Grant Writing – Part Two

Putting It All Together

Mission + Need + Program Description + Outcomes + Budget
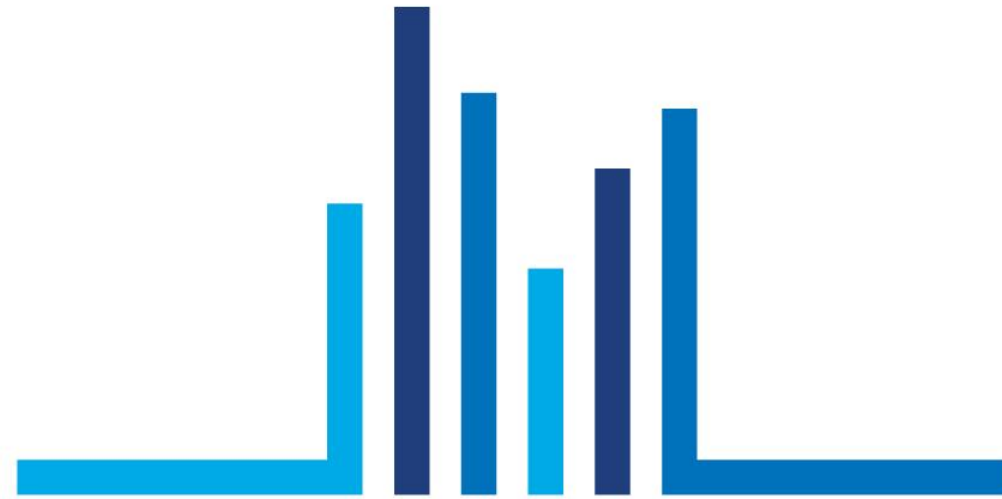
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CLEAR – Your narrative must be an understandable and logical read.

CONCISE – Your summary statements must effectively summarize your proposal and invite additional reading.

COMPELLING – Is your title persuasive? Do you use effective story-telling/examples/metrics?

CREDIBLE - Drive home the strength of your organization and its commitment to see the project succeed.

COLLABORATIVE – Describe your network of allies and collaborators that will serve to support successful outcomes.

The "Five C's of A Competitive Proposal by Luz M. Rodriguez, New York Non-Profit, April 2015

What Funders are Looking For

A sound investment with returns that will advance their goals and priorities.

An organization that has credibility and a strong track record.

A well written proposal that meticulously follow <u>all</u> funder's guidelines.

BASIC GRANT FORMAT

Forms

Abstract

Problem/Need Statement

Goals/Objectives

Program Description/Narrative

Project Outcomes/Evaluation

Management Plan – Timelines

Budget

ABSTRACT

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Abstract Checklist – Needs to be Clear, Concise, Compelling, Credible

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START YOUR GRANT WITH A NEEDS ASSESSMENT

YOU ARE NOT CHASING MONEY JUST TO HAVE MONEY -

 YOU'RE ENGAGING IN THE GRANT WRITING PROCESS BECAUSE THERE IS A NEED – THERE IS WORK THAT YOU NEED TO DO, WANT TO DO, HAVE THE CAPACITY TO DO.

Create a list of everything the funder wants you to include in a needs statement

Develop a plan to collect the data, statistics and other information required to build your need statement

Collect data, statistics and other information that addresses the need issues described in the RFP

Write your clear, compelling, concise and convincing Needs Statement that builds the case for YOUR PROGRAM

ORGANIZATIONAL EXPERIENCE & CAPACITY

Never Underestimate How Important an Organization's Experience and Capacity is to a Funder – There is a finite amount of funding – You want to spend it on organizations that are qualified and can actually do the work.

Capacity Includes: Qualified Staff Members; Sufficient Quantity of Staff Members; Acceptable Physical Facilities, Furnishings and Equipment; Fiscal/Financial Stability; Programmatic Experience and Expertise; Use of Best Practices; Knowledgeable, Effective Supervisory Structure; Board Commitment and Involvement; A Collaborative Network that can attest to your agency's skills.

Articulate Meaningful Goal(s)

Do not write a vague goal: Even though a Goal is a broad statement, it does not mean that the project goal should be vague. Your goal should be clearly written so that the reader understands your purpose towards proposing a project.

Goals

Goal should be in line with the problem statement:

Goal of the proposal shows the reader your intention towards solving a particular problem and therefore the goal should be in line with the problem statement.

