Welcome

Grant Writing 101

Introduction

Name & Organization

Ice Breaker: What do you hope to get out of today's workshop?

Overall Goals

To identify the basic structure and key elements of a grant proposal;

To define basic grant writing concepts;

Introduce the grant writing framework; and

Discuss strategies for effective grant writing.

Group Ground Rules

Honor	everyone's input
Speak	one at a time and allow each person time to talk
Ask	questions
Maintain	confidentiality, which means we do like Vegas: What's said in this room stays in this room
Take	risks and step outside your comfort zone
Agree	to disagree, but do so respectively
Value	each person's opinions and perspectives
Have	fun even though the topic is serious
Feel	free to pass

What is a Grant?

A conditional gift or a conveyance of funds with <u>strings attached</u>

The funding source identifies the problem they want addressed, but no outcome is known.

The idea or solution originates with the grantee (organization).

What is Grant Writing?

The <u>practice</u> of completing an application process for a financial grant provided by an institution such as a government department, corporation, foundation, or trust.

Successful grant writing requires a clear understanding of grantsmanship; the art of grant writing.

Characteristics & Skills of a Grant Writer

Organized and efficient

Have fundamental writing skills and a love for words

Work well under pressure

Good communication skills

Ability to work independently

Open to new ideas and criticism

Tip#1: If you want to learn how to be good grant writer volunteer to be a grant reviewer.

Who Gives Money & Why

- Federal
  - gives and takes away based on political agenda
  - they tell you what to do
  - fewer $ means fewer submissions – success rate increases
  - slow review process

- State
  - little $ for basic research
  - Often good for projects w/students
  - Outsource work when budget decreases
  - But – even when they have money they won't tell you about it

Who Gives Money & Why

- Private Foundations
    - gives out of the goodness of their heart
    - advance a particular cause
    - $10 billion annually
    - only 1 billion to universities
  - Often fund geographically

- Corporations
    - gives for enlightened self-interest
    - quality of life
    - employment pool
    - improve image

# 6 Essential Elements of a Successful Grant Proposal

Include	a strong cover letter and executive summary
Give	context for your request
Customize	the request to the government entity/company/foundation's requirements
Pass	the straight-face test
Pay	attention to the details
Remember	that funders are people too

Overview of Proposal or Grant Writing Process

Pre-Proposal

Develop a Clear Program Plan

Write Concise Proposal
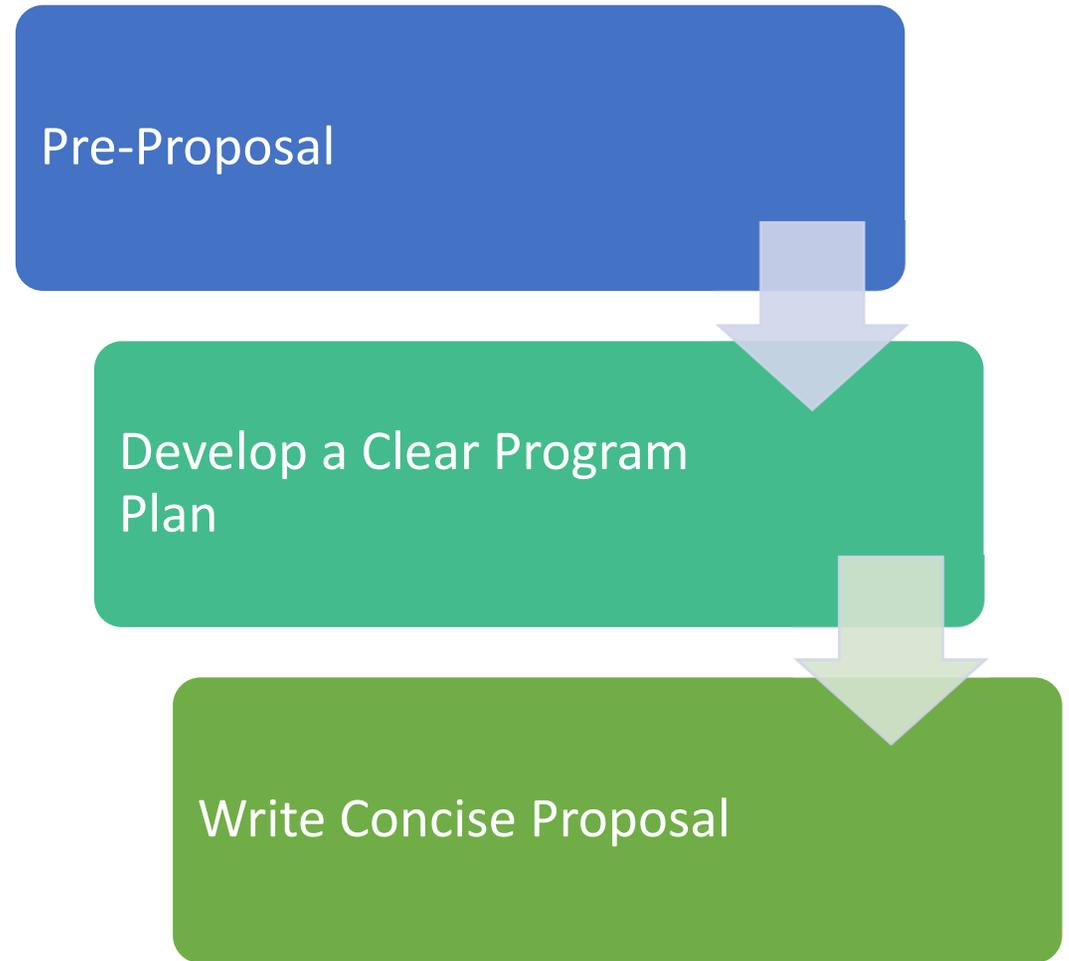
Pre-Proposal Activities

Personal Questions

- Do I have the skills to write the proposal?
- Should this be a team-oriented process?
- Am I willing to put a high level of energy into a competitive grant?

Instuitional/Organizational Questions

- Is this grant activity within the responsibilities or scope of the agency?
- Will this grant activity support the mission of the agency?
- Do I have support for this grant activity from the agency?

