



12 New Ways to Fund Your AFI Project (and a few old ones): Creative Strategies from the Field

Sometimes it seems easier for participants in Assets for Independence IDA programs to meet their savings goals than it is for AFI Projects to find the required nonfederal cash contributions to match their Federal awards. In addition, limitations on the use of both Federal and nonfederal funds for operations often means that grantees must find additional support to insure effective implementation of their projects.

Funding Requirements in the AFI Act

The Assets for Independence Act says that applicants must bring to the project cash contributions at least equal to the amount of their Federal AFI award. For example, a project that seeks \$500,000 from AFI must include in its Request for Federal Assistance commitments of nonfederal funds of at least \$500,000. An applicant that could show commitment of more than \$500,000 would be even more competitive. Further, such an applicant would find it easier to support activities, staff and participants in ways that enhance the likelihood of successful asset purchases. Even if a project has a million dollar budget (\$500,000 each, Federal and nonfederal), however, \$850,000 must go to participant matches; only \$150,000 may be used for operations, such as staff, facilities, accounting, printing, postage, financial education and other training, case management, or any other activities. [See the figure and explanation in Appendix 1] That’s not much over a five-year project period, so many projects seek additional resources for operations, whether in cash or in-kind.

Historically, AFI Projects have succeeded in finding cash from a wide range of sources. The table below summarizes the types of sources and their uses, match or operations, from the most common nonfederal funders.

Table 1: Sources of Nonfederal Funds for AFI Projects

Type of Non-AFI Funder	Proportion of Grantees that Received Funding for Matching Participant Savings	Proportion of Grantees that Receive Funding for Program Operations
Financial Institutions	51%	41%
Foundations	23%	22%
Local Government / Local Housing Authorities	20%	16%
State Government	19%	15%
Businesses	19%	19%
Federal Home Loan Bank	15%	4%
Individuals	15%	16%
U.S. Department of Housing and Urban Development (Community Development Block Grant and others)	7%	17%
U.S. Department of Health and Human Services (Community Services Block Grant)	9%	12%

While financial partners, foundations, businesses, local governments, some Federal agencies, and United Way organizations have been generous over the years, the growing opportunities for asset-building approaches to poverty and the increase in the number and scope of Individual Development Account initiatives also mean that competition for funding is increasing. AFI Projects will need to become ever more creative in seeking the nonfederal contributions and additional operating funds.

Tip: The key to *all* fundraising, whether from foundations, individuals, corporations, or public agencies, is relationships. Most successes in fundraising are the result of previous research, communication with the prospective source, and mutual understanding of shared goals and the capacity to achieve them. Even in the case of competitive funding, such as Assets for Independence, you are more likely to be successful if you have studied the funding announcement, any relevant rules, and the activities, challenges, and learnings of previous award recipients. Without intensive research, it is hard to make a convincing case to a potential funder.

Fundraising in Four Not-So-Easy Pieces

This resource document outlines a number of strategies that AFI Projects and other Individual Development Account projects around the country have used to support their activities over the past few years. Some resources are more commonly used than others. Some resources are allowable as nonfederal cash contributions to a project budget, and others are not. The listings that follow are divided according to the sources and allowable uses of the support.

1. Sources of funds most commonly used by AFI Projects that are also allowable as nonfederal cash contributions to an AFI Project budget.
2. Less commonly used sources of funds that individual AFI and other IDA projects have used and that are allowable as nonfederal cash contributions;
3. Resources, whether cash or in-kind, that may be leveraged to make a project successful or to supply a specific component of the project design, but that are *not* allowable a nonfederal cash contribution, even if in cash.
4. Links to Web sites, newsletters, and organizations that specialize in finding and reporting on funding opportunities.

Remember relationships, however. The people who make the decisions need to understand your project and its potential to change the lives of families and communities. This fact means that fundraising is a continual activity, and one that is best begun long before the funds are needed.

Commonly Used Sources Allowable for Nonfederal Cash Contribution

Following are brief summaries of commonly used sources of nonfederal cash match.

