nd Street, New York, NY 10021. 212-838-8400.

KEY: 4, 5, 6

P27. DeWitt Wallace-Reader's Digest Fund

DESCRIPTION: To foster fundamental improvement in the quality of educational and career development opportunities for all school-age youth, and to increase access to these improved services for young people in low-income communities.

AMOUNT: Contact source.

REQUIREMENTS: Limited to non-profit organizations.

SOURCE: The DeWitt-Reader's Digest Fund.

KEY: 4, 6, 9

P28. The Nathan Cummings Foundation

DESCRIPTION: The Foundation seeks to build a society that values nature and protects ecological balance for future generations: promotes humane health care; and fosters arts to enrich communities.

AMOUNT: Grants range from \$5,000 to \$300,000.

REQUIREMENTS: Contact source.

SOURCE: The Nathan Cummings Foundation, 1926 Broadway, Suite 600, New York, NY 10023. 212-787-7300.

KEY: 4, 5, 6

P29. Otto Bremer Foundation

DESCRIPTION: Emphasis on rural poverty and combating racism. Support also for post-secondary education, human services, health, religion and community affairs.

AMOUNT: Contact source.

REQUIREMENTS: Contact source.

SOURCE: Otto Bremer Foundation, 445 Minnesota Street, Suite 2000, St. Paul, MN 55101-2107.
Contact; John Kostishack, Executive Director, 612-227-8036.
KEY: 4, 5, 6, 8, 9

P30. The American Honda Foundation

DESCRIPTION: Supports organizations working in the areas of youth and scientific education, minorities, and human services.
AMOUNT: Contact source.
REQUIREMENTS: Contact source.
SOURCE: American Honda Foundation, P.O. Box 2205, Torrance, CA 90509-2205. Contact: Kathryn A. Carey, Manager, 310-781-4090.
KEY: 6, 9, 10

P31. The Rockefeller Foundation

DESCRIPTION: Supports groups and communities undertaking change that is culturally informed and builds on diversity. The Foundation identifies community-based, cooperative and culturally grounded initiatives that are building on diversity.
AMOUNT: Contact source.
REQUIREMENTS: Contact source.
SOURCE: The Rockefeller Foundation, 420 Fifth Avenue, New York, NY 10018.
KEY: 4, 6, 9

P32. The Gabelli Foundation, Inc.

DESCRIPTION: Provides funding for general/operating support in the Foundation's areas of interest, which include; secondary school/education; general charitable giving.
AMOUNT: Contact source.
REQUIREMENTS: No grants to individuals. Contact source.
SOURCE: Gabelli Foundation, Inc., 165 W. Liberty St., Reno, NV 89501-1915. Contact Mario J. Gabelli, President.
KEY: 1

P33. America the Beautiful Fund

DESCRIPTION: To assist and encourage realistic grassroots efforts to improve community life, rescue and revive American cultural and historical sites and traditions and develop community self-reliance.
AMOUNT: Variable. Contact source.
REQUIREMENTS: Local projects to protect, enhance or restore a community that have broad-scale participation by a significant number of people and can be given an immediate try-out or testing period.
SOURCE: America the Beautiful Fund, 1511 K Street, N.W., Suite 611, Washington, DC 20005; contact Nanine Bilski, president, 202-638-1649.
KEY: 1,6,9

P34. Local Initiatives Support Corporation

DESCRIPTION: The Local Initiatives Support Corporation is a national private-sector response to the increasing promise of local community development organizations and their programs. By combining investments, technical assistance and grants, LISC will seek to increase the capacity of experienced local development groups to design projects of significance, raise and

manage necessary capital and work effectively with their natural allies in the private and public sectors.

AMOUNT: Variable. Contact source.

REQUIREMENTS: Contact source.

SOURCE: Local Initiatives Support Corporation, 733 Third Avenue, New York, NY 10017; contact Mike Peterson, Director of Communications, 212-455-9342.