Pre-Proposal Activities

- Pre-writing reflection
  - Identify the problem or idea you want to address
    - What are some issues surrounding your idea?
    - What do others think about your idea?
    - Has anyone else tackled the problem?
  - Gather data on the nature of the problem
  - Who will benefit

TIP#2: This is the most critical part of grant writing. You should spend a lot of your time with these activities.

Pre-Proposal Activities

- Review the Request for Proposal/Application
- Due date – received or post postmark
- Page limit
- Spacing
- Numbering
- Margin requirements
- Type requirements
- Do you need letters

TIP#3: Read, re-read, highlight, mark up

Pre-Proposal Activities

- Research Funding Sources
  - What is the funder looking for?
  - Who have they funded in the past?
  - What are their funding priorities?
  - Are their funding priorities in alignment with your agencies mission, vision and activities?
  - Does your agencies meet the eligibility requirements for funding?
  - Are they accepting new applications?
  - What is the average funding amount?
  - How many grants will be awarded?

Pre-Proposal Activities

- Collect Required Documents
  - Organizational Chart
  - Letter of Determination
  - Audited Financial Statement
  - Board Member List
  - Annual Report
  - Annual Organizational Budget
  - Letters of Support
  - Resumes of Key Personnel

Pre-Proposal Activities

- Call the Program Officer
  - Always try to set up a meeting for a program visit
  - Ask the following questions:
    - What are your funding priorities?
    - Describe your program and ask does it align with the foundation's mission?
    - Does any of your current funding disqualify your organization from applying?
    - The money question: Typical grant amount, first time applicant what should we apply for, and/or do they fund 100% of your request or do they require other matching funds?
    - How are grant decisions made?

Types of Grants

Letter of Intent (LOI) - two-page summary to brief the funding agency about the idea. If funder like the LOI they will invite you to submit a full proposal (independent foundations)

A two-page letter proposal (corporate, independent, and family foundations)

Full Proposal – format is rather detailed, structured, and has page limitation (state and federal grants).

Online Application – provided by the grant agency (corporations).

Components of a Grant Proposal

- Cover Letter – accompanies proposal & briefly introduces the organization and describes the significance of the proposal.

- Summary/Abstract – very brief (usually one page) overview of the proposal which contains: brief description of the organizations, purpose and anticipated result(s) of the proposal, type and amount of support requested.

- Need/problem/situation statement – compelling description of need(s) to be met or problem(s) to be solved by organization and/or proposed plan

- Program Plan – The key selling point of the grant proposal.
  - Qualification of the organization/key personnel/organization background
  - Goals/Objectives – describe end result(s), specific outcomes to be accomplished in measurable terms (aligned with need(s) to be addressed)

Components of a Grant Proposal

- Methods/Activities/Strategies/Procedures/Work plan/Scope of Work/Logic Model – describes programs/activities/services to be employed to achieve results
  - **Methods** – means or manner or procedures, especially a regular and systematic way of accomplishing something.
  - **Activities** – any process or procedure or event that moves the organization toward its goals/objectives; how exactly will you accomplish your goals/objectives/outcomes
  - **Timeline** – graphically shows task to be accomplished, by whom, and over what period of time. Should include start and end date.

Components of a Grant Proposal

- **Evaluation** – describe plan for assessing program accomplishments; explains measurement procedures to determine degree to which objectives are met and methods are followed.

- **Sustainability/future funding/institutionalization** – provides organizations strategies for continuation beyond initial grant period and/or availability of/development of additional funding/resources necessary for incorporating funded activities into ongoing program operations.

- **Budget & Budget Narrative** – **<u>clearly</u>** delineated (line-by-line) costs to be met by funding sources and those to be provided by applicant and other parties. **Budget Narrative** - explains or justifies the estimated costs by line item or category in the budget.

TIP#4: Budget & narrative should be written in such a way that someone not specifically familiar with the project can conceptually understand the rationale, purpose and calculation of the anticipated costs identified.
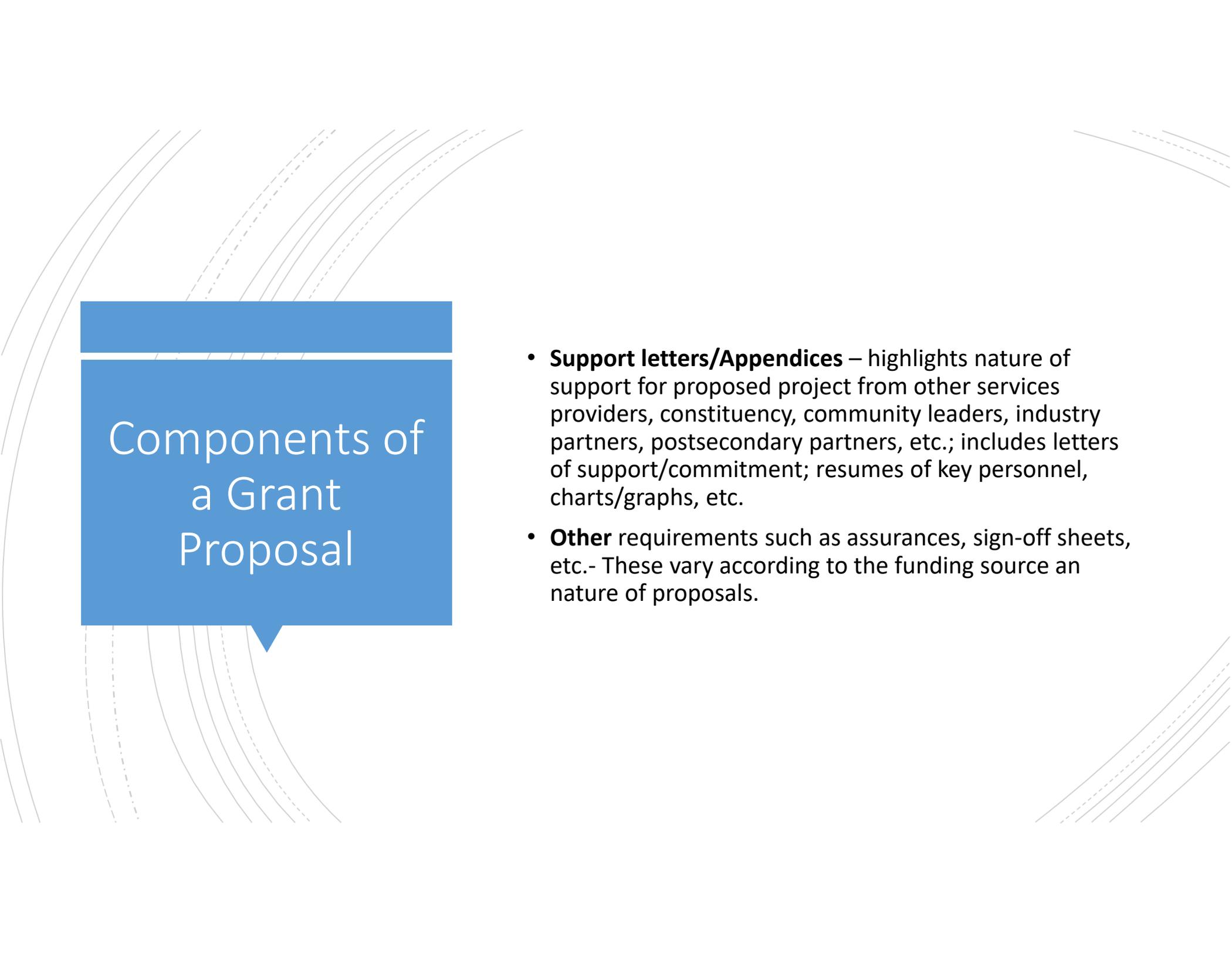
Components of a Grant Proposal

