

**County of Santa Clara**

**Request for Funds**

**Funding Opportunity**

**Department of Health and Human Services Administration for Children and Families**

**Office of Community Services**

**American Recovery and Reinvestment Act (ARRA) of 2009 – Strengthening Communities**

**Fund – State, Local, and Tribal Government Capacity Building Program**

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## **Project Summary / Abstract**

The County of Santa Clara proposes to use the Strengthening Communities Fund grant to develop a county-wide Services Ecosystem Map (SEM) in conjunction with a capacity building program designed to benefit nonprofit organizations. The SEM will provide government planners, philanthropic funders, and nonprofit executives with web-based views of the “ecosystem”: relationships between key actors, service coverage and gaps, collaboration opportunities, and current funding levels. For more background on the “ecosystem mapping” concept, see Appendix A.

The *Outreach* aspect of the capacity building program will reach at least 15 municipalities, 8-10 foundations, and 60 nonprofits to garner their ownership of the project and data to contribute. It will educate and assist them in their work to promote economic recovery in conjunction with the American Recovery and Reinvestment Act of 2009 (ARRA). The *Training* aspect will convene participants in a series of workshops to help funders and nonprofit leaders to use the newly acquired SEM data to drive strategic planning, especially around collaboration and program targeting. The *Technical Assistance* aspect will take the 8-10 nonprofits identified by the SEM as the most strategic to the ecosystem and deliver to each a customized analysis and plan to build marketing and fundraising capacity for long term sustainability.

Santa Clara County is the most populous county in Northern California, including over 1.7 million residents in 15 municipalities (including the city of San Jose). Following the needs of this service area (see below), this project will focus initially on services relating to a) immigrant empowerment, b) family wellness, and c) high school youth development.

## **OBJECTIVES AND NEEDS FOR ASSISTANCE**

### **a. Needs of Service Area**

As the home of Silicon Valley, Santa Clara County represents the optimism that technology can lead the way towards economic recovery. But the county also contains vulnerable populations of immigrants, single parent families, and high school youth at risk of being excluded from any such recovery.

In the previous decade, the number of immigrants in the area increased by over 60% and the percentage of foreign born residents is three times higher than the national average.<sup>1</sup> Integration into the economic mainstream is handicapped by language and cultural competency barriers, low education (much of the influx has come from lower economic status Hispanic and Vietnamese individuals), and the lack of assets typical to immigrant populations.<sup>2</sup>

The County also has a high percentage of single parent families. These families suffer poverty rates between 15.9% and 29.3%, depending on the age of the children.<sup>3</sup> Disadvantaged family structure combined with immigrant related barriers produces large swaths of high school youth that are at risk of getting trapped in a cycle of poverty. For instance, in the town of Gilroy, a municipality that has large numbers of Mexican immigrants and single parent families, the high school drop out rate reaches 30%.<sup>4</sup>

The following map shows the geographic boundaries of Santa Clara County.

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<sup>1</sup> “Silicon Valley’s Changing Nonprofit Sector,” University of San Francisco Institute for Nonprofit Organization Management, January 2006, p. 11; [www.bayareacensus.ca.gov/counties/SantaClaraCounty](http://www.bayareacensus.ca.gov/counties/SantaClaraCounty)

<sup>2</sup> [www.cis.org/immigrants\\_profile\\_2007](http://www.cis.org/immigrants_profile_2007) and “Silicon Valley’s Changing...,” p. 11-12

<sup>3</sup> U.S. Census Bureau, 2005 – 2007 American Community Survey

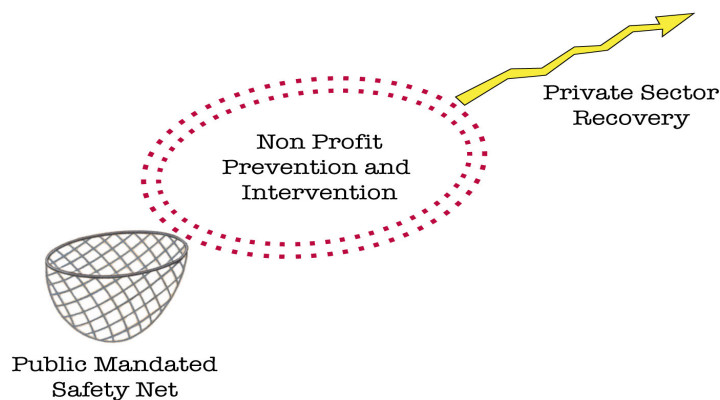
<sup>4</sup> “Silicon Valley’s Changing...,” p. 35



**b. Needs of the Authorized Entity**

Facing a deficit of \$273 million for FY 2010, Santa Clara County must find ways to do more with less. Critical to this search will be the County government’s capacity to leverage more effectively the vibrant nonprofit and philanthropic community in the area.

The County conceives of the economic recovery process of vulnerable populations in the following manner:



The County concentrates its in house resources on fulfilling the mandates of the safety net, which is only designed to guarantee baseline survival. When it comes to the “middle space” of preventing individuals and families from falling into that safety net in the first place, or

intervening to give that needed boost towards private sector recovery, the County outsources a large amount of work to nonprofits. It also relies on nonprofits (many of them faith-based) that derive funding from other philanthropic sources. This outsourcing strategy especially makes sense given the language and cultural competency issues often involved. As of January 2009, the County contracted with 150 organizations for a total of \$149.6 million in contracts.

The County needs to improve its budget and program planning, including the use of contracting with nonprofits by developing a more comprehensive and dynamically updated picture of the social service ecosystem. A recent report highlighted the need for local government in the Bay Area to develop better tools to monitor its grants to ensure greater strategic impact and elimination of redundancies.<sup>5</sup> Commentators have noted that without such tools, the fiscal situation intensifies the danger of a politicized grant making process that centers on lobbying to retain status quo funding.<sup>6</sup> An ecosystem map would help elevate the dialogue to a data driven collaboration between government, community-based organizations, and other philanthropic funders about what agencies are in the best position to provide specific services, and what alternatives to County funding exist.

### **c. Needs of Nonprofit Organizations in Service Area**

Like the County, the approximately 6,500 nonprofits and 480 foundations in Silicon Valley also recognize that they need help to do more with less. Foundations have lost on average 30% of their net assets and nearly two-thirds expect to reduce grant making in coming years.<sup>8</sup> Corporate funding is expected to follow suit.<sup>9</sup> As with the County, these grantors feel the need

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<sup>5</sup> “Nonprofits: The Good, the Bad, the Ugly,” 2008-09 Civil Grand Jury of San Francisco Report

<sup>6</sup> “Time for a hard look at funding nonprofits,” by C.W. Nevius in San Francisco Chronicle, 6/27/09  
8 Foundation Center, Press Release, 4/20/09

<sup>9</sup> “Charitable giving at major corporations,” The Chronicle of Philanthropy, 6/29/09

for better data to make their diminished dollars have greater impact for economic recovery. For instance, the Silicon Valley Community Foundation (the largest community foundation in the country by total giving) and The United Way of Silicon Valley have both already declared their support for a tool like the SEM and plan on using it in their grant making (See Appendix B).