KEY: 3,5

P35. Bristol-Myers Squibb Civic and Community Services Grants

DESCRIPTION: In contributing to civic activities, the fund seeks to support organizations whose efforts are directed toward three specific objectives: to help strengthen economic and community development; to provide equal opportunity and job training for socially or economically disadvantaged groups; and to improve the operation of the US system of law and justice.

AMOUNT: Contact source.

REQUIREMENTS: Any nonprofit organization may submit a written request containing a brief statement of history, goals and accomplishments; statement of purpose for which the grant is requested; amount requested and list of current funding sources; current annual report and list of board members; copy of IRS tax-exempt letter; copy of organization's most recent income tax return; and current year's operating budget and most recent audited financial statements.

SOURCE: Bristol-Meyers Squibb Co Foundation, 345 Park Ave., Ste 4364, New York, NY 10154; contact Grants Administrator, 212-546-4331.

KEY: 5

P36. Candle Foundation Grants

DESCRIPTION: The Foundation is the philanthropic arm of the Candle Corporation and funds education and cultural programs worldwide involved in community investment and redevelopment, education and information dissemination, preventive health care, medical research, and efforts to combat hunger and homelessness.

AMOUNT: \$1000 - \$10,000

REQUIREMENTS: 501 (c) (3) nonprofits are eligible for grant support.

SOURCE: Candle Foundation, 2425 Olympic Blvd., Santa Monica, CA 90404; contact Martha Mossawir, 310-829-5800, fax: 310-582-4208,

KEY: 1,5,9

P37. Community Innovation Award Program

DESCRIPTION: The National Science Foundation (NSF) and the Bayer Corporation are seeking applicants for their Award for Community Innovation, which will give grant money to students who develop new ways to solve problems affecting their communities. The competition, which is co-sponsored by the Christopher Columbus Fellowship Foundation and Discover Magazine, requires teams of four students each, along with a coach, to identify problems in their communities and develop creative approaches to solving them using scientific or technological methods.

AMOUNT: \$25,000 plus individual savings bonds.

REQUIREMENTS: Students in 6th, 7th, and 8th grades in public, private, or home schools or in youth groups.

SOURCE: (800) 291-6020. Visit the program's website at <http://www.nsf.gov/bayer-nsf-award.htm>. Entry form at www.nsf.gov/od/lpa/events/bayernsf/entry/entry.htm

KEY: 5, 10

P38. Other Private Donations

DESCRIPTION: Private donations for a variety of different types of projects are generally available from foundations, institutions and corporations that have major interests in these areas.

AMOUNT: Variable

REQUIREMENTS: Varies

SOURCE: Varies

KEY: Varies

3.4 GRANT WRITING

Competition for community and economic development resources is fierce. Nevertheless, there are hundreds of resources available that might be tapped for a wide variety of improvement projects. Generally, competitiveness depends upon four key traits:

1. Strategic rationale for the project as demonstrated in a strategic plan
2. Demonstrated broad public support for the project
3. Significant local matching funds and in-kind contributions (i.e., tangible local commitment)
4. Demonstrated organizational capacity to complete the project (and/or manage it, if appropriate)

The City of San Juan Bautista should ensure that each of these traits is addressed as it moves forward with the Historic San Juan Bautista Plan. Then it should define those resources most needed to assist local establishments and public works. Important resources currently unavailable should be sought to build the network necessary to accomplish key programs and projects. A variety of resources are listed in Section 3.3 that may be used for implementation of the Plan. These resources include funding and technical assistance from federal, state, regional, local and private nonprofit entities. Keep in mind that all potential outside supporters will seriously consider local investment and fundraising efforts. The greater local commitment, the more competitive the community will be for outside assistance. Toward this end, a Main Street Program and coordination of volunteer labor may be particularly valuable.

The following grant writing advice is borrowed from the Catalog of Federal Domestic Assistance web site (www.cfda.gov/public/cat-writing). Although the information is geared toward the preparation of federal government grant proposals, much of it also applies to non-profit and private sector grants and assistance and will be helpful when preparing grant applications to implement project identified in the Historic San Juan Bautista Plan.

