# *Good Morning!

Welcome to Grant Writing USA

# GRANT WRITING USA

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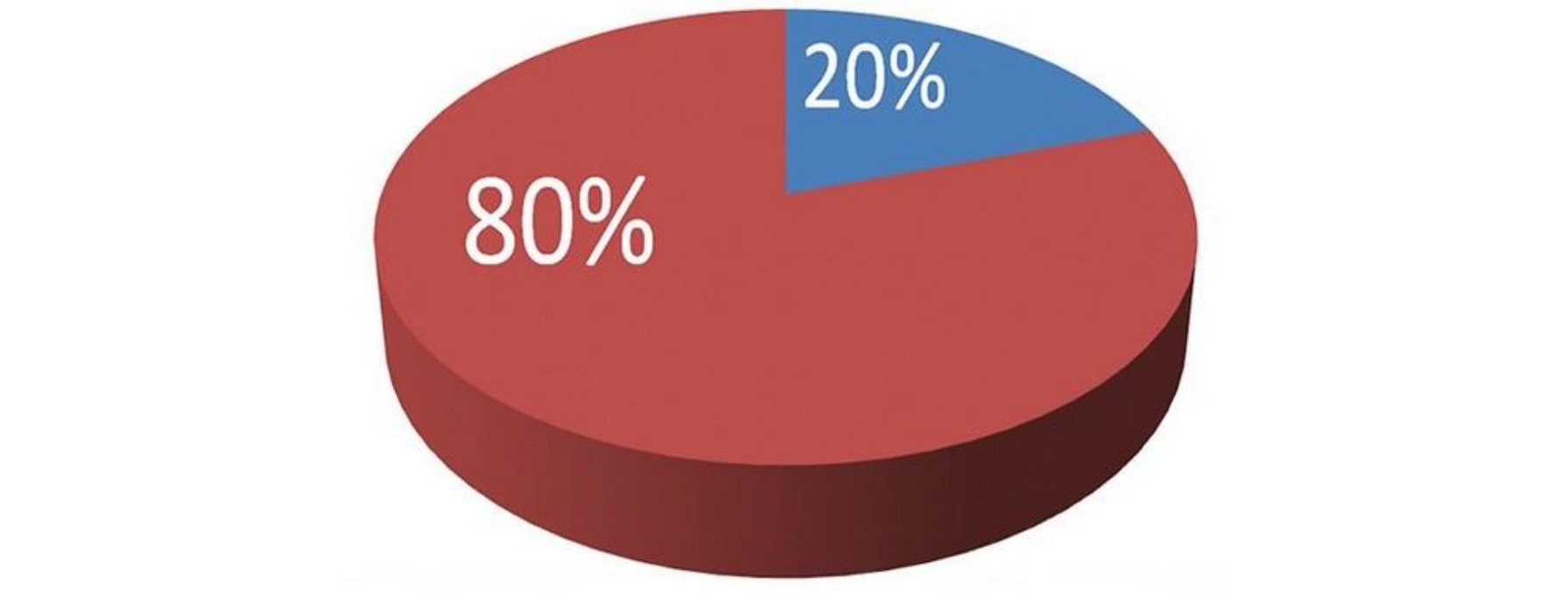
GRANT WRITING USA

