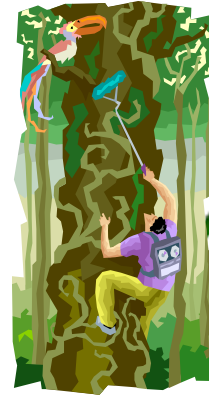




“SURVIVOR” *Grant Writer’s Island*



Grant Writing Strategies For Folks Busy Doing Other Things



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And Now... Introducing...

“Survivor”

Grant Writer's Island

- Host...



- Contestants...

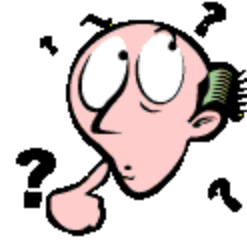
- Rules

- Prize Package...



So you think you want to be on “Survivor” *Grant Writer’s Island*???

Here are some Audition Tips
(or)



What You Need to Know to Qualify to be a Contestant

- *What is a Grant?
- *Why consider writing a Grant”?
- *Who are the “Grant Makers” and where can you find them?
- *How do you determine which is the “Right Funder” to approach??

Additional “Survivor” Audition Tips

- ★ What are the most common positive and negative aspects of operating grant-funded programs?
- ★ What are common grant writing myths?
- ★ What strategies can agencies utilize to position themselves to successfully pursue grant opportunities?



What is a “Grant”?

- * Time-limited and need-specific source of financial support.
- * One Time Only, Renewable, Competitive, Non-Competitive, Operating, Capital, Program, Etc.
- * Story
 - * **Who** - Agency and Target population
 - * **Why** - Mission (driven by needs assessment)
 - * **What & Where** - Services - Location
 - * **What's next?**



What are some common reasons why non-profits consider writing for a Grant?

- ★ **Emergency**
- ★ **Emerging**
- ★ **Atypical**
- ★ **Political, Empire-building**
- ★ **Seed Money**



Who are the “Grant Makers” ?

- ★ **Governmental**
 - Federal
 - State
 - Local
- ★ **Foundations**
- ★ **Corporate**



Where Can Potential Grant Sources Be Found?

- ★ Directories
- ★ Board Members
- ★ Partner Agencies
- ★ Community Leaders
- ★ Professional Contacts
- ★ Internet
- ★ Newspaper



How Do You Determine Which is the “Right” Funder to Approach??

- ★ **Mission**
- ★ **Interests**
- ★ **Location and Reach**
- ★ **Funding Process/Cycles**
- ★ **Current and Past Grantees**
- ★ **Restrictions**



What are some of the most common positive aspects of operating a grant funded program?



- * \$\$\$\$ 😊
- * Increased capacity to expand services and serve more people
- * Creation of partnerships
- * Networking opportunities
- * Potential to make capital improvements

What are some of the most common negative aspects of operating a grant funded program?



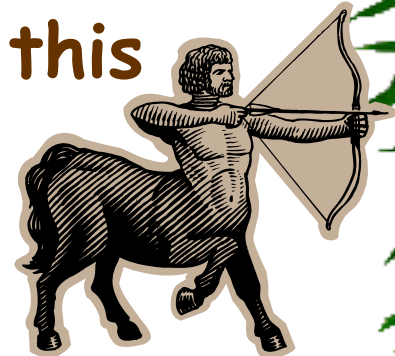
- ★ Restricted \$\$\$ ☹️
- ★ Reporting requirements including mandatory data collection issues
- ★ Meeting funder priorities which can shift over time
- ★ Level funding challenges
- ★ Recruitment challenges



What are some common grant writing myths?



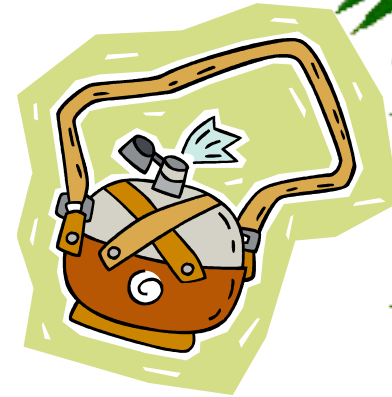
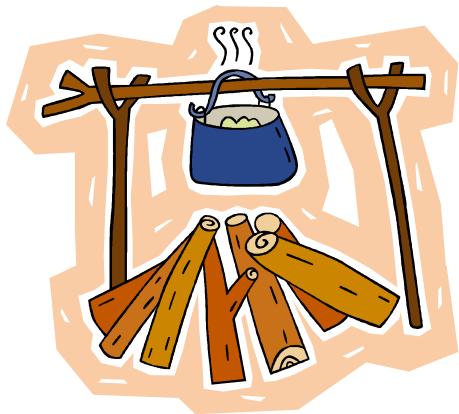
- * Only professional grant writers can write grants that get funded.
- * The best person to write the grant is our administrator.
- * Grant writing is always expensive.
- * Longer or more is better.
- * The funder is very conversant about the issue it is funding.
- * I can't do it...I won't survive this process!



CONGRATULATIONS!!!

You Have Passed The
Audition And Are Now
Survivor Contestants...

