

Grant Writing 101



Chiquita Board
March 28, 2009

Today's funder

Foundations, Corporations, United Way, City, County, Federal, etc.

- ◆ **Staff turnover- the folks you used to know are gone**
- ◆ **Different ways of thinking- new models**
- ◆ **Funders are more responsive than ever to their customers" and constituents**

The old days

- ◆ **Need statement – justification for why your organization exists**
- ◆ **Mission – what your organization does or what it's all about**
- ◆ **Goals – what an organization hopes to achieve over a given period of time**
- ◆ **Objectives – numbers that quantify your goals**

The old days

Getting money used to be more about . . .

- ◆ **What you do- education, crime prevention, job training, health care**
- ◆ **Your history- "We're the oldest shelter in the city. . ."**
- ◆ **Who's on your board- brokers between the organization and funder**

“Hey, what the heck is this stuff?”

✦ **Reports**

✦ **Logic models**

✦ **Feasibility studies and business plans**

✦ **Tracking and evaluation**

“I thought it’s just about doing good work?”

A new way of thinking

The business method

✦ **Funders are investors who are shopping for outcomes. Highlight other things you continue to do well.**

✦ **Profits (business) = Outcomes (organizations)**

PARTS OF A PROPOSAL

- ◆ Transmittal Letter
- ◆ Title Page
- ◆ Abstract
- ◆ Table of Contents
- ◆ Project Description
 - Purposes
 - Goals
 - Objectives
- ◆ Timetable
- ◆ Budget
- ◆ Evaluation
 - For Brevity
 - For Clarity
 - For Accuracy

Before you begin....

Read and reread the
Request for Proposals
(RFP) carefully!

Organize

–Organize your proposal according to the RFP.

Use Plain English

- ◆ Describe exactly what will happen and be realistic
- ◆ Write concisely
- ◆ Write sentences beginning with a noun as a subject, followed by an action verb
- ◆ Delete all unnecessary words
- ◆ Don't use jargon or ACRONYMS

Getting Started – Planning

Assess your field. Do you want to go it alone or are there opportunities for collaborating with a more experienced grantee?

Check out the competition; see which other projects in your field are being funded. Search the **relevant databases**

(<http://www.nsf.gov/awardsearch/index.jsp>)

(<http://crisp.cit.nih.gov>).

Evaluate yourself: How do your strengths match up with the topics you uncovered in your database search? Can you capitalize on your expertise and fill in any gaps with mentors, consultants or collaborators?

Figure out what resources and support your organization has and what other support you'll need.

More Planning

See if your proposal matches any specific initiatives at the relevant granting agencies.

Call a Program Officer for an opinion of your idea.

Look at the receipt dates for new applications. Give yourself plenty of time to prepare your application, probably three to six months.

USE CHARTS

- ◆ Clear work plan
- ◆ Goals, objectives, activities to accomplish objectives, benchmarks to measure, timeline

Objective: Teachers and students will become more computer literate.

ACTIVITIES	BENCH MARKS	TIMELINE	RESPONSIBLE PARTY
Buying new computers for each classroom	Teacher computer ratio - 4:1 Student computer ratio - 6:1	November 2005	Head of Audio Visual Services
Computer classes for teachers	50% teachers technology training	February 2006	Vice Principal
Teachers will redesign curriculum to include technology	All trained teachers will have 25% lessons incorporating technology	April 2006	Classroom Teachers

Outcome: After Year 1, at least 75% of teachers and students will display at least an intermediate level of computer literacy.

Measure: Student and teacher results from the ACT skills test requiring performance of various tasks on a computer.

BUDGET PREPARATION

**Show the funder the ROI
(return on investment)**

Use Cost Efficient Techniques

- ◆ Meet via Live Meetings
- ◆ Collaborate with colleagues – Live Meeting
- ◆ Mentor participants – Live Meeting, email
- ◆ Disseminate project results – Live Meeting, DimDim videoconferences, articles, news releases, website postings, conference, classes, virtual field trips, recruitment, email notices

STEP 1

- ◆ Calculate all details of salaries and benefits
- ◆ Consult finance officer
- ◆ As a rule of thumb for calculating your costs, figure salaries will be 60 to 80% of the total request. Evaluation and dissemination will be 10 to 15% of the total. Make sure your PI's salary takes into account any mandatory cap or other granting agency rules.

STEP 2

- ✦ Calculate additional costs
- ✦ Consult finance officer
- ✦ As a new investigator, you should request a relatively modest budget. Be cost efficient – but don't make your budget so low that you cannot do the work proposed if you are funded.