- **Support letters/Appendices** – highlights nature of support for proposed project from other services providers, constituency, community leaders, industry partners, postsecondary partners, etc.; includes letters of support/commitment; resumes of key personnel, charts/graphs, etc.

- **Other** requirements such as assurances, sign-off sheets, etc.- These vary according to the funding source an nature of proposals.
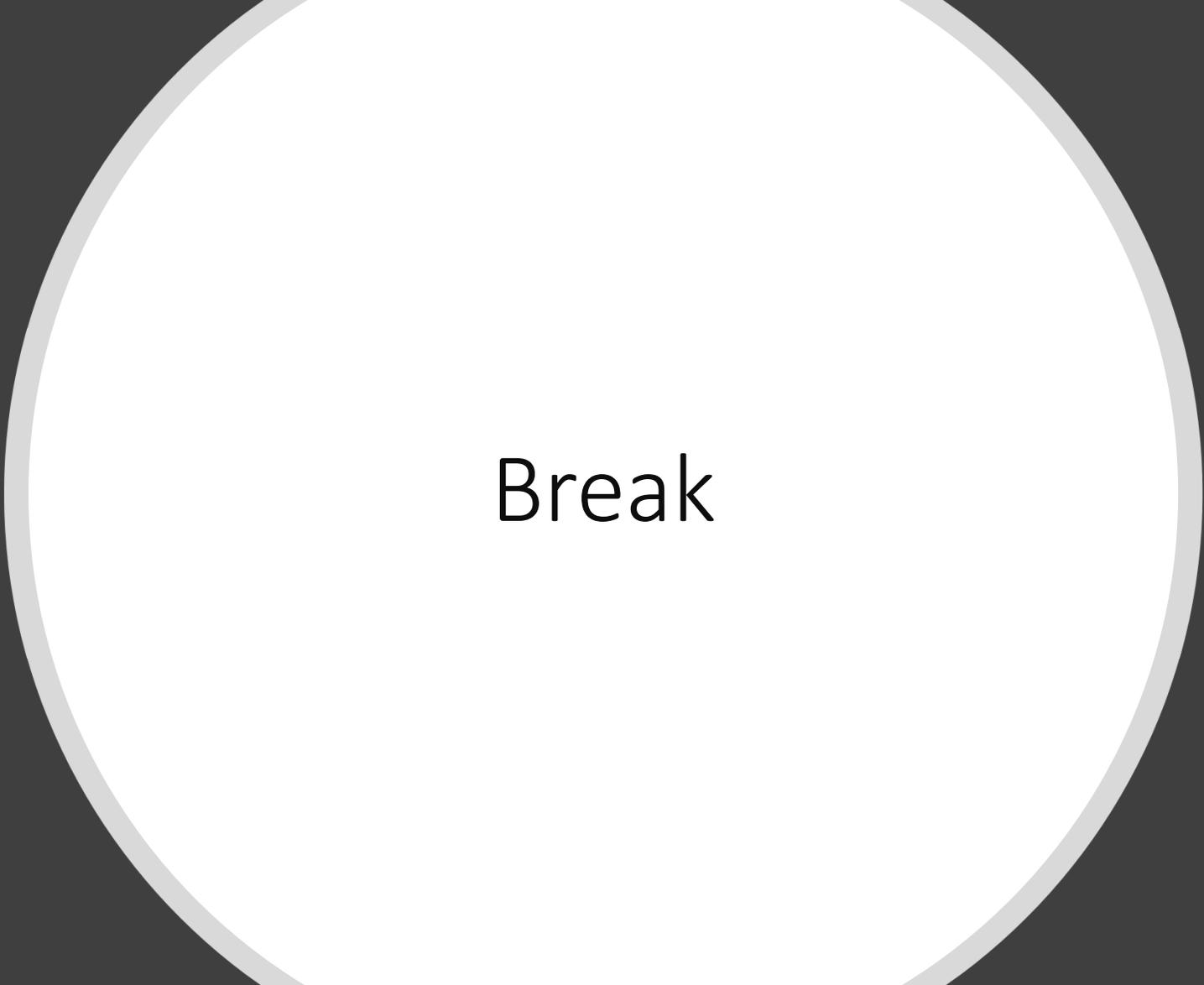
Break

Deeper Dive

Cover Letter

- Must be on organization's letterhead
- Use the same date on the application
- Include funders name, address, title (double-check spelling)
- Provide brief overview of organization and its purpose
- Reference most recent contact
- No more than two-pages
- Make the case that you understand the funder and that your grant request aligns with the funders mission, funding priorities, and requirements
- End with final, summarizing paragraph that typically emphasizes what this funding and partnership will mean for the organization and target audience.
- Signed by person who can speak with authority of behalf of organization. Make sure to include contact information if the funder would like to ask more questions.

