



GRANT WRITING

Alice Ruhnke, The Grant Advantage



Getting to Know You...

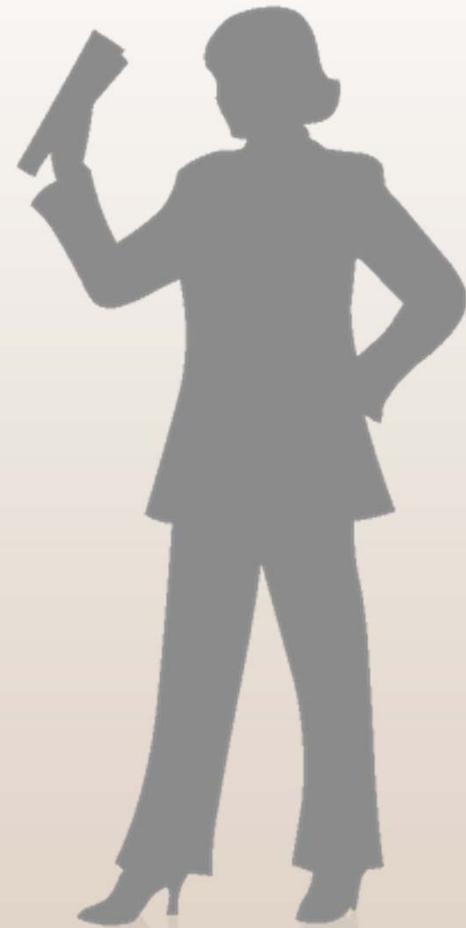
30 Second Introductions

1. Name
2. Organization
3. Expectations

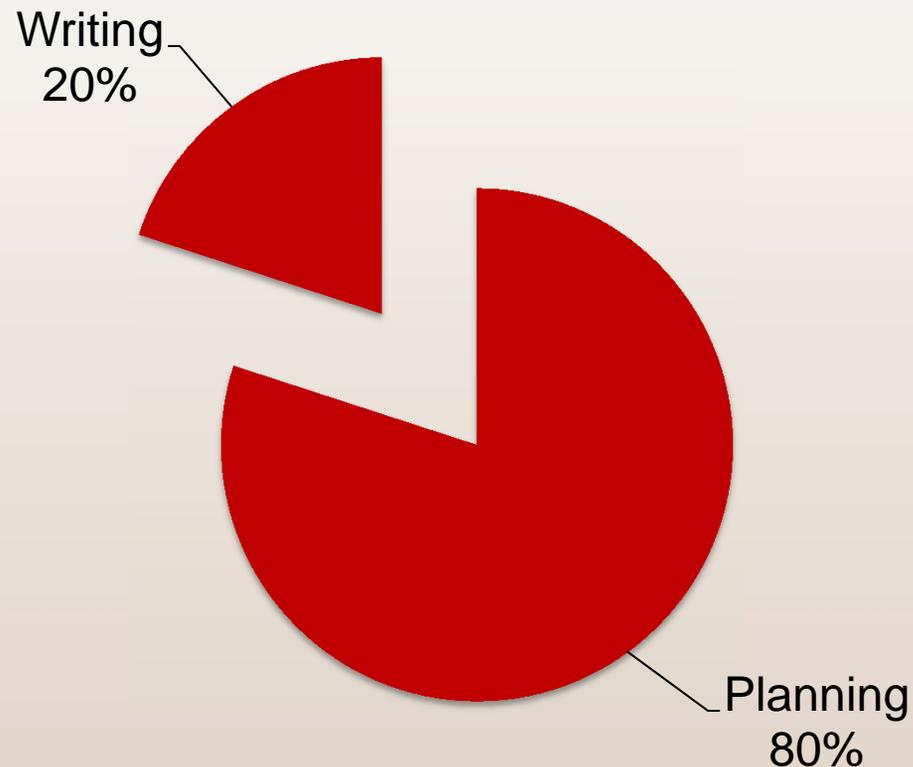
Listen well

Note names and expectations

Support each other's learning



80/20 Rule



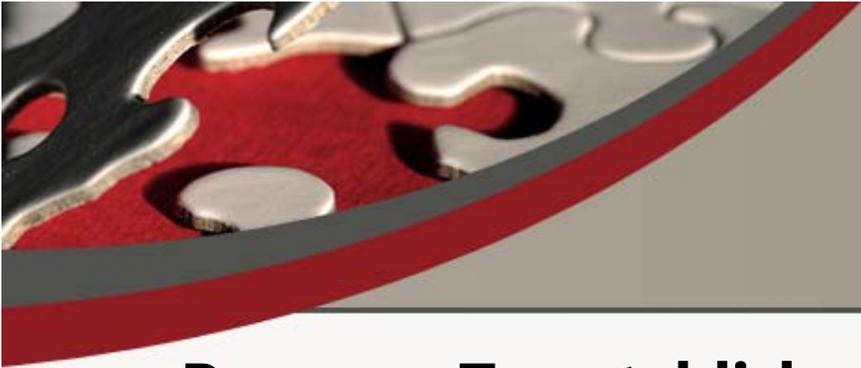
If you don't like to write grants, the good news is that only 20% of your time should be spent writing...the other 80% should be planning (If you don't like planning, you are kind of out of luck).

Program Planning Framework

NEED	Condition or Status of Community and Population Served	Sources	PROGRAM	Outcomes	EVALUATION	Indicators	Sources
	Reasons Behind the Condition or Status of Population Served	Sources		Approach		Outputs	Sources
	Determined By:			Short-Term:		Short-Term:	
				Mid-Term:		Mid-Term:	
				Long-Term:		Long-Term:	
						Measured By:	



BACKGROUND



Background

Purpose: To establish your organization's credibility

- It should build confidence in your ability to perform the work you are proposing
- Includes who is applying for funds in addition to the organization's:
 - History
 - Purpose/Mission
 - Clients and service area (Brief—more in-depth information will be in the needs section)
 - Initiatives/programs
 - Accomplishments (What are your strengths? How have your clients changed because of your services?)
- Include a powerful example, story, quote, or endorsement to engage the reader into wanting to know more about you

Background

Don't assume the reader knows anything about your organization

Don't be too philosophical or
overload with history



Do make sure the information
(programs and accomplishments)
is relevant to the proposal

This is your time to ensure the reader that you are a strong and viable organization that can get the job done...one a funder would want to invest in



Example Background RFP Southern Partners Fund

- **Introduction and background of organization**

1. Briefly describe your organization's history and major accomplishments. What has changed in the community as a result of your organization's work?
2. Describe your current programs and activities.
3. Who is your constituency (be specific including race, class, gender, ethnicity, age, sexual orientation and people with disabilities)? How they are actively involved in your work and how do they benefit from your organization?
4. Describe your community.