STEP 3 Budget Narrative

- ✦ Give details about expense items, not general guidelines, i.e., "3 reams of print paper @ \$7"----not "office supplies"
- ✦ Explain items, i.e. Program Coordinator will be hired during the first month of the program and receive 11 month salary the first year---not just include a reduced salary rate.
- ✦ Use budget narrative to tell the story

STEP 4

Funding Sources

- ◆ Several columns for funding sources
- ◆ List partner contributions, i.e. teacher participant salaries, student WorkStudy, refreshments, travel, printing expenses
- ◆ Leverage other funds, i.e. previous research funds
- ◆ List INKIND contributions, i.e. OneNet

STEP 5

- ◆ Include broader impacts
- ◆ Student researchers or workers
- ◆ Minority participants
- ◆ Community partnerships
- ◆ Community benefits

Cost per outcome example:

- ✦ Divide the cost of the inputs (\$) by an outcome unit to calculate *cost per outcome* figure. For example:
- ✦ An organization describes one of its outcomes as educating persons 18 years and older about how to become an organ donor.
- ✦ If it requires \$2,400 to educate 100 persons, then the cost per outcome is \$24.

$$\$2,400 / 100 \text{ persons}$$

Final Considerations

- ✦ Remember that you are begging for money.
- ✦ Remember that the grantor wants to give you his money!
- ✦ Remember that you are the best person for the job
- ✦ Ask for enough; ask for just enough.
- ✦ The grantor wants to make the best investment for his money---and YOU are stepping forward as the best investment.

Stories

- ◆ Use anecdotes to tell the story or show the need



CONTINUE BEYOND FUNDING

- ◆ Sustaining support
- ◆ Reports
- ◆ Publicity Folder
- ◆ News Releases
- ◆ Journal Articles
- ◆ Letters



Fund-Raising Strategies

- ◆ Special events
- ◆ Campaign Letters
- ◆ Products
- ◆ Raffles
- ◆ Golf Tournaments
- ◆ Contests/Giveaways
- ◆ Program Dinners
- ◆ Auctions
- ◆ Candy Sales
- ◆ Themed Walks
- ◆ Reward Campaigns

Targeted FR Strategies

- ◆ Private and public companies
- ◆ Individuals -direct mail, facebook, and volunteers
- ◆ Faith-based – Sunday worship, information board, auxiliaries and socials
- ◆ Civic Groups – public speaking events
- ◆ Universities – School of Social Work programs; Alums; AmeriCorp, etc.

Other FR Strategies

- ◆ Products available on website
- ◆ Estate Planning - Bequests/Wills
- ◆ Shared Funding Models with collaborative partners
- ◆ Identify unrestricted program revenue opportunities, example, financial literacy

**COLLABORATION:
GAINING PARTNERS, SUPPORT
AND COMMITMENT FOR THE
GRANT PROJECT**

Partnership Development

Some general transferable principles:

- ◆ Partnerships must have authority, i.e. president, dean, chair
- ◆ There will be more financial audits with partners than without.
- ◆ The private corporations are more sensitive to ownership of products and intellectual property.
- ◆ Corporations want to know why, how, and see creativity now. Will fund R&D, product development

Partnership Development

Some general transferable principles:

- ◆ Partnerships lead to new projects and new grant proposals
- ◆ Partnerships may develop faster because of successful history of partnerships with other entities
- ◆ Partnerships take time
- ◆ Public/private partnerships must have knowledgeable leaders, experienced participants, strong academicians, and strong decision makers involved all the way
- ◆ Partnerships *on paper only* are not considered valid – show evidence, i.e. articles, projects

Feasibility Study

- Although not a requirement, a feasibility study reveals perceptions, preferences, and needs and is particularly valuable in identifying the organizational goals that have a the strongest pull on prospective members.
- NCAN (National College Access Network) recommends focus groups.
- Use the study result for planning/budget

Longevity of Partnerships

- ✦ Corporations want long-range partnerships that evolve into more projects over time.
- ✦ Institution should plan for change and growth in the partnership.
- ✦ Build on previous successful partnerships
- ✦ Organize events that the partners want to attend

Memorandum of Agreement

- ✦ State the mission of the partnership
- ✦ Provide a strong communication plan for the partnership
- ✦ State roles and responsibilities of all partners
- ✦ Advisory Board membership
- ✦ Provide a summary statement of sustainability upon completion of the program

Some Potential Partners

- ✦ Colleagues – Same Area or Interdisciplinary
- ✦ College/University Departments
- ✦ Local Education Agencies
- ✦ State Department of Education, State Agencies, i.e. OCAST
- ✦ Business and Industry
- ✦ Faith-Based Organizations, i.e. Churches
- ✦ Community Based Organizations, i.e. Chamber of Commerce, Scouts
- ✦ Other Colleges/Universities

More Potential Partners

- ✦ Support for Older Youth preparing to exit care
- ✦ Legal Center for Foster Care and Education
- ✦ North American Council on Adoptable Children
- ✦ Child Welfare WorkForce Policy Group
- ✦ National Council of Juvenile and Family Court Judges
- ✦ National Governor's Association Center for Best Practices

