



\$\$\$ Show Me the Money \$\$\$

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grow

Penn State **EXTENSION**

AGRICULTURE | COMMUNITY & FAMILY | ENVIRONMENT



Find Yourself

- Name
- What do you fear most about grant writing
- Name the particular project you would like to get \$\$\$\$ for



Facts



- Government Grants and Contracts; Individuals, Foundations
- \$240.7B in total amount of giving in 2003 (\$244B Wal-Mart revenues: \$23B -Gates)
- Half a million US orgs are supported at least partially by external funds.
- An estimated 95% of grant applications are unsuccessful.
- 75% of all charitable giving is from individuals
- 40% of all grants from F are to Ed institutions
- 41% of all grants are for new programs



Search Exercise

- Search Google: www.google.com
 - "Youth Development" and "Foundations"
 - "Youth Development" and "Foundations" and "Your State"
- <http://www.grants.gov/search/basic.do>
 - Email subscription
- <http://foundationcenter.org/>
 - 990 Form



Important Terms

- **RFP:** Request for Proposal. When the funding agency issues a new contract or grant program. The RFP lists project specifications and application procedures.
- **Unsolicited grant proposals** are initiated by applicants.
- **Program officer:** A staff member of a foundation who reviews grant proposals and processes applications for the board of trustees. Only a small percentage of foundations have program officers.
- **Foundation:** an entity that is established as a nonprofit corporation or a charitable trust, with a principal purpose of making grants to unrelated organizations or institutions or to individuals for scientific, educational, cultural, religious, or other charitable purposes.



Types of Foundations

- **Independent foundation:**
 - A grantmaking organization classified by the IRS as a private foundation (aka: family foundations, general purpose foundations, special purpose foundations, or private non-operating foundations).
- **Corporate foundation:**
 - A private foundation whose assets are derived primarily from the contributions of a for-profit business. It is an independent organization with its own endowment.



- **Community foundation:** A 501(c)(3) organization that makes grants for charitable purposes in a specific community or region. The funds are usually derived from many donors and held in an endowment that is independently administered.
- **Operating Foundation:** A 501(c)(3) organization classified by the IRS as a private foundation whose primary purpose is to conduct research, social welfare, or other programs determined by its governing body or establishment charter.



	# of Fdn	Total Giving*
Independent	57,834	\$22,568
Corporate	2,549	\$3,466
Community	669	\$2,532
Operating	4,159	\$1,744

* 2003; Dollars in millions.



- Types of Eligible Org for most F grants: 501c3
- 1 out of 6 foundations have staff.
- Foundations want in proposals:
 - Organizational Capacity
 - Creditability
 - Similar Mission
 - Innovation, sustainability, partnership



Grant Seeking Process

- Developing an idea --- Logic Model
- Identify funding source and organize into action (round up partners, identify writing team, contact potential funder)
- Write a proposal and follow up
- Administrating the grant
- Evaluating the project



Approaching Private Funders



- Shotgun approach: proposed program mailed to many potential funders.
 - Cover letter and unsolicited proposal (brief)
 - Reject or accepted; Accepted, larger proposal or application
- Targeted
 - Analyze funding source
 - Contact mid-level officer (large foundations)
 - Submit a tailored concept paper
 - Meet with program officer to discuss strengths and weaknesses
 - Submit a full proposal



CCF Review Activity



Problem Statement



- Should clearly describe the problem in your community
- Should be a sad story, make the grant reviewer cry
- Use clear, concise, and brief statements
- Next identify the cause and long-term effects
- Add facts and statistics





Parts of a Problem Statement

1. The problem is...
2. The problem is caused by...
3. Long-term and without intervention...
4. The following statistics document the severity of our problem...



Sample Problem Statement

The problem is many children are not ready for first grade. The problem is caused by family illiteracy, poverty, lack of parental involvement in school activities, inadequate parenting skills, family apathy, and dysfunctional family situations...



Goals and Objectives

If you do not know where you are going...
-any road will get you there

-but how do you know when you've
arrived.



Goals

- **Goals clarify your mission**
- Answers: How do you plan to change the world or impact your target population?
- Programs should identify one to four program goals (larger programs tend to have more goals).
- Goals are NOT to solve problems rather they reduce or prevent them.



Goals - Examples

- To reduce violent crime
- To prevent alcohol and drug abuse
- To provide high quality information services that satisfy user needs
- To acquire or make available, in a timely manner, all externally produced information resources needed by youth service organizations



Objectives

- Objectives state the specific accomplishment that must be achieved to meet your program goals.
- Tells us how to meet a goal (keep it to 1-3 objectives/goal).
- They focus on means rather than ends.
- Define a minimum measure of success for your project (always under promise and over deliver).
- Reflect the major program components outlined in the approach section.
- They should be **SMART**.



Program Objectives

- Associated with specific goals.
- Program focused, NOT budget-oriented (never mention buying).
- Listed chronologically in the order they occur in the narrative
- Written using the qualify phrase "at least," "a minimum of," or "no more than" to define the least you plan to do.
- Written as concisely as possible.



Minimum Measures

- **Every objective should specify:**
 - Who?; What?; When?
- **Most objectives should also define either:**
 - How many?; How much?
- **Example Objective:**
 - To provide at least 4 training sessions on conflict resolution to a minimum of 80% of the 750 employees of the Perkins Bank between 10/1/06-9/31/07.