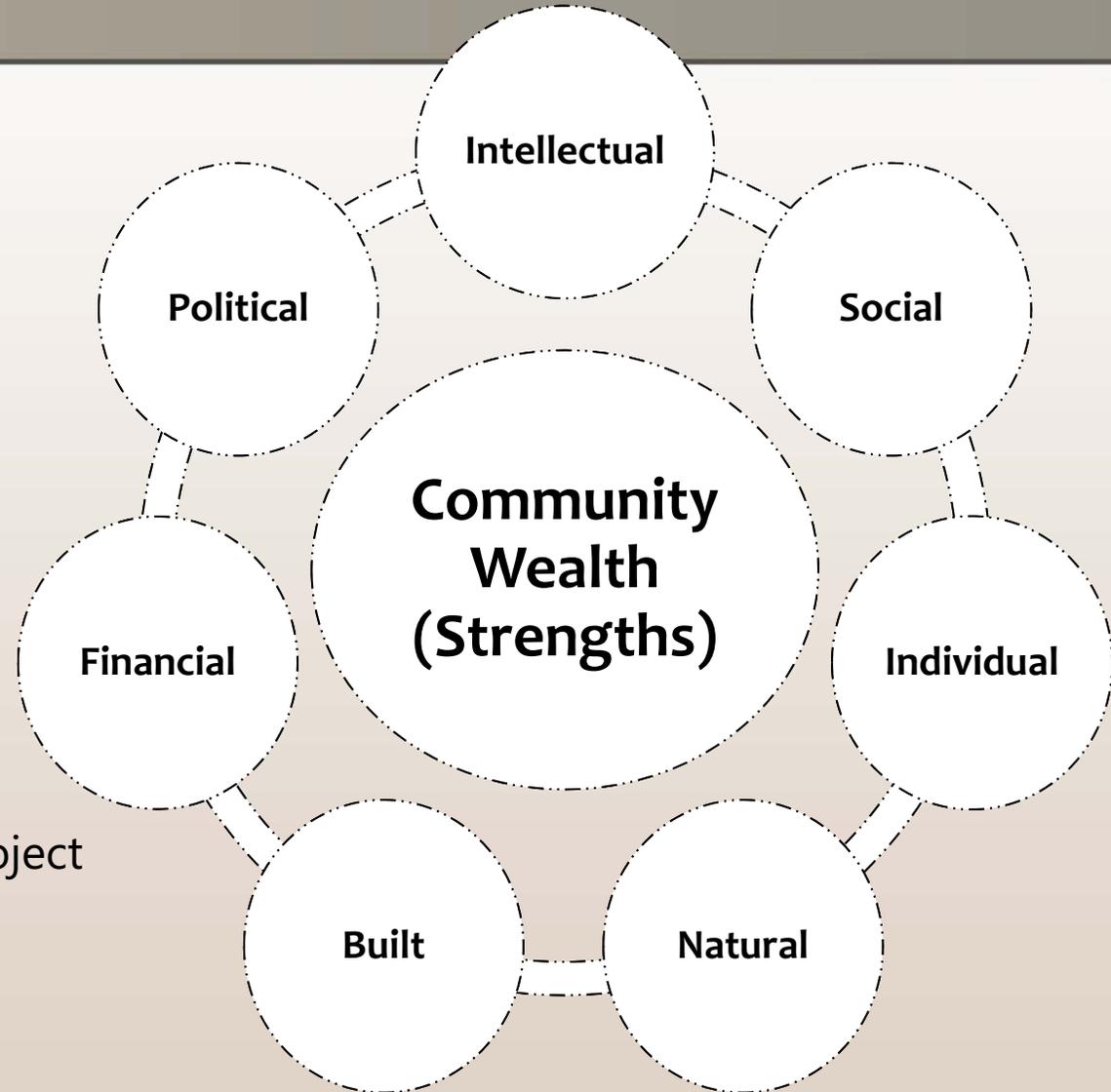
Background Might Be Called...

- Profile of Applicant Organization
- History, Mission, and Accomplishments
- Introduction
- Previous Experience
- Organizational History



Wealth Creation in Rural Communities

Community Wealth



A Ford Foundation Project



NEED



Compelling Community Need

Purpose: To clearly define the needs of individuals in your community



Two components of painting the picture of your community needs:

- Need itself
- Reasons behind the need

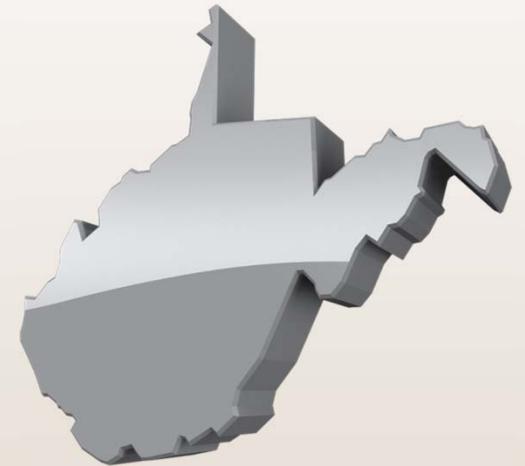


Need Itself

Establish baseline data on
the "here and now"



Geographic area and target
population



Use hard data and soft
data (stories)

Don't assume the funder knows anything about your geographic area or the population you serve (or are proposing to serve)

Need Itself

Need is about the people in your community... not your organizational needs!