1. **Financial partners:** Every AFI Project must have financial partners to hold the Project Reserve Account and to hold participants' savings accounts, their IDAs. Financial partners have also been in the lead in providing matching funds, as shown in the table above. In addition, financial institutions are often able and willing to provide instructors, guest speakers, materials, or facilities for financial education; to assist with tax preparation initiatives; or to develop financial products for AFI participants, such as no- or low-fee checking accounts, favorable loan terms, or other services. Financial institution representation on project advisory groups is very useful as well.
2. **Local jurisdiction discretionary funds, nonfederal:** Local jurisdictions, whether large cities, or state or regional jurisdictions in rural areas often have discretionary funds that may be included in an AFI budget. The most common local source is Community Development Block Grant (CDBG) funds. This is one "Federal" fund that explicitly may be used as nonfederal cash match for an AFI Project. Individual jurisdictions, however, support a wide range of activities through CDBG, so AFI Projects do compete for these monies. In addition, the AFI Project or the jurisdiction may need to have enough cash on hand to compensate for the time limitations on disbursement of CDBG funds, ordinarily only within 30 days of closing on a home purchase.

Cities, states, and counties often use general funds to support AFI Projects. The amounts and the procedures for accessing such funds will vary by area. Offices to contact may go under names such as economic development, community development, community affairs, small business development, economic or urban revitalization, for example. Familiarity with your jurisdiction's local long-term plans for economic and housing development will help you identify likely agencies to contact. Such plans are available from mayors' offices, local Chambers of Commerce, state agencies, and Federal field offices for public assistance, housing, or small business.

A few specific state discretionary sources that you may wish to contact include the following:

- Housing finance agencies and housing trust funds that may support homeownership initiatives, particularly in rural areas.
- State departments of economic development, which are interested in small business development but also in asset-building in general. A few states have given responsibility for statewide IDA initiatives to the economic development division.
- State departments of labor or workforce development also have an interest in small business development and in postsecondary education and training. In New Mexico, for example, the state-supported IDA initiative is housed with the workforce system.
- State TANF agencies in some cases have funds that may support AFI Projects, but use caution as there are many different funding streams administered by state TANF agencies. Some of these may count as nonfederal, and therefore could provide the required contribution but most are Federal and may not be used this way. Even Federal funds managed by your state TANF agency, however, may be used for supplemental support for services to TANF-eligible

individuals. Further, many states have used their TANF funds to support IDA programs unrelated to AFI.

3. Tribal governments: There are a number of Tribal entities that have income generated from their own economic activities and trust funds. These resources may be applied as nonfederal funds. Currently, there are two Tribal entities that are direct AFI grantees and many more that are subgrantees...
4. Federal Home Loan Banks, organized into 12 regional banks, support IDAs through its own IDA program and at least five regions provide matching funds to existing IDA projects, including AFI. Despite the name, these are nonfederal funds. Member banks in each region may request up to \$50,000 to match other IDA funds. Getting FHLB money into a Project Reserve Account, however, is technically a difficult process, and none of these funds may be used for operations, only for home purchase.
5. Local, regional, and national foundations have supported IDAs, from the earliest experiments under the American Dream Demonstration to the present. Some foundations will provide only matching funds, but some will provide both operations and match. See the resource directory at the end of this document for links to identifying foundations with an interest in asset-building and IDAs.
6. Corporations or corporate foundations may support AFI Projects as part of their local public relations or philanthropic efforts. They may also support activities leading to specific types of asset purchase, such as homes for lower-wage employees or postsecondary education or training in a particular skill set or industry sector. In the case of large corporations with multiple sites, there may be funding to be sought locally and at the headquarters level. Generally, however, a local award weakens the request for a national one unless it is part of a long-term strategy to increase the overall level of support. A few corporations, such as Entergy, provide some support through intermediary organizations that regrant funds or provide technical assistance and training to develop stand-alone IDA projects.
7. Individual donors or philanthropists may be a good source for AFI Projects, especially on the local level, but almost always require a period of cultivation and personal contact, perhaps via an agency board member who can make the case for the impact of asset-building on individuals and the local community. Sometimes an individual will commit to long-term annual support, but more often such support is likely to be one-time or short term. Some local philanthropists fund projects only through a local intermediary that manages charitable donations for many relatively small foundations or trusts. These are often called donor-advised accounts or trusts.

