

# CATHLEEN MCFARLANE FOUNDATION, INC

## GRANT MAKING OVERVIEW, GUIDELINES, & APPLICATION

The McFarlane foundation is seeking applications from qualified community based organizations working to help prevent, serve, and recover the homeless, the addicted, and vulnerable animals by nourishing their welfare. The McFarlane Foundation has a history and passion for helping organizations serving populations on the “fringe or margin” of services that might otherwise “fall through the cracks”. One of the McFarlane Foundation’s goals is to increase the number of qualified applicants. **The Foundation encourages organizations to apply even if a program is new, innovative, or without prior evaluation.**

### A. Overview

#### I. Background

Cathleen McFarlane Ross established the Foundation in 1997. From its establishment in 1997 to her death in 2010, she made significant annual donations to the Foundation. She supported many charities during her lifetime but focused primarily on homeless people, homeless animals and addiction. Making a difference for those less fortunate, especially those suffering from homelessness and addiction, was Cathleen’s mission in life, and through her foundation her legacy she lives on.

The Trustees select and award approved funding requests. The Board of Trustees meets roughly five times a year, late fall to late spring. Funding requests must be specific, measurable, and fall within the funding objectives and guidelines. The Trustees generally will not fund endowments, capital campaigns for buildings and physical facilities. Reports are expected on the effectiveness or success of the project or program or of the impact made to the organization.

All organizations requesting grants will be vetted to ensure they meet the Foundation's criteria and that they are properly organized and have a Board in full support of their directives.

#### II. Purpose

The McFarlane Foundation aims to support community based nonprofits that are making **measurable impact on the marginalized homeless and/or addicted that might not receive services and support or have difficulty accessing services.** The purpose of the funding is prevention, service delivery and/or rehabilitation. Grants for small, innovative, or new programs are welcomed.

### III. Key Objectives

The information below is to serve as **support for defining the key funding objectives NOT as an endorsement or exhaustive list of activities or interventions allowed under the funding objectives.** When developing a program or project, it is recommended that these principles or best practices be used when applicable. The McFarlane Foundation prioritizes applications that strive to make meaningful impact for those that are hard to reach or would otherwise not have access to services.

#### a) Homelessness- Prevention and Intervention

- i. The National Alliance to End Homelessness (NAEH) identified five key principles for prevention. These basic principles should influence every aspect of program design and implementation. Homelessness prevention covers all efforts to prevent homelessness, including financial assistance and supportive services that address both the root causes and immediate triggers for homeless services.

##### Principles of Homelessness Prevention

1. Crisis Resolution
2. Client choice, respect and empowerment
3. Provide the minimum assistance necessary for the shortest time possible
4. Maximize community resources
5. The right resources to the right people at the right time

*Above is taken from Mayors Innovation.Org. For more information go to this website:*  
[https://www.mayorsinnovation.org/images/uploads/pdf/Homelessness\\_Prevention\\_-\\_Key\\_Principles\\_and\\_Best\\_Practices.pdf](https://www.mayorsinnovation.org/images/uploads/pdf/Homelessness_Prevention_-_Key_Principles_and_Best_Practices.pdf)

##### Possible Interventions:

- Housing Advice
- Legal Services
- Credit Repair and Budgeting
- Employment
- Financial Assistance to Prevent Eviction
- Resolving a Conflict that Could Lead to Homelessness (*Household conflict, domestic violence, etc.*)
- Housing Stabilization

*From the National Alliance to End Homelessness:*  
[http://b.3cdn.net/naeh/e151d425e2742e3e3b\\_0rm6btoc6.pdf](http://b.3cdn.net/naeh/e151d425e2742e3e3b_0rm6btoc6.pdf)

#### b) Addiction- Prevention and Treatment

The McFarlane Foundation prioritizes funding for Substance Abuse Prevention and Treatment of vulnerable populations such as those in poverty. Substance Abuse Addiction programming can be roughly grouped into two categories: Prevention and

Treatment. Substance Abuse Mental Health Services Administration (SAMHSA) identifies 5 categories of Prevention Interventions which include Individual, Environmental, Communication, Education and Enforcement. The McFarlane Foundation has provided examples of best practices for the first four prevention interventions. Research indicates that the most effective prevention interventions incorporate a combination of the prevention approaches. Targeted prevention identifies and reaches out to populations that are at a higher risk for substance misuse.

*Below is from the Center for the Application for Prevention Technology (CAPT) with SAMHSA:*  
<https://www.samhsa.gov/capt/practicing-effective-prevention/prevention-approaches>

### **Prevention of Substance Abuse**

Prevention includes Individual, Environmental, Communication, Education and Enforcement

#### **Individual Level Prevention Strategies:**

- Focus on life and social skills
- Focus on direct and indirect (social) influences on substance use
- Involve interactions among participants
- Emphasize norms for, and a social commitment to, not using drugs
- Include community components
- Are delivered primarily by peer leaders

#### **Environmental Prevention Strategies**

Environmental Prevention strategies take a broader approach.