The fiscal pressure on nonprofits is also intense. In the Bay Area, one-third of local nonprofits report that they are concerned about fiscal survival, while at the same time they report that recession-driven demand for their services has risen on average by over 60%.<sup>10</sup> Nonprofit executives increasingly recognize the need for greater capacity to respond to this new climate.<sup>11</sup>

To determine more precisely the nature of these needs, 49 nonprofits that contract or partner with the County to serve vulnerable populations were recently surveyed. These are the organizations that are likely participants in this proposed project. The highest reported need (80%) was for help in strategic planning/evaluation. Reflecting the imperative to make up for lost foundation and government grants by growing individual donations, the second highest felt need (75%) was in fundraising, with marketing (66%) coming in third.<sup>12</sup>

In terms of strategic planning, there is especially a need to focus on collaboration to meet the growing demand. But greater collaboration is hindered by the lack of awareness of who is doing what and where everyone fits. An indicator of the nonprofits' hunger for collaboration is the recent formation (before the news of this ARRA program) of The Capacity Collaborative, a coalition of over 30 leaders from Bay Area nonprofits, foundations, and public agencies. At-risk youth and overall economic assistance are the service areas of a majority of the organizations in

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<sup>10</sup> Press release, United Way of the Bay Area, 5/28/09. For a national analysis, see the survey data in "Nonprofits Employ Tougher Measures as Downturn Deepens," Bridgespan Group Press Release, 6/29/09

<sup>11</sup> "Bay Area nonprofits brace for 2010 Armageddon," San Francisco Chronicle, 4/1/09

<sup>12</sup> Electronic survey by Silicon Valley Council of Nonprofits, May 2009

this group.<sup>13</sup> The Capacity Collaborative has declared its recognition that the SEM project would greatly enhance the ability of foundations and nonprofits to collaborate in meeting the rising demand for services (see Appendix C).

In short, at a time when the existing pie is shrinking, the sector needs a tool to better slice the pie, to re-grow it from other sources, and to share the pieces well. We believe this proposal will address all of those needs for the entire sector.

#### **d. Project Objectives**

1. The newly created Services Ecosystem Map (SEM) will be used as the most comprehensive database on the county's services for immigrant empowerment, family wellness, and high school youth development.
2. Sixty nonprofits will receive up to date and targeted information about ARRA efforts/benefits.
3. The county's top five funders (public and private) will make at least 75% of their funding decisions by incorporating the findings of the SEM.
4. Five new collaborative efforts between nonprofits will trace their origins to the SEM.
5. 75% of participating nonprofits surveyed will report that their strategic planning process was improved because of the SEM and the associated training process.
6. The 8-10 nonprofits identified as strategic to the services ecosystem will report that their marketing and fundraising capacity improved because of the technical assistance provided by this project.

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<sup>13</sup> See [www.CapacityCollaborative.org](http://www.CapacityCollaborative.org)



## **APPROACH**

### **a. Outreach Strategy**

The outreach strategy involves the following main phases:

- i) Further assess existing mapping efforts in our region and beyond
- ii) Outreach to key funders for their input and commitment to usage of the tool
- iii) Identify nonprofits most relevant to our three service areas
- iv) Build a beta version of the SEM
- v) Cultivate ecosystem data entry from foundations and nonprofits

**Outreach phase i** will assess existing mapping efforts in the nonprofit sector locally and nationally. We will rely on electronic or phone contacts with our existing networks. The contact targets will include at least one representative of every municipality and 15 local foundations. This phase will also serve to begin spreading the word about the SEM project.

Our preliminary research suggests that no “ecosystem mapping” web tool is being built in our sector, although we have identified a couple of efforts at “geography based mapping” (for more on the difference between the two types of mapping, see Appendix A). This phase will further test our findings and locate potentially advantageous starting points. We will seek to incorporate and/or link existing geography based mapping efforts whenever this is possible. In general, our strategy will be to leverage the gravitational pull of this grant and the County’s role in order to sift, integrate, and rationalize mapping efforts. And if we fortuitously discover an existing tool that can serve as a framework, our entire timetable could be accelerated.

As the Project Manager, the County Budget Director will contact the municipalities and the foundations, with the support of the Project Consultant and his consulting firm Consulting Within Reach (CWR). The Technology Advisory Team will also evaluate other commercial

possibilities, as well as discern how existing efforts can be linked to the SEM. This phase will take an estimated three weeks.

**Outreach phase ii** will actively court 10 of the most important foundations for further design input and commitment to usage. These will be identified on the basis of giving amounts, geographic concentration of grants, and focus on our three targeted service areas. We will acquire the information via informal knowledge and more formal research of The Foundation Center database.<sup>14</sup>

Gaining the foundations' design input and usage of the SEM is critical to our outreach strategy because this will set the pace for the long term data entry and usage of the tool by nonprofits. Once it is announced that the most important foundations and the County will use the SEM in their own grant making, nonprofits will be incentivized to participate actively. As noted in the section below (Approach, part c), our *open source strategy* depends on the nonprofits to share ownership of the tool. Our informal survey of nonprofit leaders suggests that 8-10 public commitments from foundations would represent a tipping point for widespread nonprofit ownership of the tool.

Once the foundations' commitment to the SEM has been secured, we will conduct an outreach campaign to communicate this news to the nonprofit community. Likely channels will include email blasts from the participating foundations to their portfolio of grantees, press releases for local newspaper coverage, and presentations before local associations of nonprofits such as the Center for Excellence in Nonprofits and the Silicon Valley Council of Nonprofits.

The Project Manager and the Project Consultant will execute this phase. We estimate this phase will take eight weeks, but it could be accelerated if a few of the larger foundations that have yet to be approached decide to join very quickly.

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<sup>14</sup> See [www.foundationcenter.org/findfunders](http://www.foundationcenter.org/findfunders)

**Outreach phase iii** will identify the 60 nonprofits most relevant to the three issue areas of immigrant empowerment, family wellness, and high school youth development. We believe this number will sufficiently cover the issue areas and the geographic spread of the county. We will identify them initially through researching the participating foundations' grantee portfolios and interviewing thought leaders and experienced practitioners in the field.

We will supplement this research via grassroots outreach to various umbrella organizations that play convening roles. The goal is to identify organizations that are vital to local communities but which may not appear on the screens of foundations. Neighborhood associations will be approached via the City of San Jose's Healthy Neighborhoods initiative. Care will be taken to include faith-based organizations such as the Catholic Diocese of San Jose, Sacred Heart Community Service (which is the federally designated Community Action Program leader of anti-poverty efforts in the county), The River Church Community (an active church that serves downtown San Jose) and informal clergy networks. Many of these parties have already enlisted in this project. Two of those parties, Sacred Heart and The River Church Community, have together already pledged \$25,000 towards the cost of this project (see Letters of Cash Support). Another key partner in the outreach is the Capacity Collaborative, a coalition of leading funders and nonprofit executives (see Organizational Profiles, part a).

The County Contracts Manager and Project Consultant will execute this phase, which we estimate will take eight weeks. If we discover that more than 60 nonprofits are needed to accurately represent the ecosystem, more time may be needed.

**Outreach phase iv** will build a beta version of the SEM. The exact web development strategy depends on our findings from the first phase. If we discover that an existing effort or a commercial product can serve as a sufficient framework, we will develop the necessary

partnership. If we must build our own product, we are confident that our Web Development team can do so under the budgeted amount of time and money.

