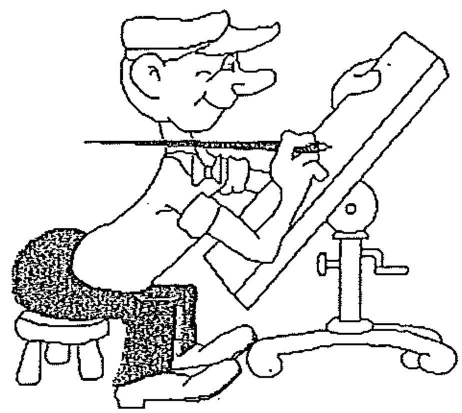
The Art & Science of Writing Proposals That Win



A Technical Assistance Guide

National Mental Health Consumer Self-Help Clearinghouse/Project SHARE

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The growing number of consumer-/ex-patient-operated programs and services across the nation came into existence only because their users had the diligence and patience to seek funding, donations and grants. This technical assistance guide is designed to assist consumers/ex-patients as they journey toward developing better programs and services for persons who are or have been labelled mentally ill.

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Introduction

A proposal is a request for money to do something — to start some kind of service or provide some kind of product.

For some time, you and the other members of your self-help group have been wanting to start a newsletter. Or open a drop-in center. Or operate a food bank. Or hold a conference. Or . . . whatever. You've been kicking the idea around, and finally everything seems to fall into place. You're ready.

Except for the money.

Maybe a member of your group will come into an inheritance. Maybe someone will win the lottery. But these possibilities are, at best, longshots. You need something a little more certain. So you decide to write a proposal to apply for funding.

A proposal is simply a request for money to do something — to start some kind of service (for instance, a drop-in center), or provide some kind of product (for example, a newsletter). You can also ask for money to maintain or expand something you're already doing.

Whatever you're considering, there is probably some foundation or government agency that might be interested in supporting it.

But first things first: before you can write a proposal, you need to do some serious thinking about exactly what you want to do, why you want to do it, when you want to do it, where you want to do it, how you want to do it, how many people you will need to do it, how much it will cost, and who might give you the money to do it. Once your group has decided all of this, you are ready to write a proposal.

Keep It Simple, Sweetheart

Most people who review proposals do not need to be impressed by your prose style.

Proposal writing is like any kind of writing: you need to tell a story as simply and straightforwardly as possible. Most people who review proposals do not need to be impressed by your prose style. They need to know exactly what you want to accomplish, how you would like to accomplish it, why they should be involved, and why they should commit extremely scarce resources to your project. So this is what you need to tell them, as clearly and succinctly as possible.

Reviewers may receive dozens of proposals for a single grant. And sometimes each proposal is as thick as a book — even a telephone book, a thousand to fifteen hundred pages long. There is no way most reviewers are going to plow through all that information. They are more likely to read and to be interested in the proposals that tell their story as simply and quickly as possible. The main rule to remember is KISS: *Keep It Simple, Sweetheart.*

Basic Elements of a Proposal

Most proposals follow the same basic format, with variations. **(See Appendix F.)** This is true whether you're applying to a private foundation or a state or federal government office.

But, generally, most proposals must include the same basic information, although they may differ in the order of the items included, how long the narrative should be, and what backup information is requested or required.

Sometimes you may begin the process of applying for a grant with a "mini-proposal," or letter of intent. This can help you to gauge the foundation's interest before you go to the trouble of putting together a proposal.

> Many organizations have suffered the heartbreaking experience of having a funding proposal rejected out-of-hand because its format was incorrect.

Many funding sources provide guidelines which dictate the format of your proposal. Format requirements can include directions in areas ranging from the overall organization of the proposal to the size of the type and the width of the margins. Be sure to follow these instructions to the letter. Many organizations have suffered the heartbreaking experience of having a request-for-funding proposal rejected out-of-hand because its format was incorrect.

While the requirements of various funding sources do vary widely, the basic elements of a proposal generally include:

Proposal Summary
Introduction
Problem Statement
Goals and Objectives
Methodology
Evaluation
Future Funding
Budget
Appendices

Proposal Summary

This may also be called an abstract. It is a brief description of your group, your proposed project, and the cost of the project. Make it specific and clear: if it does not impress the people reviewing your proposal, you won't even make it past the first step of the review process.

Introduction

In the introduction, you introduce the funding source to your organization. Funding sources will not only be evaluating the merits of the project you propose but your apparent ability to carry it out. So your track record as an organization is crucial. This should be a comprehensive account of everything your organization has accomplished. Even if you or your group has had previous contact with the funding source, write the

If your organization is new and has not racked up a lot of experience, use the experience the members have as individuals.

introduction as if the foundation or government agency has never heard of your organization before. Don't embellish, but do blow your group's horn. Be honest and up-front. Make it clear that your organization is capable of performing the services that will be described in the proposal.

If your organization is new and has not racked up a lot of experience, use the experience the members have as individuals. You've got to show your energy, drive and capabilities. It's like a resume for your organization. (In fact, in your appendices, below, you probably should include the resume of every individual who's going to be working on the project; in most cases, the funding sources require this.)

Include in this section information about your organization's purpose, or mission; when you were established; what is unique about your organization; your group's (or members') accomplishments, including its success in carrying out other projects; where you have received your past funding from; and the support you've gotten from other groups and individuals.

It's a lot like looking for a job without experience. You say, "Unless I get experience, how can I get a job?" But there are many things your organization is doing, even as a small, volunteer organization with no funding, that you can include. For instance, you've been meeting regularly for a year and you've helped 20 or 30 people a month through your self-help group and you've given speeches at your local community groups and mental health centers — all of these things constitute a track record. The work doesn't have to be paid; it can be volunteer work.

Again, if your group does not have a lot of experience, you might choose to highlight the experience of the individuals in the group who are going to be working on this project. Again, volunteer experience is fine.

Problem Statement

The problem statement is your opportunity to present your case.

First and foremost is a description of the problem you're trying to solve. In many proposals, this is called the "problem statement" or "statement of need." Again, different terms may be used, depending on whether you're responding to an RFP from a federal or state government agency or submitting a proposal to a private foundation. But most proposals include the concept of a problem statement, in which you briefly — in four or five paragraphs — state the problem you hope to solve. The problem statement is your opportunity to present your case concerning exactly why the foundation or government agency should take seriously the issues that you are hoping to address. Obviously, the problem statement usually states that there is some situation or (especially in the area of human services) some unmet human need that is not being seen to, and that is severe enough to justify using the scarce resources that are available to address that need.

Take the issue of homelessness in Anytown, USA. In a problem statement for a proposal to deal with this issue, a group would outline the exact nature of the problem, how large a problem it is, how many efforts had been made to meet the need (or the lack of such efforts), and the numbers of people involved.

The answers to such questions can be estimated. Sometimes you can ask your county or state Office of Mental Health or other agencies. Or you can go to the library to do some research on homelessness in Anytown, through newspaper clippings, magazine articles, etc. In other words, you need to document some of the needs. You don't necessarily need exact figures, but you should have at least good estimates, based on something besides your own personal opinion.

