

The Keys to Successful Grant Writing



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PRESENTED TO THE
2010 MOWAA ANNUAL CONFERENCE

THURSDAY, SEPTEMBER 2, 2010
OMNI HOTEL, ATLANTA, GA



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> What types of funds are available?

> Where is the money?

> Applying...the next step.

> YES!!!! You got the grant! Now what?

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What is a grant?

* from the Oxford American Dictionary:

1 noun a sum of money given by an organization, esp. a government, for a particular purpose.

* More specifically, it is financial or other assistance from an outside source.

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Where do I start?

- ❖ Why does your organization need grant support?
- ❖ Is there a need for the proposed program?
- ❖ DO YOUR HOMEWORK!!!

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Things to consider...

- ✦ Does the grant fit with your organization's needs?
- ✦ Can your organization realistically administer the grant?
- ✦ Collaborative partnerships
- ✦ Timing
- ✦ Matching funds

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Grant Proposals

- A funding proposal:
 - Should persuade reader to do something
 - Offer a plan to fill a need
 - Reader will evaluate how well your proposal answers questions about:
 - What you are proposing
 - How you plan to do it
 - When you plan to do it
 - How much it is going to cost

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The Grant Writing Process

- Generate project idea
- Identify administrative hoops
- Gather support
- Research potential funders
- Obtain guidelines
- Contact funders
- Draft proposal

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Where do you fit?

- ✦ Who decides what grants to pursue?
- ✦ Who actually does the writing and research?
- ✦ Who has the authority to sign the grant application?
- ✦ Who makes the purchases?
- ✦ Who does the reports?
- ✦ Who submits for reimbursements?
- ✦ Who keeps the records?
- ✦ Who prepares for the auditors?
- ✦ How do you track payables and receivables?

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Assessing Funding Opportunities

- Get an idea of what's been funded by the organization in the past
- Make sure project idea is good match for type of project the guidelines request
- Pay attention to areas of interest outlined by the funder

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Funding Types



Private

Governmental

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Private Funds

- * Cover a wide variety of program areas
- * Often are non-matching (i.e. FREE!!)
- * Different forms of giving and granting

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Private Grants

- ❖ Examples - Civil Justice Foundation, Georgia Bar Foundation, AFLAC Foundation, JEHT Foundation
- ❖ Look for Georgia based foundations, or groups with an interest in Georgia
- ❖ Identify foundation board members and build relationships
- ❖ Commit for the long road!

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Another word on private giving...

- In 2007,
 - * Georgia foundation giving was more than \$830 million; nationally more than \$44.4 billion
 - * Assets of Georgia foundations totaled more than \$13 billion
 - * Georgia has 1,470 grant making foundations!

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Foundation Sources

- More than 75,000 private foundations in the USA
- Visit The Foundation Center's library in Atlanta

50 Hurt Plaza, Suite 150
Atlanta, GA 30303-2914
404-880-0094

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Foundation Center - Knowledge to Build On

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Race to the Top: Lessons Learned from First Round
The "Race to the Top" competition offers critical lessons on grantmaker and government collaborations. The Foundation Center's new issue brief documents these lessons as well as the experiences of competition applicants.
Download the report ▶

5 Questions For... Nicholas C. Donohue
...Nicholas C. Donohue, president and CEO of the Nellie Mae Education Foundation, who spoke with PND about the foundation's new strategic plan, the Obama administration's education reform efforts, and the future of public education in the United States.
Read the interview ▶

Get answers. Sharpen proposals. Sign up for courses. Locate grants. Refine searches. Connect to helpful resources. Stay current. Learn from the experts. Tap our research collection.

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GOVERNMENTAL FUNDS

- State
- Federal
- Local

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State Funds

- Variety of state agencies disburse
- Relationships and contacts are important

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Remember...

Grants are not benefits or entitlements. A federal grant is an award of financial assistance from a federal agency to a recipient to carry out a public purpose of support or stimulation authorized by a law of the United States. Federal grants are not federal assistance or loans to individuals.