The exact product specifications depend on the input collected from foundations in phase ii (as well as interviews with some selected nonprofit executives). Minimally, the SEM will collect and display the following data (organized by a chosen issue area):

- Geographic and demographic coverage of services
- Specific services provided
- Current funding levels and sources devoted to each nonprofit
- Key relationships between nonprofits (i.e. collaborate, compete, refer, depend, etc.)
- Role each nonprofit plays in the given issue area (i.e. safety net, prevention, intervention, etc.)

As mentioned, the time required by the Web Development Team for execution is variable, ranging from 12 to 24 weeks.

**Outreach phase v** will cultivate data entry from foundations and nonprofits. The 60 identified nonprofits and 10 foundations will be convened for day long conferences, one for each issue area. Each conference will ground participants on the strategic purpose of this overall project, introduce the beta version of the SEM, provide basic user training, and then give users the opportunity to enter data. We intend to provide ongoing technical support for a full year post deployment.

The conferences will also include group exercises that produce consensus on how to map the relationships between organizations and where each fits on the spectrum between safety net, prevention, intervention, and attainment of self sufficiency.

These large gatherings will also be leveraged to further inform nonprofits about ARRA funding opportunities and efforts. We intend to liaison with the federal agencies related to each

issue area and involved in ARRA, and either have a representative present information or summarize the material ourselves.

The Project Manager, Project Consultant, and County Contracts Manager will execute this phase, and we estimate it will take 12 weeks to complete.

#### **b) Training/Technical Assistance Strategy for Nonprofit Organizations**

Once the SEM has been developed, the training/technical assistance strategy will be employed to best capitalize on the tool's findings. This will involve the following phases:

- i) Training workshops for nonprofits on using the SEM for strategic planning
- ii) Training workshops for funders on how to use the SEM in their grant making
- iii) Technical assistance in marketing and fundraising to ensure the sustainability of nonprofits identified by the SEM as particularly crucial to the ecosystem

**Training/Technical Assistance phase i** will build nonprofits' capacity to conduct more effective strategic planning by using the data generated by the SEM. As documented above (Objectives and Need for Assistance, section c), nonprofits in our sector name strategic planning as their area of greatest need. Consulting Within Reach (CWR) has provided strategic planning services to many nonprofits and reports that a key reason why nonprofits lack this capacity is that they lack full understanding of their ecosystem and their place in it. What an organization should prioritize depends greatly on who else is doing what in their issue area, what opportunities there are for collaboration, and other ecosystem data. Without such a view, an organization's planning process becomes too narrow, concentrating mainly on internal organizational issues and narrow definition of service delivery.

Our training strategy will conduct three all day workshops to help nonprofit leaders use the SEM in their strategic planning process. The workshops will be targeted at the 60 nonprofits already identified. Because the nature of strategic planning varies greatly by organization size,

the different workshops will be divided by large (staff size over 15), medium (5-15), and small (under 5) organizations. The small size workshops will have translators available to reach the Hispanic and Vietnamese communities' smaller, grassroots, and often church-based organizations.<sup>15</sup>

Examples of the topics to be covered include how to identify strategic partnerships, target service gaps, position services, and seek differentiation from other providers in the economic recovery process. For each topic, the Trainer will demonstrate how the SEM provides helpful data for the planning process. Whenever possible, case studies will be used.

The Project Consultant, Trainer, and County Contracts Manager will execute this phase. We estimate it will take eight weeks.

**Training/Technical Assistance phase ii** aims to build the capacity of foundations to pursue better data-driven grant making by using the SEM data. This phase involves convening funders in an all day conference. The conference will be designed to help funders use the SEM in their own grant making process. Examples of topics include how to spot redundancy in grantees, encourage collaboration and consolidation, identify service gaps that need to be addressed, and pursue joint funding opportunities.

As with the first phase, the training will use case studies and real time examples drawn from the SEM. The group will also review the availability of ARRA funding and programs and seek to integrate this knowledge with the findings of the SEM.

A key product of this process will be the identification of 8-10 nonprofits that are particularly critical to the ecosystem's efforts to promote economic recovery among immigrants, families, and high school youth. These are organizations which share some combination of the following traits:

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<sup>15</sup> For more on the nature of these types of nonprofits, see "Silicon Valley's Changing Nonprofit Sector," p. 38.

- provides an indispensable link in the safety net to recovery spectrum
- targets particularly underserved populations and geographic areas
- exists as a point of interdependency (for referrals, collaborations, etc.) for other nonprofits

The identified organizations will then be invited to participate in the Technical Assistance strategy that follows.

The Project Consultant and the Trainer will execute this phase, estimated to take six weeks.

**Training/Technical Assistance phase iii** seeks to build long term financial capacity for the identified nonprofits. Following the survey results noted above (Objectives and Need for Assistance, part c), we aim to strengthen the organizational areas crucial to conducting marketing and fundraising targeted at individuals.

Our strategy will provide each of the identified nonprofits with a specially designed Individual Fundraising Capacity Analysis. This Analysis can potentially address eight organizational areas relevant to marketing/fundraising (see Appendix D). Nonprofits will be given the option to select three of these areas for an in-depth analysis.

This analysis will involve a questionnaire specific to their chosen topic (see Appendix E for a sample), being interviewed by an expert in an one on one structure, and then receiving a customized report that documents their strengths, weaknesses, opportunities, and threats (SWOT) in the chosen areas. Technical assistance will also be offered on how to use SEM data to support appeals to donors, foundations, and AARA programs. The report culminates with specific recommendations for each organization to take capacity building action: either by addressing needs in house, via pro bono help (now guided by the report) or by shopping for consultants as newly empowered consumers.

The Project Consultant will lead the Technical Assistance Team to complete this phase, which is estimated to take 12 weeks.

**c) Authorized Entities' Internal Capacity Building Strategy**

The fulcrum of the strategy to build Santa Clara County's capacity is the creation of the SEM itself. This tool will enable the County to make more data-driven decisions in its grant making to nonprofits, and also to monitor the activity of its grantees. The SEM and the training/technical assistance program will build the County's capacity to disseminate the data-driven approach in support of partner foundations and nonprofits, especially as we cultivate widespread usage and ownership of the tool.

By way of further illustrating how the SEM would build the County's capacity for its own planning and grant making, it should be noted that the current method for tracking contracted nonprofits centers on an Excel spreadsheet maintained by the staff in the County Executive's Office of Budget and Analysis. Once a year, the data is updated by sending the latest information to County departments and requesting that the information be refreshed. Each County department maintains and monitors its own set of contracting records and performance. This information is provided to the Board of Supervisors, but is not widely circulated. Furthermore, this information is not integrated with the data kept by other municipalities or foundations. As a result, information that would help decision making is too often incomplete, out of date, or missing.

It is important to recognize that the County's strategy for building its internal capacity is what the Silicon Valley software community would label as an *open source* strategy. We believe this open source strategy is crucial for this proposal because of the one time nature of the grant and the County's budget deficit: we do not want to build out functions that are dependent solely on County infrastructure. An open source strategy rests on the belief that in some cases, a given



entity can actually achieve greater capacity not by acquiring more organizational functions in its own structure, but rather by creating the conditions where other actors are motivated and empowered to share in those functions. We intend to play a long term role in shepherding the SEM and its usage, but our capacity building must involve building a wider ownership.