Also, the need is not about what people need (that will be in your approach), but their current condition or status



Need Data

Local

Relevant

Up-to-Date

Sources cited

Visuals



Need Data

- Needs Assessments
 - Foundations, United Ways, Associations, your own etc
- Data Sources
 - www.census.gov
American FactFinder in left hand tool bar
Right “Legacy American FactFinder—pre 2010 data
Left “American FactFinder”—2010 data (take virtual tour to discover all of the tools and options)
 - www.wvkidscountfund.org
 - <http://www.countyhealthrankings.org/app/westvirginia/2012/measure/additional/53/data/asc-0>

Need Itself

Information will be used to show your impact on the community

Need

- Current status of individuals you intend to serve



Outcomes

- Changes you anticipate in those you are serving



Example

West Virginia Need

- In 2011, there were 14,000 nonprofits—double the amount in 2005
- 72% have income below \$25,000
- Last year, 1,500 nonprofits closed their doors because of a lack of funds
- 90% of nonprofits surveyed indicated they did not have enough money to effectively carry out their missions

All data fictional

All data would have sources cited



Example

Reason for the Need	What you are going to do about it (this will lead to your approach)
Nonprofits don't have adequate opportunities to network with funders	
Organizations do not have the skills to develop successful grant applications	This reason will lead to my approach....
Organizations are competing with each other for scarce resources and not creating effective partnerships to collectively access funds	
Organizations do not measure the impact of their programs to effectively "tell their stories" to funders	

So you will need to describe the reason for the need with data as well

Reasons Behind the Need

Information will be used to show your impact on the community



Transition to the Positive

- Desire to change
- Great network of services and/or volunteers
- Access to resources and services
- Using proven approach (experience, best practices, etc)
- Close, tight-knit community





Need Example from RFP's

Southern Partners Fund

Describe your request

1. Problem statement: what problems, needs or issues does it address?
5. How does your work address and change the underlying or root causes of the problem? What will be different in your community as a result of this request?

American Psychiatric Foundation

- The opportunity or problem to be addressed, the need for the program and how that need was determined.

Organic Farming Research Foundation

5. Describe the organic farming issues being addressed by this project. What organic farmers and/or ranchers have you consulted on the topic? Detail how organic farmers and/or ranchers have been involved in determining the objectives of the project and its planning.

Need Might Be Called...

- Statement of the Problem
- Statement of Need
- Needs Assessment
- Situation Analysis
- Need for Assistance
- Problem Statement

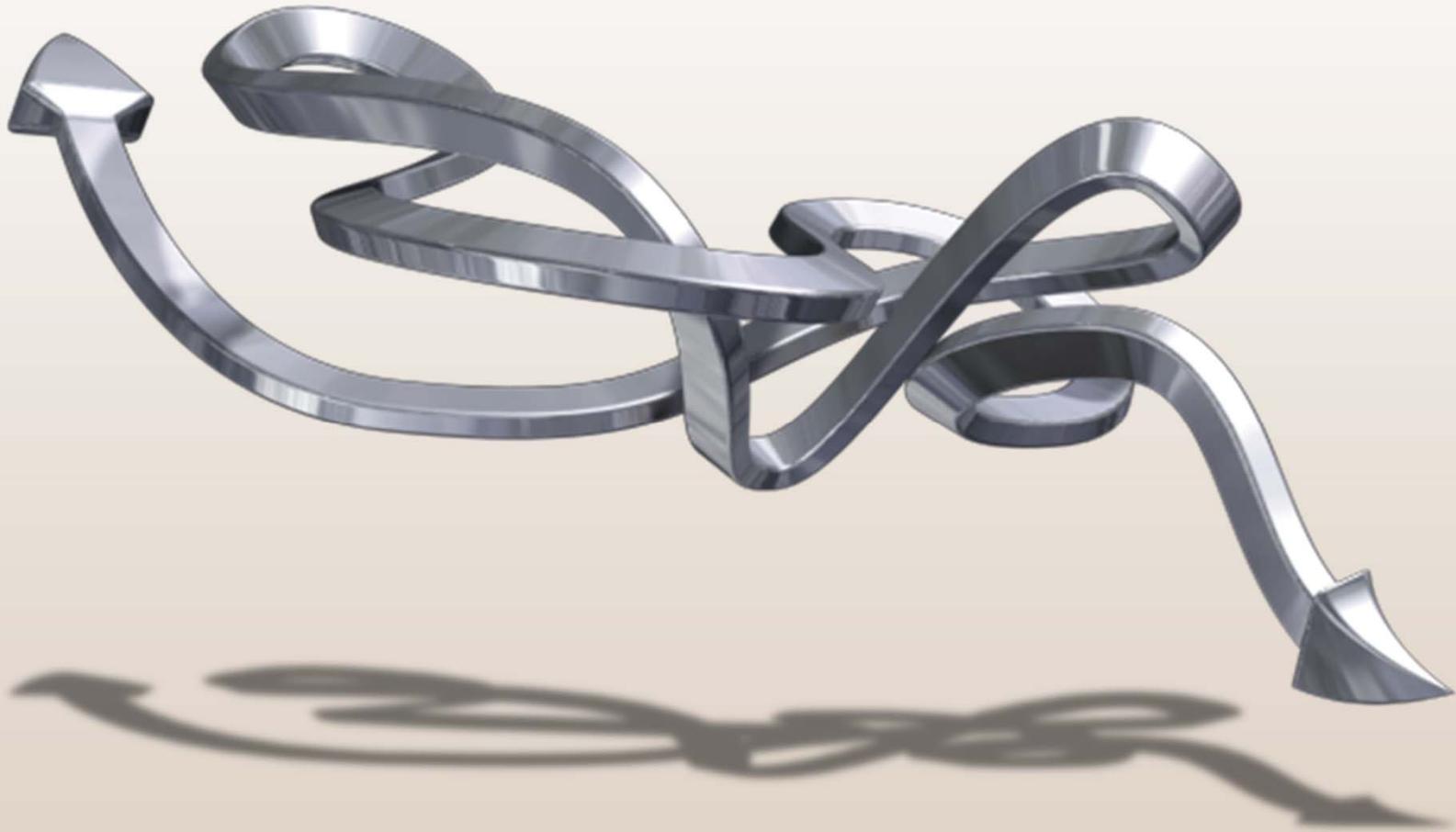




OUTCOMES



Outcomes/Goals/Objectives





Outcomes Might Be Called...





Outcomes/Goals/Objectives

Process Objectives or Outputs	Outcome Objectives or Outcomes
Traditional	Current and becoming more important
Program-focused	Client-focused
Measures your approach	Measures the changes clients
Connects to the approach	Connects to the need
<p>General Examples:</p> <ul style="list-style-type: none">•Number of classes taught•Number of counseling sessions held•Number enrolled•Participant satisfaction	<p>General Examples:</p> <ul style="list-style-type: none">•Increased job performance•Decreased anxiety•Increased health status•Increased skills and knowledge



Why Measure Outcomes?