Less Common Sources, Allowable as Nonfederal Cash Contributions

1. State tax credits are, or have been, available in 10 states through several different mechanisms.¹ In Oregon, for example, individuals make a donation to a nonprofit selected by the state to manage the

¹ Some states have allowed authorizing legislation to lapse or have not fully funded the credit. For current information, contact the treasurer in your state. You can also find information on the CFED Web site (<http://www.cfed.org>) and at the Web site for the

IDA funds and subtract 75% of the donation from their state tax obligation. In other states, such as Missouri, organizations individually market the opportunity to donors and then “purchase” the credits from the state.

2. Local business associations or industry sectors: In some cases, an association of employers in the same industry, such as machining or automobile repair, could use IDAs to help address a shortage of workers with the skills they need. A large corporation may see IDAs as a way to retain valued employees or to revitalize a declining neighborhood in order to save themselves the cost of relocating their business.
3. Employer-supported IDAs for employees (direct and employer-based). Several AFI Projects have received support from local employers who see IDAs—and the required—financial education as an important tool to increase employee productivity: with more financial stability, they believe, employers will be more attentive to their work. Employers may make a general contribution to a local AFI Projects, or they may provide funds earmarked to be used only for their eligible employees.
4. Sponsorship of individual participants or families: Like employers or business associations, other entities may have an interest in supporting asset-building among their members or in a community where they are based. Among such interest groups are:
 - a. Churches, which may support IDAs in general, in a particular neighborhood, or only for their members. Churches may also provide volunteers to help with operations, financial education instructors, facilities, or mentors for participants.
 - b. Culturally/ethnically based organizations: In many areas, especially in larger cities, ethnic associations of small business owners may provide support to potential entrepreneurs from their cultural group or for members’ households, such as helping children get education or training. Similarly, ethnically based civic organizations may be potential funders.
 - c. Service organizations: While most of the national service organizations have an historical focus outside asset-building, local organizations may be good choices. For example, local foundations or support organizations for artists and musicians have an interest in participants from these sectors. Local organizations that serve the disabled, mentally ill, or homeless may also be sources of nonfederal funds or of supplemental operational funds.
5. National faith-based organizations: In addition to individual congregations, some national religious networks have taken a strong interest in asset building and in IDAs in particular. Among these are: Lutheran Social Services, Assemblies of God, and the National Council of Jewish Women.
6. Interest earned on project reserve funds not allocated to participant matches: AFI does not require that the Project Reserve Fund be held in an interest-bearing account. If the Project Reserve Fund does earn interest, the interest must be allocated quarterly to participating IDA savers. An AFI project may, however, use interest earned on the Project Reserve Funds for project expenses, as long as the funds earning interest are not obligated to cover enrolled participants’ matches. For significant

Center for Social Development at Washington University in St. Louis (<http://gwbweb.wustl.edu/csd>). Search either site for state IDA policies.

interest earnings, the funds must be in the Project Reserve Account well of the time when they must be allocated to enrolled participants.