[Organization's Name]
[Organization's Address]
[City, State and Zip Code]

[Date]

[Funding organization's contact Name]
[Funding Organization's name]
[Organization's Address]
[City, State and Zip Code]

Dear [funding organization's contact Name],

[Organization name], which has been around for{number] years, is requesting a grant of ${amount}. The funds will be for an upcoming project, [project title]

Our organization focuses on [organization's mission]. The project centers on [purpose of the project]. We target [group set to benefit from the project]. The need for the project is supported by our primary research, which found that [the problem the project aims to solve]

The grant fund provided by your organization will enable us to [how the grant will be applied]. The fund will ensure that [potential positive impacts provided by the funds]. Our [corporate structure] have expressed their enthusiasm for the project. We believe that our connection with [target beneficiaries] places us in the best position to carry out this project.

We appreciate your consideration. Please feel free to contact [name of organization's contact] for any questions at [phone number or email].

Sincerely,

[Signature]
[Name of CEO/board chair]
[Title]

Executive Summary/ Abstract

- Last written and first section read

- 1-page (word count)

- Very carefully written, providing a cogent summary of your proposal

- Includes:
  - One sentence on the problem, objectives, methods, and evaluation
  - Quick overview of what you propose to do and clear understanding of project's significance, generalizability and potential contribution
  - Clearly defined project's "end-product"
  - Amount of funding request

Executive Summary/Abstract

What do you intend to do?

Why is the work important?

What has already been done?

How are you going to do the work?

Background
Problem
Objectives
Prelim. Results
Strategy
Significance

Signals of the Structure

Problem

… has not been determined

… is unclear

X is limited by …

The questions remains if…

Objectives

Our objective is …

We propose to …

We will examine the hypothesis that …

Strategy

We will achieve this goal by …

Specifically, we will … by …

Our general strategy is to …

Significance

… is important for …

These results may play a role in …

Y can be used to …

… will provide insights into…

Avoid in Grant Executive Summary/Abstracts

- descriptions of past accomplishments;

- the use of the first person;

- any information not covered in your proposal;

- any confidential information;

- graphs or images;

- citations.

Example 1

Global warming is arguably one of the most pressing concerns of our time. However, we lack an effective model to predict precisely by how much the temperature will rise as a consequence of the increased levels of CO_2 and other factors. The width of this range is due to several uncertainties in different elements of the climate models, including the variability in the Sun's rate of energy output. To gain greater insight into the relationship between solar energy output and global temperature, we propose to launch the internationally led ABC satellite in April 2018. Our aim is to collect for 2 years data on the solar diameter and shape, oscillations, and photospheric temperature variation. We will assess these data to model solar variability. Our findings will dramatically advance our understanding of solar activity and its climate effects.

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Background

Problem

Objectives

Strategy

Significance

Example 2

X is a major human pathogen, which infects over 100 million people per year, leading to high morbidity and mortality. Current therapies for X are expensive, poorly tolerated, and only partially effective in controlling the pathogens and in limiting disease. Recently, we and other succeeded in establishing a system to grow X in cell culture. These systems will allow us to completely dissect the life cycle of X. Our initial characterization of cell culture-produced X indicates unusual physical properties. Understanding of X's life cycle will aid in the development of improved pharmaceuticals.

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⬅ Problem statement is missing

⬅ Objective is missing
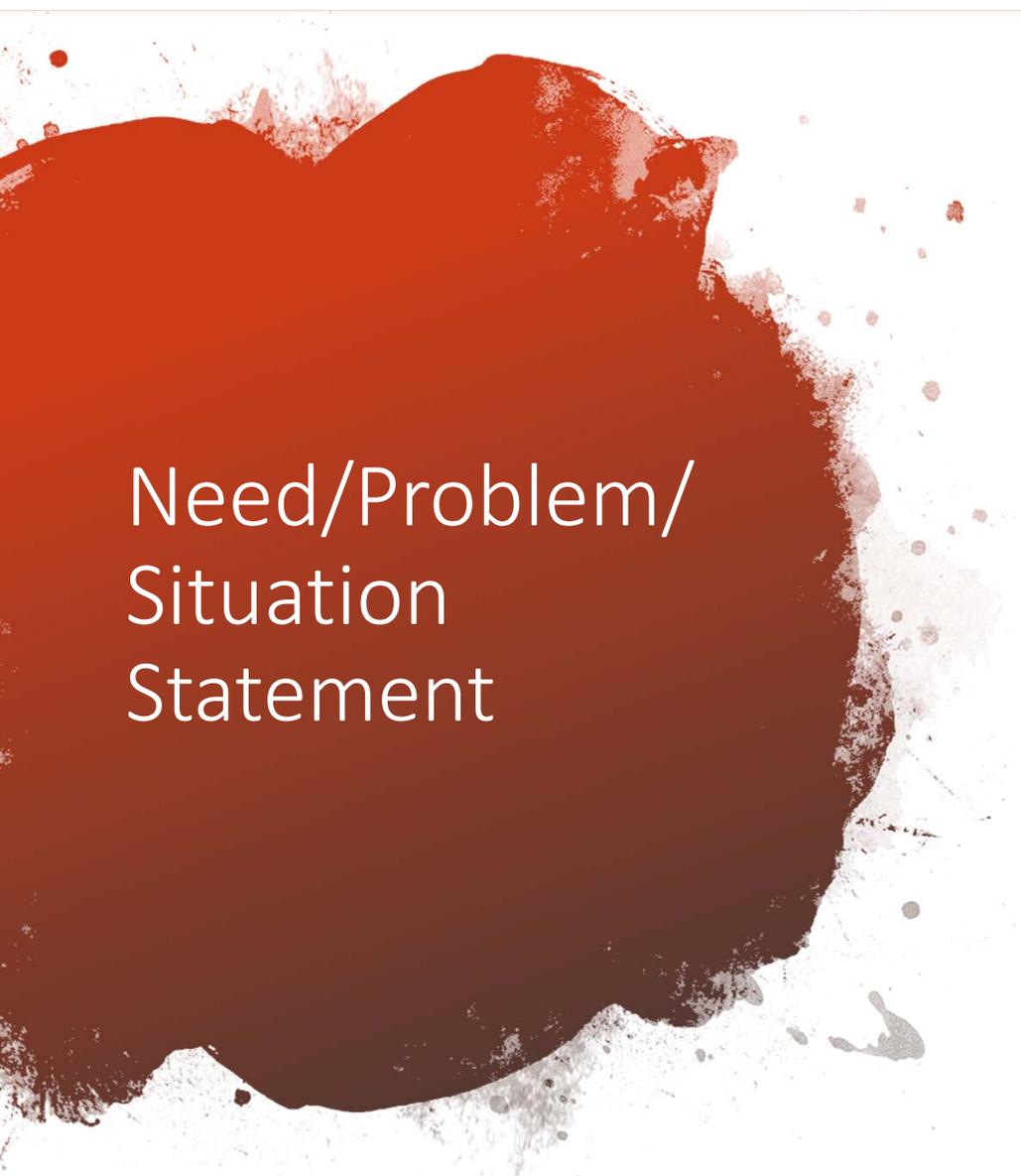
Need/Problem/ Situation Statement