- Change the conditions within a community, including physical, social, or cultural factors that may lead to substance use.
- Influence community norms by raising awareness and creating community support for prevention.
- Enforcement methods to deter people and organizations from illegal substance use

### **Treatment and Recovery of Substance Abuse**

According to the National Quality Forum (NQF), the three essential phases of substance abuse treatment are:

- Phase One: Screening, diagnosis and assessment of substance abuse
- Phase Two: Active treatment including stabilization, early recovery and management of co-occurring disorders
- Phase Three: Long-term chronic care planning, aftercare

#### **Substance Treatment Programs:**

There are various evidence based, research based or research informed substance abuse treatment programs. National Registries or clearing houses provide information on these types of treatment programs. There are also recommendations on how to adapt evidence based, research informed or research based programs to serve similar populations. The McFarlane foundation does not endorse a specific substance abuse treatment program. In addition there is a recognized list of services that do not work. The specific type of treatment or combination of treatments will vary depending on the patient's individual needs and, often, on the types of drugs they use. According to the National Institute of Health's Institute on Drug Abuse, the best treatment programs provide a combination of therapies and other services to meet the needs of the individual patients.

Components of comprehensive treatments include:

- Intake processing/assessment
- Treatment plan
- Pharmacotherapy
- Behavioral therapy and counseling
- Clinical case management
- Substance Abuse Monitoring
- Self-help/peer support group
- Continuing care

Additional services or wrap around support for treatment clients could include:

- Family services
- Child care services
- Vocational Services
- Mental Health Services
- Medical Services
- Educational Services
- HIV/Aids Services
- Legal Services
- Financial Services
- Housing Transportation Services

**c) Animals: Rescue Nourishment and Welfare**

The following are principles to base guidelines, programs and interventions that we fund.

1. Freedom from Hunger and Thirst
2. Freedom from Discomfort
3. Freedom from Pain, Injury, or Disease
4. Freedom to express normal behavior *including ecosystem for which they exist\**

To learn more about the Five Freedoms or the Association of Shelter Veterinarians visit <http://www.sheltervet.org/assets/docs/shelter-standards-oct2011-wforward.pdf>

## **B. Eligible Applicants**

- Applicant or fiscal agent of the applicant must be a non-profit 501c3
- *Preferred* Service delivery in Palm Beach County
- Applicant's Board of Director's approval for proposed project or program

## **C. Grant Submission Requirements**

Grants must describe how proposed projects will work to address all of the key objectives outlined above within the context of homelessness and addiction. Selected grants will include submissions which clearly define how the key objective will be accomplished.

### I. Required Grant Submissions

- a) Grant application review: Monthly (as needed) except during mid-June- end of August
- b) Presentations to the Board of Trustees: Late fall to late spring
- c) Award announcements are made within 30 days from consideration by the Board of Trustees
- d) Funding: Unless otherwise agreed upon, funding is disbursed periodically
- e) Reporting- required periodically

### II. Eligible/Ineligible Grant Activities

- a) Preferred service delivery to vulnerable or "fringe or marginalized" populations
- b) We discourage capital campaigns, endowments, or purchasing of facilities/buildings
- c) No funding of permanent subsidized housing
- d) No funding abortions
- e) Unlikely to fund large overhead or large organizations
- f) Multiyear grants allowed
- g) Organizational expenses, staff salaries, program materials and program equipment are allowed with other general operating expenses directly related to the program or project

### III. Scope of Key Funding Objectives

- a) Prevention and/or Service of Homeless People
- b) Prevention and/or Treatment of Substance Abuse
- c) Prevention and/or Service of Animal Rescue and Nourishment and Welfare

## **D. Process for Submitting Grants**

### Questions

All questions regarding grants must be submitted in writing via the Cathleen McFarlane website and contain a contact name, phone number and email address.

<http://cathleenmcfarlanefoundation.org/>

**E. Application and Instructions**

Incomplete applications may be rejected for failing to meet the requirements. Please be as succinct as possible.

Grants must contain the following information, in the following order, using size 12 font in Times New Roman. Do not exceed 9 pages:

**McFarlane Grant Proposal (Insert Date Submitted)**

**Project Name:** \_\_\_\_\_ **Grant Duration:** \_\_\_\_\_  
**Organization Budget:** \_\_\_\_\_ **Service Delivery Type:** (Substance Abuse, Homeless, Animals)  
**Project Budget:** \_\_\_\_\_ **Check all that apply:** (Prevention, Intervention, Treatment)  
**Funding Request:** \_\_\_\_\_

**1. Organization Summary : Please answer the following  
*History, Organization Goals, Services/Programs, Organizational Structure, Key Achievements***

(No more than 2 Pages or 1,300 words)

**2. Description of Request:** Please describe the services for which you are seeking support. If project support is requested, tailor your responses to that particular project; if operating support is requested, tailor your responses to address the organization. Please focus on the following components:

- Describe the need your organization is addressing
- Description of specific services/activities to be conducted to implement proposed project.
- Describe the program design, giving detailed information about how program activities will occur
- Provide information about the constituents who benefit from your organization’s work (include numbers served)
- Describe the challenges to the success of the proposed activities and how these factors could be overcome

(No more than 4 Pages or 2,500 words)

**3. Organizational Staffing:** Describe the personnel that will work on this project. Include names of key staff that will work on this project. If a hiring process is needed please indicate this and method for marketing the position, interview and hiring.