- To see if programs really make a difference in the lives of the people you serve
- To help programs improve services
- Recruit and retain talented staff
- Enlist and motivate volunteers
- Attract new participants
- Engage collaborators
- Garner support for innovative efforts
- Win designation as a model or demonstration site
- Retain or increase funding
- Gain favorable public recognition



Outcomes

Purpose: To define the anticipated changes in those served by the program

- Short-term: knowledge, skills, attitudes
- Mid-term: behavior
- Long-term: status or condition



Remember, outcomes relate to the needs and the people you are serving

Short-Term Outcomes



The first benefits or changes participants experience

They are often a change in:

- ✓ Knowledge
- ✓ Attitudes
- ✓ Skills



Example

Short-Term Outcome

(Approach) If participants attend a 14 hour strength-based grant writing training...

(Short-term outcome): Then they will have skills, resources, and enthusiasm to develop successful strength-based grant applications.



Mid-Term Outcomes



Link a program's initial outcomes to the longer-term outcomes for its participants

Are usually changes in behavior that result from participant's new knowledge



Example

Mid-Term Outcome

If participants have skills, resources, and enthusiasm to develop successful strength-based grant applications...

(Mid-term outcome): Then they will submit grant applications to appropriate funders.



Long-Term Outcomes

The ultimate outcomes a program desires to achieve for its participants

They represent meaningful changes for participants, usually in their condition or status





Example

Long-Term Outcome

If participants submit grant applications to appropriate funders...

(Long-term outcome): Then their organizations will be more financially sustainable.



Client Change Perspective

- ✓ Participants will have skills, resources, and enthusiasm to develop successful strength-based grant applications.
- ✓ Participants will submit grant applications to appropriate funders.
- ✓ Participants' organizations will be more financially sustainable.

Outcome Chains

Timing...how you want to
"punctuate" the time is up to
you

You don't have to have all three

No right number of outcomes
for a program

May have more than one
"outcome" track





Choose Outcomes to Measure

- Review agency or program materials
- Program staff
- Volunteers
- Board members
- Current and past participants
- “Next step” agencies
- Affinity organizations
- Funders

Indicators



- The specific, observable, measurable characteristic or change that will represent achievement of the outcome
- The specific statistics (ie, number or percent) the program will calculate to summarize its level of achievement

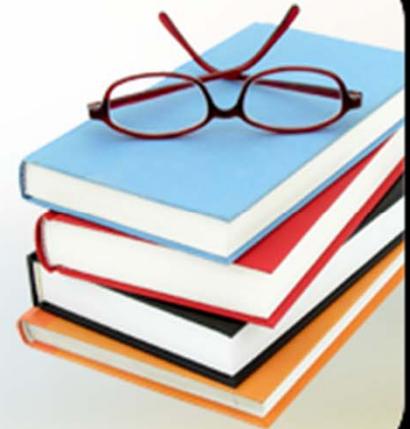


Example

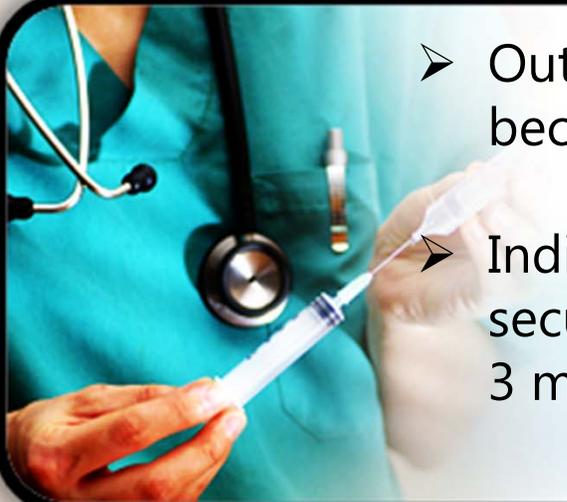
Outcomes	Indicators
<p>Short-Term: Participants will have the skills, resources, and enthusiasm to develop successful strength-based grant applications.</p>	<p>47 (95%) of participants will:</p> <ul style="list-style-type: none">• Experience and understand strength-based approaches to enhance program planning.• Learn how to incorporate strength-based strategies into common sections of a grant proposal.• Understand how to find grant opportunities and work with funders.
<p>Mid-Term: Participants will submit grant applications to appropriate funders.</p>	<p>25 participants (50%) will submit a strength-based grant proposal to a funder within 6 months of attending the workshop.</p>
<p>Long-Term: Participants' organizations will be more financially sustainable.</p>	<p>10 (20%) of participants will increase their organization's operating budgets by 10% within one year of attending the workshop.</p>

Examples

- Outcome: Parents read to their children more often
- Indicator: 72 (60%) of parents will read to their children 5 days a week for a minimum of 30 minutes per day



- Outcome: Job training graduates become gainfully employed
- Indicator: 10 (25%) of graduates will secure full time employment within 3 months of graduation





Example RFP

Ohio Common Grant Application

SECTION FIVE – EVALUATION AND RESULTS

Please see glossary for definition of “Outcomes,” as well as the funder’s guidelines before completing this section.

1. Provide specific short-term, intermediate and/or long-term outcomes of this program/project and the timeframe within which they will occur.

2. How will outcomes be measured and who (e.g. staff, consultant, etc.) will measure them?

3. How will the results be used and disseminated by your organization and/or others?

4. How will the project’s constituents and/or clients be actively involved in evaluating the project?

5. If this is an ongoing program/project or if its purpose is to provide direct support to an ongoing program/project, summarize past quantitative and qualitative outcomes of that program/project.



APPROACH



Approach

Purpose: To outline what you will do to meet your outcomes and indicators

- The money is “spent” in this section
- Explains what will be done after grant is awarded
- Answers “Who, what, where, when, and how”
- Why did you choose your approach? Include the reasons why you selected your particular approach—best practices or model programs



Timeline

- They can be a visual version of the approach but usually not a replacement for the narrative
- Helps break up the narrative
- Use funder forms if available

Tasks	Position(s) Responsible	Date Completed
Time Order		Month One
Outcome Order		

Key Staff and Volunteers

- Discuss what role key staff and volunteers will play in implementing your project
- Highlight their abilities and experience to get the job done
- If person is “to be determined,” outline the qualifications you will be seeking when hiring the person





Developing Partnerships: Start with Your Strengths

- Partnerships should be mutually beneficial to all groups involved
- Position yourself as both a credible organization that has impact on the community, but also as partner that is bringing something to the table
- Be patient with the process



Partners

Discuss the partners involved in the project and what they are “bringing to the table”

Include MOU’s or Partnership Agreements if requested





Partnerships: Which Scored Higher?

