

Organizational Capability and Capacity Analysis:

Strategic Planning

- Take stock of where you are by conducting a situation analysis
- Develop/update your strategic plan

Grant Proposals

- Execution
- Results & Monitoring

How Does Your Organization Plan?

- ***Intuitive-Anticipatory Planning***

- Generally it is done in the brain of one person.
- It may or may not, but often does not, result in a written set of plans.
- It generally has a comparatively short time horizon and reaction time.
- It is based on experience, the 'gut' feel, the judgment, and the reflective thinking of a manager.

- ***Formal Systemic Strategic Planning***

- Characterized by a set of procedures and processes.
- It involves participation by numerous resources and stakeholders, and it is research driven.
- It is documented and leaves evidence that can measure the plan's progress and effectiveness

Planning: The Basics

- Strategic planning needs to answer three basic questions for your organization:
 - *Where are you going?*
 - *What is the environment?*
 - *How do you get there?*

Planning: What is your Mission?

- **Have you formally articulated your mission and vision?**
 - *Mission Statement:* briefly defines the basic purpose of your organization, and corresponds directly with your core programs and activities. It describes important capabilities, based on key stakeholders' needs.
 - *Vision:* conveys your organization's direction and growth plans.
- **Key aspects:**
 - Why do we exist?
 - Who do we serve?
 - What needs do we hope to satisfy?
 - What is our scope?
 - What is our philosophy, ethical and social responsibilities, and values?

Planning: Conduct a Situational Analysis

- Have you evaluated your organization's current and future situation with the aim of identifying your:
 - **Strengths**
 - **Weaknesses**
 - **Opportunities**
 - **Threats**

Planning: Look Inside to Identify Your Strengths & Weaknesses

- What resources do we have (or can access)?
- How are our financials?
 - Cash Flow
 - Revenues versus costs
 - Major funding sources
- How are we organized?
 - Enablers
 - Hindrances
- What do we do especially well?
- What do we do poorly?

Planning: Look Outside to Determine Opportunities & Threats

- Demand side of the equation
 - How strong is the demand for our program(s)?
 - Who needs our services?
 - What are the recent trends?
 - Where is the future heading?
 - Are there new constituencies we could be serving?
 - Are there unmet needs we could be addressing?
- Supply side
 - Who else currently provides services to our targeted constituencies? Who are our “competitors”?
 - Nonprofits
 - Government
 - For-profit
 - Are others poised to enter?
 - Are these other organizations friends or foes?
 - Do we only compete against them or could we foster collaborative relationships/ partnerships with them?

Planning: Determine Your Mission Critical Resources

- Types
- Funding
 - In-kind donations
 - Leadership/mentoring
 - Rain-makers
 - Friend-making
 - Fundraising
 - Volunteer support
- Possible Sources
 - Government support
 - Education community
 - Foundations
 - Corporate community
 - Major donors
 - “Retail” donors (or members)

Develop or Update your Strategic Plan (1)

- Mission and vision statements
- General goals and objectives
 - define to allow a future assessment to be made on whether the goal was or is being achieved.
 - Must include a time element.
 - May be posed as outcome and/or output goals.
- Means and strategies (critical success factors), i.e., processes, skills, technologies, & various resources that will be used to achieve the general goals.
 - Operational processes, e.g., changes in work methods or sequencing, workforce adjustments, and shifts in responsibility for particular tasks.
 - Staff skills; development, introduction, and use of technologies.
 - Human, capital, information, marketing, development & other resources.

Develop or Update Your Strategic Plan (2)

- Description of the relationship between the general goals in the strategic plan and the performance goals (and indicators) in the annual performance plan.
- Identification of key factors, internal and external to the agency, that could significantly affect the achievement of general goals [i.e., from SWOT analysis].
- Prioritized implementation schedule.
- Schedule for future program evaluations, including the methodology to be used.

