



CATHOLIC CAMPAIGN FOR HUMAN DEVELOPMENT

GRANT PROGRAM

Guide for CCHD Grant Applicants

This revised and updated guide will help you complete the CCHD Community Organizing and Economic Development grant applications online. It provides definitions of terms used by CCHD, clarifications on policies related to CCHD funding, and includes useful tips for completing and submitting your application.

Please read the entire guide before you begin your online application

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Catholic Campaign for Human Development
United States Conference of Catholic Bishops
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1. About CCHD

The [Catholic Campaign for Human Development](#) is the domestic anti-poverty, social justice program of the Catholic bishops of the United States. Rooted in the Gospel call to “bring good news to the poor, liberty to captives, new sight to the blind, and to set the downtrodden free” ([Luke 4:18-19a](#)), CCHD’s mission is to address the root causes of poverty in the United States through promotion and support of low-income controlled Community Organizing and Economic Development initiatives and through transformative education in non-low-income communities.

When the Catholic bishops of the United States established CCHD in 1970, they defined its mission: “to address the root causes of poverty in the United States.” The bishops crafted CCHD to act as a complement to the Church’s longstanding role of providing social services to people in need, not to offer services which are already provided by Church institutions like [Catholic Charities](#), the [St. Vincent de Paul Society](#), and [Catholic hospitals](#). In Catholic thinking, this is often referred to as the need for both **charity and justice**.

Through the work of **community organizing** and **economic development**, the bishops sought to empower low-income communities to work for justice by addressing the systems, structures, laws, and policies in our world that create poverty and keep people poor.

CCHD’s efforts know no racial or religious boundaries. By helping low-income communities to participate in the decisions and actions that affect their lives, CCHD reflects the Catholic social teaching principle of *subsidiarity*: “A community of a higher order should not interfere with the life of a community of a lower order, taking over its functions” (*Centesimus Annus* (The Hundredth Year), *Encyclical Letter of Pope John Paul II on the Hundredth Anniversary of Rerum Novarum*).

The belief that those who are directly affected by unjust systems and structures truly have the best insight into knowing how to change them is central to CCHD. Thus, CCHD invests in community organizations that focus on human development, by equipping low-income people with the skills needed to powerfully participate in society, and thereby address policies and systems that perpetuate poverty.

This is why only Community Organizing grantees at least 50 percent low-income controlled, and Economic Development grantees at least 33 percent low-income controlled, are eligible to apply for funding. Also central to CCHD is the assurance that the work of all CCHD grantees must be in keeping with Catholic social and moral teaching. Any applicant organization whose efforts include support for initiatives contrary to Catholic moral and social teaching will be deemed ineligible for funding from CCHD (see *What does the moral and social teaching of the Catholic Church include?*” starting on page 8).

Finally, in an effort to fund a wider array of organizations, CCHD requires Community Organizing initiatives who have received funding for six years since 1997 to take a three-year break from funding. This policy applies whether the organization received funding for six years on a continuous or intermittent basis. After the three-year interval, these organizations will be eligible for funding requests for up to another six years before the same interval cycle will be repeated. You should contact your area grant specialist to determine your eligibility for the

current grant cycle.

CCHD's Economic Development Program also maintains a three-year eligibility limit. CCHD will grant a maximum of three years of support to an Economic Development Institution. These years need not be sequential.

Please contact your grants specialist to determine your eligibility for the current grant cycle. (Find the grant specialist for your region with the map at the end of this guide, or go online at www.usccb.org/cchd/fieldreps.shtml.)

2. CCHD Application Definitions

This section provides definitions for key terms in the application, and clarifications that may help you develop your responses.

[DIOCESAN STRUCTURE](#) | [LOW-INCOME CONTROL](#) | [INSTITUTIONAL CHANGE](#) | [LEADERSHIP DEVELOPMENT](#)
[ORGANIZATIONAL DEVELOPMENT](#) | [ACTION](#) | [FISCAL SPONSOR](#) | [TECHNICAL ASSISTANCE PROVIDER](#)

Understanding the diocesan structure

CCHD is a program of the [United States Conference of Catholic Bishops](#) and, in most cases, has a locally appointed [director in each of the more than 180 dioceses](#) throughout the United States, Puerto Rico, and the Virgin Islands.