- The organization has partnerships with members from the general public, local government, businesses, Chamber of Commerce, and community action organizations.
- Partnerships are critical to the success of the project. The land for the project was donated by the City of Charleston. The organization is partnering with the Charleston Women's Club who will landscape the area. Troup 56, a local Boy Scout Troup, will install a rain garden at the site. 26 members of the community have volunteered to assist in the project implementation. Star Credit Union will provide refreshments for the volunteers throughout the day.



Example

Approach

- How the curriculum will be developed (including topics) and who will do it
- The methods to be used to advertise services
- How the workshops will be structured (14 hours, locations, handouts and materials etc)
- How one-on-one technical assistance in grant writing and strength-based approaches will be structured and implemented
- Expertise of trainers/technical assistance providers
- Partnerships
- Best practices
- Timeline



Example RFP

Michigan Common Grant Application

2. Purpose of Grant

- Statement of needs/problems to be addressed; description of target population and how they will benefit.
- Description of project goals, measurable objectives, action plans, and statements as to whether this is a new or ongoing part of the sponsoring organization.
- Timetable for implementation.
- Who are the other partners in the project and what are their roles?
- Acknowledge similar existing projects or agencies, if any, and explain how your agency or proposal differs, and what effort will be made to work cooperatively.
- Describe the active involvement of constituents in defining problems to be addressed, making policy, and planning the program.
- Describe the qualifications of key staff and volunteers that will ensure the success of the program. Are there specific staff training needs for this project?
- Long-term strategies for funding this project at end of grant period.



Approach Might Be Called...



- Project Narrative
- Process
- Strategies
- Activities
- Action Plan
- Action Steps
- Methods
- Methodology



EVALUATION

Evaluation



Purpose: To determine if you met your outcomes and indicators and did what you said you were going to do.



Evaluation

Outcome Evaluation



Process Evaluation





Evaluation

Outcome Evaluation

- Measurement tools for your indicators

Data Collection:

Source (Instrument)

Method

Timing

Process Evaluation (Outputs)

- Measurement tools for your approach
- Counting and documenting what you did
 - Number of people served
 - Number of hours of service



Data Collection Instruments

How to get data to measure your objectives:

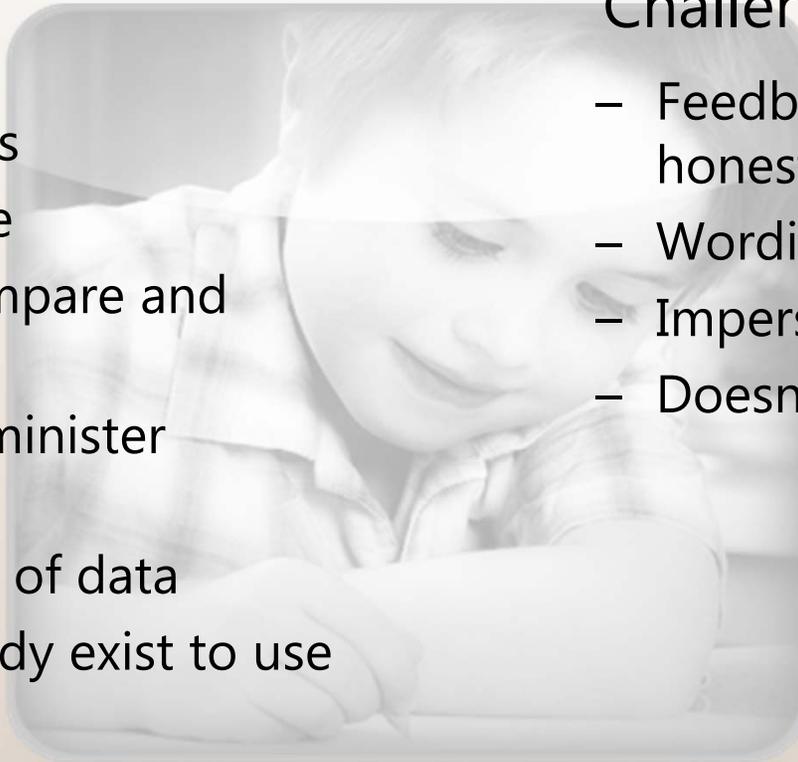
- Questionnaires, surveys, checklists
- Interviews
- Focus groups
- Observations
- Documentation review and program records
- Mechanical tests



Questionnaires, Surveys, Checklists

Advantages

- Anonymous
- Inexpensive
- Easy to compare and analyze
- Easy to administer broadly
- Collect lots of data
- Many already exist to use



Challenges

- Feedback might not be honest
- Wording can bias responses
- Impersonal
- Doesn't capture the full story

Interviews

Advantages

- Full range and depth of information
- Relationship builder
- Flexible

Challenges

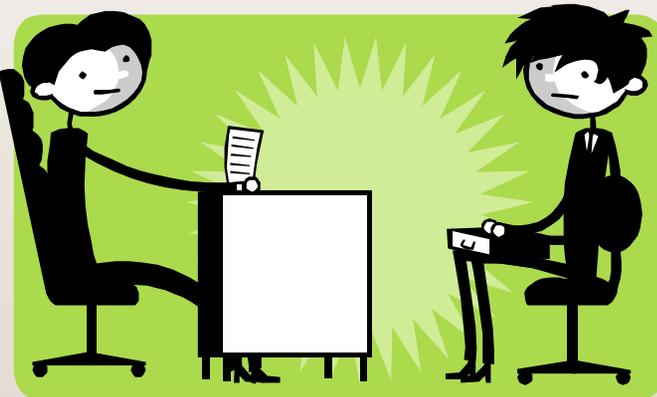
- Time consuming and costly
- Interviewer can bias responses
- Can be hard to analyze and compare results



Interviews

Interviews to collect data

Interviews to enhance data



Methods

- Know a little about your interviewee
- Prepare questions in advance
- Ask open ended questions
- Be a good listener
- Don't assume to know the answer to the questions
- Don't ask leading questions



Focus Groups

A small group of carefully selected individuals who have been invited to share their thoughts, feelings and opinions about a topic with which they are intimately familiar