PART ONE: DEVELOPING A GRANT PROPOSAL

Preparation

A successful grant proposal is one that is well-prepared, thoughtfully planned, and concisely packaged. The potential applicant should become familiar with all of the pertinent program criteria related to the Catalog program from which assistance is sought. Refer to the information contact person listed in the Catalog program description before developing a proposal to obtain information such as whether funding is available, when applicable deadlines occur, and the process used by the grantor agency for accepting applications. Applicants should remember that the basic requirements, application forms, information and procedures vary with the Federal agency making the grant award.

Individuals without prior grant proposal writing experience may find it useful to attend a grantsmanship workshop. A workshop can amplify the basic information presented here. Applicants interested in additional readings on grantsmanship and proposal development should consult the references listed at the end of this section and explore other library resources.

INITIAL PROPOSAL DEVELOPMENT

Developing Ideas for the Proposal

When developing an idea for a proposal it is important to determine if the idea has been considered in the applicant's locality or State. A careful check should be made with legislators and area government agencies and related public and private agencies which may currently have grant awards or contracts to do similar work. If a similar program already exists, the applicant may need to reconsider submitting the proposed project, particularly if duplication of effort is perceived. If significant differences or improvements in the proposed project's goals can be clearly established, it may be worthwhile to pursue Federal assistance.

Community Support

Community support for most proposals is essential. Once proposal summary is developed, look for individuals or groups representing academic, political, professional, and lay organizations which may be willing to support the proposal in writing. The type and caliber of community support is critical in the initial and subsequent review phases. Numerous letters of support can be persuasive to a grantor agency. Do not overlook support from local government agencies and public officials. Letters of endorsement detailing exact areas of project sanction and commitment are often requested as part of a proposal to a Federal agency. Several months may be required to develop letters of endorsement since something of value (e.g., buildings, staff, services) is sometimes negotiated between the parties involved.

Many agencies require, in writing, affiliation agreements (a mutual agreement to share services between agencies) and building space commitments prior to either grant approval or award. A useful method of generating community support may be to hold meetings with the top decision makers in the community who would be concerned with the subject matter of the proposal. The forum for discussion may include a query into the merits of the proposal, development of a contract of support for the proposal, to generate data in support of the proposal, or development of a strategy to create proposal support from a large number of community groups.

Identification of a Funding Resource

A review of the Objectives and Uses and Use Restrictions sections of the Catalog program description can point out which programs might provide funding for an idea. Do not overlook the related programs as potential resources. Both the applicant and the grantor agency should have the same interests, intentions, and needs if a proposal is to be considered an acceptable candidate for funding.

Once a potential grantor agency is identified, call the contact telephone number identified in Information Contacts and ask for a grant application kit. Later, get to know some of the grantor agency personnel. Ask for suggestions, criticisms, and advice about the proposed project. In many cases, the more agency personnel know about the proposal, the better the chance of support and of an eventual favorable decision. Sometimes it is useful to send the proposal summary to a specific agency official in a separate cover letter, and ask for review and comment at the earliest possible convenience. Always check with the Federal agency to determine its preference if this approach is

under consideration. If the review is unfavorable and differences cannot be resolved, ask the examining agency (official) to suggest another department or agency which may be interested in the proposal. A personal visit to the agency's regional office or headquarters is also important. A visit not only establishes face-to-face contact, but also may bring out some essential details about the proposal or help secure literature and references from the agency's library.

Federal agencies are required to report funding information as funds are approved, increased or decreased among projects within a given State depending on the type of required reporting. Also, consider reviewing the Federal Budget for the current and budget fiscal years to determine proposed dollar amounts for particular budget functions.

The applicant should carefully study the eligibility requirements for each Federal program under consideration (see the Applicant Eligibility section of the Catalog program description). The applicant may learn that he or she is required to provide services otherwise unintended such as a service to particular client groups, or involvement of specific institutions. It may necessitate the modification of the original concept in order for the project to be eligible for funding. Questions about eligibility should be discussed with the appropriate program officer.