A federal grant may not be used to acquire property or services for the federal government's direct benefit. The 26 federal agencies offer over 1,000 grant programs annually in various categories.

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WHERE DO FEDERAL GRANTS ORIGINATE?

Congress annually considers 11 or more appropriations measures, which provide funding for numerous activities, for example, national defense, education, homeland security, and crime.

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APPROPRIATIONS

FY2009 HOMELAND SECURITY APPROPRIATIONS – a few examples of funded grant programs include:

State Grants – \$950 million

Urban Area Grants – \$837.5 million

Transit Grants – \$400 million

Emergency Management Performance Grants – \$315 million

Fire Grants (including SAFER) – \$775 million

Metropolitan Medical Response System – \$41 million

Interoperable Communications – \$50 million

Emergency Operations Centers – \$35 million

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Federal Grant Types

- Formula Grants are awarded to states based on a pre-determined formula
- Discretionary Grants are “competitive” and awarded on the merits of the application

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Examples of Formula Grants

- Byrne Justice Assistance Grants (JAG)
- Victims of Crime Act (VOCA) Grant
- Violence Against Women Act (VAWA) Grant
- Substance Abuse/Mental Health Grants
- JAIBG

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Discretionary Grant Types

Multiple OWW grants

Byrne JAG Discretionary

BJA Drug Court Discretionary Grant

Many SAMHSA programs

State Justice Institute

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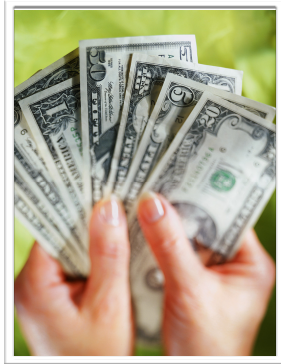
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Local Funds

- *Often not considered a “grant”
- *DATE Funds
- *LVAP (5%) Funds
- *General appropriations

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Where to
look?



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INTERNET

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Good resources

- Google
- Lots of paid subscription services 
- foundationcenter.org
- Federal Register - <http://www.gpoaccess.gov/fr/index.html>
- Catalog of Federal Domestic Assistance - cfda.gov
- Grants.gov

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Applying...the next step

- * Start with a clearly defined goal
- * Can you feasibly administer the funds?
- * Select a grants coordinator for the project
- * Establish a grant proposal library
- * Collaborative partnerships
- * Timing and matching funds

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What to look for when reviewing solicitations

- Due date – postmarked or delivered?
- Are you eligible?
- Any registration or pre-application requirements?
- What are the eligible activities?
- Are there minimum and maximum funding limits?
- What is the required match? Can it be in-kind or must it be cash?
- Is the application on-line, in a Word or PDF document?

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What to look for when reviewing solicitations

- How many copies of the application must I submit?
- What are the formatting guidelines for the application?
- What is the time allowable for completing the project?
- Are extensions allowable?
- Who is the contact person for questions regarding the application?
- What are the reporting requirements?
- What is the reimbursement process?

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What to look for when reviewing solicitations

- When will the grant awards be announced?
- Is a resolution required?
- In addition to the application, are there any required attachments, such as support letters, site/location maps, etc.
- Who can sign the application? - Any Board Member, CEO, Program Director?
- Is there a required or optional workshop?

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Things to consider...

- Vision/Leadership
- Strategic Planning and Thinking
- Research
- Writing
- Budgeting
- Resource Allocation
- Project Management
- Accounting AND Accountability
- Results - Program Evaluation

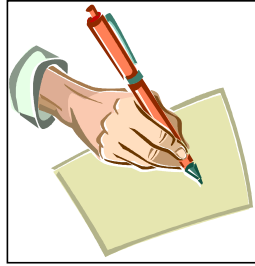


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Basics of Good Proposal Writing

- FOLLOW INSTRUCTIONS!!!
- Grammar, punctuation and agreement
- Standard sections of a proposal



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Sections of a Proposal

- Overview / Abstract / Executive Summary
- Background / Statement of the Problem
- Project Description
- Goals & Objectives
- Evaluation
- Budget & Budget Narrative
- Sustainability Plan

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Cover letter

- Introduction
- Problem or Need
- Statistics
- Facts
- Objectives
- Benefits to Public
- Specific Request
- Contact Person
- Attachments
- What's in it for the Grantor?

