

**Grant Proposal Writing**

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**Introductions**

- Name
- Your Organization
- Your Experience in Grantwriting
- The Best Movie You've Seen in the Last 12 Months

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**Admin & Housekeeping**

- Format of the course
- Timing and breaks
- Restrooms
- Dining options

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### Your Objectives

- What do you hope to learn from this class?

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### Course Objectives

- Understanding of funding trends
- Knowledge of grant process
- Research of grants
- What makes a proposal worth funding
- How to be a good steward of grants and grant makers

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### Course Objectives

Description of Homework Opportunity and Grading

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## Exercise

Art Project:  
In Small Groups, Draw a Picture of What  
GRANTWRITING Means  
Without Using Any Words  
(10 minutes)

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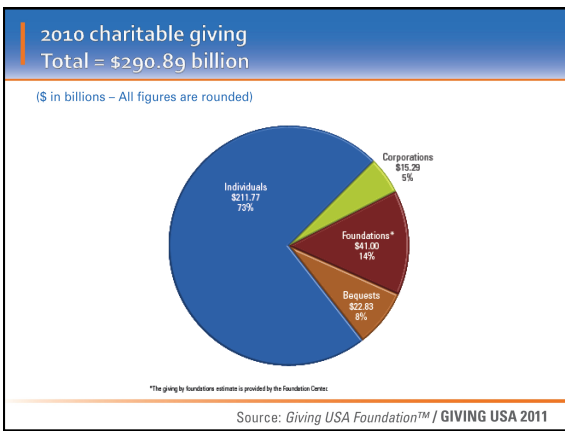
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## Types of funding sources

<b>Corporations</b>	<ul style="list-style-type: none"><li>• Provide support to nonprofit organizations through direct-giving programs and/or private foundations.</li><li>• Corporations give to nonprofits whose programs benefit the communities where their employees live and work.</li></ul>
<b>Direct Corporate Giving Programs</b>	<ul style="list-style-type: none"><li>• Grantmaking programs established within the company.</li><li>• Expense is planned as part of the company's annual budget.</li></ul>
<b>Corporate Foundations</b>	<ul style="list-style-type: none"><li>• Company-sponsored.</li><li>• Private foundations that are funded through the corporation.</li><li>• Usually a separate, legal organization subject to same rules and regulations as other private foundations.</li><li>• Endowed or pass-through.</li></ul>

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### Types of funding sources

**Foundation**

- A nongovernmental, nonprofit organization.
- Usually has a principle fund or endowment and is managed by its own trustees and directors.
- Maintains or aids charitable, educational, religious, or other activities serving the public good.
- Makes grants - primarily to other nonprofit organization.

**Virginia Foundations**

- More than 1,600 private foundations in Virginia.
- Total of \$6.6 billion in assets.
- 47 have more than \$25 million in assets.
- 1,000 have under \$1 million in assets.

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### Types of Foundations

<p><b>Private, Independent Operating Foundation</b></p> <p>Established by a person or family of wealth.</p>	<p><b>Exempt Operating Foundations</b></p> <p>Use the bulk of their income to provide charitable services or programs of their own. Make few grants to outside organizations. Usually underwrite programs of research, welfare, science, etc. that a donor finds worthwhile.</p>
<p><b>Grant-Making Foundations (non-operating)</b></p> <p>Known as company-sponsored foundations and are funded by corporate profits. They generally support the community where the company's employees reside.</p>	<p><b>Community Foundations</b></p> <p>Composed primarily of permanent funds established by many separate donors. These funds provide long-term benefits for residents of a defined geographic area.</p>

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### Types of Funding Sources

Usually don't give grants but can receive grants from State / Federal and develop partnerships

Local

State

Federal

Quasi

Hybrid organization: government and private sector legal characteristics (i.e. National Park Foundation)

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	Corporations	Foundations	Government
Key decision maker(s)	Senior executives	Trustees	Peer review or committee
\$ awarded	Smallest amount	Varies	Largest grants
\$ comes from	Profits from previous year	5% of rolling avg. of assets	Tax payer \$
Length of proposal	Brief, generally done on line	Guidelines varies	Very lengthy
Risk adverse?	Most risk adverse	Least risk adverse	2 <sup>nd</sup> most risk adverse

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- ### Types of Grant Funding
- Annual funds/operating support/seed monies
  - Planning/assessing
  - Programs
  - Capital projects/capital campaigns
  - Endowments (*typically individuals better source*)
  - Equipment, furnishings and technology
  - Emergency funds