This is **NOT** necessarily
“Good News”



Pregame Preparations...

(A Few Tips From Previous Winners)...

Know Your Agency

- ★ **Mission**
- ★ **Goals**
- ★ **Target Consumers**
- ★ **Community**
- ★ **Board Composition**
- ★ **Strengths and Weaknesses**
- ★ **What Sets YOU Apart!**



Pregame Preparations

(A Few Tips From Previous Winners)

Plan Proactively

- * If you need the money now you likely have waited too long.
- * Create an organizational culture that encourages creative idea development.
- * Develop a strategic plan that includes short and long term visions.
- * Complete a needs assessment.
- * Be sure that your board and consumers are part of the planning & evaluation process.



Pregame Preparations

(A Few Tips From Previous Winners)

Utilize A Team Approach



- * Being an administrator does not necessarily translate into being an effective grant writer.
- * Encourage a broader participation in the grant process. Some of your most persuasive writers or program visionaries may be your line or middle staff perhaps even your volunteers.

Pregame Preparations

(A Few Tips From Previous Winners)

When Possible Build Strong Alliances (Collaborate)

This is an increasingly popular approach and frequently a funder requirement. However, collaborative relationships need to be developed over time and carefully chosen.



Pregame Preparations

(A Few Tips From Previous Winners)

Prepare For The Predictable

(Boilerplate) Now

- ★ **There are common grant elements that tend to cut across specific agencies, programs, and funders. Having this boilerplate available on computer or on file will greatly reduce the burden of starting a specific, time sensitive proposal.**



Pregame Preparations

A few Tips From Previous Winners)...

Figure Out Who Holds Important Information



* While researching potential funding sources is necessary, it can be time consuming. Many governmental entities, foundations and corporations produce periodic announcements of upcoming RFP releases etc.

- E-mail Lists
- Mailing Lists
- Newsletters



Pregame Preparations

(A Few Tips From Previous Winners)

Build Relationships & Learn The Language

- ★ When possible, begin an informal relationship before you ask for money.
- ★ Grants have their own jargon just like any other profession or program. Keep a glossary on hand to clarify what a funder is asking for when you are responding to an RFP



Let the Games Begin...

A Map of the Proposal

(Finding your way)



* The Request for Proposal (RFP)

- Read it several times
- Contact the funder/
Attend Bidder's Conference
- Make an outline that follows the RFP ***EXACTLY***
- Convene a strategy meeting of anyone who will be involved.
- Gather documentation from ***DAY ONE***

* Common Proposal Formats

- Cover letter
- Abstract
- Organizational History
- Problem Statement
- Goals & Objectives
- Program Description
- Evaluation Plan
- Future Funding Plan
- Budget
- Appendices

Cover Letter “Survival” Tips (Contact Letter)



- * **Address to the identified Project Officer or Contact Person**
- * **Briefly describe (One page)**
 - ✓ **Who – Organization’s name and location**
 - ✓ **What – Organization’s mission and product**
 - ✓ **Where – Community to be served**
 - ✓ **Why – Connect the need to the funder**
 - ✓ **How Much – Exactly how much you are requesting**
 - ✓ **Tell a story**
 - ✓ **Who is accountable – Signed by organizational authority with contact information included**



Abstract “Survival” Tips

(Summary)

- * A one page summary of the entire project**
- * Introduce the agency and project**
 - ✓ Establish agency credibility**
 - ✓ Identify the most important unmet need**
 - ✓ Identify the objectives and methodology**
 - ✓ Identify the \$\$ requested and the value of any in-kind, existing or leveraged resources**
- * Should be brief and clear yet attention grabbing**
- * Parts may feel redundant but reviewers often don't get the cover letter**
- * Sometimes excerpts of the abstract are used in press releases**



Organizational History

“Survival” Tips

(Organizational Qualifications)

- ★ **Establish agency expertise by describing**
 - ✓ **Mission Statement**
 - ✓ **Years of existence**
 - ✓ **Target population**
 - ✓ **Agency evolution (Why was the agency established, agency role in the community)**
 - ✓ **Agency short and long term goals**
 - ✓ **Organizational (legal) structure**
 - ✓ **Current scope of activities**
 - ✓ **Describes (with statistics) past accomplishments with grants, projects, consumer feedback, etc.**
 - ✓ **Describes any other evidence of agency expertise**
- ★ **Connect all of the above to the funders interests**



Problem Statement “Survival”

Tips (*Identified Need*)

- ★ Describe the target population, the community problem, location, existing resources
- ★ Connect the problem to the agency mission, scope of services and experience (Organizational history content)
- ★ The identified problem should be outside of the agency
- ★ Be realistic (*Don't promise to save the world*)
- ★ The identified problem must be supported through documentation/data
- ★ The problem statement should prepare the reviewer for your goals and objectives



Program Goals & Objectives “Survival” Tips



- ★ **Goals – The proposal should have at least one**
 - ✓ **Broad statement of what you hope to impact**
 - ✓ **Generally cannot be measured as stated**
 - ✓ **Indicates the focus of the proposal – shows the “Passion” behind the program activities**
- ★ **Objectives (outcomes) – Each goal should have at least one**
 - ✓ **Specific quantifiable outcomes**
 - ✓ **What you are “promising” to achieve**
 - ✓ **They identify who/what/how/when changes will occur**
 - ✓ **They must be realistic – If you cite a number... be sure you can do it**