# *Welcome & Introductions




# *Grant Writing is a misnomer!

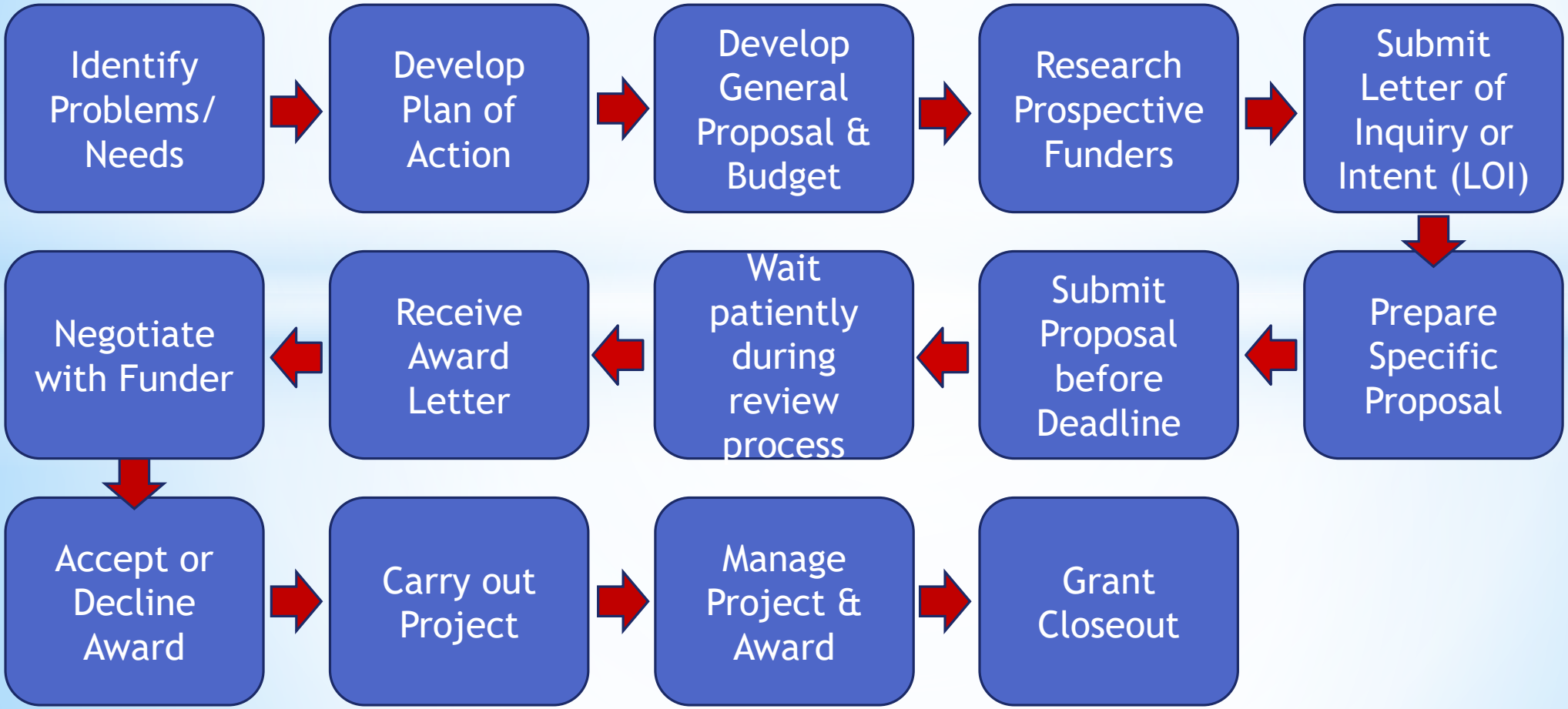
# *Tools to Educate Up!