Deadlines for submitting applications are often not negotiable. They are usually associated with strict timetables for agency review. Some programs have more than one application deadline during the fiscal year. Applicants should plan proposal development around the established deadlines.

Getting Organized to Write the Proposal

Throughout the proposal writing stage keep a notebook handy to write down ideas. Periodically, try to connect ideas by reviewing the notebook. Never throw away written ideas during the grant writing stage. Maintain a file labeled "Ideas" or by some other convenient title and review the ideas from time to time. The file should be easily accessible. The gathering of documents such as articles of incorporation, tax exemption certificates, and bylaws should be completed, if possible, before the writing begins.

REVIEW

Criticism - At some point, perhaps after the first or second draft is completed, seek out a neutral third party to review the proposal working draft for continuity, clarity and reasoning. Ask for constructive criticism at this point, rather than wait for the Federal grantor agency to volunteer this information during the review cycle. For example, has the writer made unsupported assumptions or used jargon or excessive language in the proposal?

Signature - Most proposals are made to institutions rather than individuals. Often signatures of chief administrative officials are required. Check to make sure they are included in the proposal where appropriate.

Neatness - Proposals should be typed, collated, copied, and packaged correctly and neatly (according to agency instructions, if any). Each package should be inspected to ensure uniformity from cover to cover. Binding may require either clamps or hard covers. Check with the Federal

agency to determine its preference. A neat, organized, and attractive proposal package can leave a positive impression with the reader about the proposal contents.

Mailing - A cover letter should always accompany a proposal. Standard U.S. Postal Service requirements apply unless otherwise indicated by the Federal agency. Make sure there is enough time for the proposals to reach their destinations. Otherwise, special arrangements may be necessary. Always coordinate such arrangements with the Federal grantor agency project office (the agency which will ultimately have the responsibility for the project), the grant office (the agency which will coordinate the grant review), and the contract office (the agency responsible for disbursement and grant award notices), if necessary.

PART TWO: WRITING THE GRANT PROPOSAL

The Basic Components of a Proposal

There are eight basic components to creating a solid proposal package: (1) the proposal summary; (2) introduction of organization; (3) the problem statement (or needs assessment); (4) project objectives; (5) project methods or design; (6) project evaluation; (7) future funding; and (8) the project budget. The following will provide an overview of these components.

The Proposal Summary: Outline of Project Goals

The proposal summary outlines the proposed project and should appear at the beginning of the proposal. It could be in the form of a cover letter or a separate page, but should definitely be brief - no longer than two or three paragraphs. The summary would be most useful if it were prepared after the proposal has been developed in order to encompass all the key summary points necessary to communicate the objectives of the project. It is this document that becomes the cornerstone of your proposal, and the initial impression it gives will be critical to the success of your venture. In many cases, the summary will be the first part of the proposal package seen by agency officials and very possibly could be the only part of the package that is carefully reviewed before the decision is made to consider the project any further.

The applicant must select a fundable project which can be supported in view of the local need. Alternatives, in the absence of Federal support, should be pointed out. The influence of the project both during and after the project period should be explained. The consequences of the project as a result of funding should be highlighted.

Introduction: Presenting a Credible Applicant or Organization

The applicant should gather data about its organization from all available sources. Most proposals require a description of an applicant's organization to describe its past and present operations. Some features to consider are:

- A brief biography of board members and key staff members.
- The organization's goals, philosophy, track record with other grantors, and any success stories.
- The data should be relevant to the goals of the Federal grantor agency and should establish the applicant's credibility.

The Problem Statement: Stating the Purpose at Hand

The problem statement (or needs assessment) is a key element of a proposal that makes a clear, concise, and well-supported statement of the problem to be addressed. The best way to collect information about the problem is to conduct and document both a formal and informal needs assessment for a program in the target or service area. The information provided should be both factual and directly related to the problem addressed by the proposal. Areas to document are:

- The purpose for developing the proposal.
- The beneficiaries -- who are they and how will they benefit.
- The social and economic costs to be affected.
- The nature of the problem (provide as much hard evidence as possible).
- How the applicant organization came to realize the problem exists, and what is currently being done about the problem.
- The remaining alternatives available when funding has been exhausted. Explain what will happen to the project and the impending implications.
- Most importantly, the specific manner through which problems might be solved. Review the resources needed, considering how they will be used and to what end.

