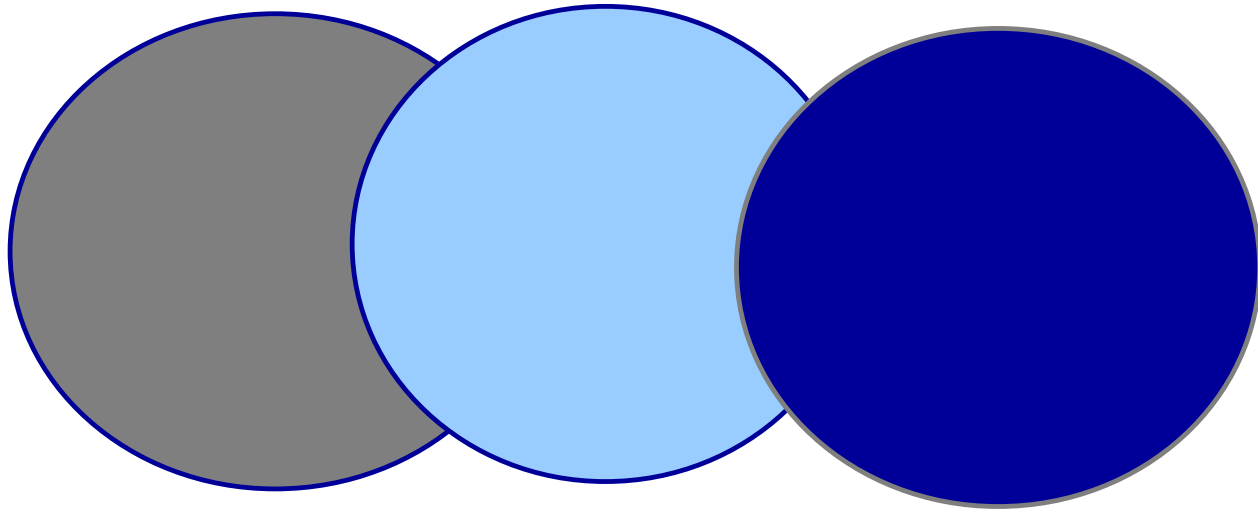

GOVERNOR'S GRANTS OFFICE

BASIC GRANTSTRAINING 2016



Jennifer B. Jones

MARYLAND GGO: BASIC GRANTS TRAINING

Part I – Business of Non-profits

Part II – Prospect Research

Part III – Grant Writing Basics



PART I – BUSINESS OF NON-PROFITS

ESSENTIAL ELEMENTS OF STRATEGIES TO WIN

Your non-profit business is a business!

A handwritten signature in black ink, appearing to be 'Jennifer Jones', written in a cursive style.