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- ### Types of Grant Funding
- Challenge grants
  - Matching grants
  - Special projects/RFPs
  - Research
  - Publications
  - Media-film, documentary, DVD/video, etc.
  - Scholarships (*typically individuals better source*)
  - Technology

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## Finding Funding Sources

- The National Foundation Center
- Guidestar
- Chronicle of Philanthropy
- Non-Profit Times
- Websites of foundations, corporations and organizations

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## Grant Funding Sources

- Annual reports/publications of foundations, corporations and organizations
- Grants Connection
- Grant Station
- Charity Navigator
- ConnectRichmond
- Corporate Philanthropy Report

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## Grant Funding Sources

- Federal grants –
  - ✓ Federal Register
  - ✓ Discretionary
  - ✓ Catalog of Federal Domestic Assistance
- U.S. Department of Education
- National Science Foundation
- Council on Foundations
- The Grantsmanship Center

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## Grant Funding Sources

- Donor boards, annual reports and/or websites from other nonprofits
- Business and classified sections in local newspapers *(what businesses are relocating, hiring, expanding)*
- Lawsuits *(sometimes foundations are established as a result of a court judgment)*
- Review your board list and current funders *(there may be relationships and hidden sources you can take advantage of)*

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## Research tips and Techniques

*How to cull through research and know what to submit...*

- **Be discerning! Don't just shoot in the dark.**
  - ✓ Look at interests or giving history *(990s are a great source for this)*
  - ✓ Look at geographic approach *(know the funders in your area)*

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## Research tips and Techniques

- **When researching, look for**
  - ✓ Historical funding and amounts *(never go way above their historical range unless you have been told differently)*
  - ✓ Deadlines, requirements and can you meet them
  - ✓ Does the foundation accept unsolicited proposals or do you need an invitation?

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### Research tips and Techniques

- **Review funders guidelines**
  - ✓ Some funders issue proposal guidelines and application procedures (*deadlines, geographic limitations, etc.*)
  - ✓ On-line resources to find guidelines (*print or download application forms and instructions*)
- **Contact the funding source**
  - ✓ Set up an initial informational interview/visit
  - ✓ Use connections to get an introduction (*if appropriate, send a Letter of Inquiry*)

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### Exercise

- Matching Funding Sources with Programs
- Small Group Exercise
- (20 minutes)

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### Who Gets Grants?

Grantmakers typically fund nonprofit organizations that qualify for public charity status under section 501(c)(3) of the Internal Revenue Code.

*These are organizations whose purposes are:*

Cultural

Charitable



Literary

Educational

Religious

Scientific

*Public schools, libraries and other government organizations also qualify as public charities., although they usually have not applied for 501(c)(3) status.*

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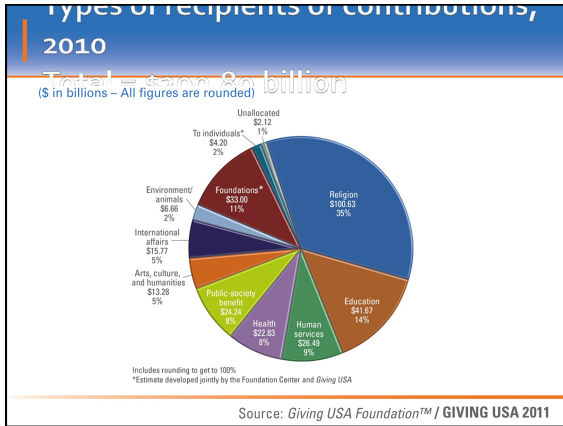
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## Number of Nonprofits in Virginia

According to the National Center for Charitable Statistics---

Number of Nonprofits in Virginia have grown from 15,250 in 1998 to 26, 231 in 2008. This represents an increase of 72%.

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## Talking to the Funder

- Complete funding research before calling a potential funder
- Use the call to make sure you are a fit with the funder's objectives and goals
- Let the funder know that you have done your research
- Ask if the information from their recent IRS Form 990 is indicative of their giving priorities or if there have been changes

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## Talking to the Funder

Sample questions to ask the funder...

- How many new awards do they expect to make in this program area?
- Does the program provide one-time only support or do they offer other funding opportunities in the future?
- Would they be willing to review a draft proposal in advance of a submission?
- What is the review process?
- Does the funder expect last year's average grant amount to change?