# * Grant Writer Competencies

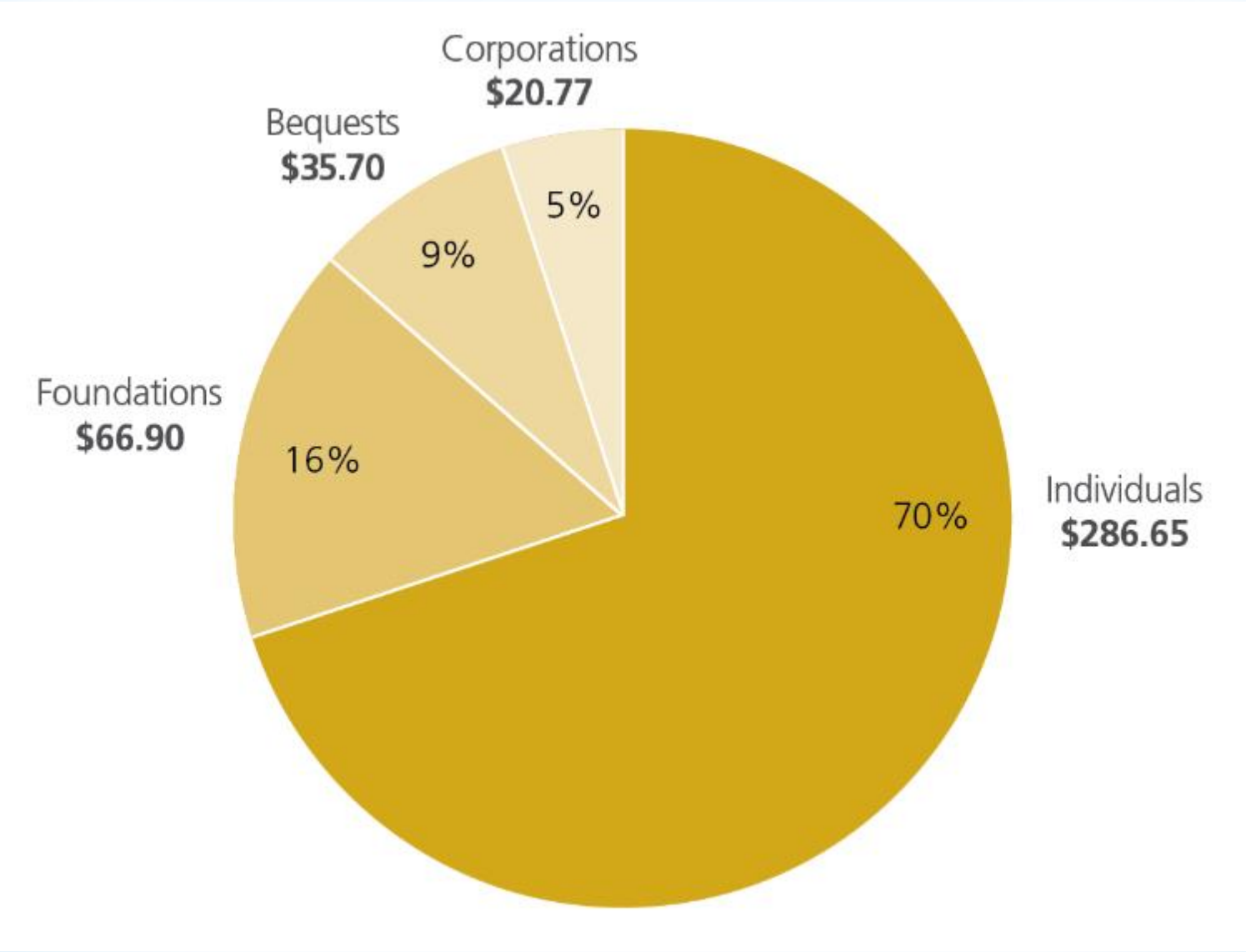
- Investigating, asking questions
- Understanding of the organization's priorities
- Researching and analyzing funding opportunities
- Synthesizing, summarizing key points
- Reading the "fine print"
- Developing budgets and supporting documents
- Responding to funders' requests
- Reporting on time and correctly
- AND LAST BUT NOT LEAST….
- Writing clearly and concisely