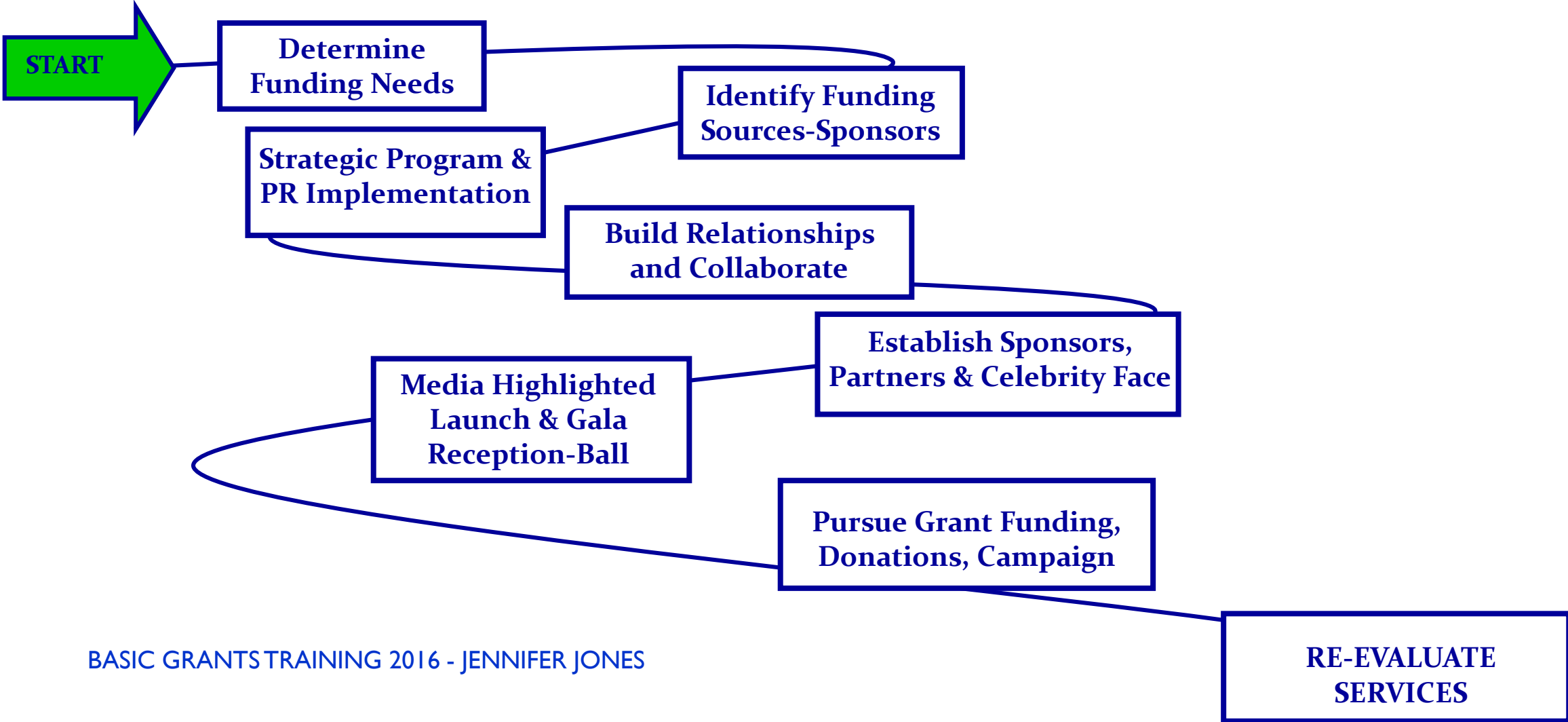
BUSINESS 101 - INFRASTRUCTURE



SUSTAINABILITY: SURVIVAL VS. LEGACY



ROADMAP TO FUNDING SUCCESS



SUSTAINABILITY: SURVIVAL VS. LEGACY



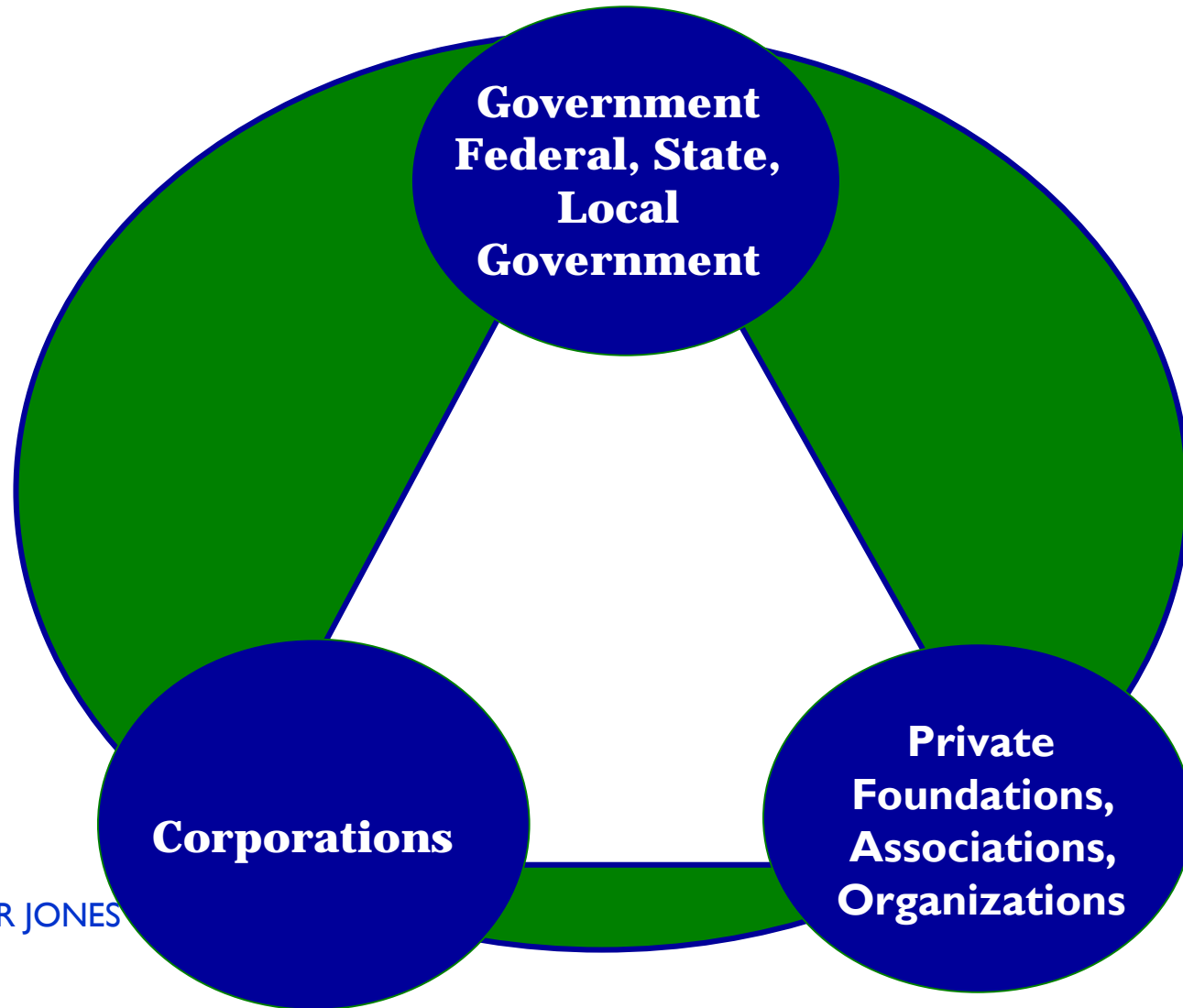
GRANT WRITING BASIC – 3 SIMPLE STEPS

- Identify
- Prepare
- Submit

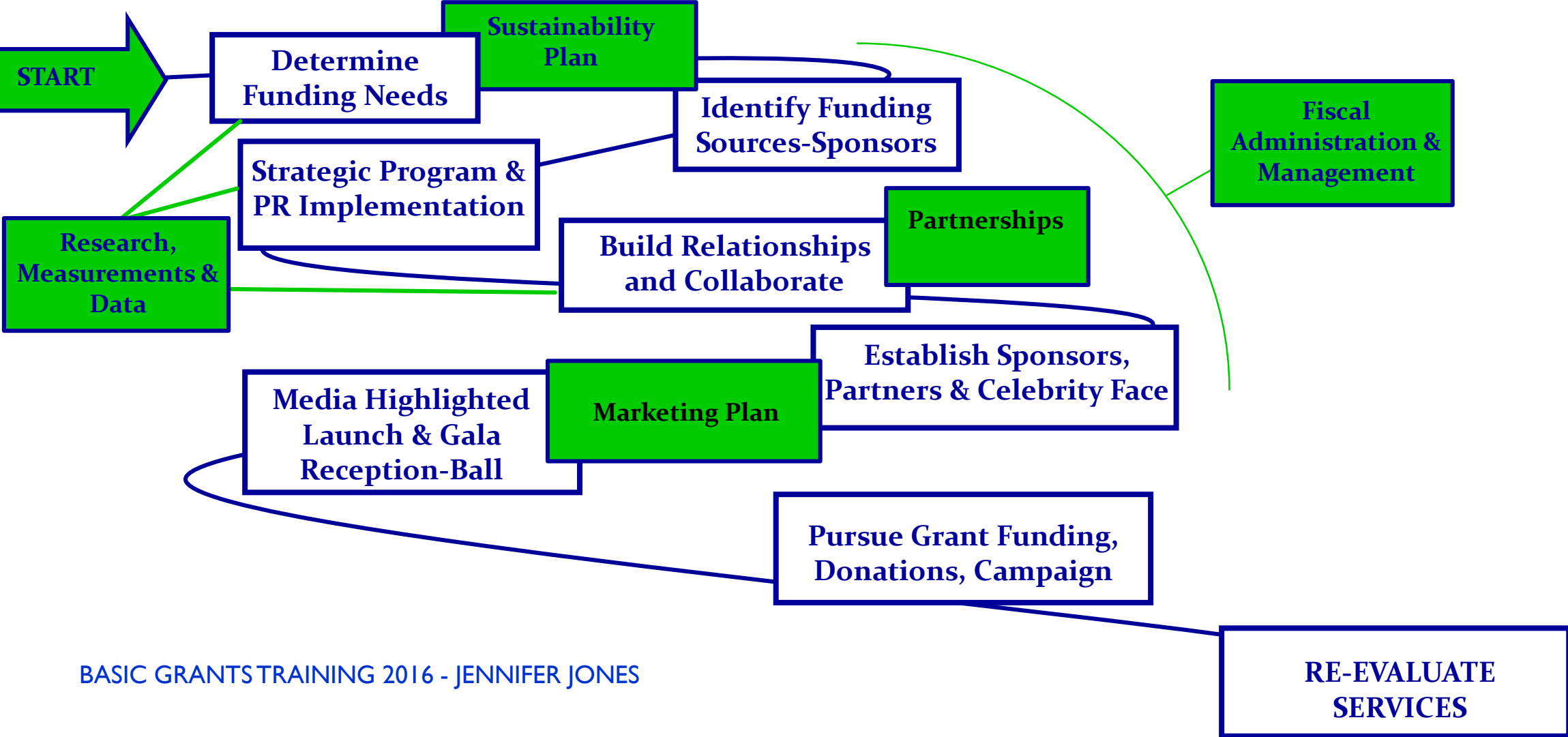


**Three Simple Steps,
No Simple Feat!**

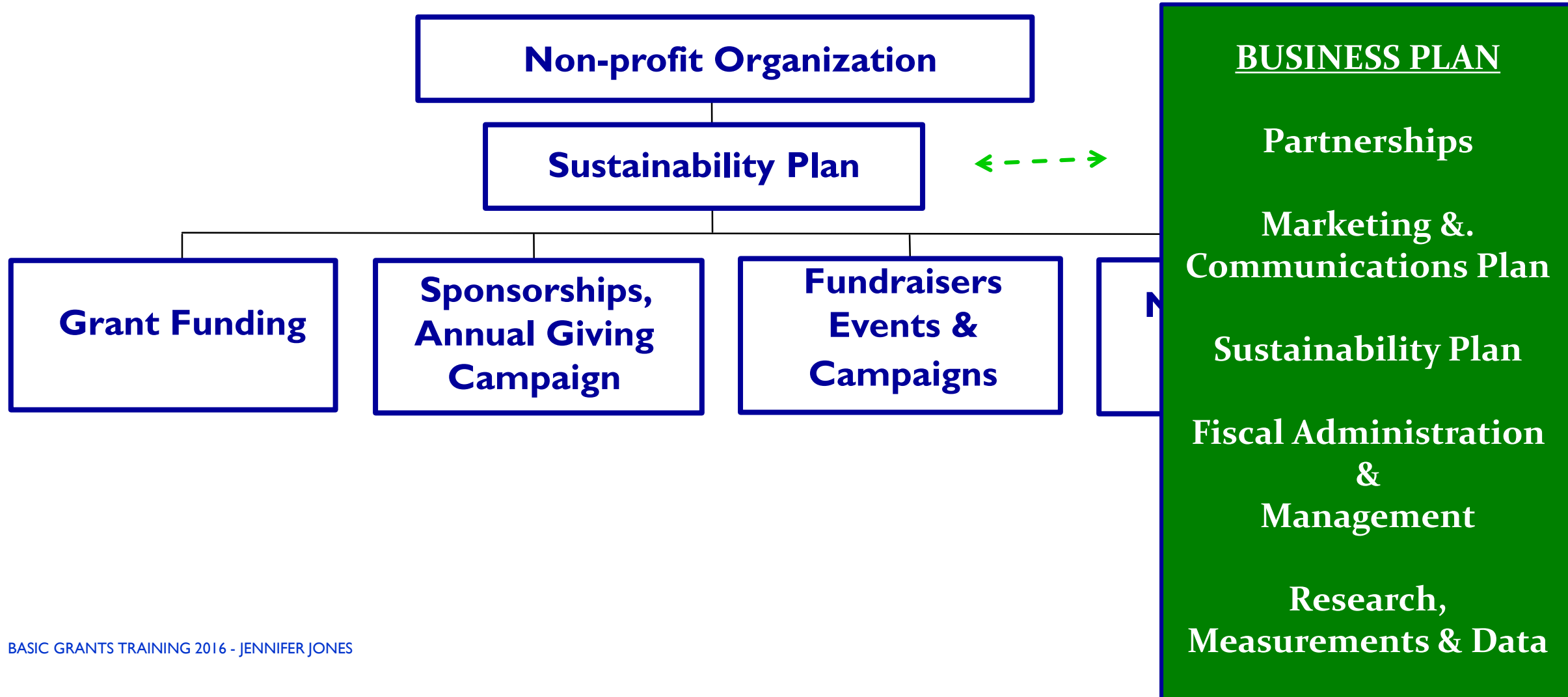
GRANT FUNDING SOURCES



ROADMAP TO FUNDING SUCCESS