Types of Objectives

- **Process objectives (outputs):**
 - Measure quantitative accomplishments (i.e., things that are counted)
 - Are sometimes consider as more short-term objectives
 - Are more common in smaller projects.
- **Outcome objectives:**
 - Sounds more like a goal.
 - Reflect qualitative changes.
 - Are sometimes consider more as long-term objectives.
 - May be harder to measure and to define than Process Objectives
 - May, for example, address changes in incidence rates or changes in behavior, attitude, or actions.



Process Objectives

- Begin with words such as: Provide, train, serve, and need.
- Examples
 - To provide 3 vocational training that includes general job skills as well as technological skills to unemployed Perkins factory workers by 10/1/07.
 - To provide an online database of grant writing services and resources to nonprofit CEOs by 10/1/07.



Outcome Objectives

- Outcome objectives include:
 - Conditions (how and where person performs the task)
 - Behavioral verb (describe the person's behavior)
 - Criteria (how well the person performs the behavior)
- Note that outcome objectives can be in the form of the ultimate, intermediate, or immediate.
- Example
 - By the end of training, staff will be aware of at least three grant writing services



Program Design/Approach

- This section of the grant has several names:
 - Program Strategies
 - Project Activities
 - Program Design
 - -Project Narrative
- How you are going to solve the target problems that you just described.



Methods for Creating an Innovative & Realistic Approach

- Review the literature for promising programs or strategies (evidence-based).
- Examine the RFP
 - Many RFP suggest the types of activities appropriate for funding
 - Many larger government RFPs offer the basics of current research in the field
- Interview Experts and Professionals
 - Include experts in other fields who are dealing with your target problems



Methods for Creating an Innovative & Realistic Approach

- Attend relevant conferences (bidders conference).
- Meet with consumers and community key informants.
 - Without question, the most innovative and successful program ideas often come from target population.
- Review funded proposals
- Contact and visit existing programs
- Involve Expert Grant Consultants



Writing a Successful Program Approach

- Begin with goals of your program.
- Provide a program overview (including a logical model).
- Include an advisory committee.
- Describe target population.
- Ensure that activities relate to problems (Cite literature).
- Justify/Explain chosen strategies (Cite literature).



Program Logic Model

- Is a graphic representation of a theory of change that underlies a program's goals and how these goals are to be achieved.
- Is a picture that explains in an efficient way how a program works.
- Is nothing more than a series of if, then statements of how the program is supposed to work.



Major Categories For LM



- Target Population & Eligibility
- Inputs
- Strategies & Programs
- Outputs
- Initial Outcomes
- Midrange outcomes
- Long-term outcomes



Evaluation Tips



- All grants should have an evaluation component, even if the RFP does not requires one.
- Evaluation plans are tied to the proposal's objectives, management plan, program activities, and budget.
- Grants less than \$150,000 annually can focus more on "process" evaluations than "outcome" evaluations.
- Eval measures in the proposal should immediately follow each objective.
- Check out: <http://gsociology.icaap.org/methods>



Budget Recommendations



- Program activities must drive the budget; there are no “surprises” in the budget for the reader familiar with the program narrative.
- Cost estimates should be credible and realistic; analysts penalize inflated budgets!
- Never, ever use the word “miscellaneous.”
- Always ask for slightly less than the allotted amount.
- In-kind or local contributions - proving that the community cares.
 - Services, goods, and cash donated to the grant program (e.g., free use of space and copier).
- If you have a full-time position to be created you want to have a job description for that position in appendices.



Expense Budget

- Create an itemized worksheet listing the items, item descriptions, and detailed costs of each.
- Return to the text of the narrative and itemize all the personnel and non-personnel items related to the operation of the project.
- List new costs and ongoing expenses.
- Categorize the items as required by the funding agency or your own organization into a formal budget.
- Include a budget narrative as a foot note or a separate page, if required.



Budget Categories

- Personnel
 - Salaries: percentage of time each full-time salaried person
 - Wages: number of hours per & week per year for hourly employees
 - Fringe Benefits: percent applied to salaries and wages
- Travel: Mileage, Air tickets, Meals, Hotels
- Equipment: Computers, printers, vehicle
- Supplies
 - Educational or Curriculum Materials
 - Office Supplies
 - Duplication/ copying (may be a separate category)
- Communication
 - Telephone (long distance & equipment rental)
 - Mailing
 - Cable modem
- Contractual: Evaluator or technology assistance



Formatting the Proposal



- Read all the correct and most current instructions.
- Use the title page format provided by the funder.
- Hold the body of the proposal to the allowed length.
- Don't squeeze margins or squish text.
- Number and put your name on every page.
- Label each section of the proposal with a heading that exactly corresponds to the proposal guidelines.
- Staple the proposal.
- Use good paper and a quality copier.



Bee Where!

Eye halve a spelling checker, it came with my pea sea.
It plainly marques for my revue miss steaks eye kin knot sea.
Eye strike a key and type a word and weight four it two say,
weather eye am wrong oar write - it shows me right a weigh!
As soon as a miss take is maid, it rose bee fore too two long,
An eye can put the error rite; its rare lea every wrong!
Now eye half run this grant threw it
(I'm shore your pleased too no),
Its letter perfect awl the weigh - my check tolled me sew!



Soul of a grant = Goodness of Fit

- Proposal goals objects directly link with the mission and goals of the funding agency.
- In order to make this link, you must:
 - Explain your ideas;
 - Connect your ideas with the needs of the funding agency; and
 - Convince the funding agency that you can bring together and manage the necessary ideas and resources in order to get results.



And if at first you
don't succeed

Try, Try Again