There is a considerable body of literature on the exact assessment techniques to be used. Any local, regional, or State government planning office, or local university offering course work in planning and evaluation techniques should be able to provide excellent background references. Types of data that may be collected include: historical, geographic, quantitative, factual, statistical, and philosophical information, as well as studies completed by colleges, and literature searches from public or university libraries. Local colleges or universities which have a department or section related to the proposal topic may help determine if there is interest in developing a student or faculty project to conduct a needs assessment. It may be helpful to include examples of the findings for highlighting in the proposal.

Project Objectives: Goals and Desired Outcome

Program objectives refer to specific activities in a proposal. It is necessary to identify all objectives related to the goals to be reached, and the methods to be employed to achieve the stated objectives. Consider quantities or things measurable and refer to a problem statement and the outcome of proposed activities when developing a well-stated objective. The figures used should be verifiable. Remember, if the proposal is funded, the stated objectives will probably be used to evaluate program progress, so be realistic. There is literature available to help identify and write program objectives.

Program Methods and Program Design: A Plan of Action

The program design refers to how the project is expected to work and solve the stated problem. Sketch out the following:

- The activities to occur along with the related resources and staff needed to operate the project (inputs).

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- A flow chart of the organizational features of the project. Describe how the parts interrelate, where personnel will be needed, and what they are expected to do. Identify the kinds of facilities, transportation, and support services required (throughputs).
 - Explain what will be achieved through 1 and 2 above (outputs); i.e., plan for measurable results. Project staff may be required to produce evidence of program performance through an examination of stated objectives during either a site visit by the Federal grantor agency and or grant reviews which may involve peer review committees.
 - It may be useful to devise a diagram of the program design. For example, draw a three column block. Each column is headed by one of the parts (inputs, throughputs and outputs), and on the left (next to the first column) specific program features should be identified (i.e., implementation, staffing, procurement, and systems development). In the grid, specify something about the program design, for example, assume the first column is labeled inputs and the first row is labeled staff. On the grid one might specify under inputs five nurses to operate a child care unit. The throughput might be to maintain charts, counsel the children, and set up a daily routine; outputs might be to discharge 25 healthy children per week. This type of procedure will help to conceptualize both the scope and detail of the project.
 - Wherever possible, justify in the narrative the course of action taken. The most economical method should be used that does not compromise or sacrifice project quality. The financial expenses associated with performance of the project will later become points of negotiation with the Federal program staff. If everything is not carefully justified in writing in the proposal, after negotiation with the Federal grantor agencies, the approved project may resemble less of the original concept. Carefully consider the pressures of the proposed implementation, that is, the time and money needed to acquire each part of the plan. A Program Evaluation and Review Technique (PERT) chart could be useful and supportive in justifying some proposals.
 - Highlight the innovative features of the proposal which could be considered distinct from other proposals under consideration.
 - Whenever possible, use appendices to provide details, supplementary data, references, and information requiring in-depth analysis. These types of data, although supportive of the proposal, if included in the body of the design, could detract from its readability. Appendices provide the proposal reader with immediate access to details if and when clarification of an idea, sequence or conclusion is required. Time tables, work plans, schedules, activities, methodologies, legal papers, personal vitae, letters of support, and endorsements are examples of appendices.

Evaluation: Product and Process Analysis

The evaluation component is two-fold: (1) product evaluation; and (2) process evaluation. Product evaluation addresses results that can be attributed to the project, as well as the extent to which the project has satisfied its desired objectives. Process evaluation addresses how the project was conducted, in terms of consistency with the stated plan of action and the effectiveness of the various activities within the plan.