SUSTAINABILITY: SURVIVAL VS. LEGACY





PART II – PROJECT RESEARCH

IDENTIFYING THE RIGHT OPPORTUNITY

GRANT WRITING BASIC – 3 SIMPLE STEPS

- Identify
- Prepare
- Submit



Three Simple Steps,
No Simple Feat!

PROPOSAL DEVELOPMENT STAGES

- Funding Strategy (Goals, Partners, Focus)
- Fundability Assessment
- Prospect Research
- Content Development
- Grant Identification
- **Proposal Preparation & Submission**
- Award Notification & Debriefing
- Grant Management & Fiscal Administration
- Grant Closeout

PROPOSAL DEVELOPMENT STAGES

- Funding Strategy (Goals, Partners, Focus)

- Fundability Assessment ← - - - →

What do you need?

vs.

What you want?

- **Prospect Research**

- Content Development

- Grant Identification

- Proposal Preparation & Submission

- Award Notification & Debriefing

- Grant Management & Fiscal Administration

- Grant Closeout

PROSPECT RESEARCH

- **Definition:** a process in fundraising wherein a researcher identifies and provides relevant information about potential donors to an organization (<http://www.aprahome.org>)
- **Resources:**
 - Governor's Grants Office (www.grants.maryland.gov)
 - Foundation Library (foundationcenter.org)
 - Grantsmart (<http://grantsmart.org>)
 - Grantspace (<http://grantspace.org>)
 - Guidestar (www.guidestar.org)

Your non-profit business is a business!

A handwritten signature in black ink, appearing to be 'Jennifer Jones', written in a cursive style.