# GRANT WRITING USA

# *LIFE CYCLE OF A GRANT

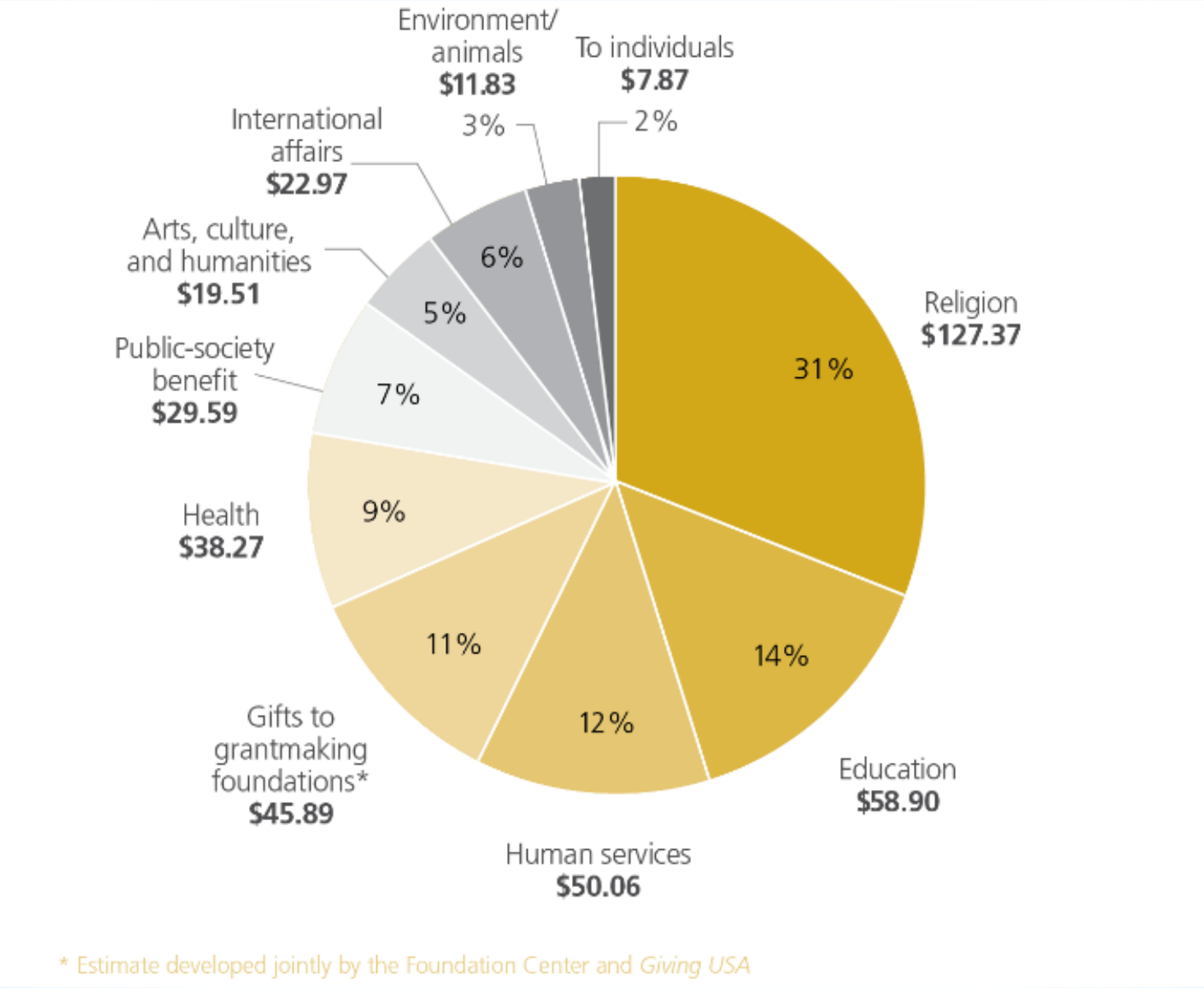


# 2017 Donations: $410 billion+ by source




Giving USA 2018 report/Lily School of Philanthropy/IU

# * 2017 contributions: $410.02 billion+ by focus area



# * Definitions: Public v. Private Funding

**Private Funding**

140,000 grant makers/foundations

Giving approximately $60B yearly

Keep in Mind:

(1) About 50% of total $ given by the Top 1,500 foundations

(2) 90% of total $ given by the Top 10%
of Top 1,500 foundations

# PRIVATE FUNDING

Why give to 501c3 nonprofits? IRS requirements to keep Foundation status (no taxes)

- Expenditure Requirement – foundations MUST expend at least 5% of the previous year's assets on their stated mission.
- Qualifying Distribution – grants to nonprofits which then can be counted toward meeting this 5% minimum.

## PRIVATE FUNDING/Pass Through Foundations

Separate supporting 501(c)3 organizations that exist to raise funds for a public or other agency, not to give grants

Examples:

Atlanta Police Foundation

Children's Healthcare of Atlanta Foundation (hospital)

PTA Foundations that support public schools

## Private Funding: more fast facts

- Private funders may give exclusively to pre-selected organizations.
- Letter of Inquiry (LOI) – some funders require a short letter about your project before inviting a full proposal; see pages 32-33 for template.
- Many foundations regularly use Facebook, LinkedIn and Twitter
- Foundation Board members may advocate strongly for their favorite organizations.
- Only about 25% of foundations have staff, guidelines, or a phone.

# PRIVATE FUNDING

How do you find out what they support and how to approach them?