Widely owned networks have demonstrated their power to aggregate, update, and share large amounts of information, as evidenced by Facebook, Wikipedia, YouTube and others that follow some form of an open source strategy. Our open source strategy involves the following:

- We will actively seek ownership and input on design specifications from end users in a collaborative manner (see Outreach phase ii).
- In assessing existing mapping products or in building one from scratch, the County will rigorously guard the long term public ownership of the product such that ongoing access to the SEM should be open and free.
- We will pursue an open source software development strategy that will enable the County to continue to build out the technological capacity of this tool by relying on a wider developer network in Silicon Valley. For instance, we envision a volunteer developer creating an iPhone App around the SEM or integrating our data with that of other sites such as GreatNonprofits.org (a satisfaction rating site for Bay Area nonprofits).
- We envision that the maintenance costs of the tool beyond this project duration will be shared by foundations and other community actors. As mentioned, two organizations have already offered to contribute \$25,000 to the development of the SEM.
- While the initial application of the SEM applies to our three chosen areas, our software and surrounding processes will be made available for further applications within the county on other issues, assuming a financial partnership is formed (by foundations and/or corporate funders) to support that application.

The Program Manager will execute this phase of internal capacity building. We estimate it will take 8 weeks to complete.

## **ORGANIZATIONAL PROFILES**

### **a) Organizational Capability**

The organizations most responsible for executing this project are as follows.

The **County Executive's Office of Budget and Analysis** (OBA) under the leadership of the County Budget Director, provides the primary staff support to the County Executive and serves as the principal policy and fiscal analysis resource for the County. Its staff of 11 has responsibility for policy analysis, fiscal analysis, financial forecasting, budget development, contract coordination, and analysis of programs, organization and management systems. These capabilities are available to be deployed on this project as necessary (see Appendix F for staff bios). This project directly supports the mandate of the OBA to empower the County to deliver services with a minimum of duplication, and to provide appropriate oversight for nonprofit grantees. As the coordinator of almost 800 individual contracts annually, the OBA is ideally positioned as a center of gravity in the sector.

**Consulting Within Reach** (CWR) under the leadership of Project Consultant Curtis Chang will partner with the County to build the SEM and execute the Training/Technical Assistance aspect of the project. CWR is a leading Bay Area firm that has extensive track record of successfully completing capacity building projects for nonprofits and local governments. The CWR team is comprised of 10 experts in areas critical to nonprofits, especially in strategic planning, web development and IT, marketing, and individual fundraising (see Appendix F).

CWR has already developed a strong partnership with the OBA. Prior to the announcement of this funding opportunity, CWR provided the County with needs assessment, strategic planning, and marketing consulting services while reporting directly to the Budget

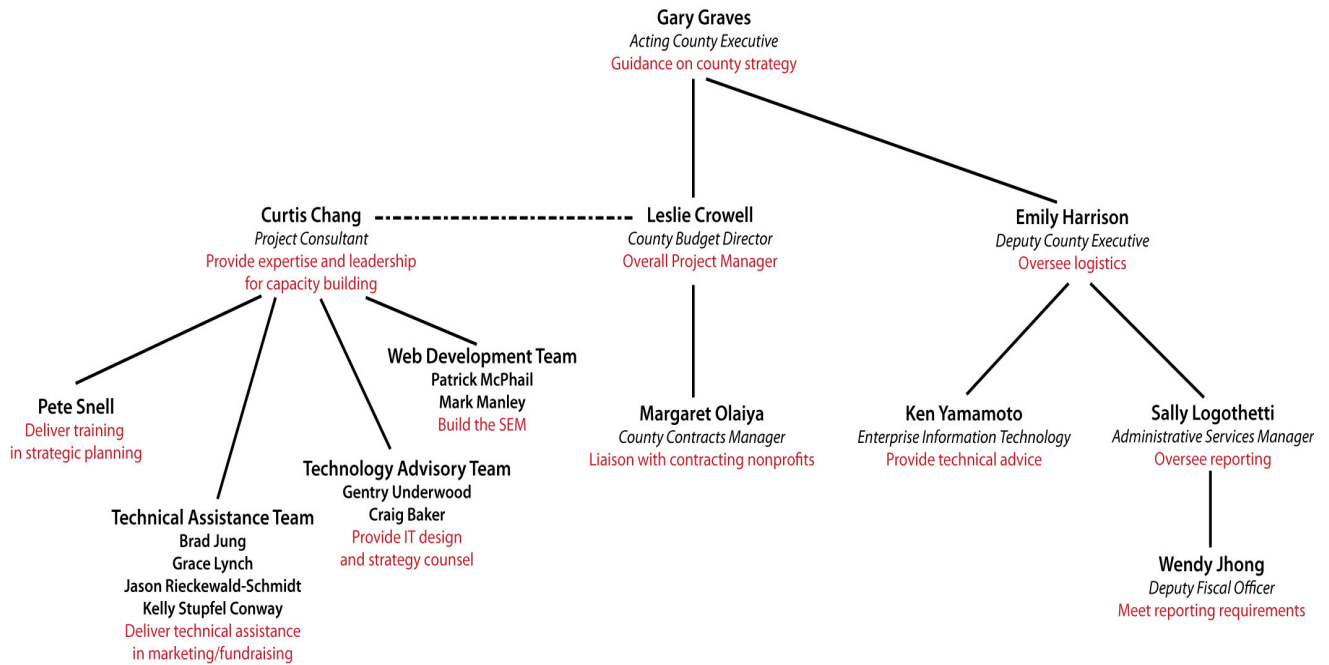
Director (who is the overall Program Manager for this project). CWR also has links to the faith based community, having done capacity building work for the Catholic Diocese of San Jose and other religious organizations. See Appendix G for a partial list of its clients and work.

CWR already possesses the capabilities necessary for the Individual Fundraising Capacity Analysis that is central to the Technical Assistance strategy. Separate from this project, CWR will have commenced or completed or begun over 15 of these Capacity Analyses by the fall of 2009. CWR has committed itself to prioritizing this project for the duration.

CWR offices are located two blocks down the street from the Office of Budget and Analysis. Taken together, the two locations will serve as the physical hubs of the project, providing ample meeting and collaborative work space.

**The Capacity Collaborative** serves as an existing network in our efforts to cultivate further collaboration between foundations and nonprofits, especially around capacity building. The group was formed prior to the announcement of this funding opportunity in early 2009. It has convened a half day conference (in which the Office of Budget and Analysis participated), financed the execution of several capacity building projects, and shared information about ARRA opportunities (including this one). See Appendix C for the list of members.