Keep in mind the solution you're going to propose.

When writing your problem statement or statement of need, you also need to keep in mind the solution you're going to propose so that you can document in your statement of need how your solution might be of use. Let's say, for example, that a consumer group in Anytown proposed to establish an outreach program for homeless individuals who have mental illness. In this hypothetical proposal, the consumer group would establish that Anytown has a large homeless population, a significant percentage of whom have serious and persistent mental illness; and that, although services existed, they were underutilized for a variety of reasons. Sometimes people were unable to obtain access to the services because of their disability; other times they were afraid to approach the system or, due to bad experiences with the system in the past, were alienated from or unhappy with the existing system of services. From that point, the proposal should make the transition from the problem statement to the "methodology" — a statement of how the group planned to address the need.

Goals and Objectives

Goals and objectives are two different things. Goals are broad statements; objectives are what you foresee as the specific, measurable results of your project.

Take the homeless outreach program in Anytown which was described above. Here is how the goals for the project might be described in the proposal:

1. To improve the planning, delivery, monitoring and evaluation of community-based services and service systems for the target population;
2. To promote the involvement of interest groups such as primary consumers, family members, interested citizens, and local government units in the planning and delivery of services; and

3. To improve the quality of life for homeless individuals with serious and persistent mental illness and their families.

Under Goal 1, the objectives were:

a. Within one year of project funding, to establish an innovative model that improves outreach and service delivery for an estimated 2,100 homeless men and women with serious and persistent mental illness in Anytown, USA;

b. Within the project's first year, to establish a new mechanism (via a Mental Health Task Force) for monitoring, assessing, and developing policy inputs that improve the planning and delivery of services to homeless people with serious and persistent mental illness in Anytown, USA.

Under Goal 2, the objectives could be described like this:

a. To employ at least two primary consumers (current and former mental patients who have experienced homelessness) in conducting outreach to homeless people with mental illness in Anytown, USA;

b. To initiate contacts with a minimum of 50 homeless people with serious and persistent mental illness per month and successfully involve at least 30 percent of these individuals in appropriate treatment, social service supports, housing programs, and public benefits to which they are entitled;

c. Over the first two years of the project, to directly recruit and involve at least 30 homeless adults with serious and persistent mental illness in a special training program that enhances their survival skills and familiarizes them with resources and services to alleviate their homelessness;

d. Within the project's first year, to involve at least 20 homeless people with serious and persistent mental illness in self-help groups;

e. To develop a public information and education campaign that informs individuals who are homeless and have mental illness, and the general public, about key issues, resources, and required initiatives to address homelessness in Anytown.

Under section e., the proposal could include the following:

- To distribute 2,000 fact sheets on each of such topics as "Living On Your Own With Dignity," "Peer Support and Self-Help Groups for Homeless People — How They Can Work for Homeless People with Mental Illness"; "Right to Shelter"; "Beyond Shelter: Toward Permanent Housing for Homeless People with Serious and Persistent Mental Illness"; "Advocacy and Organizing with and on Behalf of Homeless People with Mental Illness"; etc.

- To establish a walk-in information clearinghouse or center, managed by primary users of mental health services, that responds to an average of 15 inquiries per evening. Inquiries will be received from homeless people themselves, service providers, family members, the media, and concerned community activists.

"People First" language puts people first rather than ignoring them altogether.

You may note that the above consistently uses the phrase "homeless people with serious and persistent mental illness," rather than "mentally ill homeless people" or, more simply, "the homeless mentally ill." Why? Because the first phrase is what is known as "people first" language. For one, it puts people first ("people with serious and persistent mental illness") rather than ignoring them altogether ("the mentally ill"). For another, the phrase "serious and persistent mental illness" has replaced "long-term mental illness" or, worse, "chronic mental illness" as acceptable terminology.

Using such language will show the funding source that you are sensitive to these issues. (It would probably be better to say "people who are homeless and have serious and persistent mental illness" rather than "homeless people who have serious persistent mental illness," but there is a point beyond which using this style of language becomes too unwieldy.)

Methodology

Your proposal should be clear and your methodology should indicate exactly what you plan to do on a step-by-step basis.

Under the Methodology section, begin to outline exactly what you're going to do to meet the extremely important but unmet need you described in your problem statement, and what makes your idea unique.

In the proposal to serve homeless individuals who have mental illness, the Anytown group's proposal talks about the fact — as had been documented in the statement of need — that many homeless people do not trust the existing mental health services and, because of past experiences and the nature of their problem, do not relate well to the professional system. The proposal should also establish the fact that the professional system had not done well in terms of outreach to homeless people.

So a possible solution is proposed — and you don't necessarily have to guarantee that the solution is going to be completely effective. In many cases, you're proposing something that's almost an experiment. Many foundations like to get involved in something new and experimental. In fact, many times requests for proposals from government agencies are for "demonstration projects" — that is, projects based on what may be an experimental model, where you're going to try out something that hasn't been tried before.

However, your proposal should show that your methodology has some basis in reality and that there is evidence to indicate that there's a good chance it will work. Though many foundations and government agencies like to get involved in innovative projects, they don't want to back an ill-conceived project that has no chance of working. So you need to document in your methodology what it is you're going to do, how you're going to do it, and why you think it's going to work — and give some evidence to back this up. Again, we're talking about several paragraphs — maybe three or four pages

Keep in mind that you can use addenda to your document to flesh out the proposal.

at the most. (This varies from proposal to proposal, depending on the requirements of the respective funding sources.)

Although you may not have a lot of room in the narrative to go into great detail, keep in mind that you can use addenda to the document to flesh out your proposal.

Remember the KISS rule: your proposal should be clear and your methodology should indicate exactly what you plan to do on a step-by-step basis. In the case of our hypothetical proposal from the group in Anytown, the proposal talks about how the project will do outreach on a one-to-one basis. The proposal explains that project staff will go out into the streets during hours that normally are not the business hours of the mental health system. The proposal points out that the methodology— to train currently and formerly homeless people with psychiatric histories as outreach workers — is unique. The proposal explains why the group thinks this method is effective — indeed, a unique solution (or at least a unique approach) to helping homeless people on the streets of Anytown, USA.

A proposal must explain — briefly, clearly, and step by step — what the program will do. The Anytown group would explain how it will recruit, select and hire staff, train the staff and evaluate staff members and the project as a whole.

In sum, your Methodology section should cover the activities you plan to engage in to meet your objectives, and a rationale for choosing this particular methodology, as opposed to all the other ways you could go about doing this.

Now you have explained the problem and how you plan to address it. These are the two major pieces in most proposals. Additionally, you may document your methodology, such as developing a chart of your workplan that gives a blow-by-blow, day-by-day outline of exactly how you plan to do the work, from hiring people to training people, to getting them out on the streets, to following up and making sure they're doing the work, to connecting with other mental health agencies, to working with some method of evaluation. Many proposals include a timeline to describe what the project will do in the first month, the second, the third, to as many as three years down the road.