Focus Group Advantages

- Uncovers feelings, attitudes, motivations, insights and perceptions
- Reveals the reasoning behind an answer
- Allows for in-depth probing of a topic
- Affords the opportunity to ask unplanned questions
- Affords a safe comfortable environment in which participants can open up
- Designed so that some participant responses trigger other participant responses
- Creates an opportunity for even quiet participants to add their comments
- Encourages the sharing of widely divergent ideas and opinions

Focus Groups Challenge

Can be time consuming to collect, organize, and describe



Resource for Focus Groups

Eliot & Associates

- Blog with articles
- Interviews
- Focus groups
- Case studies



<http://qualitative-researcher.com/index.php>



Documentation Review

Advantages

- Can get comprehensive and historical information
- Doesn't interrupt program or client's routine
- Information already exists
- Few biases in collecting information

Challenges

- Often takes time
- Information may be incomplete
- Need to be clear about what you are looking for
- Data restricted to what already exists



Observations

Advantages

- Views operations of a program as they are actually occurring
- Can adapt to events as they occur

Challenges

- Can be difficult to interpret observed behaviors
- Can be complex to categorize observations
- Can influence behaviors of program participants
- Can be expensive





Data Collection Method and Timing

- Who will collect the data?
- How often?
- Where?
- By what method?
- How will data be used?
- Where will data be kept?
- How will you honor confidentiality?





Example

Indicators	Data Collection Instruments
<p>47 (95%) of participants will:</p> <ul style="list-style-type: none">• Experience and understand strength-based approaches to enhance program planning.• Learn how to incorporate strength-based strategies into common sections of a grant proposal.• Understand how to find grant opportunities and work with funders.	Questionnaire
<p>25 participants (50%) will submit a strength-based grant proposal to a funder within 6 months of attending the workshop.</p>	On-line survey
<p>10 (20%) of participants will increase their organization's operating budgets by 10% within one year of attending the workshop.</p>	Financial records

Evaluation May Also Be Called...

- Evaluation plan
- Summative evaluation (outcome)
- Formative evaluation (process)
- Outcome measurement





Example

Outputs	Instruments
# workshop participants	Sign in sheets
# hours of workshops	Program records
# hours of technical assistance in <ul style="list-style-type: none">• Grant writing• Strength-based approaches	Program records
Types and frequency of advertising	Program records
Participant satisfaction with services	Participant surveys



Example RFP

Colorado Common Grant Application

5. EVALUATION. *Respond to (a) AND (b), then respond to (c) OR (d) as relates to your specific request. ¶*

a) → Describe the organization's overall approach to evaluation. ¶

b) → Describe how the organization measures impact. If this is a program request, describe how impact is measured for the program that is the subject of this proposal. ¶

Respond to (c) OR (d). This information captures results from the past. ¶

c) → For general operating or capital requests: Summarize key evaluation results or findings that demonstrate the organization's impact. Indicate the time frame for the results or findings. ¶

d) → For program or project requests: Summarize key evaluation results or findings that demonstrate the program or project impact. Indicate the time frame for the results or findings. ¶



Budgets, Matching Funds, Indirect/Administrative Costs,
Sustainability

BUDGETS

Budget

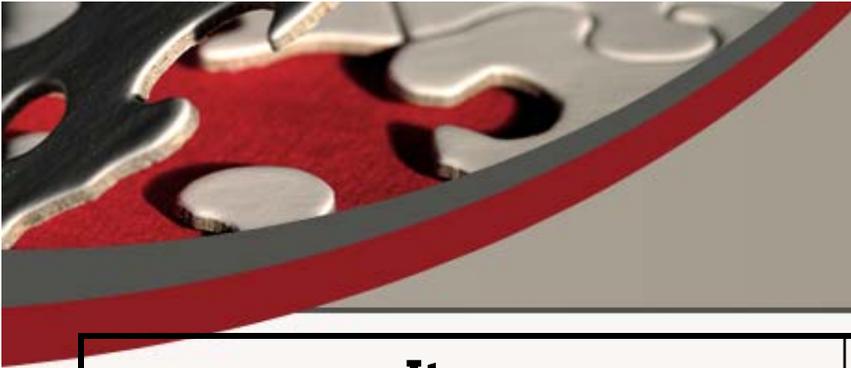


- Your budget details your approach in financial form—what monies do you need to carry out your proposed activities?
- Budgets should mirror your approach—items asked for in the budget should be explained in the approach—there should be no surprises in the budget

Budget

- Funders usually have their own forms...follow their headings and definitions exactly
- Numbers should add up flawlessly
- Show how you calculated items





Sample Budget Form

Item	Request	Match (workshop registration 50 participants @ \$150/person)	Total
Salaries			
<ul style="list-style-type: none">Alice Ruhnke, Owner of The Grant Advantage: 50 hours @ \$50/hour	\$1,000	\$1,500	\$2,500
<ul style="list-style-type: none">Trish Hatfield, Owner of CharacterEthics: 50 hours @ \$50/hour	\$1,000	\$1,500	\$2,500
Equipment			
<ul style="list-style-type: none">Dell LCD Projector	\$1,000	\$1,000	\$2,000
<ul style="list-style-type: none">Dell Laptop Computer	\$900	\$600	\$1,500
Supplies			
<ul style="list-style-type: none">Paper, toner, pens for workshop preparation (\$100/trainer)	\$100	\$100	\$200



Sample Budget Form

Item	Request	Match (workshop registration 50 participants @ \$150/person)	Total
Workshop Expenses			
<ul style="list-style-type: none">• Workshop handouts and materials 50 participants @ \$15/person	\$750	\$0	\$750
<ul style="list-style-type: none">• Food and facilities rental 50 participants @ \$50/person	\$0	\$2,500	\$2,500
Total	\$4,750	\$7,200	\$11,950

Budget



- Show what else is committed to the project (matching funds)
- Include the revenues and expenses
- Budget narratives are simply the budget numbers explained in word form and in detail

In Kind Support



Goods: computers, software, furniture, and office equipment



Services: meeting space, photocopy and mail services, and administrative/financial support



Expertise: like legal, tax, or business advice; marketing and web site development; and strategic planning

Possible Sources of Match



- Organizational funds
- Volunteer activity
 - \$17.01 in WV 2010
 - \$21.79 in US in 2011
 - Independent Sector
- Discounts—written confirmation
- Donations from individuals or fundraisers
- Other grants

Indirect Costs/Administrative Costs

- Expenses for overall function and management, rather than for the direct conduct of fundraising activities or program services



(Usually...)