7. Earned income: AFI grantees may have various sources of earned income, associated with their AFI Project or associated with other organizational activities.
 - a. Associated with AFI activities: Many AFI Projects now require nominal fees to process applications, support financial education, or asset-specific training. This category also includes marketing materials originally developed for IDA activities, such as financial education or asset-training curricula and workbooks.
 - b. Associated with other agency activities that generate funds: Often organizations carrying out AFI Projects also provide many other services. For example, the organization may provide financial education to the general public for a fee, or may provide the kind of credit counseling and certification required prior to bankruptcy filing. Another source of revenue is earnings from contracts with state or local agencies to provide job training, financial education, various family services, specific vocational training, housing counseling, or other services.
 - c. For-profit affiliation: A few organizations implementing AFI Projects are associated with for-profit entities, some of whose earnings support IDA activities. Creation of for-profit and not-for-profit linkages is increasing in parallel with increasing competition for dwindling historical resources, such as state, Federal, and foundation grants.
8. Donated interest: A few grantees have been able to work with large institutional or individual donors to collect interest on long-term, interest-bearing instruments, such as certificates of deposit. This strategy depends on attractive current interest rates and donors with sufficient funds and a strong interest in project support. The donor buys a CD, for example, at the current market rate but agrees to forego or donate one or two percent of the interest to the AFI Project. The donor earns something, and supports asset building in the community. If the donor receives the interest and then donates it back to the program, then the donor also may also claim a tax deduction. The same process could occur if the donor were a corporation.
9. Events, with “headliners” and participant attractions: Traditional fundraising events, such as recognition dinners, dedicated arts evenings, or merchant days take a great deal of work and generally build from smaller to larger returns if planned and executed well. It is possible to net \$75,000 or more from a well established event or one that has strong “star” quality, such as association with a local sports franchise, high profile celebrity, or strong community concern.
10. On-line donations: Several AFI grantees have an on-line donation option on their Web sites, not necessarily specifically for their AFI Project. Once established, such links are relatively easy to monitor, but their return depends largely on how well the organization markets itself in general, how well known are its activities, and how well it makes the case for the importance and impact of its work.
11. Charter or private school funds to match youth IDAs: A small but growing number of IDA projects are linking with charter schools, whether nonprofit or for-profit. Where such schools have private

funds, or even nonfederal funds from the local jurisdictions, there may be opportunities to support IDAs for students or their parents.

12. Realtor donations: A few AFI grantees have secured funding from individual realtors or realtor associations. This approach makes sense, given the common interest in homeownership. Use caution, however, to avoid even the appearance of support that is dependent solely on AFI participants' home purchases through supporting agents or businesses.

Leverage for Project Implementation and Services but Not Allowable as Nonfederal Cash Contribution

A wide range of Federal and state programs and agencies have programs that overlap with Assets for Independence in the target populations and general missions, i.e., development of self-sufficiency for low-income families and reduction of poverty and its consequences. The following listing is by no means exhaustive. To learn more about these programs and others from these and other agencies, visit their Web sites and search on the program name, on Individual Development Accounts, or other key words, such as homeownership, asset building, or financial education.

1. **U. S. Department of Housing and Urban Development:**

This agency has homeownership interests across the entire economic spectrum. Following are brief descriptions of those of special interest to IDA projects.

- a. **Family Self-Sufficiency:** Under this program, residents who receive rental subsidies in the general market or who are live in multifamily units managed by state or local housing agencies may save significant amounts that can be used to purchase an asset. Participants must enter an agreement to make progress toward self-sufficiency by, for example, getting a GED, getting vocational training or a better job, taking financial education classes, or other activities. As the participant progresses and, in theory, increases income, the rent increases; but the housing agency sets aside a portion of the increase in an escrow account. Once participants meet all the benchmarks of the service plan (including being off public assistance for at least a year), they may use the escrowed funds to purchase an asset, such as a home, or for other purposes, such as establishing a retirement account. A number of AFI Projects work with FSS programs, receiving referrals, sharing case management, and financial or asset-training activities. Not all housing agencies participate in FSS or have the same staff resources to devote to training or case management.
- b. **Section 8 Housing Choice Vouchers:** Under this program, families whose market-rate rent is partially subsidized by a voucher (a payment from the housing agency to the private landlord), may apply the value of the voucher to a mortgage payment for up to 15 years. Participants receive homeownership training and financial education. AFI Projects have worked with Section 8 participants to use both their AFI funds and the voucher to make home purchase

possible. Availability of the vouchers for home purchase, however, varies among housing agencies.