A **diocese** is an intermediate Catholic Church structure into which local Catholic communities, or **parishes**, are organized under the leadership and authority of a diocesan bishop. Each diocesan bishop designates a CCHD diocesan director, responsible for implementing CCHD's mission and program within the diocese, including evaluating applications for CCHD funding. The local bishop(s) or archbishop(s) must review and endorse organizations planning activities that will take place within the respective diocese(s) before CCHD funds will be granted. **CCHD strongly recommends that applicant organizations make contact with the local diocesan director in each diocese where their organization is active, upon submitting an application.** To find out which diocese(s) your organization is located in, or to identify the local CCHD diocesan directors, visit www.usccb.org/cchd/director.shtml.

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What does CCHD mean by *low-income control*?

The participation of low-income people in the shaping and ongoing direction of organizations is a central criterion for CCHD funding, based on [Catholic social teaching](#) on the **dignity of the human person**, and on **subsidiarity**—the principle that people who are experiencing a particular problem are best equipped to develop solutions to that problem. While “advisory” groups may also strengthen an organization, low-income people must have and maintain a strong voice in the organization's leadership, both in its governance structure and its policy decisions, especially through their direct participation in the board of directors.

Low-income control also involves “ownership” of the processes within an organization and understanding of the community issues. Therefore, CCHD requires at least 50 percent of the decision-making group or body for the organization be comprised of low-income persons. Members of the organization who come from the local community or geographical area being empowered should also be included.

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How does CCHD define *institutional change*?

CCHD considers “**institutional change**” as that which addresses policies and operational structures of government, corporations, or private agencies that create poverty, keep people poor, or impose injustice on low-income people.

The following actions frequently are interpreted as “**institutional change**,” but **do not fit** CCHD's definition:

advocacy for an individual or many individuals, resulting in a more just situation for some individual(s), but not changing the structure or official policy of the institution;

changes in attitudes of persons who provide services to low-income people, but not affecting the government, corporate or agency policies and structures.

Here is an example of an **institutional change** goal, and how it might be outlined:

Institutional Change Goal: To secure passage of a rent control law this year.

Strategy: Organize people in 20 low-income apartment complexes on the east side of the Hudson River in order to get council members to support the bill.

Activities/Tasks (to achieve goals):

1st Half of Grant Year

1. Conduct 20 interviews in each complex
2. Hold 12 “solidarity” meetings with community churches.
3. Hold 5 “know your rights” meetings with 50 people at each meeting.
4. Bring 200 leaders to the City Hall to talk with council members.

2nd Half of Grant Year

1. Find a sponsor for rent control bill.
2. Hold educational meeting with 10 diverse churches.
3. Hold a meeting with the mayor to gain his/her support.
4. Have the bill introduced during the next session of the council.
5. Get members to call council members to support the bill.

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How does CCHD define *Leadership Development*?

The development of the human person is central to Catholic social teaching. As such, CCHD considers the initial and continual **leadership development** a central component of their grant-making. Applicant organizations should demonstrate a strong track record and commitment to

ongoing development of leaders within the organization. Plans for training may include social analysis, issue identification, elements of organizing, fundraising, board development, etc. Training should focus on equipping members and leaders with skills in the field of community organizing or, depending on the type of proposal submitted, economic development. Skill training focused on personal development, while often an important complement to the work of an applicant active in community organizing or economic development efforts, should not be the focus of the proposal to CCHD.

Here is an example of a **leadership development** goal, and how it might be outlined:

Leadership Development Goals:

- I. To train and develop 20 new leaders to know how to build the organization's constituency and identify issues through a listening campaign, and to identify leaders to send to national training event April 5-10.
- II. Identify potential leaders to participate in issue campaigns.

Strategy: Identify, train and engage 15-20 current leaders to participate in a listening campaign.