Execution: Prepare Your Grant Proposal

- “Team” Approach
 - Who makes up the team?
 - Do you really *need* a grant writer?
 - Who makes up the team?
 - Do you really *need* a grant writer?
- Are You Leveraging Existing Resources?
 - Current programs
 - Partnerships
 - Other funding streams
 - Sustainability

Researching Funding Opportunities

- FEDERAL

- **Grants.gov** *An electronic grant application system. Most federal grants can be found and/or applied for on-line at this site. Some applications may be electronically submitted at the funding agency's website.*
- **The Federal Register** *Sign up to receive daily Federal Register Table of Contents via email (see "Other Services" section). This site gives a listing of documents put out for public viewing which includes grant solicitations.*
- **USA.gov** *Government Made Easy Source of links to government web sites for Grants and Financial Management.*

Researching Funding Opportunities

- **STATE**

- ***Maryland Governor's Grants Office*** a great resource for links and other information that assist local governments and community-based organizations in identifying federal grant opportunities, as well as State or private foundation grants.
- ***Maryland State Grant Search*** Marylanders easily can see what grants the State has to offer and with a click of a mouse button, find everything they need to know about the grant - eligibility requirements, due dates, how to apply, and contact information.
- ***Maryland General Assembly Search Site*** Maryland General Assembly site to search for budget items by House Bill number, Senate Bill number, search topic, etc..
- ***Redbook Online*** For State grant programs, go to The Maryland Redbook Online, which lists all Maryland State grant programs.

Researching Funding Opportunities

- **Private/Foundation**

- ***Chaney Foundation*** *Their mission is to give generously each year, while retaining the financial strength to exist forever, to legitimate charitable and efficient organizations exempt from Federal tax under Section 501c(3) of the Internal Revenue Code that help individuals and/or communities in Southern Maryland and the Eastern Shore.*
- ***Community Foundation of Charles County*** *The foundation's mission is to improve the quality of life for the community of Charles County by aligning philanthropic interests with community needs through stewardship and collaboration.*

Researching Funding Opportunities

- **Private/Foundation Cont.**

- ***Cooperating Collection of the Foundation Center***

- *free funding research and information centers located in public libraries in Southern Maryland*
 - *provides the Foundation Directory Online database with over 100,000 foundations and 2 million grants.*
 - *GrantSpaceSM, a service of the Foundation Center, offers information and resources that are specifically designed to meet the needs of grant seekers.*

- *Grant Space Classroom - many free training courses for grant seekers.*

- ***Southern Maryland Resource Conservation and Development Inc.*** *Charles County's local RC& D office that subscribes to Grant Station. They allow individuals to set up appointments and come into their office in Waldorf to access the database.*

Examining the Funding Opportunity

- Eligibility
 - Does your organization qualify?
 - Are there Special Conditions?
 - Pass Through Entity – is pass through prohibited?
- Deadline
 - Reasonable timeframe to prepare application
- Matching
 - Required
 - Cash / In-kind
- Purpose/Intent of Funding
 - Can you demonstrate a need?
 - Meets your mission/goals
- Intended Results
 - Will you be able to quantify results/performance measures

Execution: Address “Strings Attached” in the Proposal

Compliance Issues:

- Federal/State government funding
 - Authorizing legislation
 - Code of Federal Regulations
 - OMB Circulars
 - Accountability & transparency
- Foundation funding
 - Accountability & transparency
 - Endorsement requirements
 - Conflicts of interest
- Individual donations
 - Accountability & transparency
 - Endorsement requirements
 - Conflicts of interest

Execution: Mission Match is Critical

- Are you ***CHASING*** the money?
 - Does your organization’s mission align with the funding source’s mission?
 - Do you have the capacity/capability to implement the program – be specific in your proposal
 - Accountability & Transparency
 - Appropriate Internal Controls
 - Metrics – how and what will you be measuring
 - Outcomes vs. Outputs
 - Sustainability
 - What happens if (or when) the funding “dries up?”

***Results & Monitoring:* Proposal Success**

- Submission Follow-up
 - Status checks on the proposal
 - Presentations to review panel
- Next steps for successful applications
 - Fiscal/Program Notification
 - Press Releases
 - Appropriating funds
- Next steps for unsuccessful applications
 - Request evaluation letter

Results & Monitoring: Program Implementation

- Metrics
- Fiscal Reporting
- Program Reporting
- Outcomes vs. Outputs

Results & Monitoring:

Funding Stream Evaluation

- **Success Rate of Proposals**
 - Why successful/unsuccessful
 - Improvement Plans
- **Cost Effective?**
 - Positively enhanced organization?
- **Not Cost Effective?**
 - Why?
 - Did implementation build “goodwill?”
- **Reaffirm Strategic Funding Plan**