



Grant Writing and Development

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What is a grant?

Kalas: The bestowal of economic goods to accomplish purposes deemed to be publicly good



Two Primary Grant Sources

- Non-Government
 - Foundations:
 - National/Private
 - Community/Family
 - Corporate
- Government
 - Federal, State, Local



Pillars of Successful Grant Writing and Development

- Seek New Funding Sources Creatively and Aggressively
- Honor Funder Priorities
- Recognize the Importance of the ENTIRE Grant Cycle
- Develop and Maintain Creative, Effective and Positive Partnerships
- Submit Competitive Proposals



Seek New Funding Sources Creatively and Aggressively

- Grant seeking resources have changed substantially in the last few years
- Don't rely on the Federal Register, federal mailings to stay informed
- Make grant seeking part of someone's workload
- Use "guerilla tactics" to uncover new opportunities
- Plan proactively: does your organization have a strategic plan to guide grantseeking?



Grant Seeking Resources

- The Internet (see Sara's handout)
 - Searchable Federal Register
 - Federal department websites
 - The Foundation Center, foundation websites
 - Guidestar (contains foundation IRS 990 forms)
 - E-newsletters, forums, grant websites (see handout)
 - Great data resources: Census Bureau, Dept. of Labor, state departments of economic development
 - Newspaper reports, search engines, awardees' websites



Non-Internet Resources

- Word of Mouth, Informal Networks
- News Media
- Trade Publications
- Local Foundation Guides
- Local Community Foundation
- Local and State Government



The Competitive Grants Marketplace

- Government Programs are changing:
 - Changes in funding priorities
 - Changes in distribution methods (from program grants to block/formula grants on the state level)
 - More burden on state to pass through dollars
 - Potential decreases/elimination of funding programs
 - Additional competition (i.e., Faith based organizations, non-profits)



The Competitive Grants Marketplace

- Foundations are changing:
 - Increasing levels of philanthropic giving: \$220 billion given away in 2000
 - Philanthropic entrepreneurs, aging baby-boomers will change the face of philanthropy
 - Gates Foundation: assets of \$24 billion, gave away \$2 billion in 2000.
 - Decreasing government support means increasing dependence on foundations and increasing competition for their funding
 - Only 5% of all proposals to non-government entities (foundations) are funded (McInay, 1998).



The Competitive Grants Marketplace

- Increasing competition among community-based non-profits: dwindling government support, increasing demand for services
- Government agencies, schools seeking private dollars to support programs endangered due to tax cuts/revenue shortfalls
- Events of September 11, recession



Honor Funder Priorities

- Successful grant applications balance the needs of the applicant with the interests of the funder
- Funders are generally bound to fund proposals that are consistent with their priorities
- Two types of priorities: program (the kind of activities the funder has chosen to support) and inherent (elements that are consistently important to the funder and affect their funding decisions)



Honor Funder Priorities

- Funders usually are bound to the intent of original legislation or intent of donors/trustees in selecting applications that best meet program priorities
- Funders under pressure to demonstrate the impact of the programs they fund on the organization's priority areas-
 - less likely to take risks outside of program areas
- Reviewers usually review applications based on their conformity to program and RFP guidelines

Typical Inherent Priorities of Foundations

- Development of best practices that can be disseminated
- Model, demonstration programs, likelihood of replication
- Financial commitment of organization (match)
- Sustainment potential after funding ends
- Strength, makeup of the applicant's board
- Partnerships with government, other community organizations, business

Typical Inherent Priorities of Foundations by Type

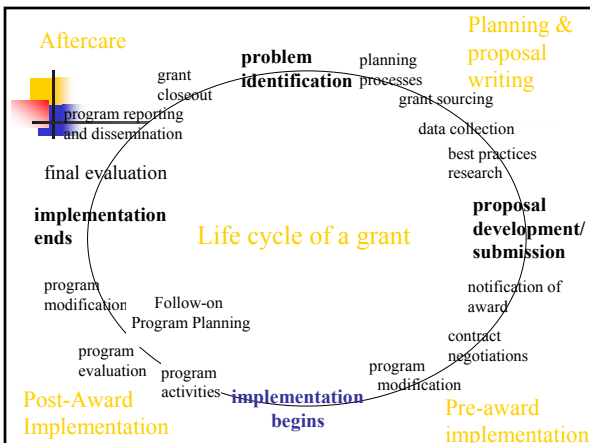
- National-level foundations: dissemination of results, national importance, unique approach
- Community foundations/small family foundations: relevance to local community needs and family priorities, partnerships,
- Corporate foundations: relevance to corporation's core purpose, visibility, serves corporation's community

Typical Inherent Priorities of Government

- Demonstrated need, how that need stacks up to other applicants, regional balance
- Compliance with RFP, meeting review criteria
- Planning processes part of/led to application
- Participation by stakeholders in planning, oversight
- Commitment to diversity
- Cost effectiveness, efficiency
- Outputs, Outcomes, Evaluations
- Research-based practices, dissemination of results
- Partnerships

Recognize the Importance of the ENTIRE Grant Cycle

- **Effective resource development is a unending cycle involving all members of your organization**
- **Implies the development, management, and maintenance of a ongoing relationship between your organization and funders**
- **Every component of the process can have an impact on the other components and on your overall grant track record**
- **Poor management, reporting, failure to achieve predicted outcomes or implement program as proposed may affect future funding**