Evaluation

Funding sources are becoming more cautious, and demands for accountability are getting tougher.

The evaluation section of any proposal is crucial. Potential funders want to know they are getting results with their money. Funding sources are becoming more cautious, and their demands for accountability are getting tougher. It is becoming increasingly common for funders to require detailed evaluations that involve research. Some consumer/ex-patient projects are hiring outside consultants to help them meet these tough new demands.

In the evaluation part of your proposal, you should explain how you are going to judge the effectiveness of your project. The task of evaluating your efforts can include many different methods. Examples can include documenting the total number of people who participate in your project and compiling the number of referrals, phone contacts and written correspondence performed by your project's staff.

Other, more sophisticated evaluation techniques include developing and distributing questionnaires to people who participate in the program. Surveys can be used to obtain feedback from consumers about where they see strengths and weaknesses in the project. More complex evaluations employ devices such as pre- and post-test questionnaires or interviews in which program participants are asked their views before and after they receive services from the project. Pre-service and post-service responses are compared to see how people's views have changed.

Evaluations can serve as a valuable tool to modify and improve your project.

Developing an effective method to evaluate your project is valuable not only to the funding source but to your organization as well. Evaluations can serve as a valuable tool to modify and improve your project so that it does a better job for the people whom you serve. Involve staff and users of your project in each step of the design and implementation of your evaluation. The result will be an evaluation which is more effective in pinpointing your project's strengths and weaknesses — and in furthering our movement's goals of empowerment and self-determination.

A final note about evaluations: Some methods involve extensive record keeping which may compromise the confidentiality of the consumers/ex-patients whom your project serves. It's a good idea to consider issues of privacy and to make sure that the evaluation methods you adopt are not so invasive that they compromise the values of the group.

Start Small

That first grant is extremely important in helping you establish a track record.

When you begin to plan your project, consider that it's sometimes necessary to start small. It's almost like setting up a credit history. Sometimes consumer groups talk about applying for $100,000 or $200,000 for their first grant. Don't think in those terms: You need to prove yourself before anyone will give you money on that grand a scale. If you can get anybody to fund you and you accomplish something with those funds, you can go after more and more funding. So that first grant, even if it's only $500 to do a newsletter, is extremely important in helping you establish a track record as a responsible group capable of carrying out a project. And the more you can do to document that in your proposal, the better. It's like building up a dossier.

A lot of foundations, especially community foundations, like to give beginning groups small grants.

As you think about funding, you have to think about long-range planning. And one of the things you have to think about in your long-range plan is: How can we as a group, starting small, get some experience and funding so that we can prove that we are capable?

Don't be discouraged because you are small and just starting out. There are a lot of foundations, especially community foundations, who like to give small beginning groups small beginning grants — seed money, so to speak, to do relatively small, quick projects so the group can build a track record to go after the bigger dollars.

It's unrealistic to think that you're going to organize a self-help group, hold meetings for a few months, and then go after a major grant. However, don't be afraid to try it if you've got the energy for something like a full-time drop-in center. It is easier to start small and get some money for, say, a newsletter, or to keep a small office open in a church basement or something. And this will help you build on your experience.

Future Funding

Many foundations want to know they're not investing in a one-shot deal.

Another item you need to cover in your proposal is how you plan to try and get it funded after the monies you are applying for run out. Many foundations want to know that they're not investing in a one-shot deal. Foundations like to get something started, and often they'll give you funding for up to three years; but they want to have some confidence that your project is going to continue after they no longer are involved with it. Five years is the longest period for which most foundations will fund a project. It's the same with government demonstration grants. So you need to show how you're planning to get funding after the initial funding runs out. You might consider existing funding sources, such as local Departments of Mental Health, etc. It's not enough to say that you're going to look for more funding; you need to offer a concrete plan to keep your project going after the initial funding runs out.

Fiscal Sponsorship

Often an established agency will act as a fiduciary, or trustee, for the new organization.

Many consumer/ex-patient-run organizations get their start as an affiliate of an established organization such as a mental health service provider or a local Mental Health Association. In fact, this arrangement is often essential because the established agency has a non-profit tax identification number which allows it to receive funding and pass it on to the consumer-run project. Often an established agency will act as a fiduciary, or trustee, for the new organization. This means that the agency holds title to and administers funds or other property for the fledgling group.

The alternative is to file the paperwork with the federal Internal Revenue Service to register your group as a non-profit organization. Then you'll need to make arrangements to manage your finances on your own.

An attempt to go independent later could jeopardize the funding you have worked so hard to obtain.

This is a decision that your group needs to make *now*. Any grant you receive as an affiliate of a larger organization is likely to be awarded with the provision that the established agency will handle the money. An attempt to go independent later on down the line could jeopardize the funding you have worked so hard to obtain.

Consumer-/ex-patient-run organizations often experience problems when they affiliate with social service agencies. The sponsoring agency may view the fiduciary relationship as a license to interfere in the consumer group's operations and activities. The agency may demand a role in personnel decisions, policy development and other areas. The parent agency usually means well; in many cases, the parent agency sincerely intends to maintain a "hands-off" relationship with the consumer group. But the fiduciary agency is often held accountable by the funding source for how the consumer group spends its money and for the effectiveness of its services. Also, many professionals, providers and advocates lack confidence in

Established agencies offer valuable resources that can make the difference between a successful project and a doomed one.

the ability of consumers to manage their own affairs successfully and to perform effectively on the job in the absence of outside supervision.

But forsaking affiliation with an established organization can be dangerous. Established agencies offer valuable resources that can make the difference between a successful project and a doomed one. The local Mental Health Association or a local provider agency can offer an established accounting and payroll system, access to group health insurance, free or low-cost office space and in-kind services. Bear in mind that in the private sector, new, smaller-scale businesses fail a majority of the time — and that new consumer/ex-patient organizations that go it alone often share the same fate for the same reasons.

So you are left with a choice. Should your group maintain complete autonomy and independence — and accept the risk and headaches that come with going it alone? Or should you affiliate with an established advocacy or provider agency — and face the prospect of interference and compromised autonomy?

Plan now, and ask yourself some tough questions — like "Can the group obtain funding and manage a budget on its own?" and "How much money would it save on things like rent, telephones and copying services if it affiliates with an advocacy or provider agency?"

Then do some research. Make phone calls. Find out what the other consumer/ex-patient groups in your area are doing. Maybe one of them has hooked up with a fiduciary that is willing to provide services while maintaining a "hands-off" attitude.

If you decide to affiliate, sit down with the management of the fiduciary agency and work out an agreement to spell out where their right to interfere ends and where the empowerment of your group begins. But don't enter into the talks with an adversarial or defensive attitude. Your prospective fiduciary is likely to have concerns — and with good reasons. Is the leadership of your group stable? Are you prepared to meet reporting requirements set by the funding source? How much administrative support from the agency will you really need?

You will prevent a lot of headaches later if you work through these issues *before* you submit your request-for-funding proposal.

Budget

(A sample budget appears in Appendix A.)

A budget narrative describes what you need the money for and how you are going to use it.