April 11, 2005

Mr. Fred Smith
Executive Director
Georgia Civil Justice Foundation
1250 The Hurt Building
50 Hurt Plaza
Atlanta, Georgia 30303

Re: *A Citizen's Guide to Filing Appeals in the Court of Appeals of Georgia* –
Spanish Translation

Dear Mr. Smith:

The Court of Appeals of Georgia is one of the busiest appellate courts in the country. Over the last seventeen years the Court's workload has increased approximately 80 percent. A significant portion of this increase can be attributed to the rising number of pro se litigants filing appeals with the Court of Appeals.

In November of 2004 the Court of Appeals approved the distribution of *A Citizen's Guide to Filing Appeals in the Court of Appeals of Georgia*. This Guide was designed to explain to non-lawyers the basic procedural steps that must be followed in filing appeals. The Guide reflects the current rules of the Court, contains a helpful glossary of terms, describes the Court's jurisdiction, and outlines the procedure for a direct appeal. A copy of the Guide is attached to this letter and will be located on the Court of Appeal's website www.appeals.courts.state.ga.us in the future.

A growing percentage of pro-se litigants speak very little English. This makes it difficult for the litigants to utilize the Guide. What is needed is a Spanish translation of the Guide to distribute and to post on the Court's website. Since the Latino population in Georgia has grown 118% in the last 10 years, this translated Guide is a proactive approach by the Courts to meet the changing needs of the public.

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PROJECT NARRATIVE

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Project Abstract



SALES PITCH

One page summary of problem, proposed solution, amount requested and your qualifications for administering the project

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Statement of the Problem

- Why is the project needed?
- Cite examples of prior successes
- Demonstrate that you understand the problem AND describe how your project will "fix" it
- Include statistical and demographical data
- AVOID CIRCULAR REASONING... "the problem is that the project does not exist"
- Describe how your project fits within the solicitation's priority areas

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Organization History

- * Describe organization - give mission statement and explain how this project will help achieve it
- * Non-profit vs. government

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Project Description

- What do you plan to achieve?
- DETAILS, DETAILS, DETAILS
- What impact will this have on the affected population?
- Who? What? When? Where? Why? How?
- Activities

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Goals and Objectives

- Goals should address your the problem identified in the statement of the problem.
 - Example: All 10th grade students will demonstrate an understanding of scientific inquiry by conducting science activities in their local community.
- From your goal, you will create one or more objectives. Be sure each objective is **SMART – Specific, Measurable, Attainable, Realistic, Time-sensitive.**
- Examples include:
 - 120 10th grade students in the Fulton County School System will learn how to take scientific measurements upon completing the first semester of Biology I.
 - 120 10th grade students in the Fulton County School System will learn how to use hand-held computers to input scientific measurements into a database upon completing the first semester of Biology I.
 - 120 10th grade students in the Fulton County School System will learn how to analyze scientific measurements upon completing the second semester of Biology I.

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Activities

Provide activities for each objective.

Example using Objective 2: 120 10th grade students in the Fulton County School System will learn how to use hand-held computers to input scientific measurements into a database upon completing the first semester of Biology I.

Activities could include:

Week 1: Students will learn how to operate the hand-held computers. Students will practice inputting and recalling data input into the system.

Week 2: Students will learn how to use the hand-held computers in the field. Students will learn how to upload data taken from the field into the classroom computer.

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Plan of Operation

- Timeline
- Logic Model
- Relationship to other programs in area
- Avoid criticism of existing programs...COLLABORATION is KEY!
- Beware of turf battles!
- Develop an MOU - include letters of support

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Evaluation Plan

- ◆ Use to measure project success and failure
- ◆ How will you critique the project?
- ◆ 3 to 10 specific measures
- ◆ Develop an ongoing evaluation plan
- ◆ Will it be a model program?

