

GRANTWRITING

Guidelines, Tips, and Resources

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Program Planning

Why Talk About This First?

- Programs should *always* be in development, whether or not you are actively looking for funding.
- Programs should not be developed in response to an RFP.

Align Program with Organizational Mission

- Mission = overall purpose in the community.
- Each program should contribute directly toward achieving the mission.

Why Does the Program Exist?

- Clear definition of the problem being solved
- Cause vs. symptoms
- Evidence
- Funders exist to solve a problem within the community.
- Administration is not a program.

Conduct Program Planning as a Team

- Chief executive
- Board members
- Staff
- Representatives from major client groups
- Other stakeholders as appropriate

Considerations when Developing a Program Plan

- Target markets
- Program outcomes=enhanced learning or conditions
- Program goals & objectives
 - Build in key indicators, including outputs
- Concrete details/budget

The “Perfect” Program Plan

- Evolution
- Organization is expert

Aligning Your Program with Federal Funding

- CFDA
 - This is where ALL grant programs are listed.
 - Review past years' RFPs.
 - Plan from last year's RFP. Begin building your application before the new RFP is released.
 - Communicate with the Program Officer.

The Application Package

- Basic components:
 - Need statement
 - Program strategy and design
 - Management and organizational capacity
 - Collaboration
 - Goals and evaluation
 - Review criteria

Need Statement

- Problem
 - Do your research.
 - Remember to write about the problem and its potential causes, not just the symptoms of the problem. What are you going to solve, or attempt to solve?

Example: Need Statement

- In one example:
 - New Mexico has the unfortunate distinction of having the third-highest rate of sex crimes per capita in the country.^[1] Recent reports cited New Mexico's capital, Santa Fe, as having one of the highest incidences of rape per capita in the nation: 94 per 100,000 people, as compared to the national average of 36 per 100,000 people.^[2]
^[1] Grammer, Geoff. "Center Strives to Raise Rape Awareness," *The New Mexican*. June 3, 2004; ^[2] City of Santa Fe Planning and Land Use Department. "Santa Fe Trends." 2004.

Example: Need Statement, cont'd.

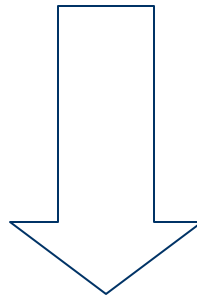
- Potential causes:
 - Research-based approach.
 - Weak registration laws and a lack of resources and information.
 - Quantity and quality of sex offender treatment providers.

Need Statement, continued

Causes



Problem



How will you help???

Example: Need Statement

- In another example:
 - The poverty rate in McKinley County is 36%, much higher than the overall rate in New Mexico of 18% and the national rate of 12%. The poverty and unemployment rates are reflected in the median household income, which in McKinley County was \$25,005—or just 73% of the median household income across the state, or 45% of the national median household income^[1].

^[1] Census 2000.

Example: Need Statement, cont'd.

- Poverty appears to be a problem in McKinley county.
- Causes
- Consequences – this leads to the impact your organization will make.

Need Statement, cont'd.

- Make sure you are addressing the 5 “Ws.”
Who, what, when, where, why?
- Think about the wording of your statistics.
- Anecdotes.

Need Statement, cont'd.

- Consider using “weighty” words:
 - innovative, ground-breaking, pioneering
 - impoverished, poverty-stricken, needy
 - unique, exclusive, inimitable, matchless, exceptional
 - severe, acute, grave
 - essential, indispensable, crucial, critical
 - emerging, rising, budding, promising
 - intense, passionate, powerful

Need Statement, cont'd.

- ...according to the U.S. Census Bureau, the national poverty rate is 12.1%, while in Otero County this rate is 17.4%. Considering only ages 5-17, this number rises to a **staggering 23.5%**, meaning that **for every five children in the county, one will be living in poverty.**

Program Strategy and Design

- Illustrates what the applicant proposes to do.
- *How* will you address the causes of the problem you outlined in the Need Statement?

Tips: Program Strategy & Design

- Corroborate your needs statement.
- Determine project precedents.
- Innovation.
- Replication and dissemination.
- Continuation plan.
- Trouble-shoot the project.
- Determine resource provisions.

Example: Program Strategy and Design

- The ALPHA program capitalizes on already developed, proven methods to increase literacy and academic achievement; however, these methods are currently only available in the area as private therapies, making it impossible for low-income families to obtain the services their children need due to high costs and lack of insurance. In fact, only 50% of New Mexicans are covered by health insurance, the second-lowest coverage rate in the nation. Compounding this problem is the fact that many insurance companies do not cover disabilities related to learning or therapeutic services that are not related to an accident or health-related injury.

Example: Program Strategy and Design, cont'd.

- Following the outstanding acclaim for its “You’re Always Welcome” program in area elementary schools, VTM is expanding its character-education program to include area middle school students and violence prevention. This interactive project capitalizes on talents displayed in songwriting and video journalism students who have demonstrated aptitude and motivation in music composition and/or beginning knowledge and interest in video filmmaking. These highly capable students will ultimately deliver the character education and violence prevention messages to their peers, increasing the likelihood of internalization by its audience. VTM is collaborating with John Adams Middle School in order to bring character education and violence prevention to APS students.