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## Exercise

Role Playing:  
From the Funder's Perspective  
(15 minutes)

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## Ethics

*If you remember nothing else from this course...*

- Your name in this business is everything – always be honest with the funders.
- Even though CEOs ultimately own and make the decisions for the organization, you have the power to decide if you want to be affiliated with agency.

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## Ethics

*Sources of Ethical Guidelines*

- Donor Bill of Rights
- AFP Code of Ethical Principles and Standards
- Ethical Policy Statements within Your Organization
- The Golden Rule

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## Are You Ready to Write Grants?

- Your organization has a defined mission and has differentiated itself among other area nonprofits
- You have identified your problems and issues (*understanding of the organizations' priorities in terms of local, state and national*)
- The target audience that you serve is well-defined
- You have defined your supporters and/or potential supporters

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## Are You Ready to Write Grants?

- You have recognized your staff, Board of Directors and volunteers
- You have identified your collaborators and partners
- Your finances are developed and you are able to articulate your income, expenses, reserves
- You have articulated your program budget, goals, objectives, outcomes, and evaluations

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## Are You Ready to Write Grants?

- You have a development plan in place
- You have researched potential funders
- You have copies of enclosure:
  - ✓ IRS 501(c)(3) documentation
  - ✓ Audited financials
  - ✓ Current 990
  - ✓ Board of Directors list
  - ✓ Staff list and bios
  - ✓ Donor's List
  - ✓ Recent publications
  - ✓ Testimonials
  - ✓ Articles of interest

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## Exercise

Paired Preliminary Proposal Review:  
Through the Eyes of a Funder  
Paired Exercise  
(20 minutes)

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## Writing a Successful Proposal

- Do your research
- Check out guidelines if on-line or call foundation to get copies
- Know deadlines
- Make personal contact with funder
  - ✓ Talk with them about the project
  - ✓ Know the "black-out" time frame
  - ✓ Learn if your project fits within the donor's intent of the fund
  - ✓ Obtain a copy of the 990

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## Writing a Successful Proposal

- Proposal is easy to read (*written in basic English, not wordy*)
- You have demonstrated sustainability for organization and/or program
- You have followed the donor's instructions
  - ✓ Met deadline
  - ✓ Correct number of pages
  - ✓ Only included requested attachments
- You continue to cultivate funder (*Send thank-you notes and complete a final report, even if not requested. Donors want to know how their gift has made a difference.*)

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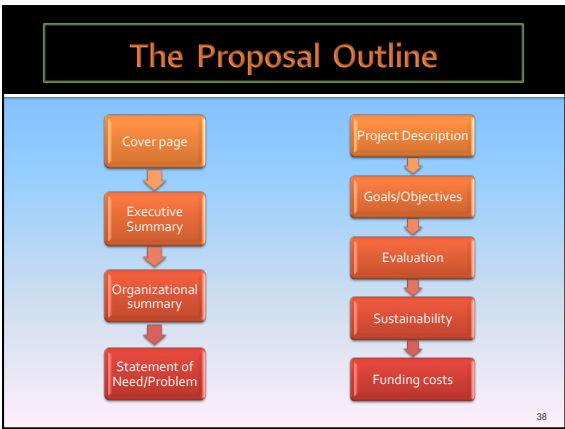
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## Other Items To Include

Cover letter	990
Title page	Program budget / Operating budget
Staff bios	Letters of support
501 c 3 letter	Most recent annual report
Board of directors (names/affiliations)	Photographs, relevant articles
Audited financial reports	

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### Executive Summary

*Might be all that funder reads!*

- 1-2 pages in length or 2-3 summary paragraphs *(depends on proposal guidelines)*
- Be concise and specific
  - ✓ Describe the organization
  - ✓ Purpose and scope of project
  - ✓ Funding requested, funds committed and total funds needed
- Write it last

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### Organizational Summary

- History of organization
- Mission and vision
- What programs do you operate?
- What problems do you address?
- Brag about your organization *(major accomplishments, awards and publicity received)*
- Organizational structure *(governance, staffing and volunteers)*

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### Statement of need / problem

- Define the purpose of the proposed project or program
- Identify the problem you are trying to address
  - ✓ Do you have statistics to support it? Cite sources.
  - ✓ Are you the only organization addressing the issue? If not, explain *(collaborations and/or uniqueness of service)*.
- State the client and community needs *(should relate logically to mission and expertise of organization)*.
- What happens if problem is not addressed or funded?