Activities/Tasks (to achieve goals):

1st Half of Grant Year

1. Gather with leadership to plan campaign timeline and training (July)
2. Identify at least 40 leaders to attend training (July-August)
3. Conduct training for at least 40 leaders and find at least 15 who will put their training into practice (September)
4. Conduct listening campaign October to mid-December (100-150 one-to-ones)
5. Evaluate listening campaign and find out what issues came up, and what potential new leadership was discovered (early January)

2nd Half of Grant Year

1. One-to-one follow-up with all new leaders by staff (January-March)
2. Conduct two trainings with new potential leaders (February/March) on basics of community organizing (building public relationships, one-to-ones, issues and issue campaigns, power and power analysis, running good meetings, etc.)
3. Invite new leaders to national training and incorporate interested leaders into issue teams and ongoing/new issue campaigns.

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How does CCHD define *Organizational Development*?

CCHD evaluates **organizational development** plans by assessing the capacity and track record of the applicant organization. Organizations applying for funding should demonstrate some experience and history related to the activities proposed for implementation. An organization may have an excellent track record in providing direct services to a very low-income community, but this alone would not qualify to be effective at creating institutional changes. In

addition to having a proven record of affecting institutional change, the applicant organization should demonstrate capacity in terms of its ability to raise and manage funds, the experience and involvement of its board members, collaboration with other institutions, and ability to grow its membership.

Here is an example of an **organizational development** goal, and how it might be outlined:

Organizational Development Goal: To recruit 10 new member groups to the organization during the grant year.

Strategy: Identify and build relationships with potential member groups.

Activities/Tasks (to achieve goals):

1st Half of Grant Year

- 1) Discuss with board plan to recruit new member organizations, brainstorm potential new members and nominate leaders to be on the outreach committee.
- 2) Provide training to outreach committee and expand list of potential member organizations (September)
- 3) Conduct outreach (October-December)

2nd Half of Grant Year

- 1) Convene leaders from potential member groups. Provide basic overview of organizing/vision of the organization (January)
- 2) Follow up one-to-ones with leaders from new potential groups (February)
- 3) Invite leaders interested in exploring membership to scheduled events for further training/strengthening relationships/trust (March-May)
- 4) Follow up one-to-ones/decisions on membership (July)
- 5) Welcome new member groups to the organization.

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What does CCHD mean by the word “Action”?

An “**action**” is an organized public meeting or activity where a community organization puts forward a plan, a set of demands, or other information before public or private sector officials whose support for their position on a particular issue or issues they seek. **Actions** may be small (25-35 people) or large (2000+ people), but they are always an opportunity for the community group to mobilize their members to directly and actively participate in public dialogue, and often in negotiations, around the issues they put forward. In this way, an “**action**” reflects a central component of Catholic social teaching, which calls all individuals, regardless of income or social status, to be active, contributing members of their communities.

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What is a Fiscal Sponsor?

It is the policy of the Catholic Campaign for Human Development to allocate funds only to organizations which have [Internal Revenue Service 501\(c\)\(3\) tax-exempt status](#). If the applicant

organization is not incorporated and tax-exempt, then CCHD allows fund to be channeled through an organization which has such 501(c)(3) status. This organization is called the **fiscal sponsor**.

Where a **fiscal sponsor** is required, *it is the responsibility of the applicant organization to select an incorporated, tax-exempt organization which agrees to serve in this capacity*. CCHD expects the **fiscal sponsor** to always be in a position to know what is happening with the organization for which the grant is being made, and to always know what the CCHD grant money is being used for: that those funds are, in fact, being used for those purposes outlined in the original proposal. CCHD advises the applicant organization to select a **fiscal sponsor** which offers the best possibility for a good working relationship, and where there is a sense of trust and confidence between the two organizations.

It is *not* the role of the **fiscal sponsor** to direct the specific organization for which CCHD funds are being granted—that is the responsibility of the applicant organization. Rather, it is the responsibility of the **fiscal sponsor** to receive the money from CCHD, pass this money on to the ultimate beneficiary, and know at all times that this money is being used for the organization and specific purposes stated in the proposal. CCHD expects the **fiscal sponsor** will not exact a fee for this service.

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What is a *Technical Assistance Provider*?