Cost Effective Auditing Resources

- ✦ www.idealists.org/if/i/en/faqcat/29-24
- ✦ www.managementhelp.org/finance/np_fnce/np_fnce.htm
- ✦ www.aicpa.org/Audcommctr/toolkitsnpo/homepage.htm

Website Links

- ✦ www.idealists.org
- ✦ www.foundationcenter.org
- ✦ www.thegrantreport.org
- ✦ www.tgci.com/gtptraining.shtml
- ✦ www.surveymonkey.com/s.asp?
- ✦ www.government-grants.net
- ✦ www.onlinesitereviews.com

Sources|Credits

- ✦ Linda Mason, Ed.D.
- ✦ Frank Waxman, Ph.D
- ✦ Paul Mastrodonato, NonProfit Works

Grant Information Sources

1. **Children's Defense Fund** (www.ChildrensDefense.org)
2. **Family Connect Grants**
([https://extranet.acf.hhs.gov/hhsgrantsforecast/index.cfm?switch=grant.view&gff_grants_forecastInfoID=12342 - 22k](https://extranet.acf.hhs.gov/hhsgrantsforecast/index.cfm?switch=grant.view&gff_grants_forecastInfoID=12342-22k))
3. **Promoting Safe and Stable Families –**
https://www.pssfnet.com/search_results.cfm?SearchPhrase=family%20reunification
4. **Catalog of Federal Domestic Assistance** (www.cfda.gov) — The online Catalog of Federal Domestic Assistance provides access to a database of all Federal programs available to State and local governments; domestic public, quasi-public, and private profit and nonprofit organizations and institutions; specialized groups; and individuals. After finding a program of interest, contact the office that administers the program and find out how to apply.
5. **Federal Grant Opportunities** (<http://www.fedgrants.gov/>) — Contains grants postings listed and sorted by government department, agency, and location.
6. **Grants.gov** (<http://www.grants.gov/>) — Grants.gov allows organizations to electronically find and apply for competitive grant opportunities from all Federal grant-making agencies. Grants.gov is THE single access point for over 900 grant programs offered by the 26 Federal grant-making agencies.
7. **Faith-Based and Community Initiatives** (www.whitehouse.gov/government/fbci/grants-catalog-index.html) — A White House website that lists over 150 programs offered by various Federal agencies for small, faith-based and community groups.
8. **Foundation Center** (www.foundationcenter.org) — One of the most widely used resources for information about foundations, with a searchable database available via an online subscription. Also contains extensive information on many grant related topics, including a free Proposal Writing Short Course (<http://foundationcenter.org/getstarted/tutorials/shortcourse/index.html>) and a list of Foundation Center Cooperating Collections (<http://foundationcenter.org/collections/>).
9. **GrantDomain** (www.grantdomain.com) — GrantDomain, which is produced by The Grantsmanship Center (www.tgci.com), is a comprehensive online database that contains up-to-date information on government, foundation and corporate funding sources. Subscribers receive access to all three databases.
10. **GuideStar** (www.guidestar.org) — Information of the activities and finances of nonprofits and foundations nationwide; view IRS Form 990's and Form 990-PF's
11. **Community Foundation Locator** (<http://www.cof.org/locator/>)— This site is produced by the Council on Foundations, and allows one to learn about community foundations and search for them by state.
12. **Nonprofit Works** (www.nonprofitworks.com) — Information about company services, courses and workshops; includes a “downloads” section that contains free documents and templates related to grant research and writing
13. **Georgia Foster Child Education Grant**
childwelfare.net/activities/legislative2002/fostertuition1.html
14. www.dshs.wa.gov/rda/research/clientdata/2005/glossary/all.shtm This includes: Adoption Support **Child** Care, Employed **Foster** Parent **Child** Care, ... Crisis Care Services: CA provides emergency placement

resources for ESA provides **GA-A/B/D, GA-I, GA-U, and GA-X** cash **grants** to clients who are poor.

15. **The Community Foundation** - www.cfgreateratlanta.org/Issues/Human-Services-Foster-Youth.aspx
16. American Bar Association Child Custody and Adoption Pro Bono Project - http://www.abanet.org/legalservices/probono/childcustody/grants_announcement_2008.pdf.
17. The Social Services Block Grant - www.southernearlychildhood.org/upload/file/Social%20Services%20Block%20Grant.pdf
18. **The Annie E. Casey Foundation targets Foster Care** - www.jimcaseyyouth.org/aboutus.htm
19. **Voices for Children** - <http://www.atlcf.org/GrantsScholarships/Grants/MAYOI.aspx>
20. **Dept. of Human Resources, Babies Can't Wait until** - www.dhr.state.ga.us/