## b) Project Management Structure and Staffing

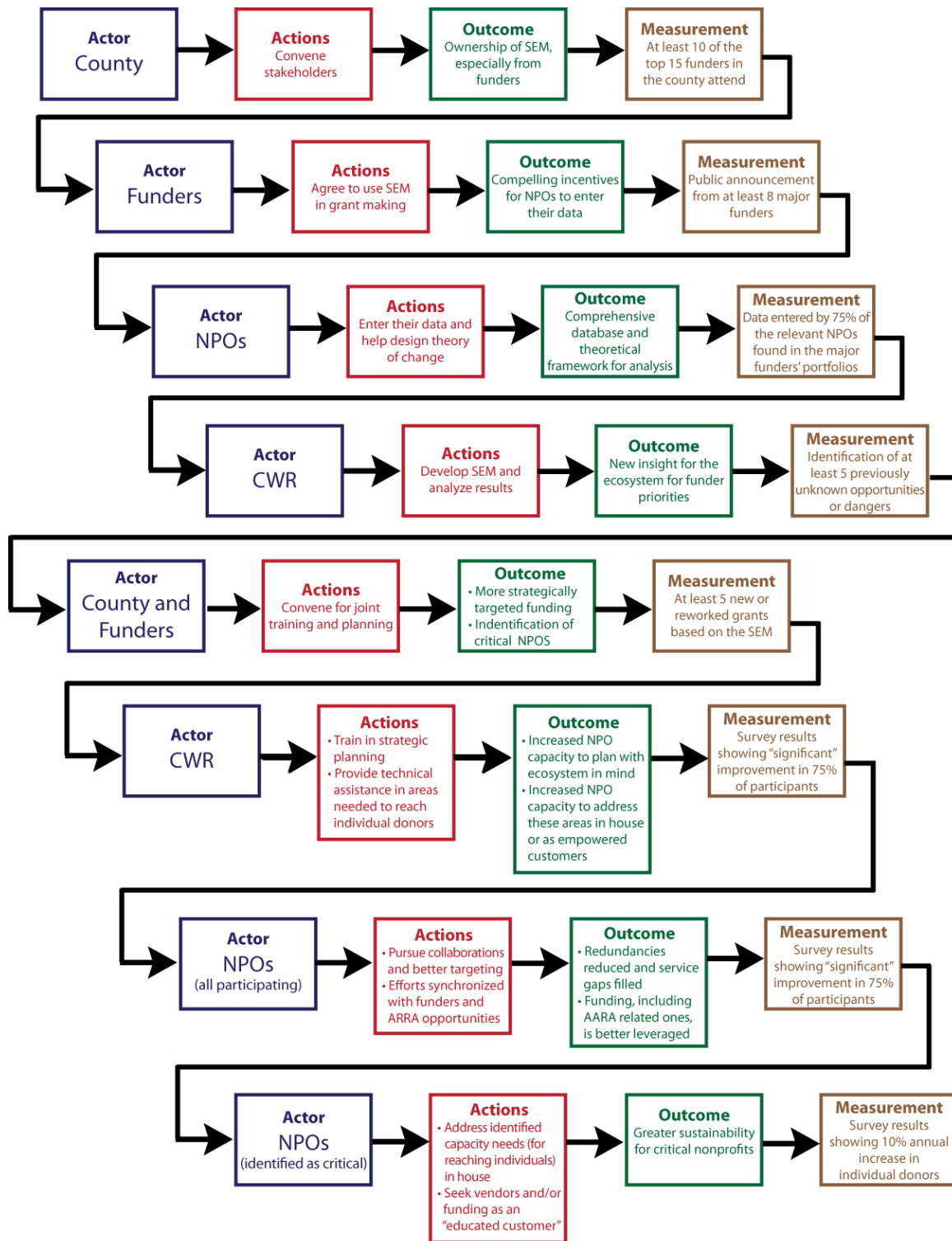


The following chart displays staff responsibility by the main project stages.

Staff	Outreach	SEM build	Training	Technical Assistance	Reporting
L. Crowell	X		X		X
M. Olaiya	X				
C. Chang	X	X	X	X	
P. Snell			X		
Technical assistance team				X	
Web development team		X	X		
Technology advisory team		X			
K. Yamamoto		X			
S. Logothetti					X
W. Jhong					X

# EVALUATION

## a) Design (Logic Model)



The model moves along chronologically, with the first half of actions represented above the line running across the middle of the page, and the second half of actions represented below that line. Each horizontal flow captures a key actor, its action, that action's intended outcome, and how that outcome will be measured.

This logic model is intended to capture the highly collaborative nature of this project. The four main actors - the County, Funders, NPOs, and CWR - work together such that each one's actions build upon the measured outcome of another's. This logic model ensures that the project proceeds apace with the consensus necessary to constructing a tool that will be used by all the key community stakeholders.

Measurement will take place within 60 days after the completion of each phase and be conducted jointly by the Program Manager and Project Consultant. The County will fully participate in the national evaluation of the SCF State, Local, and Tribal Government Capacity Building program and share all results.

#### **b) Pre-Assessment Strategy**

We will establish a baseline for i) nonprofits participating in the strategic planning training; ii) funders participating in the conference on using SEM data for grant making; iii) the selected nonprofits receiving Individual Fundraising Capacity Analyses.

For the first group of nonprofits, the goal is to ascertain their current ability to conduct strategic planning in general and more specifically to do so with an awareness of what other organizations are doing and where everyone fits in theory of change. For the second group of funders, the goal is to determine how much awareness funders have about redundancy, collaboration, service gaps, and other key ecosystem issues. For the third group of selected nonprofits, the goal is determine whether nonprofit leaders feel empowered to take the specific next steps to improve their marketing and fundraising directed at individuals.

Our main quantitative method will use electronic surveys that will be required before the training/technical assistance. The data and questions will be stored electronically for use in the post-assessment.

**c) Post-Assessment Strategy**

Post-assessment electronic surveys will be conducted, using the same survey questions for the sake of comparison. Each post-assessment survey will be conducted immediately after the training/technical assistance. A report that captures the impact will be produced and distributed to all participants.

In addition to this report, in the first six months after the launch of the SEM, we will be conducting 10-15 qualitative, one on one interviews with key funders and nonprofit leaders. We will seek to conduct an interview every other week, enabling us to gain feedback on both the SEM's impact and any flaws that need to be addressed.

Finally, the web based nature of the SEM will give us a rich set of data to track usage of the site. We will use Google Analytics and establish various "conversion" models to measure impact. We plan on reporting off of Google Analytics on a monthly basis for the first 12 months after the launch of the SEM.

## **Appendix A: Background Information on *Ecosystem Mapping* and *Open Source Strategy***

The Services Ecosystem Map (SEM) is the application of an established concept to the particular realm of local government and nonprofits. “Ecosystem mapping” refers to the process of capturing data on a complex network and representing the information in a visual manner (often called a “sociogram”) that yields fresh insight. Ecosystem maps are not the same thing as geography based maps that only plot the physical location of actors.<sup>16</sup> Building an ecosystem map can sometimes include a geographic component, but ecosystem maps capture more complete information such as relational linkages, resource allocation, roles played in overarching processes, etc.

Academics have developed very sophisticated tools to turn the idea of ecosystem mapping into something of a discipline which is most often called “social network analysis.” This discipline is also applied to many industries and public sector efforts.<sup>17</sup> For instance, military and law enforcement efforts use social network analysis to understand the relational and financial dynamics present in terrorist cells and gangs.<sup>18</sup>

The nonprofit sector is slowly adopting this approach. For instance, the Myelin Repair Foundation used a proprietary mapping tool created by the Boston Consulting Group to analyze patterns in scientific research on the subject. Based on a visual diagram showing where crucial nodes of collaboration were occurring, the Foundation made strategic funding choices that it believed ultimately shaved years off of research time.<sup>19</sup> For another example, see the following analysis of environmental NGOs published in the Spring 2009 edition of the Stanford Social

Innovation Review:

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<sup>16</sup> Web based versions of geographic based maps are labeled by IT terminology as “Geographic Information Systems” or GIS. The majority of such GIS maps are based on the Google Maps framework.