Administrative Costs: Foundations

Indirect Costs: Government

Sustainability

- AKA
 - Future funding
- Plans and/or commitments of others to support the program now and into the future





Sources of Sustainability

Partnerships
Earned income streams
Other grants
Special events and fundraisers
Business ventures
Donations
In kind support



Tips and Tricks

PULLING IT ALL TOGETHER

Tricks and Tips

Follow directions
Connect to funders priority areas
Avoid jargon
Page limits
Amount of request
Concept paper
Letter of intent
Online applications





Develop a File of Common Attachments



- Mission statement
- Nonprofit incorporation letter
- List of board members
- Most recent audit
- Resumes of key staff and volunteers
- Organizational budget
- Annual reports
- Sources of income for the past year



“Catalog” Organizational Strengths



Research
Writing
Editing
Communication
Technology
Computer software
Layout and design
Photography
Data collection or analysis
Accounting

Excellent thing for a board member, volunteer, AmeriCorps VISTA member, or intern to do



Establish a Credibility File

- Newspaper articles
- Media clips
- List of successes
- Anecdotal stories of the successes of your clients





Keep Your Efforts Ongoing

- Set a schedule to:
 - Review and update documents and files
 - Add to need section
 - Network with the community
- Keep a file of interesting trends and facts about who you are serving, the community, your successes, and the vision of your organization
- Always review what your organization is communicating



FINDING FOUNDATION FUNDS



Types of Foundations



National

Special Purpose

Corporate

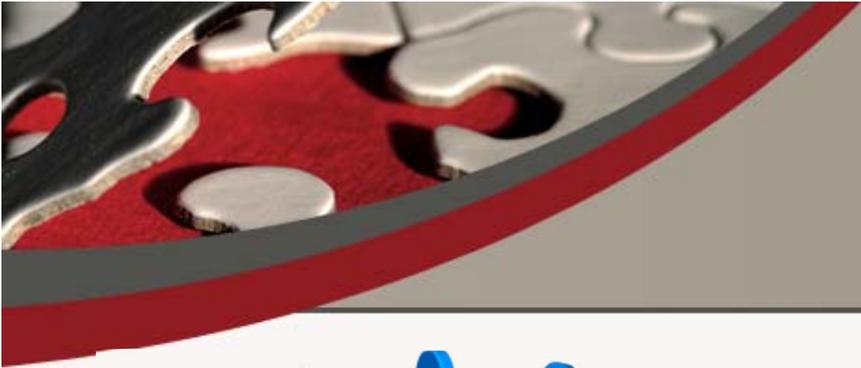
Community

Family

National Foundations

- Give to programs that are of national significance
- Local organizations can receive funds, but only if the project falls within specific guidelines or areas of interest
- ie—Ford Foundation, MacArthur Foundation



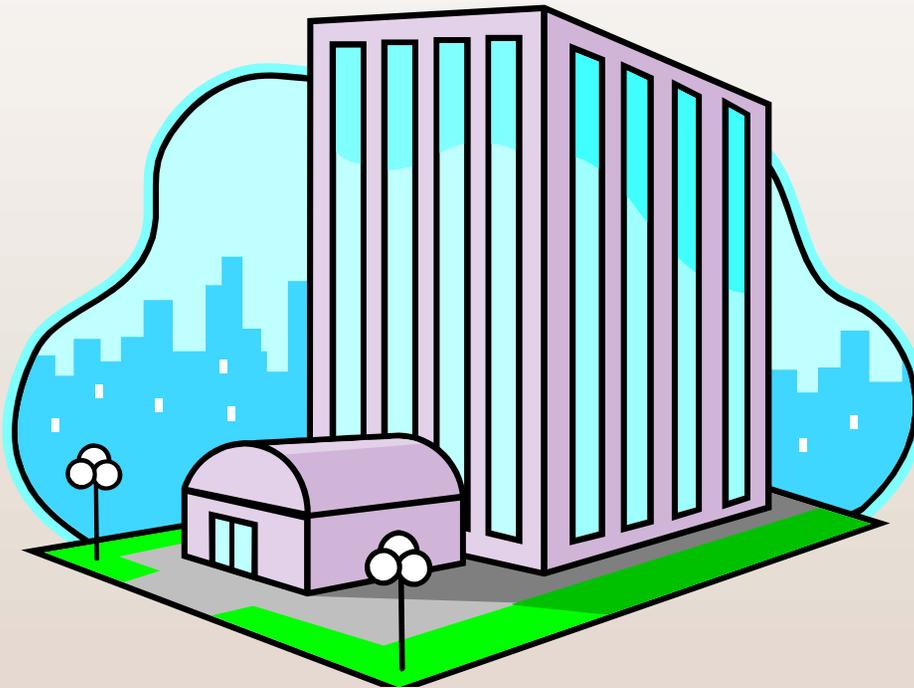


Special Purpose Foundations



- Foundations that focus on one specific area of giving
- Usually narrow focus—if you fit, you fit; if you don't, you don't
- ie—Komen Foundation

Corporate Foundations



- The charitable giving of corporations
- Online searches...usually look for "About Us" to find the foundation
- ie—PepsiCo Foundation, Exxon Foundation...



Community Foundations

- Raise money (usually from the local community) and then redistribute these funds to the community
- West Virginia Community Foundations
www.givetowestvirginia.org





Family Foundations

- Foundations that are founded by family members to honor the family name in perpetuity
- Significant range in the amount they fund
- Have areas of interest they want to fund
- ie—Rockefeller Foundation, Benedum Foundation...