- Identifies gap(s) in services in addressing the specific problem

- Outlines the severity of the issue and how it impacts your target population (youth, homeless, elderly, animals) or community (city, neighborhood, state, county) that you are aiming to assist.

- Emphasized how this issue is an immediate concern and the need for funding, resources, and programs to intervene.

4 Steps to Developing your Need Statement

1. Describe target population, problem, and difficulties provide the data to support the need

2. Use data, data, data

3. Use objective information (Census data, test scores, police reports, survey data, research studies, statistics, etc.)

4. Synthesize the data

Program Plan

- Key selling point of the proposal
- Highlights how you are going to make a difference and changes the target population's knowledge, skills or behavior
- Outlines how you are going to do it and where you are going to fill in the "gaps" mentioned in the need statement.
- Components
  - Project goals
  - Outcome & process objectives
  - Activities
  - Logic Model

Program Plan

- Qualifications of the organization/key staff/organization background
    - Includes mission, history and list of current programs
    - List any milestones achieved, awards received, recognitions, etc.
    - Showcase organization/key staff experience and expertise and capacity to implement the proposed program
    - Resumes of key staff usually go in the appendices

    Tip#5: If you need to hire someone for the key position, describe the qualification of the potential person.

Program Plan

- GOALS
  - Overarching statement about what the program hopes to achieve
  - How the program plans to address the need
  - Statement of expected long-range accomplishments

- OBJECTIVES (SMART)
  - Precise, time-based measurable actions that support completion of the goal
  - Things you will Do and the change that will occur.
  - Stepping stones to your goal
  - Process objectives – what your organization will do to implement the project (short-term)
  - Outcome objectives – what will change among the target population (short-term, intermediate, and/or long-term)

SMART – Specific, Measurable, Achievable, Relevant, Time-Bound

Effective Program Design
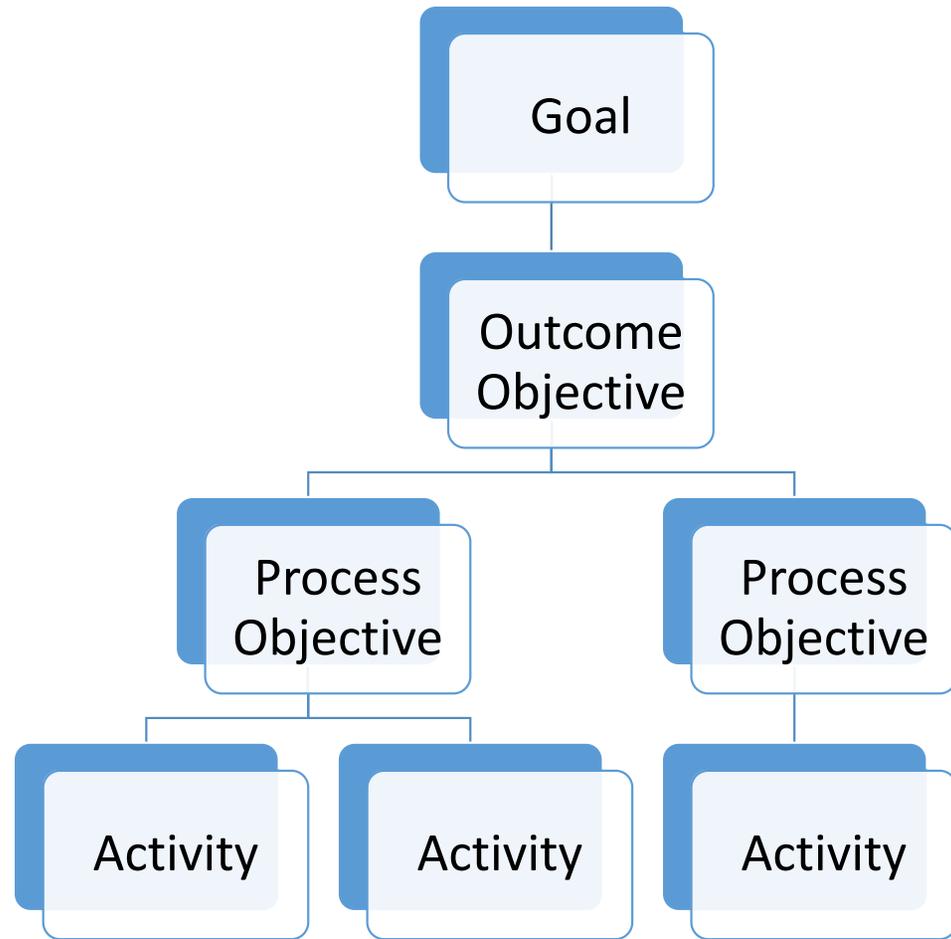
Bad Objectives

Increase the mentoring of students who do not meet the standardized reading criteria.

Reduce the obesity of all adults enrolled in the obese reduction program at Good Samaritan Hospital by 10%.

To improve student literacy, we will implement a mandatory reading comprehension program.