<sup>17</sup> Carrington, Peter J., John Scott and Stanley Wasserman (Eds.). 2005. *Models and Methods in Social Network Analysis*. New York: Cambridge University Press

<sup>18</sup> “A radical remedy for gang violence” *New Yorker*, June 22, 2009

<sup>19</sup> See [http://images.businessweek.com/ss/07/11/1115\\_in\\_network/index\\_01.htm](http://images.businessweek.com/ss/07/11/1115_in_network/index_01.htm)





to explore partnership with this project, either by basing our efforts on their already developed framework or linking data.

Another local project underway in the county that is even more directly applicable to our project's ARRA related focus is the GeoMapper initiative (see [www.GeoMapper.biz](http://www.GeoMapper.biz)). This GIS initiative is the product of the Workforce Investment Act of 1998 and seeks to assist individuals in finding employment by geographically mapping businesses and employment information. As with the Healthy City project above, we intend to explore partnership with this initiative.

We also will explore commercial web based products. One example is Rhiza Labs ([www.rhizalabs.com](http://www.rhizalabs.com)). Another candidate is ThinkMap ([www.thinkmap.com](http://www.thinkmap.com)). These and other parties would be explored for potential partnership in this project, provided that such partnership is consistent with our financial parameters and our open source strategy (see above in Approach, part c).

Historically, creating ecosystem maps has been costly due to two main variables: a) the cost of the technology and b) the cost to acquire and maintain the data. The technology cost has declined significantly in recent years: we are confident that plenty of affordable options exist to buy and adapt existing solutions or to create our own custom solution.

The key then is the cost to acquire and maintain the data. We believe we can drive down that cost by using our open source strategy which cultivates widespread ownership of the tool to enter, maintain and use the data. We are well positioned to execute this strategy successfully for the following reasons:

- The County is already one of the biggest funders of local nonprofits. Once we announce our reliance on the SEM in our grant making, nonprofits will be highly incentivized to enter their data.

- Our existing partnership with leading foundations and The Capacity Collaborative has already yielded commitment to the SEM (see Appendix B and C). We believe that we already have achieved a critical mass for widespread adoption and ownership of the SEM.
- The County also can exercise significant convening power to draw all parties into settings that foster the collaborative approach necessary to the open source strategy. Our Outreach and Training strategy takes full advantage of this convening power.
- The current fiscal crisis in the sector means that pain points are high enough to motivate new efforts that can increase financial effectiveness for grant makers and collaborative efforts for nonprofits. The SEM is designed to meet those pain points.

In short, we believe this project represents a fortuitous meeting of several factors: the historic development of ecosystem mapping, recent advances in web technology, growing adoption of mapping in the nonprofit sector, economic pain that motivates change, the leadership of Santa Clara County (home to Silicon Valley and an innovative spirit), and of course, the ARRA effort and willingness to fund capacity building projects.

This is an example of an existing mapping project (mostly GIS but with some additional data).



## PROJECT SUMMARY

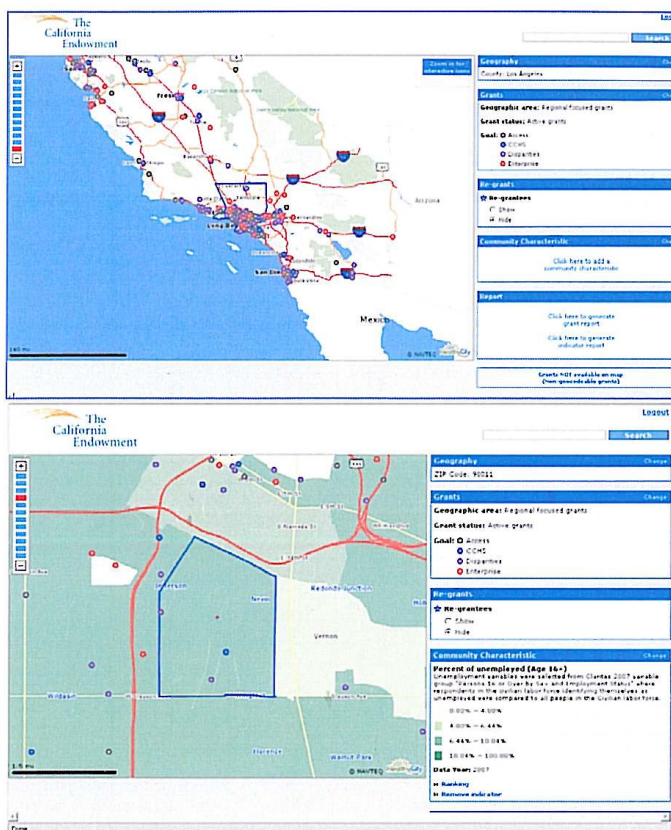
## The California Endowment: Supporting Innovations in Philanthropy, Summer 2008

The California Endowment (TCE) is a statewide health foundation that seeks to expand health-care access and improve the health of underserved Californians. TCE is at the forefront of the philanthropic community's shift towards place-based planning.

An innovative organization, TCE's vision of health and health care includes "grassroots-to-treetops" advocacy and mobilization. In order to understand the resource network they have created and add to their capabilities, Healthy City developed a customized web tool for TCE that maps grantee data along with demographic information about the state of California. The tool also allows users to rank regions, for example viewing which ZIP codes in California have the highest percentage of unemployed residents.

This system brings their internal datasets to vivid life, showing the demographic context and potential networks of their grantees. TCE can use this tool to inform their internal strategic planning as well as to enable their officers to better track and make grant decisions.

This type of online customization helps bring private sector technology to the philanthropic, non-profit, and public sectors. Healthy City can create tools with a wide range of features and data sets that to suit a partner organization's individual needs.



At the top, the starting menu for the TCE web tool, which allows users to search for grants by geographic area, grant goal, type, and target populations. Above, a report of TCE grants overlaying the percentage of unemployment (age 16+) in the 90011 ZIP code.

**Data Sources:** The California Endowment, Claritas, Inc., California Department of Health

**Healthy City**  
1541 Wilshire Blvd., Suite 508 \* Los Angeles, CA 90017 \* (213) 989-1300  
www.healthycity.org

## **Appendix B: Letter of Support from Key Stakeholders**

June 29, 2009

The Silicon Valley Community Foundation (SVCF), the United Way of Silicon Valley, and the Silicon Valley Council of Nonprofits are together writing to express our strong support for the American Recovery and Reinvestment Act (ARRA) of 2009 Strengthening Communities Fund – State, Local and Tribal Capacity Building Program grant application on the part of the County of Santa Clara.

The development of a services ecosystem map (SEM), combined with training on capacity building for nonprofit organizations, will be of great benefit to our organization. In recent years, efforts to increase the level of cross collaboration between local government entities, foundations, and community-based organizations have been made, but the lack of resources available to assist both government and nonprofits in formulating how shared data might be made available, as well for the collection and maintenance of data has stymied these efforts.