A **Technical Assistance Provider** can be a network, a consulting firm or organization, or a single individual consultant. Any of these sources may provide numerous services, such as organizing or business training for staff, board or general leadership (e.g., power analysis, issue identification, how to run a meeting, how to plan and run an action, how to do a feasibility study or business plan); recruitment methods; strategic/business or any long- or short-term planning; or financial or fundraising training. The **TA** resource is an entity helping your organization stay on course and develop into a stronger organization and/or business.

3. Economic Development

[ECONOMIC DEVELOPMENT INSTITUTION | ANTICIPATED OUTCOMES](#)

What does CCHD mean by Economic Development Institution?

CCHD's economic development program focuses on Economic Development Institutions (EDIs). Typically EDIs are organizations, businesses, or real estate initiatives that are structured for lasting community ownership and low-income control. They create good jobs and just workplaces, and they develop assets for low-income people that are owned by families and communities.

CCHD funds five types of Economic Development Institutions:

Community-Owned Real Estate Initiatives
Business Incubators and Marketplaces
Community Development Financial Institutions
Social Purpose and Training Businesses
Worker-Owned Co-Ops and Community-Owned Businesses.

Visit CCHD's Web site for a look at each type of EDI: www.usccb.org/cchd/edgengrant.shtml.

What outcomes does CCHD anticipate from economic development funding?

CCHD has established the following threshold outcomes to ensure that EDIs have the potential for substantial job creation and/or asset development within their communities:

EDIs must create 10 or more new jobs that pay a living wage as determined by regional standards, and/or

EDIs must develop asset ownership for more than 10 individuals or families while also benefiting the larger community.

CCHD's Economic Development Implementation Grant applicants are required to submit a complete plan for the EDI. That plan must clearly relate the anticipated outcomes to a rigorous assessment and analysis of the community. In some underserved or distressed areas of the country (e.g., some rural and reservation communities), threshold outcomes may be given special consideration as determined by regional standards.

4. Frequently Asked Questions

[WHY DOESN'T CCHD SUPPORT PARTISAN POLITICAL ACTIVITIES?](#)

[WHAT DOES THE MORAL AND SOCIAL TEACHING OF THE CATHOLIC CHURCH INCLUDE?](#)

Why doesn't CCHD support partisan political activities?

Both the teachings of the Catholic Church and the regulations of the U.S. Internal Revenue Service prohibit CCHD from engaging in or supporting partisan political activities. Additionally, under the Internal Revenue Code, all section 501(c)(3) organizations **absolutely are prohibited from directly or indirectly participating in, or intervening in, any political campaign on behalf of (or in opposition to) any candidate for elective public office.** As such, any organization involved in partisan political activities is ineligible for CCHD funding. Non-partisan voter registration efforts undertaken by applicant groups facilitate civic participation in democracy and are supported by the Church. At the same time, however, any effort that seeks to register voters for one political party over another constitutes partisan political activity. Any group involved in such partisan political activity would be ineligible for funding.

The moral framework of the Catholic Church does not fit the ideologies of "right" or "left," or the platforms of any political party. As an institution, the Church is called to be political (that is,

supporting civic participation), but not partisan. The Church cannot be a “chaplain” for any one party, or cheerleader for any candidate. The Church’s cause is the protection of the weak and vulnerable and defense of human life and dignity, not a particular party or candidate (see *Faithful Citizenship, Nos. 7, 29*). Therefore, the Church cannot fund organizations whose work includes any partisan efforts, even if applicants propose restricting CCHD dollars to their non-partisan activities.

To learn more about the Church’s teaching on political life, consult “***Forming Consciences for Faithful Citizenship—A Call to Political Responsibility from the Catholic Bishops of the United States***” [English](#) [Spanish](#) .

What does the moral and social teaching of the Catholic Church include?

The following are [Basic Principles of Catholic Mission](#) as they are applied by the Catholic Campaign for Human Development.

When the Catholic Bishops of the United States established the Catholic Campaign for Human Development in 1970, they mandated the Campaign to fund “such projects as voter registration, community organizations, community-run schools, minority-owned cooperatives and credit unions, capital for industrial development and job training programs, and setting up of rural cooperatives.”¹ Today, the Church can point to numerous CCHD-funded organizations which have grown and now hold great influence in their communities.