Now you've got a pretty good idea of the problem you want to address and what you hope to accomplish. And you've proven you have the capability of doing the work, or at least taking a good shot at it. You're convinced that you've come up with a unique and interesting concept and you really think it's something that you can sell to foundations. Now it's time to begin to shape your budget.

Foundations vary in their requirements regarding budget information. But most require a budget narrative. This is a description of what you need the money for and how you're going to use it. Here you talk about the kinds of resources you need, including the resources you will obtain "in kind." "In kind" means that someone may be letting you use their office space and equipment, for example, without charging rent or fees for this privilege. Foundations are impressed with groups that are not completely dependent on them. So it would pay for your group to try to get someone to donate office space, the use of furniture, or whatever.

From the start, try to show that you're seeking out other

Show what kind of money your group is raising in other ways.

resources and that you're not totally dependent on one funding source. It's also good to show what kind of money your group is raising in other ways — anything from bake sales to membership dues — that will demonstrate that you're not looking for a handout, that you're working hard to make your project happen. It doesn't have to be a lot of money. If you're asking for a $30,000 grant and you can show that you're able to raise $2,000 or $3,000, either in kind or through donations, it would help. Services — bookkeeping, typing, printing, even your own time — can also be given on an in-kind basis. For instance, if a few people in the group have good secretarial skills, you might wish to have this job be an unpaid training position — which makes it an in-kind service.

Perform some research to ensure that your estimates of operating costs are realistic.

Perform some research to ensure that your estimates of operating costs are realistic. Check around. Talk to other groups that perform services that have something in common with yours and find out what their costs are. Ask them if they have encountered significant costs that caught them by surprise once their service was up and running.

Now it is time to write all this up, explaining what you need and why you need it. Use the budget narrative to justify what you're going to spend the money on. Discuss the need for the number of workers you're proposing. For example, your group is likely to need someone to take charge of the project, so you will need a director. Perhaps the nature of your group's proposed service requires a team effort, so you will need two or three other individuals to work under the direction of the director. Be sure to describe other resources you need, such as a telephone and money to cover transportation.

Now you must write all this down in budget form. There are many different formats for a budget; but all show, line by line, what you're planning to spend the money on. Again, you need to have done some research as to what you can expect to receive from any given foundation. But you should be realistic

Groups have lost grants because the foundation says, "They haven't asked for enough money and they don't have enough resources to do what they want to accomplish."

— foundations can spot it if you under-budget, misguidedly thinking that you'll impress the foundation by how cheaply you can do the work. Groups have lost grants because the foundation says, "They haven't asked for enough money and they don't have enough resources to do what they want to accomplish."

Many grant proposals include a section in the budget narrative which specifically describes staffing costs. This is the place to state projected salary and benefit costs for each proposed staff position. Also, describe the responsibilities and duties of each position.

It is crucial to set realistic goals for the project when you sit down to write the budget. Some projects must modify and re-examine their original goals and objectives after the project is under way. Don't bite off more than you and your peers can chew. And don't ask for more money than the funding source can realistically be expected to provide. Remember that services can be expanded and goals modified in the months and years to come. Funding sources do not look kindly on projects which make promises they can't keep.

Supporting Documents

Support your assertion with as much documentation as possible.

This is a vital area. Any time you assert that you're going to do something, you should support your assertion with as much documentation as possible. For instance, if you assert that your program is going to be well connected with the existing mental health system and providers, you should attach letters of agreement from the system and providers, or least preliminary letters, saying that they would be interested in working with you if you're funded. These letters could come from any agencies, such as local mental health providers, county or state Departments of Mental Health, etc. That is, you should include in the appendices (attachments to the proposal) letters from the agencies with which you claim you're going to work. These

Write to everyone who you believe would be willing to write a support letter for you.

letters should state that they are aware of this proposal and agree to work with you if the project is funded. In fact, it's very important that you not assert you're going to work with a particular person or agency unless you can include a letter to that effect from them in the proposal.

Support letters are an important ingredient in a winning proposal. If you can't find anyone to go on record about what a good job you've done in the past, why should a funding source believe that you'll do a good job in the future with the money you're seeking from them? Support letters are to a grant-seeker as reference letters are to a job-seeker: They reassure the reader that you can do what you are claiming you can do — or at least that there's a good chance you can, based on your past performance.

Write to everyone who you have reason to believe would be willing to write such a letter for you. This means other individuals, self-help groups, Mental Health Associations, other advocacy organizations, administrators, agencies — anyone and everyone who you have been involved with in a professional capacity and who can say, with credibility, that you do good work. Follow up with a personal phone call — you're asking for a favor, and a personal touch always helps.

Since everyone has a busy schedule, you may want to make it as easy on the letter-writer as possible by drafting a sample support letter. However, if you do this you run the risk of turning up with "cookie-cutter" support letters, and the funding source will know exactly who wrote them. On the plus side, you're upping your chances that the people will send something in, and at least you'll *have* support letters. Ask the writers to put them on their letterhead, for the sake of the credibility factor.

Besides support letters, supporting documents might include your organization's or fiscal sponsor's 501(c)(3) papers (proving that you or your sponsor has non-profit status) or your group's or sponsor's articles of incorporation; resumes of the people in your group who will be working on the project; and documentation of the need for the project. (For instance, when the Anytown group applied for money for a project of outreach to homeless individuals, it might have included a report of the Special U.S. House of Representatives Committee on the Homeless in its appendices.) It is also a good idea to include a chart that depicts the timeframe for when you will accomplish the specific activities you propose to perform. Press clippings are another important addendum to your proposal. If your group has been written up in the print media, include these clippings in your appendices.

Who Do You Ask?

The Foundation Library in New York City has information on all the various foundations.

How do you know how much a foundation or government agency may be expected to give you? And how do you know if they have any interest in your group or project in the first place?

Do some research. **(For a head start, see Appendix D and Appendix E.)** The Foundation Library in New York City has information on all the various foundations, including the kinds of projects they fund and how much they usually give them. (If you can't get to New York City, head for your local library. Most libraries have a copy of the Foundation Directory, a comprehensive reference work that offers this information.)

Many, if not all, foundations specialize. For instance, some foundations take an interest in the arts; others want to help children. Still others focus on a geographic area — for instance, a Pittsburgh foundation may only fund Pittsburgh groups and projects. And, yes, there are foundations that prefer to give their money to projects involving mental health, Don't be afraid to contact representatives from government agencies directly.

homelessness, etc. Naturally, it makes more sense to target foundations that have demonstrated an interest in mental health than those that historically have ignored this area. If you're responding to a request for proposals from a government agency, this is not an issue; you know they're interested.

If you're applying to a foundation that typically offers small seed-money grants, don't ask for the moon and the stars. Be realistic: In the case of the Anytown proposal, outreach could be provided on a limited basis, enabling the project to get on its feet with fewer staff and lower personnel costs.