PART III – GRANT WRITING BASICS

ESSENTIAL ELEMENTS OF STRATEGIES TO WIN

THE GRANT APPLICATION

WEALTH OF INFORMATION!

- Overview Of Funding Entity
- Background Or Purpose Of The Opportunity
- Application Instructions
- Guidelines And Policies (Eligibility, Award, Funding Restriction, Data Sharing, etc.)
- Evaluation Criteria
- Submission Criteria
- Point Of Contact



GRANT APPLICATION EXAMPLES

FOUNDATION CENTER

([HTTP://FOUNDATIONCENTER.ORG/FINDFUNDERS/CGA.HTML](http://foundationcenter.org/findfunders/cga.html))

COMMON GRANT APPLICATION

([HTTP://WWW.COMMONGRANTAPPLICATION.COM/](http://www.commongrantapplication.com/))

GRANTS.GOV ([HTTP://WWW.GRANTS.GOV](http://www.grants.gov))

USA.GOV ([HTTP://WWW.USA.GOV](http://www.usa.gov))

NEW USA FUNDING ([HTTP://WWW.NEWUSAFUNDING.ORG](http://www.newusafunding.org))

RULES FOR SUCCESSFUL GRANT WRITING

BEFORE WRITING THE GRANT!

- **Read** The Grant Application, Instructions, Attachments
- Establish A **Timeline** For Preparing The Application
- Establish **A Comprehensive List of Deliverables**
- Assign Deliverables & Tasks To Team With Deadlines For Completing Each Deliverable
- Communicate And Update Progress Regularly – Face-to-face Meetings, Conference-calls, Emails
- Create A Hard Copy Of The Proposal (Working Document)
- Assemble The Grant (Signatures, Letters Of Support, Etc.)
- **Proposal Review** – Primary Team, Second Team, Final Review Team (***Build In Time For Mistakes, Errors, etc.***)

RULES FOR SUCCESSFUL GRANT WRITING

PRE-APPLICATION INSTRUCTIONS LIST OF GRANT DELIVERABLES



NON-PROFIT BUSINESS PROFILE

Business Name & Address
President (Name, Address, Email, Telephone, Alternate Telephone)
Primary Point of Contact (Name, Address, Email, Telephone, Alternate Telephone)
Non-profit (Copies – Articles of Incorporation, Tax Exempt Letter, 990, etc.)

GRANT PROPOSAL

Project Title
Project Narrative
Project Summary (Abstract)
Specific Aims
Statement of Need (Services Provided, Demographic Served, Data, Statistics, Supporting Information)
Impact (Outcome, Measurements, Milestones, Definition of Success)
Models of Success (Source of Project Ideas)
Bibliography and Cited Literature Sources (when applicable)

RESUMES

Business Organizational Structure
Project Organizational Structure (Collaborative Partners, Governmental, Faith-based, etc.)
Contact Information List

BUDGET

Budget (Project & Non-Profit Annual Report)
Budget Justification

SUPPORTING DOCUMENTS

Target Demographic
Letters of Supports (Collaborative Partners,
Consortium/Contractual Agreements
Management Plan (Staff, Volunteers)
Facilities and Other Resources

RULES FOR SUCCESSFUL GRANT WRITING

SECTIONS OF THE PROPOSAL!

- Proposal Narrative/Research or Project Plan
- Background, Significance or Supporting Data
- Organizational Structure & Management Plan
- Experience & Past Performance
- Budget & Budget Justification
- Implementation Plan - Use of Funds, Quality Assurances, Reaching Target Group, etc.
- Collaborative Partners, Letters of Support & Matching Funds Commitments
- Plan for Self-Evaluation & Reporting

RULES OF SUCCESSFUL GRANT WRITING

ESSENTIAL TO SUBMITTING THE GRANT:

- Outstanding Packaging, Organized Presentation and Table of Contents
- Answers the Basics with Specific Details/Data – Who, What, When, Where, Why and How?
- Well-substantiated approach, data, statistics, etc.
- Infrastructure, Experience, “Skin in the Game” to Accomplish Tasks and Reach Milestones
- Well-Documented, Justified Budget
- Effectiveness or Measurable Outcomes

RULES FOR SUCCESSFUL GRANT WRITING

IT'S ALL ABOUT THE NUMBERS!