(No more than 250 words)

**4. Project Summary Budget:** Describe how the amount requested was determined, how it will be applied.

(No more than 250 words)

5. **Previous Funders:** Please list how the organization receives the **majority** of its funding. Provide the name of the funder, the year(s) of funding and the amount per year. If able show current and two years prior.

(No more than 150 words)

Additional Grant Attachments to Be Uploaded In Grant Portal:

1. **Organizational Budget-** Include a budget for the organization for the current fiscal year.
2. **Project Budget** (*Not applicable for general operating requests*) If the requested funds are to be used for anything other than the general operating expenses of the organization, include a detailed line-item budget for the project.
3. **List of Board Members** - Provide a list of the members of the current Board of Directors, and if appropriate, their professional affiliations and expertise.
4. **Copy of Tax Status Letter-** Provide a copy of the organization's most recent IRS Tax-Exempt Ruling Letter, verifying that the organization is a qualified charity under section 501(c)(3) of the Internal Revenue Code and not a private foundation.
5. **Financial Statements-** Please provide a separate PDF or MS Word document containing a copy of the organization's financial statements for the most recently completed fiscal year (audited if available). If your organization's budget size does not require an independent audit, please provide unaudited financial statements and the most recent Form 990.
6. **Logic Model-** Please briefly address the following items using the template provided. (See template below)
  - State the goals of the project or program, etc.
  - State the objective of the project:
  - Resources required for success
  - Activities conducted during project or program
  - Short Term Outputs (*example: program materials purchased, 20 clients enrolled in the program, staff hired with background checks, therapy provided, job training classes completed, etc.*)
  - Expected outcomes: List the outcomes as they relate to the activities and outputs. Indicate how this will be captured or measured (*for example: placed in work study program, knowledge gained based on program evaluation or post program assessment, secured housing, free of substance use, etc.*)
  - Timeline for meeting these goals and outcomes
  - Describe how you have used evaluation results (qualitative or quantitative) to make changes and improve your organization's and/or program's performance and impact

**Grant Logic Model**

Organization Name:

Funding Request Amount:

Goal of Proposal/Project/Program:

Objective of Proposal/Project/Program: (Select one below)

*Prevention and/or Service Delivery of Homeless*

*Prevention and/or Treatment of Substance Abuse*

*Prevention and/or Service Delivery of Animal Rescue*

Resources Needed for Project or Program	Activities	Short Term Outputs	Collection Method	Outcomes	Collection Method
<p><i>Example:</i></p> <p><i>Funding</i></p> <p><i>3 staff (counselors)</i></p> <p><i>Collaborative partners</i></p>	<ol style="list-style-type: none"> <li><i>1. Tutoring</i></li> <li><i>2. Job Training</i></li> <li><i>3. Hiring Staff</i></li> <li><i>4. Staff Training</i></li> <li><i>5. Intake Assessments</i></li> <li><i>6. Develop case plans</i></li> </ol>	<ol style="list-style-type: none"> <li><i>1. 25 enrolled in tutoring</i></li> <li><i>2. Program books purchased</i></li> <li><i>3. 3 counselors hired</i></li> <li><i>4. 3 counselor trainings completed</i></li> <li><i>5. 25 assessments completed</i></li> <li><i>6. 25 case plans created</i></li> </ol>	<ol style="list-style-type: none"> <li><i>1. Class roster</i></li> <li><i>5. Standardized Intake Assessment</i></li> <li><i>6. Organizational Case Plan reviewed by supervisor</i></li> </ol>	<ul style="list-style-type: none"> <li><i>• Reduce homelessness in 40% of clients</i></li> <li><i>• Knowledge gained on available resources</i></li> <li><i>• Knowledge gained on financial management</i></li> </ul>	<p><i># of placements in stable housing</i></p> <p><i>#of new utilized resources (case plan)</i></p> <p><i># post assessment on financial management and application of lessons learned (case plan)</i></p>

## **F. Selection Process**

All grant submissions will be reviewed based upon their responsiveness to this Grant Announcement, clear description of services, and the experience and qualifications of the applicant(s). Applicants may be asked to participate in subsequent interviews or to provide additional material. The selection of applicants is made during late fall to late spring.

The following questions are frequently asked during an interview process:

- a. How much overhead does the program or organization have?
- b. Who is being paid from the funds?
- c. How many people are served?
- d. How is success measured?
- e. What is the history of the program or organization?
- f. How do you establish boundaries or handle failure?