Government agencies are playing a growing role in funding projects of consumer/ex-patient organizations. Many consumer/ex-patient groups receive funds from state mental health agencies and state Protection and Advocacy programs. In many parts of the country, county and city agencies also fund projects operated by consumers/ex-patients. Your group can find out which government agencies have a potential interest in your project by talking to mental health provider and advocacy organizations in your area. And don't be afraid to contact representatives from government agencies directly. Word is getting around that consumers/ex-patients are providing valuable services at minimal cost, and you may find a progressive public sector bureaucrat who is willing — or even eager — to steer you through the request-for-proposals process.

Try It Out

Try your proposal out on folks and get their feedback.

After writing your budget and putting all of this together, you need to try it out on folks and get their feedback Sometimes it's hard to tell how well you've done; you're too close to have perspective. So run it past people who have some experience in writing or evaluating proposals, to see if you're hitting the mark. It is also a good idea to have it reviewed by people who currently provide similar services — and the people who will use your service.

Proposals that are funded by government agencies are public documents, and can be acquired.

Also, it would help if you could get your hands on a successful proposal, to see how it's done. Proposals that are funded by government agencies become public documents, and can be acquired. Also, people in your network might be willing to share their proposals with you.

The main thing is, don't be intimidated: Sit down and start writing. Think about what you'd like to do, and what your group might accomplish. Involve members of your group in each stage of the planning process. Talk to your peers about their vision of the group's priorities. There's nothing worse than rushing into something without first making sure that people believe in the project's methods and goals and are willing to do the work.

Except for the Money . . .

Now you have a responsibility to the funding source because you are accountable for the money.

While getting funding makes the work easier, it also makes it harder. Sometimes the project for which you've gotten funding is something you had been doing for free. But now you have a responsibility to the funding source, because you are accountable for the money. You have all the extra work of keeping track of the funds, making sure the work gets done, and complying with the reporting requirements that most foundations and government sources require. Sometimes these can become such a burden that you end up putting more work into the project than you did when you had a purely volunteer program with no funding coming in. But remember: You deserve to be paid for your efforts.

You need to take all these factors into account as you develop your project. Groups have actually been torn apart over the question of available funding. But if you start small and work your way up into bigger projects, you've got a better chance of success. (Also, as mentioned above, this helps you develop a track record that you can use later on to get the larger grants.)

Again, don't be afraid. Be ambitious — get out there and look for available resources and write down your ideas and look for ways to get people to take your ideas seriously enough that they are willing to give you the dollars to make these ideas reality.

This is how every dream has gotten started: with people thinking, putting their thoughts down on paper, and asking people for support.

The Never-Ending Story

Don't put all your eggs in one basket; diversify by seeking out funding from several different sources.

Okay, so now you've received funding. You're proud. And your group is looking forward to providing the services for which you sought the money in the first place. Unfortunately, you can't afford to rest on your laurels. What happens when you've spent all the money you've received? If you want to keep your project going, you'll need some more. And you can't count on getting it from your original source, who, after all, only agreed to fund your project, not to adopt you.

You may have gotten a three-year grant; but the three years will pass, and then what? Don't put all your eggs in one basket; diversify by seeking out funding from several different sources. That way, if one source taps out, your project will not go down the drain with it.

And always — always — keep in mind the importance of doing a good job and keeping the promises you have made to the funding source. The best way to ensure ongoing funding over the long term is to operate a project that is cost-effective and makes a real difference in people's lives.

Pursuing funding is a never-ending story — and the conclusion is never guaranteed. But, with perseverance, you can give that story a happy ending. Good luck!

Appendix A: Sample Budget

Item	Expense
Personnel:	
Project Coordinator (1.0 X $18,000/yr.)	$18,000
Outreach Workers (2.0 X $16,000/yr.)	$32,000
Secretary/Self-Help Group Coordinator	in-kind/donated
Fringe Benefits (.25)	$12,500
Total Personnel:	**$62,500**
Operating:	
Occupancy	in-kind/donated
Supplies	$3,500
Telephone	$2,600
Postage	$1,250
Printing	$4,100
Transportation	$750
Fixed Assets	in-kind/donated
Miscellaneous	$500
Total Operating:	**$12,700**
Administration:	
Bookkeeping, etc. (.15 of above)	**$11,280**
Total Expenses	**$86,480**

Appendix B: Request for Letters of Support

January 1, 1999

Dear Friends:

We need your help. We would greatly appreciate a letter of support from you for a proposal that the Anytown Consumer Project, working with the University of Anytown, will be submitting to the National Institute of Mental Health. This proposal is for an outreach program in which consumers/ex-patients would serve homeless people with mental illness. Through this project, homeless people will receive outreach, referral and advocacy services; the research will be shared with your group and other self-help groups.

This is a tremendous opportunity to promote the self-help model to address the problems of people who are homeless and diagnosed with mental illness across the country. Moreover, it will be a research effort directed by consumers themselves.

We would greatly appreciate receiving a letter of support from you, on your group's letterhead, stating that you support the concept of the self-help research center, and that you would be willing to work toward its goals in cooperation with the Anytown Consumer Project and the University of Anytown. This might include such things as researching the effectiveness of the project's activities, providing information on your group, participating in training sessions of the center, and possibly participating in research efforts of the center.

It would be very helpful if your letter could say something about how you have been involved with the Anytown Consumer Project in the past and that you have found that we do excellent work.

We would greatly appreciate receiving such a letter by March 31.

If you have any questions about this, please call me. And thanks very much for your help.

Sincerely,

John H. Doe
Director

P.S. I have enclosed a support letter as an example.

Appendix C: Sample Letter of Support

January 1, 1999

John Doe
Director
Anytown Consumer Project
111 S. Any Street, Room 000
Anytown, USA 00000

Dear Mr. Doe:

I am writing in support of the application of the Anytown Consumer Project, in conjunction with the University of Anytown, to receive a grant from the National Institute of Mental Health to establish an outreach and advocacy program to serve homeless people with mental illness.

Our group supports the concept of this program, and would be willing to work toward its goals in cooperation with the Anytown Consumer Project and the University of Anytown, including such things as researching the effectiveness of self-help activities, providing information on our group, participating in training sessions of the program, and possibly participating in research efforts of the program.

We have received technical assistance from the Anytown Consumer Project in the past and have found their work to be excellent.

Sincerely,

Mary Smith

Appendix D: Bibliography/Reference Guide

Below are names and authors (addresses and dates of publication as available) of where to obtain useful grant/proposal-writing materials. Be advised that this listing is in no particular order.