In the light of the Catholic Church’s moral and social teachings and tradition, CCHD asks organizations requesting funding to understand and adhere to some basic principles central to the Catholic mission. CCHD asks those responsible for seeking and managing funds from CCHD to carefully consider the following statements:

- 1) Central to all Catholic moral teaching is **the sanctity of human life from conception to natural death**. CCHD will consider favorably only those organizations which demonstrate respect for the dignity of the human person. CCHD will not consider organizations which promote or support abortion, euthanasia, the death penalty, or any other affront to human life and dignity.
- 2) “Poor and vulnerable people have a special place in Catholic social teaching. A basic moral test of a society is how its most vulnerable members are faring . . . Our tradition calls us **to put the needs of the poor and vulnerable first.**”²
- 3) “Flowing from our God-given dignity, **each person has basic rights and responsibilities**. These include the rights to freedom of conscience and religious liberty, to raise a family, to immigrate, to live free from unfair discrimination, and to have a share of earthly goods sufficient for oneself and one’s family. People have a fundamental right to life and to those things that make life truly human: food, clothing, housing, health care, education, security, social services, and employment. Corresponding to these rights are duties and responsibilities—to one another, to our families, and to the larger society, to respect the rights of others and to work for the common good.”³

4) The **common good** is “the sum of those conditions of social life which allow social groups, and their individual members, relatively thorough and ready access to their own fulfillment.”⁴

5) Peace is not simply the absence of conflict; it must include efforts which build and promote “**a civilization of love.**” “The goal of peace, so desired by everyone will certainly be achieved . . . through the practice of virtues which favor togetherness, and which teach us to live in unity, so as to build in unity, by giving and receiving a new society and a better world.”⁵

CCHD will not consider organizations which promote or support violence, racism, sexism, or other prejudices, in any form. We realize that conflict is inevitable and often an element of social change. However, conflict must take place in an atmosphere of non-violence and respect for human persons.

Signatures of authorized organization officials on the Grant Agreement indicate adherence to these principles in the administration of any CCHD-funded organization.

¹ *Resolution on Crusade Against Poverty*, adopted by National Conference of Catholic Bishops. Nov. 14, 1969. NOTE: The Crusade Against Poverty was later renamed the Catholic Campaign for Human Development.

² *A Century of Social Teaching: A Common Heritage, A Continuing Challenge*. A Pastoral Message of the Catholic Bishops of the United States on the 100th Anniversary of *Rerum Novarum*, Washington, D.C.: United States Catholic Conference, 1990, p.6.

³ *Ibid.*, p.5.

⁴ The Church Today: Pastoral Constitution on the Church in the Modern World (*Gaudium et Spes*), in *Documents of Vatican II*, par. 26, ed. By Walter M. Abbott, S.J. New York: Herder & Herder, p. 225.

⁵ Pope John Paul II, Encyclical Letter *On Social Concerns (Sollicitudo Rei Socialis)*. Vatican City: Libreria Editrice Vaticana, 1987, par.39.

5. Basic User Information for Online Application

[NAVIGATING THE APPLICATION](#) | [GENERAL FORMATTING INSTRUCTIONS](#) | [FORMATTING YOUR GOALS, PLANS
USER ID/PASSWORD](#) | [PRINTING THE APPLICATION](#) | [SAVING, EDITING](#) | [INTERIM REPORT
UPLOADING ATTACHMENTS](#) | [SUBMITTING YOUR APPLICATION](#) | [DEADLINES](#)

Navigating the Online Application

Once you have logged into the online application using the link e-mailed to you by CCHD, you will see a tool bar at the top of the page with four links: *Exit*, *Sample Documents*, *CCHD Criteria & Guidelines*, and *Contact Us* (described below). Once you click on a link, a new page or window will open. To close the new window, click on the X in the top right hand corner of the page. *Do not close the application.*

Exit – Allows you to exit the application **WITHOUT** saving data. Use this carefully, as any work you have done will **NOT** be saved.