It is our hope that the SEM will enable SVCF and United Way to have an improved understanding of what nonprofits are in business, what clients they serve and where, and from whom they receive their funding. Nonprofits depend on funding from organizations such as the County of Santa Clara, SVCF, and United Way. The current economic climate forces all funders to reexamine the condition of the nonprofit organizations they are funding. We are especially seeking greater rigor and data to evaluate whether or not a specific organization is the best one for the job at hand. If an organization is unique but in financial trouble, understanding the extent to which that organization has something unique to offer may provide funders with an opportunity to extend not only funding but to offer technical assistance.

Collaborative efforts between the County and the nonprofit community which have already been successful include the provision for direct deposit of invoice payments, the provision of a database of current insurance certificates, web entry of training and benefit information in compliance with County policy, and a master contracting process to reduce paperwork and procedures on the part of nonprofits.

We look forward to participating in the development of the SEM and related organizational capacity building for nonprofits in Santa Clara County and Silicon Valley.

Sincerely,

**Eleanor Clement Glass**

Chief of Donor Engagement and Giving  
Silicon Valley Community Foundation, Serving San Mateo and Santa Clara Counties  
2440 West El Camino Real, Suite 300 | Mountain View, California 94040  
Tel: 650.450.5528

**Amari Romero-Thomas**

Senior Vice President  
Community Building and Impact  
United Way Silicon Valley  
Sobrato Center for Nonprofits  
1400 Parkmoor Avenue | San Jose, California 95126  
Tel: 408.345.4371

**Patricia Gardner**

Executive Director  
Silicon Valley Council of Nonprofits  
Sobrato Center for Nonprofits  
1400 Parkmoor Avenue, Suite 130 | San Jose, California 95126  
Tel: 408.260.3915

**Appendix C: Letter of Support from The Capacity Collaborative**



We are The Capacity Collaborative, a coalition of government, philanthropic, and nonprofit leaders in the Bay Area. We are writing to express our enthusiastic support of the application by Santa Clara County to build an ecosystem map and deliver related training/technical assistance.

As a collaborative that includes both secular and faith based efforts, we believe such a project would greatly benefit our sector's attempts to promote economic recovery in conjunction with the American Recovery and Reinvestment Act (ARRA). Specifically, we are excited about how the project would build our capacity to do the following.

- Pursue collaboration around three key issues in economic recovery in our region (immigrant empowerment, family wellness, and high school youth development)
- Make better funding decisions
- Do strategic planning more effectively with new information and training
- Pursue funding opportunities - including other ARRA programs - with newfound capacity to demonstrate our respective roles in the economic recovery process
- Disseminate best practices in marketing and fundraising for long term sustainability

As leaders in the foundation world, we plan on using the data generated by the ecosystem map in our grant making decision. As senior executives of non profits, we plan on using the data in strategic planning, evaluation, and other key processes. Together, we believe that the way the project pursues its aims via collaboration between funders and nonprofits advances our sector in important ways.

Thank you for considering our letter of support for this exciting possibility.

Sincerely,

Funders	Nonprofits
<ul style="list-style-type: none"> <li>• Debby Armstrong, First Five San Mateo</li> <li>• Lindsay Austin Louie, SV2</li> <li>• Anne Marie Burgoyne, Draper Richards Foundation</li> <li>• Leslie Crowell, Santa Clara County Budget Director</li> <li>• Tarah Evans, Johnson Foundation</li> <li>• Lance Fors, SV2</li> <li>• Loretta Gallegos</li> <li>• Sara Hall, New Philanthropy Advisers</li> <li>• Bill Somerville, Philanthropic Ventures Foundation</li> <li>• Nicholas Hodges, Schwab Charitable</li> <li>• Dana Marcus, Fox Foundation</li> <li>• Anu Nigam, Sand Hill Angels</li> <li>• Dave Peery, Peery Foundation</li> <li>• Diane Solinger, Entrepreneur's Foundation</li> <li>• Sean Stannard-Stockton, Tactical Philanthropy</li> <li>• Gordon Strause, Yahoo</li> </ul>	<ul style="list-style-type: none"> <li>• Jennifer Andaluz, Downtown College Prep</li> <li>• Chris Balme, Spark</li> <li>• Jay Banfield, Year Up</li> <li>• Marlene Bjornsrud, Bay Area Women's Sports Initiative</li> <li>• Christine Burroughs, InnVision</li> <li>• Christine Egger, Social Actions</li> <li>• Kathy Ericksen, BreakThrough Collaborative</li> <li>• Kjerstin Erickson, FORGE</li> <li>• Christa Gannon, FLY</li> <li>• Lyra Ghose, Cleo Eulau Center</li> <li>• Veronica Goei, Grail Family Services</li> <li>• Kim Golter, Jeremiah's Promise</li> <li>• Vickie Grove, CASA</li> <li>• Poncho Guevara, Sacred Heart Community Service</li> <li>• Toni Heineman, A Home Within</li> <li>• Becky Crowe Hill, Partners in School Innovation</li> <li>• Elaine Ikeda, California Campus Compact</li> <li>• Jay Jacobs, Summer Search</li> <li>• Michele Lew, Asian Americans For Community</li> </ul>

	<p>Involvement</p> <ul style="list-style-type: none"><li>• Michael Lombardo, Reading Partners</li><li>• Kitty Lopez, Samaritan House</li><li>• Dan McClure, Generations Wellness Center</li><li>• Suzanne McKechnie Klahr, BUILD</li><li>• Sharon Miller, Renaissance Entrepreneurship Fellowship</li><li>• Perla Ni, Great Nonprofits</li><li>• Jenny Niklaus, EHC Lifebuilders</li><li>• Chris Overington, Hidden Villa</li><li>• Eileen Richardson, Downtown Streets Team</li><li>• Michele Sharkey, Forty-Niners Academy</li><li>• Mary Simon, RAFT</li><li>• Whitney Smith, Girls For A Change</li><li>• Marc Spencer, Juma Ventures</li><li>• Nancy Strohl, Child Care Law Center</li><li>• Nancy Taylor, Citizen Schools</li><li>• Dwight Wilson, Mission Hospice</li><li>• Laurie Wishard, Family Service Agency</li></ul>
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**Appendix D: Scope of Work for Individual Fundraising Capacity Analysis (the Technical Assistance Strategy)**



<b>Client</b>	
<b>Purpose</b>	<p>The Capacity Analysis is intended to empower CLIENT to:</p> <ol style="list-style-type: none"> <li>1. Address issues with greater confidence</li> <li>2. Frame requests for pro bono help with greater specificity</li> <li>3. Shop for consultants as an educated customer</li> <li>4. Approach donors with outside expert validation of one's needs</li> </ol>
<b>What is covered</b>	<p>The analysis will cover three the following areas according to the client's choice:</p> <ul style="list-style-type: none"> <li>• <i>Messaging and Branding</i></li> <li>• <i>Overall marketing strategy</i></li> <li>• <i>Individual cultivation strategy</i></li> <li>• <i>Web development</i></li> <li>• <i>Collateral</i></li> <li>• <i>Donor database</i></li> <li>• <i>Board development</i></li> <li>• <i>Online social networking</i></li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Initial interview with Executive Director and up to three follow up sessions as needed (via phone)</li> <li>• Interviews with up to three additional staff, board members, or volunteers</li> <li>• Review of all relevant documents</li> <li>• Analysis of the chosen areas for strengths, weaknesses, opportunities and threats (SWOT) as it relates to individual fundraising. The results will generally be about 4-5 pages in length.</li> <li>• Recommendations for next steps, especially those that can be executed by the client as low hanging fruit</li> <li>• Final report with in-person presentation</li> <li>• Membership in the Capacity Collaborative and guaranteed invitation to future Collaborative opportunities</li> </ul> <p>It is estimated that the project will take 4 weeks from the start date.</p>