For instance, if your problem statement relates to aspects of disparities in health outcomes related to race, access to quality care in Brooklyn, then your goal should state that you seek to address the health care disparities in the area through the proposed project.

Goal should be consistent with your* [organization's] *mission and vision statement: As your organization addresses certain social and developmental issues, keep these in mind while you draft [proposals] and write goals.
Use simple language to write a goal: Avoid use of jargon and technical words to write a goal. Use language that is easy to understand by people, not something for which people have to use a dictionary.

Connecting Goals to Mission & Vision

What are the Objectives of the Program?
THINK SMART

Project Objectives should be:

SMART: Specific, Measurable, Achievable, Relevant and Time-bound.

Project objectives are the specific objectives for which the project works to achieve within a stipulated time. They should directly address the problem mentioned in the Problem Statement. They should be specific: the more specific - the better to design activities and your program's metrics. Specific objectives also help address the problem stated and convince the donor that the project is engaging; can be accomplished; adds to the body of work being done; is in alignment with the funder's objectives.

Tips

Tips:

Think about what success means for your project and how you would show that success

Refer to the results you expect from the project

Describe the target population and the desired change among the population

Include the location and time period for each objective

Modified from Fundsforngos.org

MORE TIPS

Reflect the intended changes in systemic conditions or behaviors that must be achieved to accomplish the goal/strategic objective

Objectives should have measurable indicators which show what, when, and how conditions, behaviors, and practices will change

Objectives must be verifiable at some point during the execution of the project

Elements of Program Design

Inputs – Resources required to implement a program (skilled staff, materials, equipment, facilities, funding level etc.)

Activities – The services, actions, processes, procedures and other work (ie marketing, outreach) necessary to deliver the services

ACTIVITIES
WHAT ACTIVITIES ARE NEEDED TO ACHIEVE
YOUR GOALS & OBJECTIVES

DO – Read the RFP carefully. Many funders have specific activities that they want performed, recommended curriculum, have decided on significant best practices they want utilized and have required locations for service. Many outstanding proposals are deemed ineligible for funding as the result of Activities that do not comply with Funder Guidelines.

DO your activities authentically emerge from your goals and objectives? DO your activities fit with the proposed scope and budget available for the program?

Will your activities, when measured, provide the data necessary for your measurable objectives?

Outputs

Outputs – The number or volume of things produced by the program –number of client contact hours, percentage of clients to complete a class

Outcomes

The benefits or positive changes that are achieved by the program participants (number of participants that gain employment, percentage of students that improve their grades)

IMPLEMENTATION PLAN

HOW IS THIS PROJECT GOING TO GET DONE????

What is your timeline regarding –

- Hiring staff and training,
- Marketing and Client Recruitment,
- Client Assessments
- Beginning Service Delivery
- Calendar of Program Activities
- Review of Progress
- Reporting on Progress
- Close out of Financials

Performance

Outcomes

Measuring your performance helps you find out how well your program is working and how it can be improved.

WHY??

Your organization wants to provide the best standard of program and patient care

Your Funders Require It

You can prove your program's impact

Your agency can tell your story and attract additional resources

Budgets – Friends or Enemies

What is a budget?

A basic tool for allocating resources efficiently and effectively to achieve your program or agency objectives.

BUDGET – The Good, The Bad and the UGLY

It all comes down to the Budget – It will mean asking for help

Grant Proposals can contain beautiful words, stellar ideas, wonderful concepts but can be destructive to agencies when they can't be accomplished within the available funds as articulated in the budget.

Good Grants Build Agency Services and Support Agency Operations

When writing your proposal, jot down notes related to your budget including:

Staffing Expenses & Fringe Benefits

The cost of program activities – materials, supplies, trips, admissions, food, consultants, transportation etc

Occupancy – rent, electricity, telephone, mobile phone, technology, internet etc.

Insurance, audits etc.

Agency Administration

Will there be revenue, matching grants or fees for service

What's a "Good Budget"

In a good budget, for a not-for-profit organization, the income and expenses equal one another. It is permitted for an organization have somewhat more income than expenses. Program surpluses help the organization help departments that are experiencing budget shortfalls, prepare for unanticipated challenges or, to build reserves to save for new systems or renovations. That's a balanced budget.