- **Volunteer Hours:** <http://www.handsonnetwork.org/tools/volunteercalculator>
- **Organizational Self-Assessment:**
<https://www.councilofnonprofits.org/tools-resources/organizational-self-assessments>
- **Impact:** <http://managementhelp.org/evaluation/program-evaluation-guide.htm>
- **Board Self- Assessment:**
<http://www.nhnonprofits.org/sites/default/files/documents/bsaq/questionnaire.pdf>
- **National Center for Charitable Statistics** <http://nccs.urban.org/>
- **Grant Budgets:** <http://grants.nih.gov/grants/how-to-apply-application-guide/format-and-write/develop-your-budget.html>

OPERATIONAL BUDGET!

XYZ Nonprofit Community Theater Operations Budget OPERATIONS BUDGET OVERVIEW Fiscal Year 2009				
Earned Revenue		Expenses		Net
Concerts	48,500	Concerts	43,860	4,640
Films	93,600	Films	93,000	600
Arts in Education	15,950	Arts in Education (balance with \$15K in grants earmarked for Arts in Education)	17,060	(1,110)
Rentals	130,500	Rentals	99,800	30,700
Concessions	37,200	Concessions	16,020	21,180
Ticketing Fees	34,400	Ticket Handling	24,990	9,410
		Marketing	21,200	(21,200)
Total Earned Revenue	\$360,150	Total Earned Expenses	\$315,930	\$44,220
Unearned Revenue				
Memberships	46,800	Membership & Donor Marketing	3,100	43,700
City Funding	10,400		10,400	
County Funding	2,500		2,500	
State Funding	2,000		2,000	
Individual & Business Sponsorships	12,700		12,700	
Monthly Program Guide Sponsors	9,000		9,000	
Earmarked Education Grants	15,000		15,000	
Concert & Film Sponsors	2,500		2,500	
Event Sponsors	22,500		22,500	
Fundraising Events	92,100	Fundraising Events	48,200	43,900
		Payroll	149,990	(149,990)
Interest	24	Bank Loan	-	24
		Overhead Other Than Payroll	40,932	(40,932)
Total Unearned Revenue	\$215,524	Total Unearned Expenses	\$242,222	\$(26,698)
TOTAL REVENUE	\$575,674	TOTAL EXPENSES	\$558,152	
			TOTAL INCOME	\$17,522

GRANT APPLICATION BUDGET!