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## Project / Program Description

- Spells out the plans to solve the statement of need/problem
- Any partnerships/collaborations that will be part of the solution
- What is the project's expected impact on the problem or need?

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## Goals / objectives

- Goals: broad projected end results or outcomes of the program
- Objectives: more specific strategies used to achieve stated goals
- Measurable changes in behavior, conditions, or environment of target population (*as a direct result of proposed project*)
- Include timeline
- Who is responsible

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## Evaluation

- What data will you collect?
- Do you need to do a pretest to establish a baseline?
- How will you measure your success?
- How will you know whether the program has achieved stated goals/objectives?
- How will you share your results with the funder and colleagues?
- Do you have timelines associated with your results?

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### Sustainability

- How do you plan to continue the program after the grant expires?
- What other funders might already be supporting this program or have supported your organization? *(shows credibility)*

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### Funding Costs

- Narrative *(sometimes requested)*
- Program budget:
  - ✓ Estimated project expenses
  - ✓ Estimated revenues
  - ✓ What will be covered by the grant
  - ✓ Include any in-kind resources
- Organizational budget
- Administrative costs
- Sources of matching funds
- Make any special notes about changes in budget

\*NOTE: Funders may require use of their own forms , charts or tables.

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### Cover letter

- Summary of proposal
- Thank funder for opportunity to submit proposal
- Acknowledge any previous grants received from funder
- Invite funder to come and see the program/visit the organization
- Letter should be signed by Executive Director / Board President *(can vary)*

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## The Final Step: Review

Before you submit, ask the following:

- Did you make a case for support and aligned needs with the funders' focus areas?
- Were you clear with your stated goals /objectives?
- Is your project realistic and well planned? *(Is your timeline achievable?)*
- Did you show your record of success? *(Did you indicate other sources of funding?)*
- Do you have a measurement process in place?
- Did you ask for a realistic amount to be funded?

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## Proposal Evaluation

How will the funder evaluate your proposal?

- Does the proposal/request match funders' interests, priorities, guidelines and agenda?
  - ✓ Areas of interest
  - ✓ Geographic focus
  - ✓ Level of entrepreneurialism
  - ✓ Type of funding being sought *(program, capital, seed or endowment)*
  - ✓ Specific goals and objectives

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## Proposal Evaluation

How will the funder evaluate your proposal?

- Will the program, service, project, or initiative have genuine impact/make a real difference?
  - ✓ Will it benefit a significant number of people?
  - ✓ Can it make a "critical" difference for a certain group of people?
  - ✓ Does it address issues that are symptoms or a systemic "root cause"?
  - ✓ Will it help build human or social capital or community capacity?
  - ✓ Can it help improve quality of life?

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## Proposal Evaluation

*How will the funder evaluate your proposal?*

- Does the organization have the capacity to accomplish what it wants to do?
  - ✓ Leadership
  - ✓ Staff
  - ✓ Track record for results
  - ✓ Financial health

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## Exercise

CEO-Grantwriter Negotiation  
Fundraising Improv Exercise  
(15 minutes)

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## Cultivating Support

Cultivate Support...Don't Expect It!

*Awaiting the Decision*

- Provide updates to the funder, as needed or requested.  
Do not pester the funder while the decision is in process.
- Inform your board that the proposal has been submitted.  
Take advantage of any relationships that might exist.
- Do not assume anything – await formal notification.

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## Cultivating Support

Cultivate Support...Don't Expect It!

*You DIDN'T get the grant*



- Contact the funder to see why you weren't funded.
- Ask for a critique!
- Do not get discouraged. Sometimes you have to submit more than once to get funded.
- Common reasons for decline:
  - ✓ Similar proposals being considered at same time
  - ✓ Limited funds
  - ✓ Proposal wasn't a fit for funder
  - ✓ Key pieces of proposal not included

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## Cultivating Support

Cultivate Support...Don't Expect It!

*You received the grant*



- Congratulations!
- Say thank you!
- Invite funder to see your work *(may want to wait until implementation of project or some results are achieved)*
- Ensure you follow all of the reporting requirements
  - ✓ Be accountable
  - ✓ Meet deadlines
  - ✓ If something changes with regard to the proposal, contact the funder. Don't wait until reports are due.

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## Your Objectives

- How did we do?
- What did we learn?
- (Review objectives from the start of the class)

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**Thank You For Attending!**

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