Sample Documents – Opens a new Web page with downloadable forms for the Application Budget, Board Member Profiles and Listing of Institutional or Coalition Membership (Community Organizing Grants only). These forms must be completed for the respective application. Additional required attachments will be outlined on the final page of the online application.

CCHD Criteria and Guidelines – Opens a new Web page with information about CCHD’s funding criteria.

Contact Us – Allows you to send an e-mail to a CCHD support staff person with questions about the application.

Below the toolbar, you will see links to each page of the application, as well as links to *Review My Application* – Allows the system to review your application responses to make sure all required fields are completed.

Printer-Friendly Version – Opens up a new window with a printable version of the document.

At the bottom of some pages, you will find buttons for

Save & Finish Later – Save a draft of your work that you can return to later.

Next – Continue to the next page of the application.

Review & Submit – Review your application in its entirety, determine if any required fields have not been completed, and submit your application to CCHD.



NEVER use the back and forward buttons on your Web browser to move through the application—use the page links at the top of the application, or the “Next” button at the bottom of the application.

Save your document regularly as you go—avoid being “timed out” and losing your work. If you stop working on the application briefly, or get distracted by other tasks, be sure to save your work. Use the “Save and Finish Later” button often, to save your changes to the application.

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General Formatting Instructions

Your written responses should be as clear and concise as possible. There are length limitations for some fields. We recommend that you use Microsoft Word or a similar word processing program to draft the narrative responses to application questions (e.g., organization description, initiative description, goals, etc.). Once your narrative responses are drafted, you

can cut and paste them into the online application. You may also want to use the spell check function in your word processing program prior to pasting responses into the application.

Please use plain text only—the online application software will not recognize bold, underlining, italics, or other font formatting. You may use quotation marks, numbered lists, apostrophes, parentheses, and hard returns. Neither tables or text boxes can be pasted into the response boxes.

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Formatting Goals and Implementation Plans

The Community Organizing full application requires a thorough narrative description of your organization’s goals for the following four areas: 1) institutional change, 2) leadership development, 3) organizational development, and 4) financial capacity/fundraising.

You must use the following format in the application to outline goals, strategies, and related activities (including a timeline) for each of the four areas:

Goal: What concrete policy/structure is the group working to change or what leadership/ organizational development goal is the group trying to achieve?

Strategy: What strategy will be used to accomplish this goal?

Activities/Tasks: What specific activities and tasks need to happen and when do these tasks need to happen in order to carry out the strategy and achieve the stated goal?

Your User ID and Password

You will receive an e-mail from CCHD with a link to the online application account login page. You will need to enter your e-mail address and create a password (minimum of five characters).

Please note your login page and password for future reference. If you forget your password, click the “Forgot your password” link and your password, your account login information, and a link to access your saved application will be e-mailed to you.

Printing Your Application

If you would like to print out the online application before, during, or after submission, use the “Printer Friendly Version” link at the top right-hand corner of the page.

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Saving and Editing Your Application

As you are completing your online application, you may save your work at any time and complete it later, by using the “Save and Finish Later” button at the bottom of each page. To access your saved application, you must use the link that CCHD sent to you in the original e-mail invitation to submit an application. You may want to bookmark this link for future reference.

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Interim Report

For those groups that are submitting a combined Refund Application and Interim Report, the Interim Report shows progress on your last year's organizational grant goals for low-income control, institutional change, leadership development, organizational development and fundraising/financial capacity. For all evaluators to assess your organization's progress on your grant from the previous year, you must restate your goals *from the previous year*. Please **do not confuse these goals** with the proposed goals your organization has stated for the **coming** grant year. They may be slightly or very different.

Uploading Attachments

All grant applications require you to submit certain forms as attachments. The final page of the application indicates which forms are required, and guides you through the process. Click on the "Required Attachments" link at the top left of the page to access and download attachment forms. You will be directed to a Web page where you can download the appropriate forms to complete. Attachment forms include the budget, and board profiles, among others.