The Proposal Clinic, by Kritz, Norton J., Grantsmanship Center, 1989

Fund Raising and Proposals for Non-Profit Organizations, by Valenti, Lee, Urban Remedies, 9-A Wissahickon Garden Apartments, Philadelphia, PA 19144

Getting Started in Fundraising, Baum, Kenneth and Silber, Stanley C., National Council of Community Mental Health Centers, Rockville, MD

Foundation Reporter, The Taft Group, 123000 Twinbrook Parkway, Suite 450, Rockville, MD 20852, 1991

The Grassroots Fundraising Book, Flanagan, Joan, Contemporary Books, Chicago, IL, 1982

Fund Raising for Self-Help/Mutual Aid Groups, Gartner, Alan, National Self-Help Clearinghouse

The Resource Directory, Heywood, Ann M., Edna McConnell Clark Foundation, 250 Park Avenue, New York, NY 10017, 1982

Organizing for Local Fund-Raising, Lauffer, Armand, Sage Publications, Beverly Hills, CA, 1984

Grantsmanship and Fund-Raising, Lauffer, Armand, Sage Publications, Beverly Hills, CA, 1984

Beyond Profit, Setterberg, Fred and Schulman, Kary, Harper & Row, NY, 1985

The Grantseekers Guide (A Directory for Social and Economic Justice Projects), Shellow, Jill R., National Network of Grantsmakers, Chicago, IL, 1982

Organizing — A Step Towards Fund-Raising, Valenti, Lee, Mental Health Association of Southeastern Pennsylvania, 1986

The Art of Fund-Raising, Warner, Irving, Harper & Row, NY, 1975

Quest for Funds (An Insider's Guide to Corporate and Foundation Funding), Breiteneicher, Joe, National Trust for Historic Preservation, Washington, DC, 1983

Foundation Fundamentals, Kurzig, Carol, Foundation Center, NY, 1981

The FRI Annual Giving Book, Williams, Jane M., Fund-Raising Institute, Ambler, PA, 1981

Successful Fundraising: A Handbook of Proven Strategies and Techniques, Gratsy, William and Sheinkopf, Kenneth G., New York, 1982

Fund-Raising: A Guide for Non-Profit Organizations, Pendleton, Neil, Englewood Cliffs, Prentice-Hall, NJ, 1981

Helping You Helps Me, Hill, Karen, Canadian Council on Social Development, 55 Parkdale Avenue, Ottawa, Ontario, Canada, K1Y 4G1, 1987

The GG&G (Grantsmanship, Grantsmanagement, and Grantswriting) System, Sank, Phyllis G., 1981

Program Planning & Proposal Writing, Kritz, Norton J., The Grantsmanship Center, Dept. DD, PO Box 6210, Los Angeles, CA 91104, 1980

Proposal Checklist and Evaluation Form, Kritz, Norton J., The Grantsmanship Center, Dept. DD, P.O. Box 6210, Los Angeles, CA 90014, 1979

Researching Foundations (How to Identify Those who May Support Your Organization), Grantsmanship Center, Dept. DD, P.O. Box 6210, Los Angeles, CA 90014, 1978

Asking for Money, Scribner, Susan and Florence Green, Grantsmanship Center, Dept. DD, P.O. Box 6210, Los Angeles, CA 90014, 1983

Your Annual Report: How to Plan, Produce, Package and Promote It, Koestler, Frances, A., Grantsmanship Center, Dept. DD, P.O. Box 6210, Los Angeles, CA 90014, 1980

Basic Grantsmanship Library, Grantsmanship Center, Dept. DD, P.O. Box 6210, Los Angeles, CA 90014, 1984

The Resource Directory, Heywood, Ann M., The Edna McConnel Clark Foundation, 250 Park Avenue, New York, NY 10017

The Foundation Directory, The Foundation Center, NY, 1985

Appendix E: Listing of Fund-Raising Resources

National Institute of Mental Health
Community Support and Advocacy Branch
Division of Applied and Services Research
5600 Fishers Lane, Room 11C-22
Rockville, MD 20857
301-443-3653

National Institute of Mental Health
Protection and Advocacy Program
Division of Applied and Services Research
5600 Fishers Lane, Room 11C-22
Rockville, MD 20857
301-443-3667

Rehabilitation Services Administration
330 C Street SW
Washington, DC 20202
202-732-1415

National Institute of Mental Health
Human Resource Development
Division of Applied and Services Research
5600 Fishers Lane
Rockville, MD 20857
301-443-4257

National Institute of Mental Health
Office of Programs for the Homeless Mentally Ill
Division of Applied and Services Research
5600 Fishers Lane, Room 7C-06
Rockville, MD 20857
301-443-3706

National Institute on Alcohol Abuse and Alcoholism
5600 Fishers Lane, Room 16-105
Rockville, MD 20857
301-443-3851

Social Security Administration
6401 Security Boulevard
Altmeyer Building
Baltimore, MD 21235
301-965-6210

Department of Housing and Urban Development
451 Seventh Street SW
Washington, DC 20410
202-708-2690

National Clearinghouse for Alcohol and Drug Abuse Information
PO Box 2345
Rockville, MD 20857

National Institute on Disability and Rehabilitation Research
U.S. Department of Education
400 Maryland Avenue SW, Room 3060 MES
Washington, DC 20202

National Resource Center on Homelessness and Mental Illness
Policy Research Associates, Inc.
262 Delaware Avenue
Delmar, NY 12054
800-444-7415

IAPSRS
5550 Sterrett Place, Suite 214
Columbia, MD 21044
301-730-7190

National Association of State Mental Health Program Directors
1101 King Street, Suite 160
Alexandria, VA 22314
703-739-9333

National Mental Health Association
1021 Prince Street
Alexandria, VA 22314-2971
703-684-7722

National Coalition for the Homeless
1621 Connecticut Avenue NW, 4th Floor
Washington, DC 20009
202-265-2371

National Alliance for the Mentally Ill
2101 Wilson Boulevard, Suite 302
Arlington, VA 22201
703-524-7600

National Association of Psychiatric Survivors
804 South Phillips
Sioux Falls, SD 57104
605-334-4067

National Depressive/Manic Depressive Association
730 North Franklin Street, Suite 501
Chicago, IL 60610
312-642-0049

National Mental Health Consumers' Association
PO Box 1166
Madison, WI 53701-1166
802-864-0811

Mental Health Policy Resource Center
1730 Rhode Island Avenue NW, Suite 308
Washington, DC 20036
202-775-8826

National Alliance to End Homelessness
1518 K Street NW, Suite 206
Washington, DC 20005
202-638-1526

Mental Health Law Project
1101 Fifteenth Street NW, Suite 1212
Washington, DC 20005
202-467-5730

The Foundation Center
79 Fifth Avenue
New York, NY 10003
212-620-4230

Center for Psychiatric Rehabilitation
730 Commonwealth Avenue, 2nd Floor
Boston, MA 02215
617-353-3549

American Mental Health Fund
1021 Prince Street, 2nd Floor
Alexandria, VA 22314
703-684-2201

Compeer, Inc.
Monroe Square
259 Monroe Avenue, Suite B-1
Rochester, NY 14618
716-546-8280

National Association of Protection and Advocacy Systems
900 Second Street NE, Suite 211
Washington, DC 20002
202-408-9514

National Council of Community Mental Health Centers
12300 Twinbrook Parkway, Suite 320
Rockville, MD 20852
301-984-6200

National Mental Health Consumers'
Self-Help Clearinghouse
1211 Chestnut Street, Suite 1207
Philadelphia, PA 19107
800-553-4539
215-751-1810
www.mhselfhelp.org

Appendix F: Sample Proposal

1989 National Mental Health Consumer
Leadership Training Institute

Submitted by:

National Mental Health Consumer
Self-Help Clearinghouse
311 S. Juniper St., Room 902
Philadelphia, PA 19107
(215) 735-6367

Paolo del Vecchio, Coordinator

November, 1988

Summary

The National Mental Health Consumer Self-Help Clearinghouse proposes to hold its second annual National Leadership Training Institute in June 1989. Since 1985, the Clearinghouse has provided technical assistance to promote the development of consumer self-help projects through information/referral, consultation, technical assistance materials, grants, and training events. It seeks to fill the need for technical assistance by the growing number of consumer-run projects addressing the stigma, discrimination, abuse, loneliness and lack of empowerment that consumers/ex-patients face. These projects are expanding into providing services in housing, benefits, employment, etc., but need technical assistance in how to develop these efforts further. The Clearinghouse held a training conference in 1988 which over 450 consumers/ex-patients attended with great success. It plans to hold a similar event in Miami, Florida, in conjunction with the International Association of Psycho-Social Rehabilitation Services annual conference. The event's goal is to promote leadership in the self-help movement and to empower consumers so they can organize in their local communities and impact change in their local mental health systems. Plenary and one-half-, one-, and two-day training sessions will be offered to provide skills to two hundred consumers from June 12 through June 14. The total cost of this Institute will be $51,687. The Clearinghouse is requesting a grant of $10,000 to assist in educating consumers/ex-patients to empower themselves.

I. Introduction

The National Mental Health Consumer Self-Help Clearinghouse proposes to hold its second National Technical Assistance Conference on self-help development. There is a growing self-help movement composed of consumers of mental health services sweeping the nation. On the forefront of this movement is the National Mental Health Consumer Self-Help Clearinghouse.

This movement grew out of the isolation, housing/economic discrimination, stigma, abuses and lack of empowerment which mental health consumers/ex-patients experience. In the early 1970s, small groups of consumers/ex-patients began to organize self-help groups to provide peer support, education and advocacy. Consumers/ex-patients began to realize the limits of the professional mental health system and their right to be involved in influencing both their own treatment and the mental health system.

Over time, these groups began to duplicate and expand their activities: advocating for better services and against stigma, operating speakers bureaus, running psycho-social drop-in centers, forming their own businesses, assisting with the homeless, lobbying state and federal governments regarding patients' rights, etc.

This movement has created a need for technical assistance to help groups and their projects to continue their development. These areas of need include: organizing/maintaining groups, fundraising, leadership development, obtaining incorporation, public relations, networking, forming their own businesses, advocacy, etc.

In late 1985, the National Mental Health Consumer Self-Help Clearinghouse was established to help fill this need. Its primary goal is to promote and assist the development of consumer-run self-help projects across the nation.

The Clearinghouse, a program of Project SHARE of the Mental Health Association of Southeastern Pennsylvania, is funded through a grant from the Boston University Center for Psychiatric Rehabilitation with funding from the National Institute of Mental Health Community Support Program.

The Clearinghouse's activities include:

A) Information and Referral. The Clearinghouse handles thousands of inquiries annually concerning information on consumer-run self-help projects. Consumers, family members, professionals and others contact the organization to get information on groups near themselves and how to get more involved in the self-help movement. The Clearinghouse has developed a listing of key contacts on consumer self-help in over 40 states and Puerto Rico with which to refer individuals in need.

B) On-Site Consultation. The Clearinghouse provides on-site consultation on self-help project development. This includes presenting at conferences and workshops and providing more in-depth consultation.

C) Technical Assistance Materials. The Clearinghouse has developed and distributed audio/visual and written materials on consumer self-help. These include a series of pamphlets recently published on How to Organize a Self-Help Group, Systems Advocacy, How to Develop a Consumer-Run Drop-In Center and Methods of Fighting Stigma.

D) Special Grants. In the past three years, the Clearinghouse has provided nearly $30,000 in funding for technical assistance self-help projects in over 15 states and Puerto Rico.

One awardee noted that the grant had this effect: "Before, the consumers were afraid to claim their rights; they had the fear they were alone in the struggle. Now, they have a sense of unity and they are not so afraid. There still is a long way to go; but, we're going the right way."

E) Training Events. Periodically, the Clearinghouse provides training on self-help project development, public relations and other topics, and sponsors national conferences dealing with self-help development.

On June 27-29, 1988, the first National Mental Health Consumer Leadership Training Institute was held at La Salle University in Philadelphia. The event was sponsored by the National Mental Health Consumer Self-Help Clearinghouse in conjunction with the International Association of Psycho-Social Rehabilitation Facilities (IAPSRS) annual conference. IAPSRS is an organization which seeks to advance the role, scope and quality of services designed to facilitate the community adjustment of psychiatrically disabled persons.

The event was designed to provide education and skills on consumer/ex-patient organizing and self-help project development. Its goal was to promote leadership within the self-help movement and to empower consumers/ex-patients so that they can organize in their local communities and impact change in their mental health systems.

Over 350 consumers/ex-patients from more than 30 states (including Hawaii and Alaska) and Canada attended. The keynote speech was by Frank Reissman, Director of the National Self-Help Clearinghouse, and followed by a panel of nationally prominent consumer/ex-patient leaders. The workshops, one-half-day and full-day sessions, were presented by more than 30 trainers on such topics as: the basics of self-help group development, public relations, fund-raising, community organizing/advocacy, drop-in center development, coalition building, consumer-run homeless projects, etc. Low-cost housing was also provided to those who wished to attend the IAPSRS conference after the Institute.

The Institute was an overwhelming success. Over eighty percent of the evaluations rated the event as "excellent," that they were "very satisfied," that the Institute "fulfilled" their reasons for coming and that the workshops were "good." Ninety-five percent of the respondents stated that they would come again if the Institute was held again in the future.

The impact of this Institute has been far-reaching, as noted by the following comment: "The attendance of several mental health consumers from Westchester County at your last Leadership Training Institute has resulted in the development of several consumer groups in Westchester County. These groups would not be occurring without the guidance, support and excitement created by your Leadership Training Institute."

II. Need for the Project

In the past ten years, the consumer/ex-patient self-help movement has experienced incredible growth. It is estimated that the number of consumer groups has grown from a handful to over 2,000 across the United States and Canada. Most of these groups were organized to provide mutual support and to advocate for patient rights. While mutual support and advocacy are frequently the natural focus of the groups, many grow to provide a broad array of services.

As these projects grow and expand their services, they desperately need technical assistance and education in the "how tos" of further developing their projects. Many consumers and groups have little knowledge of fundraising, coalition building, public relations, developing drop-in centers, organizing groups, non-profit management and other critical topics.

A recent survey by the Human Resource Association (HRA) of the Northeast found that both consumers/ex-patients and state departments of mental health overwhelmingly agreed that they need technical assistance in the area of consumers "running their own programs."

A Clearinghouse survey of consumer groups in September 1988 found that these groups need technical assistance in many areas, particularly in fund-raising, public relations, recruitment and addressing stigma.

The same survey examined the effectiveness of different methods of providing technical assistance. Preliminary results indicate that conferences and in-person consultation were rated the most effective methods.