SMART Objectives

Increase the reading level of 500 students to meet the state level of standardized reading via three one-on-one, two hour per week mentoring programs, over a six month period. By the end of the grant, 500 children will be able to read at the standardized state level for their group

Reduce the obesity rate of disable adults ages 18 years and older, who are enrolled in the obese reduction program at Good Samaritan Hospital by 10% by December 31, 2019.

To improve student literacy by April 2009, Peres Elementary School will implement a mandatory reading comprehension program.

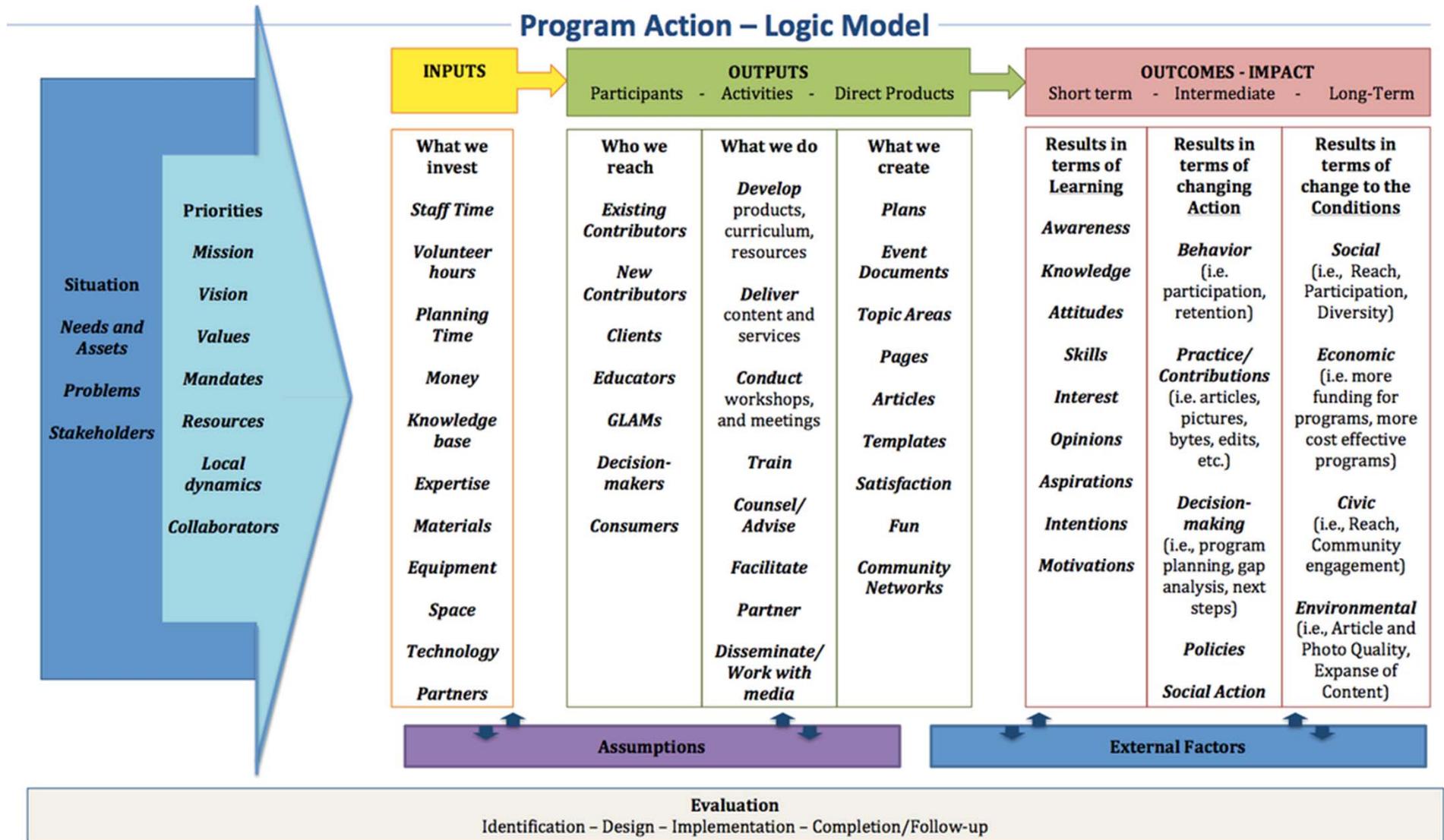# Program Plan

ACTIVITIES
- Sequence of actions to be conducted to achieve desired outcomes and the rational
- Describe the reason for the actions
- Describe staffing
- Describe partnering agencies
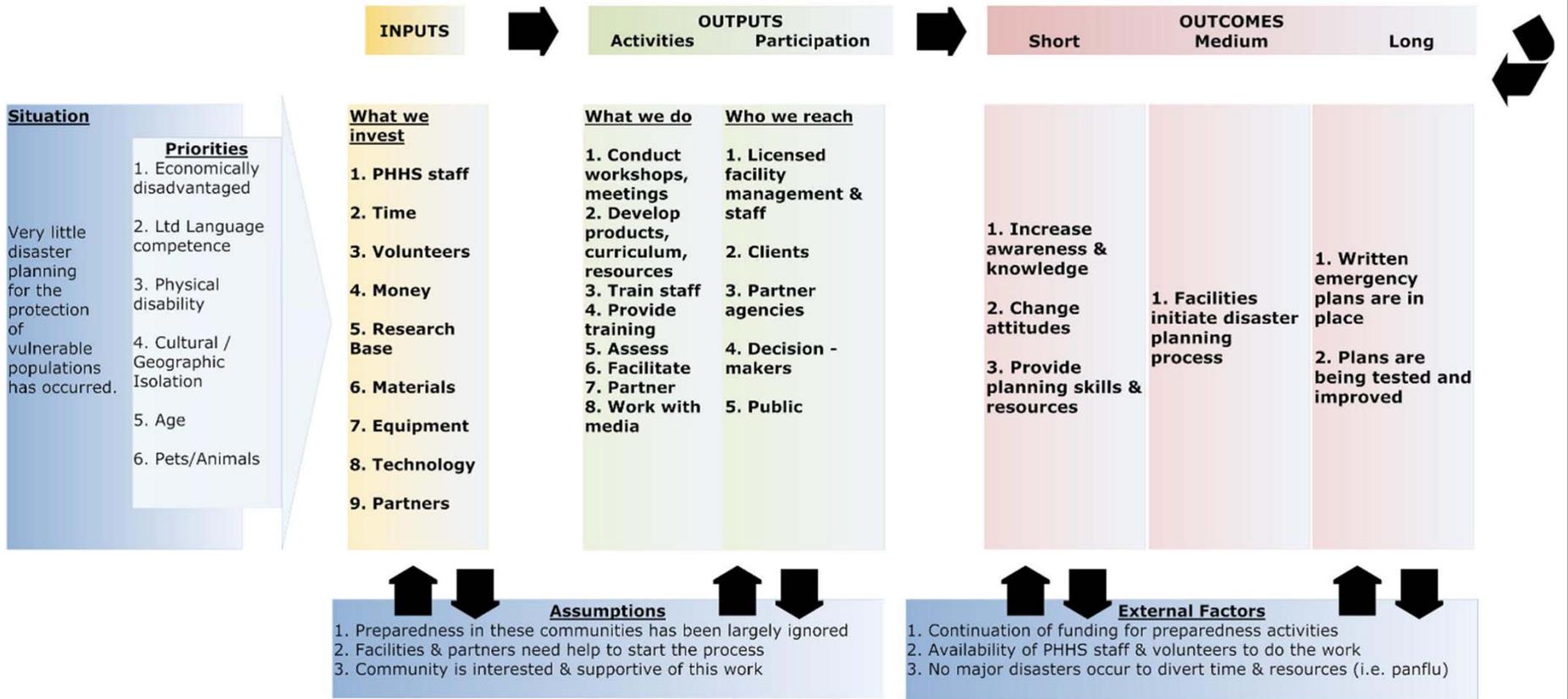- Provide timeline

Program Plan

- LOGIC MODEL
  - A road map; a diagram
  - Your program in a picture
  - Helps define program objectives
  - A way to link the needs to the results

Program Action – Logic Model

INPUTS	OUTPUTS			OUTCOMES - IMPACT		
	Participants - Activities - Direct Products			Short term - Intermediate - Long-Term		
What we invest	**Who we reach**	**What we do**	**What we create**	**Results in terms of Learning**	**Results in terms of changing Action**	**Results in terms of change to the Conditions**
Staff Time	*Existing Contributors*	***Develop*** products, curriculum, resources	*Plans*	Awareness	*Behavior* (i.e. participation, retention)	*Social* (i.e., Reach, Participation, Diversity)
Volunteer hours	*New Contributors*	***Deliver*** content and services	*Event Documents*	Knowledge	*Practice/ Contributions* (i.e. articles, pictures, bytes, edits, etc.)	*Economic* (i.e. more funding for programs, more cost effective programs)
Planning Time	*Clients*	***Conduct*** workshops, and meetings	*Topic Areas*	Attitudes		
Money	*Educators*		*Pages*	Skills		
Knowledge base	*GLAMs*	***Train***	*Articles*	Interest	*Decision-making* (i.e., program planning, gap analysis, next steps)	*Civic* (i.e., Reach, Community engagement)
Expertise	*Decision-makers*	***Counsel/ Advise***	*Templates*	Opinions		
Materials	*Consumers*	***Facilitate***	*Satisfaction*	Aspirations		
Equipment		***Partner***	*Fun*	Intentions	*Policies*	*Environmental* (i.e., Article and Photo Quality, Expanse of Content)
Space			*Community Networks*	Motivations		
Technology		***Disseminate/ Work with media***			*Social Action*	