BUT - When awarded a contract from a government entity, the income and expenses must equal one another. There can be no surpluses. Further, if you do not spend the awarded funds in the way you had said, you will not be paid.

$$ ELEMENTS OF THE BUDGET $$

PERSONNEL: The largest and most significant element of the budget

PERSONNEL SERVICES (PS) refers to programmatic expenses for Salaries and Fringe Benefits.

Full-time staff refers to personnel employed by the organization for 35 or more hours per week while part-time employees are employees whose total contracted hours are less than 35 hours per week.

All agencies establish a fringe rate that is the average for the organization. Fringe Benefits may include FICA, Unemployment Insurance, Workers Compensation, Disability, Life Insurance, Pension, and Medical Benefits.

OTPS – OTHER THAN PERSONNEL EXPENSES: refers to programmatic expenses other than Salaries, Fringe Benefits or Non-Staff Services. The following is a description of the OTPS categories:

Consumable supplies – (You use it and its done) – Office supplies, cleaning supplies, arts and crafts supplies

Equipment – must be specified on the budget and purchased with approval from the agency operating your grant (i.e. refrigerator or computers) – must be logged, tagged and dated

Equipment (other) – the cost of your equipment's (ie computer licenses, software, maintenance contracts

OTPS

More "stuff" you can and should include

Vehicles – the cost of operating and maintaining vehicles (ie gas vehicle maintenance, auto insurance but NEVER parking tickets!!)

Staff and participant travel – reimbursement for public transportation; private transportation reimbursed at $.38 per mile

Consultants – specialized expertise outside of personnel (not a PT employee)

Occupancy – rent and utilities

Communications – telephone (land and mobile monthly charges), internet

Operating costs – What you need to run your program – printing, postage, admissions, insurance, wiring, rec supplies, trips, bank charges and for some contracts, a % of your agency audit

INDIRECT COSTS

INDIRECT COSTS:

Those costs that support the existence of the agency. Sometimes, in the case of Federal awards, there is an agreed upon rate that the agency determines with the government agency. In many agencies that don't have a lot of federal dollars, a Federal rate has not been established. In many NYC agencies the % given for indirect costs is lower than it costs the agency and is the source of significant discussion between not-for-profit organizations and the city. DYCD, the indirect rate is 10%, in DFTA, it is 8%

What is it?? The cost of HAVING an agency – the CEO, COO, CFO, almost your entire Fiscal Department, Your administrative staff directly involved with these folks and board; Part of HR and the costs incurred to run your Board (their food, occupancy, communication etc)

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"PERSEVERANCE, THE SECRET OF ALL TRIUMPHS"
VICTOR HUGO

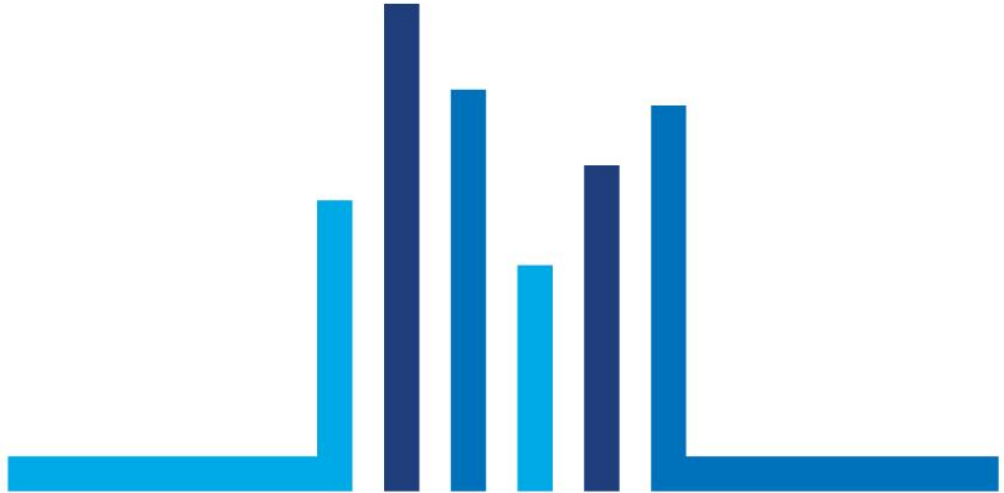Keep Your Research

Files are your friend

Enjoy the Process

Remember that grant writing is like playing baseball – Hall of Famers hit 1 in 3!

GOOD LUCK!!!!

JCCGCI and the NonProfit Help Desk are grateful for the support of NYC Council whose Discretionary Grants have made this program possible.