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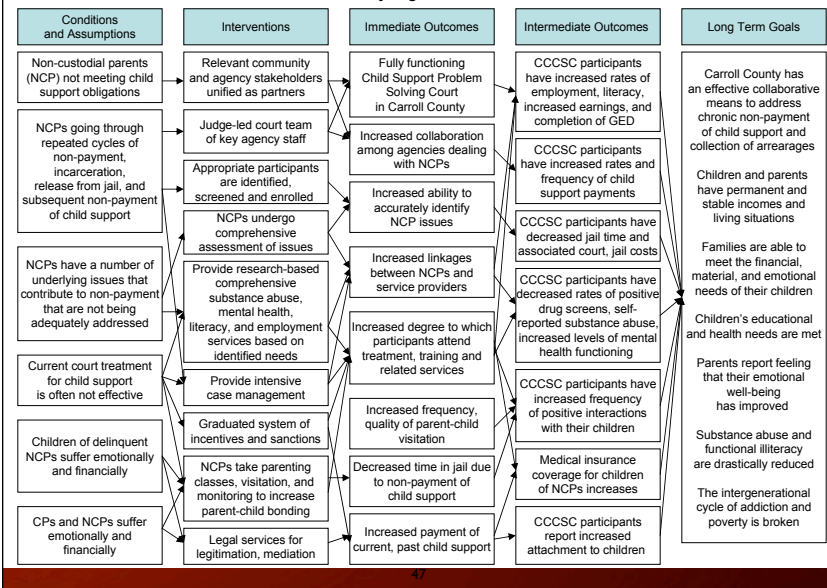
Types of Evaluations

- Formative: ongoing
 - Attitude surveys
 - Real-time feedback
- Summative: at project end
 - Standardized tests
 - Portfolio assessments
 - Attendance records
- For larger projects, need outside evaluator
- Good idea to include a project logic model

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AOC-CCCSC Preliminary Logic Model – Revised 03/27/09



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Sustainability Defined

from the Oxford American Dictionary:

sustainable |sə'stænəbəl|

adjective

- able to be maintained at a certain rate or level
- able to be upheld or defended

Or, more simply stated, it is the ability to maintain a program or project after initial funding has expired.

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WHAT IS SUSTAINABILITY?

Four Elements

Future funding and other resources

Effectiveness of the innovation and the results it achieved to attract new or realigned resources

Political and community resources needed to sustain the court

Organizational impact of the innovation - have you institutionalized?

RESOURCES = RESULTS = MORE RESOURCES

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The Seven Steps

- ✦ Inventory current funding
- ✦ Document the effectiveness of the innovation to prospective funders
- ✦ Identify potential sources for future funding
- ✦ Select priority options for new funding
- ✦ Select priority options for redirected funding
- ✦ Assess sustainability options in terms of political and community support
- ✦ Institutionalization

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from Child and Family Futures, 2008

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Begin making the case...

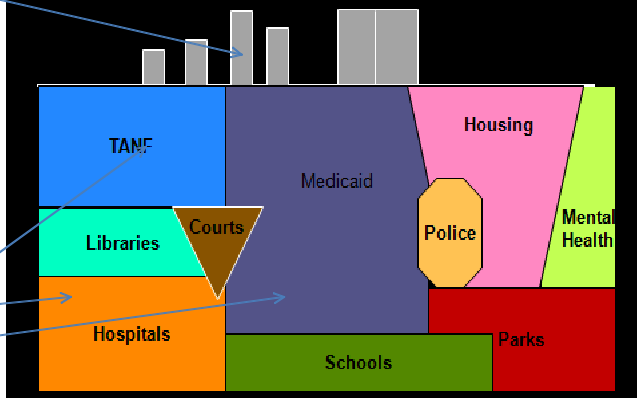
- DATA
- STORIES
- MARKETING

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Project funding

Financial Sustainability



The Real Money

Redirect resources that are already there

Child and Family Futures, 2008

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Why spend time on a sustainability plan now??