The Sapelo Foundation - Required Grant Proposal Budget Format

Citizens for Planned Growth¹ General Operating Budget

CATEGORY ²	FY2003 Budget ³	Actual	FY2004 Budget ⁴	3rd Qtr. ⁵	FY2005 Projected ⁶
INCOME					
Events	50,000	45,000	60,000	35,000	65,000
Grants ⁷ (see attached list of other sources of proposed FY05 funding)					
Foundations					
Public Welfare Foundation	20,000	18,000	20,000	18,000	22,000
Taylor Family foundation	15,000	15,000	20,000	20,000	25,000
Annie E. Casey Foundation	50,000	50,000	50,000	50,000	50,000
Corporate Contributions					
Home Depot	10,000	10,000	12,000	10,000	12,000
Georgia Power	10,000	8,000	12,000	8,000	12,000
Interest Income	20,000	18,000	22,000	18,000	25,000
Major Donors	30,000	28,000	30,000	12,000	33,000
Membership	9,000	5,600	10,300	4,300	12,700
TOTAL INCOME	\$204,000	\$197,600	\$236,300	\$175,300	\$256,700
EXPENSE					
Accounting/ Bookkeeping	5,000	5,000	6,000	6,000	7,000
Board D&O Insurance	3,000	3,000	4,000	4,000	5,000
Conferences/ Meetings	2,000	2,000	2,000	1,000	2,000
Dues & Memberships	800	800	900	600	1,000
Furniture & Equipment	1,400	1,400	1,600	1,300	1,800
Legal Expenses	10,000	9,000	12,000	10,000	15,000
Miscellaneous	500	400	500	300	500
Personnel					
Executive Director	55,000	55,000	60,000	45,000	63,000
Office Manager	32,000	32,000	33,000	24,000	35,000
Retirement	3,000	3,000	4,000	3,500	5,000
Health & Disability Insurance	10,000	10,000	11,000	8,000	12,000
Medicare Tax	1,000	1,000	1,500	1,500	2,000
Social Security Tax	4,000	4,000	5,000	5,000	6,000
Postage & Shipping	2,000	2,000	2,000	1,500	2,500
Printing	1,500	1,500	1,500	1,000	1,500
Program Expenses ⁸	50,000	45,000	60,000	40,000	60,000
Annual Report & Promotion	5,000	5,000	6,000	4,000	7,500
Rent & Utilities	6,000	6,000	7,000	6,000	8,000
Supplies, Office	1,000	1,000	1,500	1,000	2,000
Technology/ Training	3,500	2,500	3,800	1,600	4,900
Telephone	5,000	4,000	5,000	3,000	5,000
Travel	5,000	4,000	8,000	7,000	10,000
TOTAL EXPENSE	\$206,770	\$197,600	\$236,300	\$175,300	\$256,700

¹ The legal name of your organization

² List your organization's categories using this format

³ Your Board-approved budget for the last complete operating year

⁴ Your Board-approved budget for the current operating year

⁵ Itemized income and expenses for last quarter or date of proposal submission

⁶ Your Board-approved projected budget for next year

⁷ Grant income must be itemized and identified as secured or pending. You may use another page to explain status of proposed funding. List funding by source, amount requested, and status of request.

⁸ Attach an itemized Program Budget if proposal is for a specific program or project. List all proposed funding sources using the same format as above. The Sapelo Foundation will not fund 100% of any operating budget, program, or project.

EXCEPTIONAL GRANT PROPOSAL

- Clearly and concisely presents the organization and provides all of the requested information.
- Ease of reading & no typos, misspelled words, etc.
- Logical presentation of justified need or specific request
- **Passion! Don't just "Tell The Story"... "Sell the Story!"**

EXCEPTIONAL GRANT PROPOSAL

- Strong Collaborations, Innovation or Impact
- Achievable Approach & Measurable Results
- **Efficient Use of the Grant Award**
- Experience, Progressive Growth, Data-Driven, Details, etc.
- **Vision/Plan for the Future, Next Steps, etc.**

RULES FOR SUCCESSFUL GRANT WRITING

LET'S TALK ABOUT THE BUDGET!

- <http://grants.nih.gov/grants/how-to-apply-application-guide/format-and-write/develop-your-budget.html>
- Components of the Budget
 - Direct Costs – Personnel, Fringe Benefits, Equipment, Supplies, Travel
In-Kind Contributions
 - Indirect Costs (Building, Operating Costs...)
- <http://nonprofit.about.com/od/foundationfundinggrants/a/grantbudget.htm>

HIRE A GRANT WRITER OR NOT?

- You are personally responsible for the grant that you sign and submit!
- Read the Application – You are the Subject Matter Expert and must implement the plan that is proposed.
- Ask for writing samples, client references, win rates.
- Sign an agreement that clearly states or ensures terms, process, timelines and confidentiality assurances.
- Establish a plan for communication - Grant Writers are only as good as the information provided!
- You get what you pay for!

RULES FOR SUCCESSFUL GRANT WRITING

- Collaboration, Partnerships, A Strong Board of Directors
- Prospect Research, Funding Strategies
- Data, Research, Information
- Integration Of Technology & Innovation
- Hot Buttons & Winning Themes

GOVERNOR'S GRANTS OFFICE

BASIC GRANTS TRAINING 2016

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