- c. Home Investment Partnership Program (HOME): Under this program, IDA participants may be eligible for additional down payment assistance at the time of asset purchase. In addition, HOME funds may support provision of housing counseling for participants. HOME funds may not be used as nonfederal match or to support operations for participants other than those who enter homeownership. Participating jurisdictions must come up with a 25 percent match to the Federal HOME funds.

American Dream Demonstration Initiative: This down payment assistance program is a subset of the larger HOME program. In contrast to HOME, the funds may support only first-time home buyers and. for down payment assistance only.

- d. HOPE VI: The HOPE VI program aims to redevelop neighborhoods and sites dominated by large multifamily units managed by local housing agencies. The revitalized areas are to include a mix of market rate and affordable units. Residents of HOPE VI sites may receive homeownership counseling, vocational and educational assistance, job placement, business training, and other services aimed at increasing their ability to afford housing in the new mixed-rate neighborhoods. AFI Project coordination with these large-scale efforts could include referrals, financial education, business training, or homeownership counseling, including contracts to provide services to HOPE VI project residents.
- e. Self-Help Ownership Program: SHOP combines sweat equity with other assistance to enable low-income families to achieve homeownership. Participants in this program may be strong candidates for AFI Projects and bring with them the additional personal investment in building a home.
- f. Resident Opportunity and Self-Sufficiency: The ROSS program provides grants to public housing agencies, tribes or tribally designated housing entities, resident associations, and nonprofit organizations, including grassroots, faith-based, and other community-based organizations for the delivery and coordination of supportive services and other activities designed to help public and Indian housing residents attain economic and housing self-sufficiency. AFI Project linkage with such projects may yield eligible and able applicants or an opportunity to share the cost of financial education or homeownership training.
- g. HBCU (Historically Black Colleges and Universities): This program, operated from the HUD Office of University Partnerships, allows design and implementation of asset-building activities, such as IDAs, and supports both operations and match. Such activities may be undertaken directly by a division of the educational institution or through an agreement with a local nonprofit organization with appropriate expertise. Usually, such efforts concentrate on neighborhoods surrounding the institution.
- h. Youthbuild: This program focuses on youth who lack a high school diploma and provides GED preparation as well as vocational training, usually in construction trades. In addition to

its own IDA option, Youthbuild may offer opportunities for exchange of referrals and career planning and educational counseling.

2. Community Development Financial Institutions (CDFI) Fund:

This fund, administered by the Department of the Treasury, awards competitive grants to banks through the Bank Enterprise Awards program to encourage community development lending and investment. The grants may support IDA programs, including matching or operations, but may not count as nonfederal match for AFI.

3. Small Business Administration

- a. Small Business Administration loan programs (SBA 504): This loan program, and other SBA options, may supplement savings and match for business capitalization.
- b. Small Business Development Centers: Several AFI Projects are affiliated with an SBDC that provides referrals of eligible participants or carries out the business planning and training required for project participants to use that asset option. SBDCs are usually based in local educational institutions, but may also be found at local nonprofits or Chambers of Commerce. Large cities have also incorporated small business development in their workforce centers [see below].
- c. SCORE business training and mentoring: The Service Corps of Retired Executives is an independent organization affiliated with the Small Business Administration. SCORE chapters throughout the country offer a variety of free or low-cost, general and specialized, business trainings, as well as individual mentoring and counseling. Their services may be accessed most easily via an on-line search by business interest. Some AFI grantees have linked their entrepreneurs with local SCORE members or use some of SCORE's many training materials, available free from their Web site.

4. U. S. Department of Labor, Employment and Training Administration:

The USDOL, through a network of state and local workforce agencies, often called One Stops, provides a number of services that may be helpful to AFI Project participants. Each workforce board will have a set of priority service populations, such as single parents, current or recent welfare recipients, exoffenders, or the disabled. Coordinating services around common service populations may be the most effective way to take advantage of workforce resources.