The HRA survey also examined "Initiatives That Would Be Most Helpful to States" in developing consumer-run projects. The results found that "Training/Technical Assistance by model programs, other consumers" and "educating consumers through conferences, leadership training" were the two initiatives mentioned the most by the respondents.

Clearly, these findings document the need for technical assistance to consumers on self-help project development and that conferences/in-person consultation are found to be highly effective in providing that assistance. Conferences, in particular, serve as mechanisms for exposing consumers to the consumer-run alternative model and empowering them to implement the model in their own communities.

III. Goals and Objectives

The goal for this project is to hold a two-and-one-half day Leadership Training Institute on consumer/ex-patient self-help in Miami, Florida, on June 12-14, 1989, in conjunction with the IAPSRS annual conference.

Specific objectives in order to reach this goal include:

1) To provide skills on self-help development topics to 150 consumers in one-half, one- and two-day training sessions.

2) to provide information on related self-help topics to 150 consumers in two plenary sessions; and

3) to provide opportunities for networking among 15 consumers in order to share information and skills on self-help development.

IV. Methodology

The 1989 National Mental Health Leadership Training Institute will be replicated using similar methodology of the previous Institute.

Phase I — Planning

A) A planning committee composed of consumer/ex-patient leaders throughout the nation is being formed to help direct the Institute and to recruit participants.

B) Arrangements for a conference site are being made with the University of Miami. This includes the provision of housing, meals and meeting space.

C) Outreach to attract attendees will be conducted through the development of an initial announcement flyer followed by a complete registration form.

D) Expert trainers will be contracted to provide training on various issues relating to consumer self-help. Travel arrangements will also be made for these individuals.

E) Various written materials (i.e., agenda, evaluation forms) will be developed for the conference packet. In addition, other supplemental materials such as name tags will be produced.

F) The process for registration will be developed along with ongoing processing of returned registration forms. A fee of $200 per participant is proposed.

G) Fifty scholarships will be made available to consumers who cannot afford conference costs. The planning committee will develop a process for granting these scholarships. Clearinghouse staff will also advocate for provider agencies to fund consumers to attend.

H) The planning committee will work to develop the final agenda for the event.

I) Procedures will be made for handling both physical and psychiatric emergencies.

J) A volunteer pool will be recruited to assist staff during the Institute.

K) Recreational and social activities will be developed to promote networking.

Phase II — The Event

A) Registration will occur beginning at 12 noon on June 12. Participants will check in, receive their packets and be directed to their rooms.

B) A plenary session will be given that afternoon featuring a keynote speaker. Dinner and social activities will follow.

C) On June 13 and 14, one-half, one- and two-day trainings will be conducted on various issues related to self-help project development. Meals and social activities will also be available for participants.

D) In the late afternoon of June 14th, a closing plenary session will be presented with an open-mike session to allow participants to feed back to us on the event.

Phase III - Follow-up

A) Returned evaluation forms will be tabulated and analyzed with a final report prepared for publication and distribution. This document will include training materials so that other individuals and groups may use them to develop their projects.

B) The Clearinghouse will provide follow-up technical assistance to those participants who request it. This will include in-depth consultation, written materials, etc., to enable further self-help project development.

V. Staffing

The Clearinghouse is coordinated by Paolo del Vecchio, a summa cum laude graduate of Temple University, and assisted by Beth Greenspan, an accomplished writer. An Administrative Assistant provides clerical support. (See Appendix F for resumes.)

In addition, the Clearinghouse is assisted by a large pool of volunteer consultants. These consultants provide technical assistance across the nation.

For this project, a part-time student will also be hired to help coordinate the event, including covering such details as housing, food arrangements and preparation of conference materials.

VI. Evaluation

Evaluation instruments will be developed for both the overall Institute and the individual training sessions. (See Appendix D for 1988's forms.) These documents will be distributed to all Institute participants and collected at the end of each training session and at the final plenary. In order to encourage responses, a certificate of attendance will be given to each participant who returns the evaluation form. (See Appendix D for 1988 certificate.) Following the event, the instrument data will be tabulated and analyzed. Conclusions and recommendations will be drawn from this information. These results will then be incorporated into the final report mentioned above.

VII. Budget

There are a number of expenses associated with putting on this event. Personnel costs include 10 percent time for Project Coordinator, Assistant Coordinator and Administrative Assistant. Also, a part-time Conference Coordinator will be hired (30 hrs/wk x $6/hr x 6 mos).

Trainers' expenses include travel and per diem (i.e., meals). As the trainers are consumers, they generally cannot afford the high costs associated with traveling due to their low income. Providing travel expenses to consumer trainers is vital in having high-quality material presented.

Food costs include: dinner on the first night; breakfast, lunch and dinner on the second day; and breakfast and lunch the final day.

Lodging will be provided at the University of Miami in both double- and single-occupancy dorm rooms.

Staff travel includes Clearinghouse staff from Philadelphia to Miami for the event. This figure also includes one trip prior to the event to coordinate housing, meals, meeting space, etc.

Meeting space is composed of plenary halls and workshop rooms. Equipment rental consists of audio/visual needs for the training sessions.

Special events is a line item for expenses (i.e., food, space) associated with a dance or other social activity to promote networking.

Telephone/telegraph and postage costs are incurred through preparation activities (Phase I).

Printing expenses include registration brochures, agendas, etc. Photo costs will consist of film and processing of photographs of the event.

Scholarships, as mentioned above, will be provided to fifty consumers to attend the Institute who otherwise would be unable due to low income.

Miscellaneous costs include additional items which may arise during the event (i.e., ground transportation, first aid, supplies, etc.).

Income for this event will be generated through registration fees, existing Clearinghouse funds and foundation grants.

Registration fees are proposed at $200 per participant with 150 fee-paying participants attending.

The Clearinghouse will be able to supply a portion of its current operating budget to this event along with other in-kind services.

The remainder of the income will be produced through foundation and other grants. The Clearinghouse is requesting a grant of $10,000 from your organization to assist us in meeting this goal.

1989 National Mental Health Consumer Leadership Training Institute Budget

Expenses

Item	Amount
1. Personnel	
a. Coordinator (10% x $18,000)	$1,800
b. Asst. Coordinator (10% x $16,000)	1,600
c. Adm. Asst. (10% x $14,000)	1,400
d. Conference Coordinator ($6/hr x 30 hrs/wk x 6 mos)	4,320
Total Staff	9,120
2. Trainers (travel, per diem)	11,000
3. Food	5,985
4. Lodging	3,960
5. Staff Travel	4,000
6. Meeting Space	525
7. Equipment Rental	560
8. Special Events	750
9. Telephone/telegraph	1,620
10. Postage	580
11. Printing	2,780
12. Photography	82
13. Scholarships (50 x $200)	10,000
14. Miscellaneous	725
Total Expenses	$51,687

Income

Item	Amount
1. Registration (150 x $200)	$30,000
2. Clearinghouse Contribution	5,000
3. Grants	16,687
Total Income	$51,687