Management and Organizational Capacity

- Are you capable of doing what you say you will do? Establish credibility.
- How will the funder know their money will be used wisely?
 - Major accomplishments
 - Awards, other acclamation
 - Staff experience
 - Board of directors

Management and Organizational Capacity, continued

Start-ups:

- Highlight the experience and qualifications of both the board and staff.
- Discuss *why* the organization was founded.
- Collaborators?

Collaboration

- Collaboration is becoming increasingly important to a number of grantmakers. They want to ensure that their funds are being used to the fullest extent possible, to serve the greatest number of people.

Collaboration, continued

- Considerations (see handout):
 - Three levels: cooperation, coordination, and collaboration
 - Vision and relationships
 - Structure, responsibilities, and communication
 - Authority and accountability
 - Resources and rewards

Collaboration, cont'd.

- Examples:
 - Cooperation: Microlending through bank
 - Coordination: Literacy program in schools
 - Collaboration: Audiology and speech therapy center

Collaboration, continued

- Where would natural partnerships occur?
 - Related agencies.
 - Referral networks.
 - Geographic partnerships.

Goals & Evaluations

- Goals
- Objectives
 - Outcome
 - Process
- Evaluations
 - Process/Formative
 - Outcome/Summative
 - Impact

Tips: Goals & Objectives

- Make sure that your goals and objectives address problem-related outcomes of your project.
- Back up goals with concrete, measurable objectives.
- Do not confuse objectives with methods. What vs. How.
- Keep objectives SIMPLE: Specific, Immediate, Measurable, Practical, Logical & Evaluatable.

Example: Goals & Objectives

- **Goal A:** The Violence Prevention Project will build successful partnerships with APS and area schools to provide Albuquerque's students with the opportunity to learn and internalize positive social behavior and values through effective character-education curricula.
 - Process Objective A-1: In the 2005-2006 school year, three APS middle schools will be actively participating in the Violence Prevention Project.
 - Outcome Objective A-2: At the end of the 2005-2006 school year and the 2006-2007 school year, 75% of school educators will rate the program and accompanying curricula "user-friendly" and "effective."
 - Outcome Objective A-3: By the end of the 2006-2007 school year, 75% of school educators will report a 25% increase in the expression of values and positive social behavior in program participants as measured by self-report, teacher observation, and a parent feedback form.

Example: Goals & Objectives

- **Program Development Goal A: To thoroughly understand current practices in the field of sex offender management.**
 - *Objective #1:* By month 7, to produce the following assessment documents: a data collection and analysis plan, a system map, a report on what is known about the sex offender population in New Mexico, a summary of the policies in New Mexico that pertain to sex offender management, a report on current resources available to sex offenders and victims, and a report on key learnings.

Tips: Evaluations

- How will performance be monitored?
- Include an evaluation component for each objective.
- Strengthen the evaluation section by citing data collection methods and including copies in the appendix.
- If your staff lacks experience in evaluations, find an outside consultant.

Example: Goals & Evaluations

The success of VTM's projects is critical to its staff and board members. A stakeholders' evaluation team will include VTM staff, board members, students, educators, and experts in the field of character education. The ultimate purpose of the evaluation plan is to determine the extent to which students show desired changes in character development, as well as to help articulate the need for ongoing project changes. The following assessment methods will be used:

- Program records will describe the number of participants, activities, outcomes, needs, and obstacles encountered in planning, implementing, or providing the project.
- A survey on participants' satisfaction with the Violence Prevention Project to determine if the program was useful and effective in building character education, if their behavior was changed, and what motivated them to change their behavior.
- A survey on parent and teacher perceptions of students' experiences, behavior patterns, and attitudes.
- Pre- and post-interviews (for the students participating in the development process) to assess participants' level of knowledge on character education and violence prevention.

Additional Information

- Check contact information for training and technical assistance
- Submission deadline
- Other tips
 - Compliance with technical requirements
 - Funder's terminology
 - Order
 - Point allocations

Common Weaknesses and Errors

- Not providing information requested in the RFP
- Proposing something outside the scope of the RFP
- Using outdated information
- Gathering insufficient data
- Unqualified staff/inexperience
- Inappropriate budgets
- Not addressing sustainability

Getting Started

- Information you'll want to have on file.
 - Organizational resume or fact sheet
 - Board list
 - Bios of key people
 - 501(c)(3) letter
 - Organizational budget for current year
 - Current financial statement
 - Last two audited financial statements
 - Most recent form IRS 990
 - Annual report
 - List of recent grants awarded, pending, and declined
 - By-laws
 - Anti-discrimination policy
 - Letters of support
 - Newspaper clippings
 - Stories or anecdotes
 - Past grant proposals (whether or not they were funded or declined) that you feel are well-representative of your current programs.



- The Grant Plant is dedicated to providing superior and affordable resource development services to assist nonprofit organizations in enhancing the quality of life for New Mexico residents.
- We offer a range of complementary services to help ease the demand of securing funding for nonprofit organizations, including prospect research, grant writing, editing, and reporting, advice on relationship building, and event management services.



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- Foundation Center: www.fdncenter.org
- GrantSelect: www.grantselect.com
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