- a. Referrals: Local workforce centers may be good sources of referrals, especially for participants interested in small business or in postsecondary education or training.
- b. Educational and vocational training assessment: Local and regional workforce offices can help participants assess their career and training interests, thus relieving AFI Project staff of some of the burden of educational planning. The workforce centers also have access to some training funds, including on-the-job training support, that cost shares with employers for specific wage gains while training if the employer agrees to promotion and a higher wage for trainees who successfully complete training. Local boards also have some limited funds,

generally targeted for very low-income or unemployed individuals, for direct vocational training, especially in high-demand fields, such as entry-level healthcare.

- c. **Business development assistance:** Local workforce centers often also include counseling and training for small businesses and assistance in securing necessary licenses, incorporation, or satisfying other legal requirements.
- d. **Other services:** Workforce centers may work with individuals with the lowest skills and greatest need to provide financial education, personal financial counseling, and related skills. They may also provide short-term support for childcare, transportation or uniforms when needed to get or keep employment. Coordination with these services may meet supportive service needs of AFI participants or help to forestall potential emergency withdrawals.
- e. All training and many services, such as mentoring, are delivered through contracts. AFI grantees who are in a position to enter such contracts may generate agency income that may partially support their IDA or related programs.

5. U.S. Department of Agriculture:

The USDA, especially through the Cooperative State Research, Education and Extension Services (CSREES) has been an active partner in many AFI Projects. CSREES has representatives in every state and most counties or other local jurisdictions. The most common links are:

- a. **Financial education:** In most places, CSREES already provides financial education, free or for a small fee. CSREES staff have developed a number of financial education curricula and many related materials, available on their Web sites. They have also provided instructors and materials for a number of AFI Projects.

6. Corporation for National and Community Service:

CNCS manages several volunteer programs from which AFI Projects have benefited. Chief among these is AmeriCorps VISTA (Volunteers in Service to America). Under the VISTA program, full-time, full-year volunteers sign on with nonprofit organizations focused on alleviating poverty. In addition to gaining skills and earning a small stipend, volunteers earn a financial award that supports additional education.

7. U.S. Department of Health and Human Services, Administration for Children and Families:

ACF, the division of the Federal agency with primary interest in reducing poverty, has a long list of programs and resources that may supplement your AFI Project, with either services or operations. For example, most AFI Projects link their participants to tax filing assistance and encourage them to claim Earned Income Tax refunds and use them to realize their long-term asset goals. The Office of Community Services supports development of EITC initiatives. Similarly, other sources, such as Community Services Block Grants, are used by local jurisdictions to support a wide range of activities. They may not be used as part of the required nonfederal match, but may support particular project operating expenses, if allowed.

Links to Identify Potential Sources of Funds and In-kind

Support for Your AFI Project

There are a number of Web sites and newsletter services that will do some of the leg work in finding funds for your project. A few of these are listed below with brief descriptions and their Web sites. Some are free; others charge for electronic or printed subscriptions. Many resources for which there is a fee may be accessed through your local public library or educational institutions. Public officials may also provide links to sites of interest to you.

- **Charity Channel**

<http://charitychannel.com>

This is a subscription site (\$24 a year, negotiable) that allows you to personalize searches and newsletters received by topics, such as arts funding, or other categories, such as professional development or volunteer management. The newsletters survey both public and private funding opportunities. There are discussion lists and on-line courses to help you build your skills, as well as a daily, wire-based news service.

- **Council on Foundations**

<http://cof.org>

The Council on Foundations is a membership organization of more than 2,000 grant-making foundations and giving programs worldwide. It provides leadership expertise, legal services and networking opportunities—among other services—to its members and to the general public. Foundation resources available to anyone include: printed and electronic directories of national, regional, family and corporate foundations that allow searches by focus area, type of support, actual funding history, board members and their affiliations, and other factors. You may subscribe to their databases or use their printed materials in their libraries or in your local library. They also offer training in all areas of resource development, as well as publications on specific topics.

- **The Foundation Center**

<http://www.foundationcenter.org>

The Foundation Center offers information on private philanthropy in the United States. The Center helps grantseekers, grantmakers, researchers, policymakers, the media, and the general public better understand the field of philanthropy through research archives, newsletters, training in funding development and other services. Some tutorials are free. The RFP Bulletin covers private and public opportunities by topic.