Submitting Your Application

Once you have completed your application, reviewed it, and uploaded the required attachments, use the "Review and Finish Later" button at the bottom of the page to submit your application to CCHD. **(We recommend you print a hard copy to keep for your files.)** CCHD will not be able to view your application until it is submitted.



You will not be able to edit your application once it has been submitted.

Deadlines

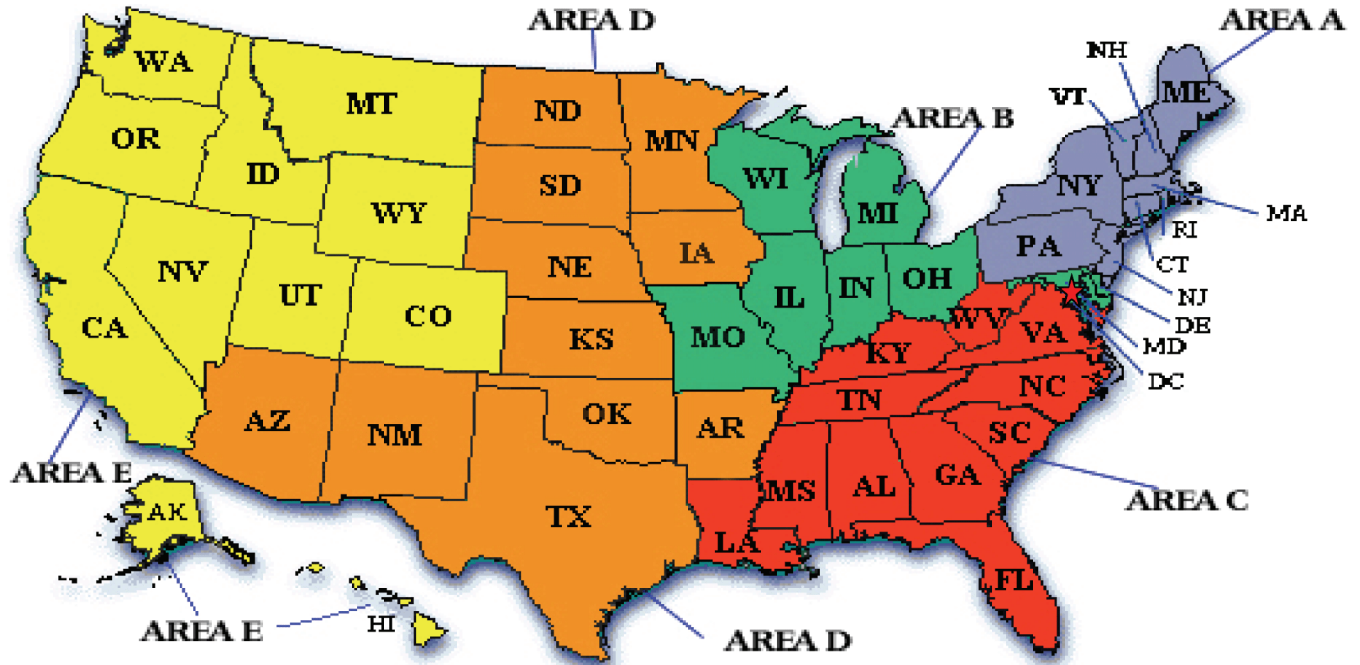
Applications must be submitted by 11:59 pm Eastern on the due date (Nov. 1 for Pre-Applications, Dec. 1 for Refund Applications, and Dec. 15 for new Full Applications). You will receive an automatic confirmation upon submitting an online application.

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6. How to Contact CCHD for Help

If you are not able to find the answers to your questions within this guide or at the CCHD Grants Web site(www.usccb.org/cchd/grants), call the grants specialist for your area.

DIVISION OF FIVE CCHD AREAS



U.S. TERRITORIES

Guam (Area E) **Puerto Rico** (Area A) **Virgin Islands** (Area C)

Main Number: 202-541-3210 Fax : 202-541-3329 <http://www.usccb.org/cchd/>

Area A (Northeast)
Randy Keesler — x-3369
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Area B (Midwest, MD & DE)
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Area C (Southeast)
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Area D (Central & Southwest)
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