Ways to Find Foundation Sources

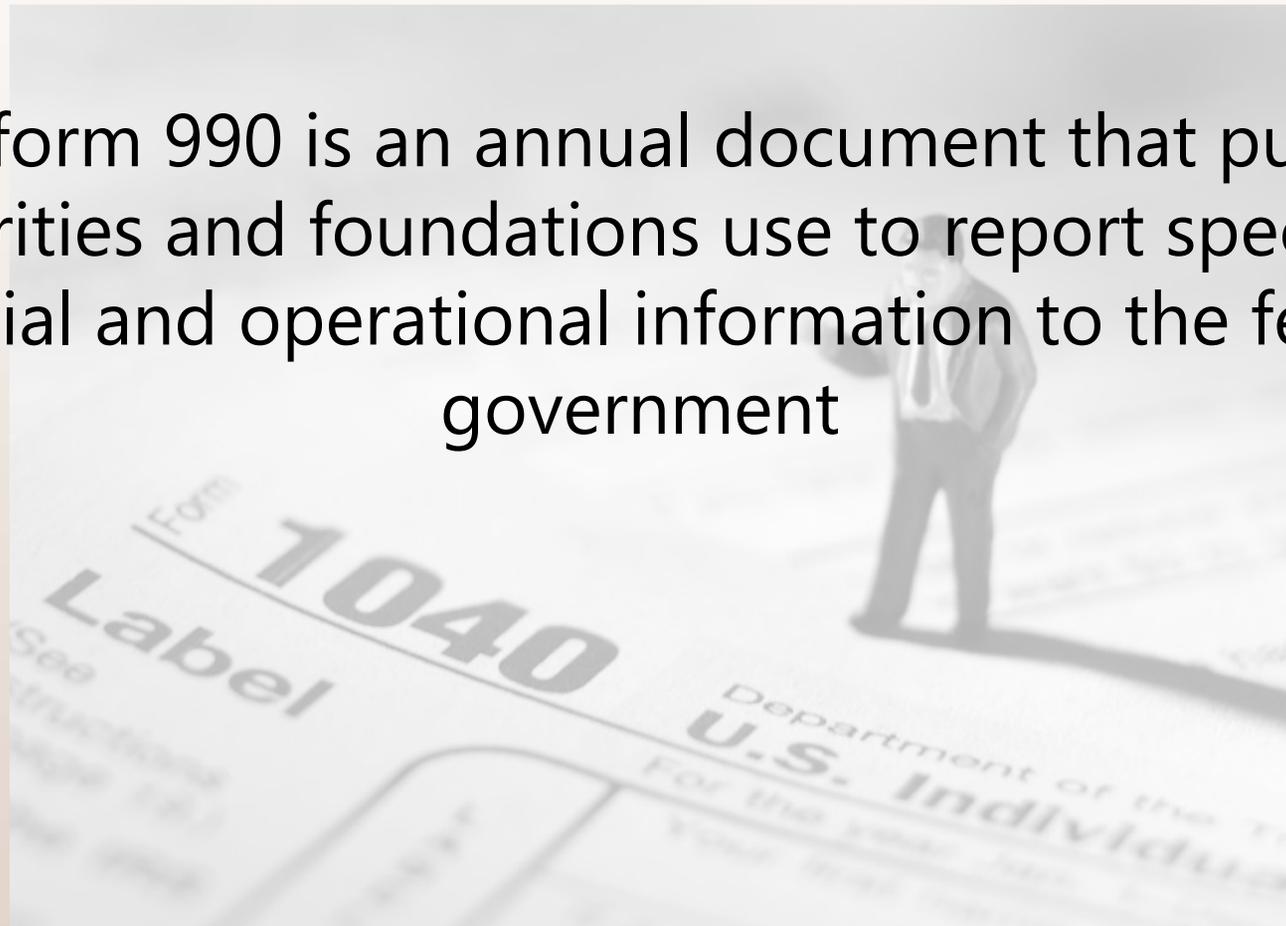
- GrantStation—www.grantstation.com
- Foundation Center—www.foundationcenter.org
- Google “Grants for...”
- www.wvpass.org
- Grant Gopher
- GrantWatch





990's

IRS form 990 is an annual document that public charities and foundations use to report specific financial and operational information to the federal government





You will find...

- Sources of revenue
- Summary of expenditures
- Changes in net assets of fund balances
- Amount of direct or indirect support received
- Contributions received from federal, state, and local government

Attachment

- List of grantees
- Locations
- Amount given
- For what reason
- Total annual giving

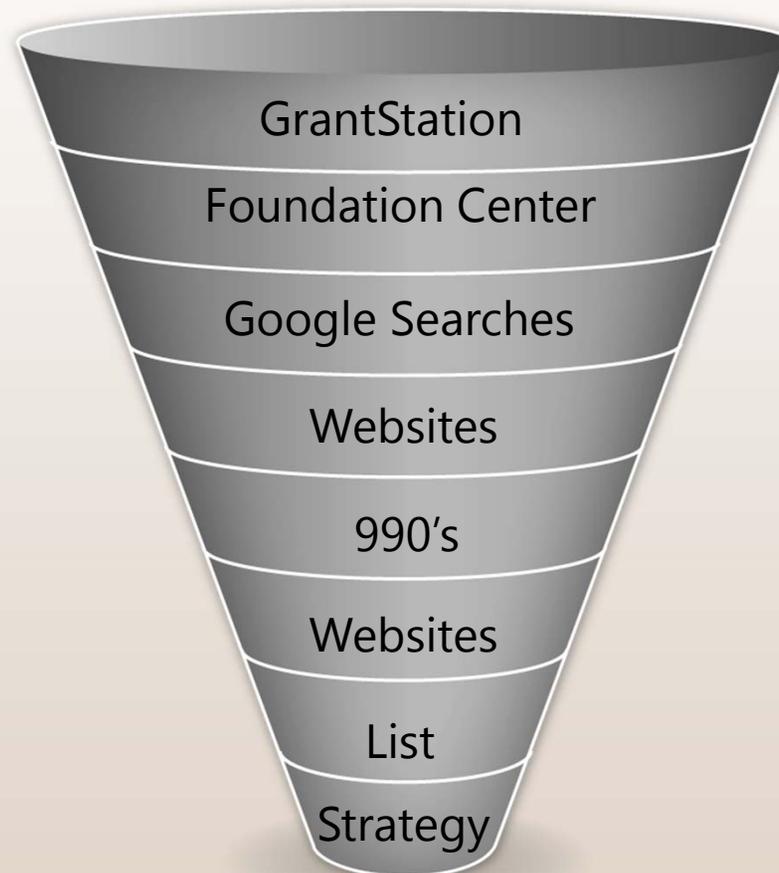
...on the 990

Guidestar

- www.guidestar.com
- Sign up for free service to view the IRS Form 990 online



My Funding Search "Funnel"





Thanks for Coming



Alice Ruhnke
1116 Smith Street, Suite 402
Charleston, WV 25301



304.741.5815



www.thegrantadvantage.net
alice@thegrantadvantage.net