Partners						

Situation

Needs and Assets

Problems

Stakeholders

Priorities

Mission

Vision

Values

Mandates

Resources

Local dynamics

Collaborators

Assumptions

External Factors

Evaluation
Identification – Design – Implementation – Completion/Follow-up

St. Louis County Public Health & Human Services CHAAP Improvement Plan
Area of Public Health Responsibility - Public Health Preparedness

INPUTS ➡ **OUTPUTS** — Activities | Participation ➡ **OUTCOMES** — Short | Medium | Long

Situation

Very little disaster planning for the protection of vulnerable populations has occurred.

Priorities
1. Economically disadvantaged
2. Ltd Language competence
3. Physical disability
4. Cultural / Geographic Isolation
5. Age
6. Pets/Animals

What we invest
1. PHHS staff
2. Time
3. Volunteers
4. Money
5. Research Base
6. Materials
7. Equipment
8. Technology
9. Partners

What we do
1. Conduct workshops, meetings
2. Develop products, curriculum, resources
3. Train staff
4. Provide training
5. Assess
6. Facilitate
7. Partner
8. Work with media

Who we reach
1. Licensed facility management & staff
2. Clients
3. Partner agencies
4. Decision - makers
5. Public

Short
1. Increase awareness & knowledge
2. Change attitudes
3. Provide planning skills & resources

Medium
1. Facilities initiate disaster planning process

Long
1. Written emergency plans are in place
2. Plans are being tested and improved

Assumptions
1. Preparedness in these communities has been largely ignored
2. Facilities & partners need help to start the process
3. Community is interested & supportive of this work

External Factors
1. Continuation of funding for preparedness activities
2. Availability of PHHS staff & volunteers to do the work
3. No major disasters occur to divert time & resources (i.e. panflu)

Evaluation
Focus - Collect Data - Analyze and Interpret - Report

Sustainability (Foundations)

A plan to continue the project's goals, principles and efforts to achieve desired outcomes beyond the life of the grant

Be specific "The long-term sustainability of our program is a high priority for RPAL. We will continue to develop our staff and board's ability to fundraise to diversify our revenues. Our funding strategies include building relationship with other foundations, cultivating support from corporate sponsors and individual donors, increasing revenues from special events, refining our annual appeal process, and exploring income generation."