Develop and Maintain Creative, Effective and Positive Partnerships

- Partnerships expand your experience base, capacity, and resource opportunities
- Partnerships are often key components to getting funding, and may be required, but can also negatively affect your organizational track record if partners don't deliver

Keys to Successful Partnerships

- Balance the needs and priorities of all participating organizations
 - Recognize each partner needs something different from relationship
 - All sides can often be accommodated if upfront about interests and expectations, and set realistic commitments
- Recognize that partnering is not just a matter of dividing up work

Submit Competitive Proposals

- (Learn to) write well and convincingly!
 - Buy the book, "Writing for a Good Cause" by Joseph Barbato and Danielle Furlich (Fireside Books, 2000)
 - Participate in peer reviews for grant competitions
 - Ask for copies of successful proposals
- Clearly address funder's program and inherent priorities
- Follow guidelines and directions exactly
- If provided, use evaluation criteria to self-evaluate your proposal, and ask someone else to review proposal using evaluator's criteria

Submit Competitive Proposals

- Brief is better...many reviewers never make it past the executive summary
- Don't overuse abbreviations or professional jargon
- Know your reviewer...understand the review process and how it will affect your proposal
 - Will your proposal be evaluated by outside peer reviewers or by the program officers? Will the reviewers be familiar with your community or target population?

Write Competitive Proposals

- Be realistic about proposed level of work, outcomes
- Tailor every proposal for every funder...no cookie cutter proposals!
- Don't forget to ask for money – should be your first sentence in your executive summary
- Proofread your narrative
- Write letters of support (not just copies)
- Allow yourself to be edited graciously
- Double check your numbers – do they agree with your proposal?

Proposals should address a problem, not just identify a need

- Use real data to substantiate a problem
 - Make sure data provided is relevant to your target population
- Clearly identify your target population
- Don't confuse problems with needs
 - The absence of something is not a justification
 - The fact that every other organization has something that you want is not a justification
 - A good idea is not a justification
 - Lack of funding is not justification

Grant Components: Statements of Problem and Need

- Can be combined or separate sections
- Should answer these questions
 - What is the problem(s) you will address with these funds? (should be consistent with funder priorities)
 - How do you know it is a problem? (provide data)
 - What is your proposed solution? (ta-dah, the program you are proposing)
 - What alternative solutions are there? Why won't they work? (demonstrates you know current programs/gaps)
- Utilize best practices and research-based programs tailored for your target population



Goals

- Not to be confused with a mission (a concise description of organization's or project's overall purpose)
- Goals indicate your vision for the project's impact (may be several)
 - What good things will occur as a result of the project?
 - What bad things will change?
- Goals should be attainable



Objectives

- Measurable outcomes of your project
- Can have several delineated under each goal
- Should be specific as to who will do the work, what work will be completed, when it will be completed, what will be the impact on the problem
- Objectives can be *process* or *impact* related (see examples) – ideally, should have some of both



Work Plan

- Explains HOW a project will be implemented, not just WHAT.
- Identifies the activities and tasks to be completed for the project, when they will be completed, and by whom they will be accomplished.
- Should major milestones (events, outputs, outcomes) in the project's implementation
- Should be clear, concise narrative, may want to include a visual timeline.
- Good place to describe partnerships, publicity, how you will credit the funder



Evaluation

- Measures the impact of your project: how will you know that your project was successful in addressing the problem you identified?
- Not just a matter of completing the project
- Use variety of measurements: surveys, increases in utilization, objective data from standardized tests, inventories



Other proposal elements

- Sustainability
- Partnerships
- Innovation
- Sharing Results/Dissemination
- Key Personnel
- Organizational Capacity



Budgets

- Follow funder's guidelines, format
- Generally, you breakdown the expenses by major category: personnel (labor), services, travel, supplies, equipment, operating (postage, printing, telephone, etc.) and other
- Breakdown each expense by "line item" according to category
- Budgets also broken down by columns:

Funder	Applicant	Total
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Budgets

- Match: applicant's contribution
 - Can be cash (real cash funds from organization, donors, other granting organization)
 - Can be in-kind (if allowed): donated services, contributed time and effort by staff, volunteer time
- Make sure all costs are related to work plan
- If you can, provide a budget narrative. Make sure all expenses relate to the proposed project.
- Double check numbers! Use Excel or other spreadsheet program to ensure accuracy.

Executive Summary

- The last element you write!
- Sometimes length is limited by the funder, normally 1 page or less
- First section most evaluators read; creates a first impression that can shape how the evaluator reads the rest of the proposal
- Can be the only element some evaluators read, so make it count!

Contents of the Executive Summary

- Should provide clear, quick summary of project tailored to funder's priorities
 - overview project in very first sentence:
 - applicant
 - name of program
 - program's purpose
 - Description of need: most important statistics that will grab the reader's attention
 - Provide or summarize mission

Contents of the Executive Summary

- list goals or objectives
- broadly describe methods
- describe expected outcomes
- briefly mention evaluation, sustainment efforts, and/or any other elements identified as funder priorities
- can use major headings within summary, i.e. need, objectives, methods, etc.

One last thing...

- Proofread your work. Ask someone else to proofread it too.
- Have someone else read the guidelines, then read your proposal for responsiveness. Did you answer the questions clearly? Did you miss anything? Do all of the elements relate to one another?
- Make sure the proposal is neatly typed and presented, signed off by appropriate personnel.

"Your chances of being funded increase exponentially when you apply."

--Tom Gouttierre

"You miss 100% of the shots you never take."

--Wayne Gretzky