- **Innovations Network**

<http://www.innonet.org>

This site offers both free tools and subscription services, including training, funding research and on-line roundups of funding. *The GrantStation Insider* provides to subscribers information on new funding programs, upcoming grant deadlines, conferences, trainings, and other relevant information for grantseekers.

- **Council on Foundations**

<http://philanthropy.com>

From this site you can access an alphabetical listing of corporate, private and government grant makers and link to their Web sites.

- **The Grassroots Fundraising Journal**

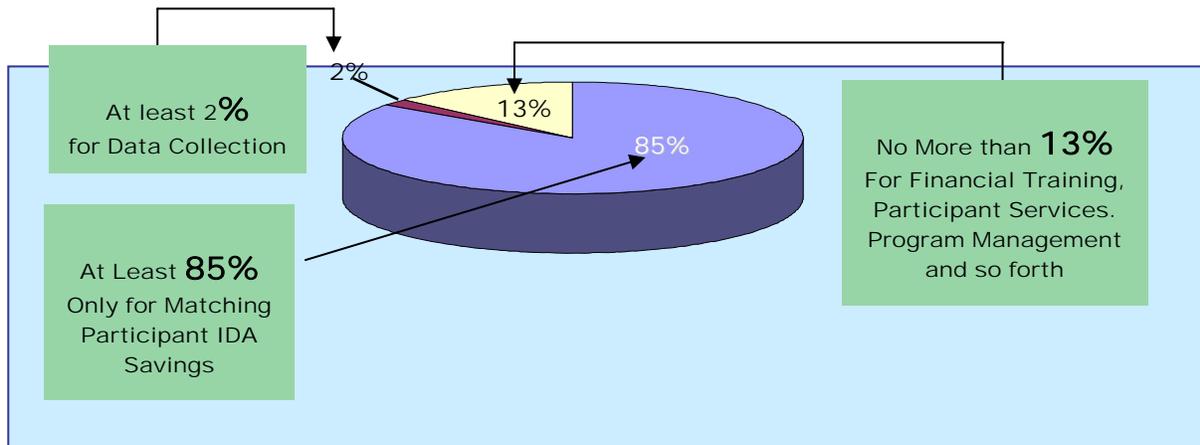
<http://grassrootsfundraising.org>

This journal and its Web site offer descriptions of many fundraising approaches based on using community and participant resources. As with other sites, some tools and information are free; others require a subscription. A feature article from each issue is free on-line. From this site you can access a virtual manual on fundraising in rural communities

(http://www.casenet.org/download/fundraising/0601_complete_guide_0036.pdf).

Compiled by Anne Yeoman for the Assets for Independence Resource Center, with assistance from many AFI Project staff.

AFI PROJECT FINANCES
ALLOWED USES OF FEDERAL AFI GRANT AND
REQUIRED NONFEDERAL CASH



This figure illustrates the AFI grant requirements for an organization managing a five-year \$300,000 Project that will provide IDA services to 125 participants. The Federal AFI grant amount is \$150,000 and the grantee provides at least \$150,000 in nonfederal cash to support the project.

This grantee would be required to allocate its Federal grant funds and nonfederal cash over the five-year project period as follows:

- At least \$127,500 of the Federal grant and \$127,500 of the nonfederal cash to match participants' IDA savings.
- At least \$6,000 for data collection and evaluation.
- No more than \$39,000 (\$19,500 of the Federal grant and not more than \$19,500 of the nonfederal cash) for training and coaching 125 participants and general program support.

Allocated across the five-year project, this means that the grantee is allowed to use a maximum of \$7,800 per year from the Federal grant and the nonfederal cash for activities including, for example, financial literacy education classes and training materials, participant case management and coaching, and staff salaries, facilities, and so forth.

Allocated per participant, the grantee may use a maximum of \$61 per participant over the five-year project. This calculates to \$12.25 per year for training, coaching, and supporting each participant and also for general program administration.