Anatomy of a Program Budget

1. Personnel Expenses
   ❖ Project Staff Wages
   ❖ Fringe Benefits

2. Operating Expenses
   ❖ Travel
   ❖ Equipment
   ❖ Supplies
   ❖ Contractual
   ❖ Construction
   ❖ Other Expenses

3. Total Direct Expenses (Personnel + Operating Expenses)

4. Indirect Expenses

5. Total Expenses

1. Personnel Expenses

- Project Staff
  - Request salary funds for each position (working directly on the grant)
  - Should include position title, name of staff, annual or monthly salary, % of time and total time on budget

- Fringe Benefits
  - Are applicable to direct salaries and wages
  - Rate of fringe benefits and the basis of your calculation
  - Two amounts for full and part-time employees

2. Operating Expenses

- Travel
    - Instate and out-of-state travel
- Equipment
    - Cost associated with program equipment (try not to purchase 1 item $5000 or more)
- Supplies
    - Office supplies and program supplies
- Contractual
    - When hiring an individual/company to provide professional services or advice for a fee but not as an employee
- Construction
    - New construction for the project (try to stay away from this category)

- Other
    - Not included in budget items (rent, insurance, postage, printing, etc)

4. Indirect Costs

- Costs incurred for common or joint objectives and can't be readily identified:
  - Facilities – depreciation use allowance on buildings, equipment, and capital improvement, interest on debt associated with certain building, equipment and capital improvements, and operations and maintenance expenses
  - Administration – general administration and general expenses such as the director's office, accounting, personnel
  - Usually allocated at no more than 10% of your entire budget

TIP#6: Do your homework. Be specific.

Budget Narrative

- Detailed description of what is included on each line and how the totals were reached.

- Each line that contains a $ amount must be explained.

- Shows that you have a logical reason for each expenditure.

Budget & Budget Narrative Summary

The Bill and Melinda Gates Foundation describes the purpose of the budget narrative as follows:

"to supplement the information provided in the budget spreadsheet by justifying how the budget cost elements are necessary to implement project objectives and accomplish the results. The budget narrative is a tool to help the foundation staff fully understand the budgetary needs of the applicant and is an opportunity to provide descriptive information about the cost beyond the constraints of the budget template. Together the budget narrative and budget spreadsheet should provide a complete financial and qualitative description that supports the proposed project plan."

Evaluation Plan Components

- 2 Types
    - Formative – information on different phase
    - Summative – impact of the project (summary)
- Conceptual Note
    - Brief introduction of the project and expected outcomes
    - Highlights the main elements that will be monitored for the evaluation
- Evaluator
    - Who will be involved in the evaluation
- Data Type
    - Qualitative – non-statistical collection of people's feedback on the impact of the project
    - Quantitative – figures representing the project
    - Measures the project success or failure
    - Describe the data plan and why (test, reports, surveys interviews, etc)
- Monitoring Frequency
    - How often will you monitor
    - Set up a standard timeline
- Budget
    - Cost of evaluation (between 5 – 10% of operational budget)
- Analysis and Dissemination
    - Detailed action plan of analyzing the finding
    - How will you share the results (dissemination plan)
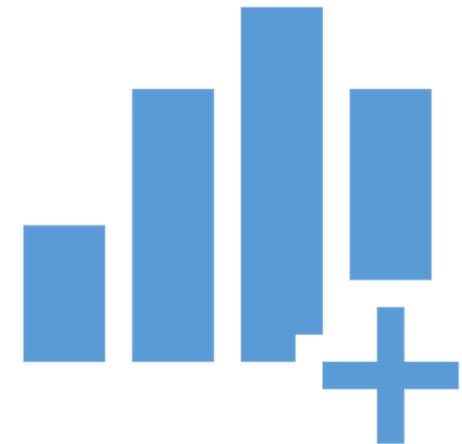
Do's of Grant Writing

- Assume the people who will review your proposal are of good will and looking for quality

- Take advantage of face-to-face meeting with potential donors whenever possible

- In the proposal itself, be thorough, reasonable, and positive – don't be hesitant or quarrelsome

- Know your funding source

- Know your turf

- Follow the outline

- Be consistent

Do's of Grant Writing

- Write clearly
- Be logical and balanced
- Be specific
- Be thorough
- Critique your proposal before submission
- Be positive
- Have sound budget
- Keep the proposal attractive and readable

Do's of Grant Writing

- Follow the guidelines <u>exactly</u>
- Review, review, review, proofread, then review
- Review other similar proposal
- Ask funder for winning proposals
- Deliver the proposal with all its contents on time

Don'ts of Grant Writing

- Don't argue with the funder's assumptions
- Don't philosophize
- Don't confuse your needs with client needs
- Don't include surprises
- Don't promise more than you can deliver
- **Don't use jargon/acronyms**
- Don't leave writing and submitting your application to the last minute
- Don't give up

Reasons Proposals are not Funded

- You misread directions
- You missed deadline
- Proposal doesn't match funder's interest
- Reasoning is confused & argument doesn't make sense
- You just want to do things (vague good things)
- Proposal is based on beliefs and assumptions
- Proposal focuses on organization's need for money

Grant Not Funded – Next Steps

- Call the funder to see if they can offer any insights on why the proposal was not funded

- Request a copy of the reviewer's scoring rubric. Pay close attention to score and comments

- Ask how you can strengthen your proposal for the next cycle

- Research organizations that were funded in the cycle you applied

- Have someone else read your proposal for feedback

- Move on to the next application

TIP #7: Funders will generally fund you the 2nd time if you call them and ask about your proposal. It's a sign that you really want to work with the funder. They are also embarrassed.
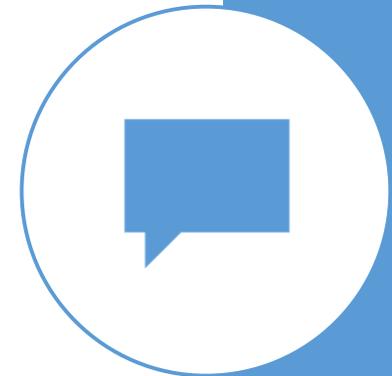
THE GRANTWRITER'S PLEA

Grant me the courage
*   to write and submit a grant,*
The serenity to deal with the
*   denial of the grant,*
The wisdom to know whether to
*   revise and resubmit the grant,*
Please Grant Me a Grant!!
*   s. Coley & C. Scheinberg*

Questions