Many agencies now require some form of program evaluation among grantees. The requirements of the proposed project should be explored carefully. Evaluations may be conducted by an internal staff member, an evaluation firm or both. The applicant should state the amount of time needed to evaluate, how the feedback will be distributed among the proposed staff, and a schedule for review and comment for this type of communication. Evaluation designs may start at the beginning, middle or end of a project, but the applicant should specify a start-up time. It is practical to submit an evaluation design at the start of a project for two reasons:

- Convincing evaluations require the collection of appropriate data before and during program operations; and,
- If the evaluation design cannot be prepared at the outset then a critical review of the program design may be advisable.
- Even if the evaluation design has to be revised as the project progresses, it is much easier and cheaper to modify a good design. If the problem is not well defined and carefully analyzed for cause and effect relationships then a good evaluation design may be difficult to achieve. Sometimes a pilot study is needed to begin the identification of facts and relationships. Often a thorough literature search may be sufficient.

Evaluation requires both coordination and agreement among program decision makers (if known). Above all, the Federal grantor agency's requirements should be highlighted in the evaluation design. Also, Federal grantor agencies may require specific evaluation techniques such as designated data formats (an existing information collection system) or they may offer financial inducements for voluntary participation in a national evaluation study. The applicant should ask specifically about these points. Also, consult the Criteria For Selecting Proposals section of the Catalog program description to determine the exact evaluation methods to be required for the program if funded.

Future Funding: Long-Term Project Planning

Describe a plan for continuation beyond the grant period, and/or the availability of other resources necessary to implement the grant. Discuss maintenance and future program funding if program is for construction activity. Account for other needed expenditures if program includes purchase of equipment.

The Proposal Budget: Planning the Budget

Funding levels in assistance programs change yearly. It is useful to review the appropriations over the past several years to try to project future funding levels.

However, it is safer to never anticipate that the income from the grant will be the sole support for the project. This consideration should be given to the overall budget requirements, and in particular, to budget line items most subject to inflationary pressures. Restraint is important in determining inflationary cost projections (avoid padding budget line items), but attempt to anticipate possible future increases.

Some vulnerable budget areas are: utilities, rental of buildings and equipment, salary increases, food, telephones, insurance, and transportation. Budget adjustments are sometimes made after the grant award, but this can be a lengthy process. Be certain that implementation, continuation and phase-down costs can be met. Consider costs associated with leases, evaluation systems, hard/soft match requirements, audits, development, implementation and maintenance of information and accounting systems, and other long-term financial commitments.

A well-prepared budget justifies all expenses and is consistent with the proposal narrative. Some areas in need of an evaluation for consistency are: (1) the salaries in the proposal in relation to those of the applicant organization should be similar; (2) if new staff persons are being hired, additional space and equipment should be considered, as necessary; (3) if the budget calls for an equipment purchase, it should be the type allowed by the grantor agency; (4) if additional space is rented, the increase in insurance should be supported; (5) if an indirect cost rate applies to the proposal, the division between direct and indirect costs should not be in conflict, and the aggregate budget totals should refer directly to the approved formula; and (6) if matching costs are required, the contributions to the matching fund should be taken out of the budget unless otherwise specified in the application instructions.

It is very important to become familiar with Government-wide circular requirements. The Catalog identifies in the program description section (as information is provided from the agencies) the particular circulars applicable to a Federal program, and summarizes coordination of Executive Order 12372, "Intergovernmental Review of Programs" requirements in Appendix I. The applicant should thoroughly review the appropriate circulars since they are essential in determining items such as cost principles and conforming with Government guidelines for Federal domestic assistance.

3.5 INDIVIDUAL PROJECT SHEETS

A variety of improvement and enhancement projects are included in this Plan. Information sheets would offer slightly more detail on a number of those important projects. A template for such project sheets is provided on the following page to use while organizing, grant writing, and implementing projects.

TEMPLATE ON FOLLOWING PAGE

SAMPLE PROJECT INFORMATION SHEET

Project Name
Project Need/Justification
Project Description
Project Location
Project Partners/Stakeholders
Level of Public Support
Permits & Environmental Review Required
Estimated Project Costs
Funding Strategies
Implementation Schedule
References/Reference Projects