Methodology “Survival” Tips (Program Description)

- * **Describe what you are going to do**
 - ✓ **Process Objectives**
 - ✓ **Include your staffing plan**
 - ✓ **Include a timeline of major milestones**
- * **Explain why you chose this approach or model**
 - ✓ **Justify your approach**
 - ✓ **Demonstrate your knowledge of the field**
 - ✓ **Describe the decision-making process (consumer involvement is a plus)**





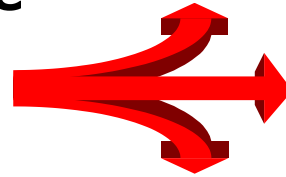
Evaluation Plan “Survival” Tips

- ★ **Almost all funders require it**
- ★ **Good clinical, business and fiscal practice**
- ★ **Helps to guide your efforts**
- ★ **Evaluation can be internal or external**
- ★ **If you have trouble developing your evaluation plan then you may have a problem with your objectives**
- ★ **Two main types of evaluation**
 - ✓ **Outcome Evaluation**
 - ✓ **Process Evaluation**



Outcome and Process Evaluation “Survival” Tips

- * **Outcome Evaluation – Program Effectiveness**
 - ✓ **Specific measurement of progress toward your objectives**
 - ✓ **Can be used to effectively market your program in the present and future**



- * **Process Evaluation – Program operation**
 - ✓ **Can be done periodically throughout program**
 - ✓ **Informs the program of needed adjustments or unanticipated barriers**

Future Funding “Survival” Tips

(Program Sustainability)



- * **The best program sustainability plan is one that is not totally dependant on grants**
- * **A promise to look for future funding generally is not sufficient**
- * **Possible program sustainability plan components**
 - ✓ **Fee generation**
 - ✓ **Fund development activities Phone-a-thons, benefit events, direct mail etc.**
 - ✓ **Is the program one that a governmental agency may agree to support if results are positive and can be replicated?**

Budget “Survival” Tips

- ★ **Involves both traditional fiscal forms *and* line item justification-connect everything to your objectives.**
- ★ **Staffing costs**
 - ✓ Salary
 - ✓ Fringe Benefits
- ★ **Non personnel costs**
 - ✓ Rent
 - ✓ Equipment
 - ✓ Supplies
 - ✓ Travel
 - ✓ Materials
 - ✓ Training
- ★ **Indirect costs**



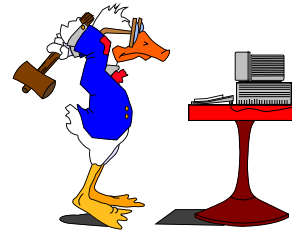
Appendices “Survival” Tips (Documentation)

- ★ **Organizational Chart**
- ★ **Tax Status**
- ★ **Board of Directors**
- ★ **Community Advisory Board**
- ★ **Job descriptions**
- ★ **Resumes**
- ★ **Program Timeline**
- ★ **MOU/MOA**
- ★ **Letters of support**
- ★ **Other**



What To Do If Your Grant Is Voted Off The Island

(i.e., you don't get funded ☹)



- ★ **It happens to all of us**
- ★ **DO NOT give up and DO NOT throw it away!**
- ★ **Talk to the funder to ascertain why**
- ★ **Request technical assistance**
- ★ **Critically review your proposal**
- ★ **Use the feedback to strengthen your next proposal**
- ★ **Consider other markets for your proposal**

Top Ten Reasons Proposals Are Voted Off The Island



1. **Funder doesn't pay for your idea**
2. **Too much money**
3. **No sustainability plan**
4. **Goals are too broad, unrealistic**
5. **Objectives are not measurable/time framed**
6. **No link between need, plan, & agency goals**
7. **Need is not proven**
8. **Proposal late or incomplete**
9. **Too many errors**
10. **Program narrative and budget narrative don't jive**

(Sometimes it's just plain politics!)

Grants that “Survive” ...



- ★ **Are well thought out**
- ★ **Speak in client focused terms**
- ★ **Are written with the funder in mind**
- ★ **Have one thought per sentence**
- ★ **Have been read by seriously critical folks!**
- ★ **Are not written by one who views the funder as an adversary**
- ★ **Articulate CLEAR performance standards**
- ★ **Do not use the Appendix to include information required in the narrative**



Final Grant Writing “Survival” Tips

- ★ **Understand the scoring before you write.**
- ★ **Don't assume anything.**
- ★ **Avoid jargon and acronyms**
- ★ **Check for spelling and grammar.**
- ★ **Move all deadlines back a week.**
- ★ **Make sure the budget and narrative match.**
- ★ **Don't ask for more than you need.**
- ★ **Submit the proposal before the deadline.**
- ★ **Follow the directions.**
- ★ **Give your support staff the RFP in the beginning.**
- ★ **Ask for help.**