- Begin laying the groundwork to redirect funding
- Your first try with a funder is not always successful - ASK AGAIN!
- The best defense is a GREAT offense!
- Interagency partnerships and collaboration

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Why engage the community?



Community partners can help your program access funds and identify non-monetary resources.

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IDENTIFYING RESOURCES IN YOUR COMMUNITY

- Identify organizations, institutions, businesses in your jurisdiction.
- Inventory what resources each might contribute to your drug court program.
- Identify who is responsible for outreach.
- Team involvement is essential.



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Additional Resources

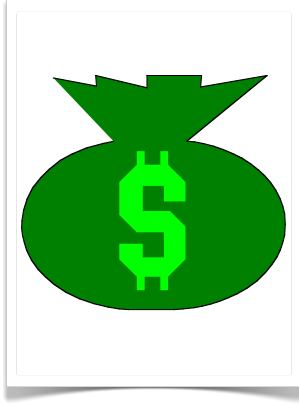
- The Sustainability Project
 - <http://www.financeproject.org/publications/workbookbrochure.pdf>
- End Games: The Challenge of Sustainability
 - <http://www.aecf.org/upload/publicationfiles/end%20games.pdf>

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BUDGET

- DETAILS, DETAILS, DETAILS**
- Other sources of funding
- Overall agency budget
- Match considerations - NO SUPPLANTING
- CHECK YOUR MATH!



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SEED GRANTS



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YES!!

You got the grant!

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BUT, NOW WHAT?

- Carefully review the special conditions
- Sign and return the award document
- Create and maintain a project file
- File all reports in a timely fashion
- Maintain contact with grant manager
- Remember, renewals are NOT automatic!

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Tips and Tricks

- * Make the narrative tell a story - be persuasive
- * Avoid jargon, wordiness and cliches
- * Spell out acronyms
- * Be thorough yet concise
- * Avoid redundancy
- * Use active voice
- * Document with current, real statistics

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Ten Commandments of Grants

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I. CAREFULLY read the grant announcement!

- ④ Check the grantor website for modifications
- ④ Make a checklist of requirements
- ④ Make a project management chart and timeline
- ④ Contact grantor agency with questions

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II. FOLLOW ALL INSTRUCTIONS!

- ④ **Participate in any teleconferences offered**
- ④ **Complete all forms and answer all questions**
- ④ **USE THE RECOMMENDED FORMAT**

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III. Identify AND ask for support letters early! It's OK to provide a sample letter, but it should be personalized.

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IV. Write the problem statement clearly and succinctly, with local statistics. Don't use generalities or national statistics unless you're drawing a parallel to your data.

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V. Make your narrative specific. Answer every question and organize the narrative according to the outline/ sections in the solicitation. Don't exceed the page number limit.

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VI. Carefully prepare the budget and budget narrative. Follow the format outlined in the solicitation. Remember, MORE is MORE!

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VII. If match is required, identify your match BEFORE you start writing. Your governing authority may have to approve the use of match. Don't overmatch.

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VIII. *Have someone unfamiliar with your project proofread and critique. Check the math again in your budget. Do not rely on Spell Cheque!*

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IX. If electronically submitting the grant

-  Register early!
-  Allow 2 weeks to register on grants.gov
-  If you don't already have one, get your DUNS number early
-  Submit early if at all possible AND then, go check to make sure it was received

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X. For federal grants, contact your Congressmen and Senators and ask for their support. For State grants, contact your legislators. Above all, remember that relationships and contacts are important.

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Reasons why applications are not funded

- Poor fit
- Guidelines not adhered to
- Timing
- All requested information not provided
- Duplication of service
- Blanket proposals or fishing expeditions
- Sustainability not shown
- Unrealistic expectations
- Inaccurate, vague writing and poor presentation

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WHAT'S THE WORST THAT CAN HAPPEN?

- Might be denied - BUT, only 1 in 5 is turned down because the idea wasn't "good enough"
- Success rate is higher for proposals submitted again (with some revisions, of course!)
- Get great feedback on your project

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