## Appendix E: Sample Assessment Tool for Technical Assistance Strategy



### Initial Assessment of Marketing Capacity

- 1) Do you have a “Message Guideline” or something similar that describes for everyone in the organization what your core message is and what your brand stands for?
- 2) If not, how do messengers of the organization know if they are staying “on message?”
- 3) Do you have established versions of the following message categories (that everyone in the organization would be familiar with)? Please supply the ones that are established.
  - **Tag line:** What do you do?
  - **Descriptor:** How do I categorize you?
  - **Problem:** Why do you matter?
  - **Vision:** What will you accomplish?
  - **Secret Sauce:** How will you do it (and be uniquely effective)?
  - **Key attributes:** What are you like?
  - **Value propositions:** Why should I care?
  - **Plan:** Where are you headed next?
  - **Elevator pitch:** What do you say?
  - **Look/feel:** How are you recognized (logo, style, etc.)?
  - **Favorite stories:** What illustrates your most valued impact?
- 4) (If no elevator pitch) If we met you for the first time at a dinner party, what would you tell us your organization does?
- 5) Who does your organization serve? What do you do for them?
- 6) How is your organization primarily funded?
- 7) How do these messages relate with your strategic goals?
- 8) Do you have any things you would identify as unique messaging needs or issues?
- 9) Where does your message get broadcast? How?

## **Appendix F: Staff Biographies**

### **COUNTY of SANTA CLARA STAFF**

\* **Leslie Crowell** is the Budget Director of the County of Santa Clara. She has served in this position for over 8 years, prior to which she spent 14 years as a Principal Analyst and Policy Analyst in the County Executive's Office of Budget and Analysis (OBA). She has worked with nonprofit leaders throughout her career with the County, and has had a leadership role with the County contracts streamlining process since 1997.

\* **Margaret Olaiya** is a Budget and Public Policy Analyst in OBA. She has worked for the County for 8 years, and prior to joining the County worked at Hope Senior Center, a nonprofit organization in San Jose. She serves as the County Contracts Coordinator, and is responsible for process improvements, administrative oversight, reporting and training as it relates to contract administration.

\* **Wendy Jhong** has been the Departmental Fiscal Officer for the Office of the County Executive since 2008. Wendy has worked for the County for 20 years, and has a wide range of both grant reporting and administration experience across five different County departments. In the County Executive's Office, Wendy has administered and or reported numerous large grants, including Homeland Security, Urban Area Security Initiative (UASI), the National Historical Publications and Records Commission (NHPRC) grant, and others.

\* **Ken Yamamoto** is the Enterprise Information Technology Product and Services Manager for the County's Information Services Department.

\* **Wendy Jhong** is supervised by **Sally Logothetti**, and Administrative Services Manager of the County Executive's Office, who in turn reports to **Emily Harrison**, Deputy County Executive.

## **CONSULTING WITHIN REACH STAFF**

\* **Curtis Chang (Lead Consultant)** is the founder and CEO of CWR. He has served in diverse leadership roles in many aspects of the social sector: as the executive director of SixSeeds, a national foundation; as a Head Teaching Fellow in the Harvard Government Department; as a pastor of a church in San Jose; and as a Rockefeller Fellow doing development work in Soweto, South Africa.

\* **Pete Snell (Trainer)** has consulted for General Motors, Johnson and Johnson, Apple, Yahoo, Compaq, United Airlines, MCI, NBC, Mazda, State Street Global Advisers and other leading companies, empowering them to maximize the use of the Internet and digital media in their strategic planning and marketing. He currently is a coach to multiple executives, including some from the non-profit sector.

\* **Brad Jung (Technical Assistance in Marketing)** has more than 20 years of management and marketing experience in Silicon Valley. He is currently CEO of Enliven Systems and president of the School-Force Education Foundation.

\* **Grace Lynch (Technical Assistance in Marketing)** has worked as a television news reporter at network affiliates in Northern California for both CBS and NBC. She has served as a marketing consultant for local government agencies such as the Santa Clara Valley Transportation Authority.

\* **Jason Rieckewald-Schmidt (Technical Assistance in Fundraising and Donor Databases)** is the Associate Director for Fundraising for InterVarsity Christian Fellowship in the Pacific Region. He also managed the donor data management department of a \$10M nonprofit in the county, and is an expert in a number of donor management systems, including Raiser's Edge and Salesforce.

\* **Kelley Stupfel Conway (Technical Assistance in Fundraising)** has over 10 years of experience as a fundraising consultant and trainer for universities, local schools, churches, and nonprofits.

\* **Patrick MacPhail (Web Developer)** has developed dozens of high end sites as a team leader at iMarc (www.iMarc.net), an award winning web and media creation firm.

\* **Mark Manley (Web Developer)** has spent the past 20 years as an IT expert for Apple, designing and implementing custom databases to capture mission critical corporate data.

#### **VOLUNTEER STAFF (IN-KIND)**

\* **Gentry Underwood (Technical Advisor)** leads IDEO's Knowledge Capture unit. IDEO is a leading design firm that was recently named by Fast Company as one of the top 10 most innovative companies in the world.

\* **Craig Baker (Technical Advisor)** is the Executive Director of Stanford University's John Gardner Center. The Gardner Center specializes in analyzing data to inform policy and planning in the area of youth development.

\* **Tony Traback (Faith-based outreach)** is the Pastor of Mission Mobilization at the River Church Community. Prior to his current role, Tony worked with at risk youth teenagers suffering from drug and alcohol addiction at Advent Group Ministries, a faith based organization. Tony has also worked a Peace Corps volunteer in rural Kenya.

## **Appendix G: Partial List of CWR Clients and Work**

- **Summer Search:** Proposed and developed a new brand building strategy for a nationally expanding youth development agency.
- **Diocese of San Jose:** Advised the Diocese on how to integrate the financial tracking of its 81 parishes and schools.
- **A Home Within:** Designed and executed an individual fundraising campaign, including creating new national ads and an e-marketing aspect.
- **County of Santa Clara:** Provided a needs assessment and feasibility study for an innovative community wellness center.
- **49er Academy:** Built the infrastructure for its fundraising department, including implementing a donor database, creating a pitch deck, and crafting a donor cultivation plan.
- **San Mateo Cares:** Delivered a website with a rapid turnaround for an initiative headed by Congresswoman Jackie Spears and other San Mateo leaders.
- **FORGE:** Produced comprehensive analysis of organizational capacity, focusing especially on fundraising.
- **Craigslist Foundation:** Designed program improvements, built a web tool, and oversaw the pro bono consulting track for the Foundation's main conference.
- **California Campus Compact:** Created the message guideline for the statewide association of colleges and universities.
- **Hayward Area Historical Society:** Designed and built a richly interactive website for a community museum.

For more information on CWR, see [www.ConsultingWithinReach.com](http://www.ConsultingWithinReach.com)

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