All foundations MUST file an annual Form 990-PF with the IRS. Guidestar.org (free and paid accounts and subscriptions)

The Foundation Directory Online (FDO) can be found at www.foundationcenter.org. (limited free and several levels of subscription; check colleges and local libraries)

# Private Funding: Options for Prospect Research

* Candid.org (Foundation Directory Online + Guidestar.org) may be free at a library near you!
* NOZAsearch.com
* GrantStation(Chronicle of Philanthropy or GPA Membership
* E-Civis $$$
* Foundation Search $$$$
* Regional/Specialized private funding:
* United Philanthropy Forum (search regional tab by state)
* 990s (annual filing, BOD, assets, grantees, processes
* Annual reports/donor walls
* Current funders and supporters

Form **990-PF**

Department of the Treasury
Internal Revenue Service

# Return of Private Foundation

**or Section 4947(a)(1) Trust Treated as Private Foundation**

**▶ Do not enter social security numbers on this form as it may be made public.**

**▶ Information about Form 990-PF and its separate instructions is at *www.irs.gov/form990pf*.**

OMB No. 1545-0052

**2016**

**Open to Public Inspection**

**For calendar year 2016 or tax year beginning , 2016, and ending , 20**

Name of foundation

**A Employer identification number**

Number and street (or P.O. box number if mail is not delivered to street address) | Room/suite

**B** Telephone number (see instructions)

City or town, state or province, country, and ZIP or foreign postal code

**C** If exemption application is pending, check here ▶ ☐

**G** Check all that apply: ☐ Initial return ☐ Initial return of a former public charity ☐ Final return ☐ Amended return ☐ Address change ☐ Name change

**D** **1.** Foreign organizations, check here . . . ▶ ☐

**2.** Foreign organizations meeting the 85% test, check here and attach computation . . ▶ ☐

**H** Check type of organization: ☐ Section 501(c)(3) exempt private foundation ☐ Section 4947(a)(1) nonexempt charitable trust ☐ Other taxable private foundation

**E** If private foundation status was terminated under section 507(b)(1)(A), check here . . . . ▶ ☐

**I** Fair market value of all assets at end of year *(from Part II, col. (c), line 16)* ▶ $

**J** Accounting method: ☐ Cash ☐ Accrual ☐ Other (specify) _____

*(Part I, column (d) must be on cash basis.)*

**F** If the foundation is in a 60-month termination under section 507(b)(1)(B), check here . . ▶ ☐

**Part I** **Analysis of Revenue and Expenses** *(The total of amounts in columns (b), (c), and (d) may not necessarily equal the amounts in column (a) (see instructions).)*

| | **(a)** Revenue and expenses per books | **(b)** Net investment income | **(c)** Adjusted net income | **(d)** Disbursements for charitable purposes (cash basis only) |
|---|---|---|---|---|

Fiscal Year
Part I Revenue/Expenses
Part VIII Trustees (BOD), Officers
Part IX-A List of Grants Given (mostly)
Part XV  How to apply (mostly)

Form **990**

**Return of Organization Exempt From Income Tax**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2018

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

A For the 2018 calendar year, or tax year beginning , 2018, and ending , 20

B Check if applicable:
Address change
Name change
Initial return
Final return/terminated
Amended return
Application pending

C Name of organization
Doing business as
Number and street (or P.O. box if mail is not delivered to street address) | Room/suite
City or town, state or province, country, and ZIP or foreign postal code

D Employer identification number

E Telephone number

G Gross receipts $

F Name and address of principal officer:

H(a) Is this a group return for subordinates? Yes No

H(b) Are all subordinates included? Yes No
If "No," attach a list. (see instructions)

H(c) Group exemption number ▶

I Tax-exempt status: 501(c)(3) 501(c)( ) ◀ (insert no.) 4947(a)(1) or 527

J Website: ▶

K Type of organization: Corporation Trust Association Other ▶

L Year of formation:

M State of legal domicile:

**Part I Summary**

1 Briefly describe the organization's mission or most significant activities:

Activities & Governance

2 Check this box ▶ if the organization discontinued its operations or disposed of more than 25% of its net assets.

3 Number of voting members of the governing body (Part VI, line 1a) . . . 3

4 Number of independent voting members of the governing body (Part VI, line 1b) . . . 4

5 Total number of individuals employed in calendar year 2018 (Part V, line 2a) . . . 5

6 Total number of volunteers (estimate if necessary) . . . 6

7a Total unrelated business revenue from Part VIII, column (C), line 12 . . . 7a

b Net unrelated business taxable income from Form 990-T, line 39 . . . 7b

| Revenue | | Prior Year | Current Year |
|---|---|---|---|
| | 8 Contributions and grants (Part VIII, line 1h) | | |
| | 9 Program service revenue (Part VIII, line 2g) | | |
| | 10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) | | |
| | 11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) | | |
| | 12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) | | |
| Expenses | 13 Grants and similar amounts paid (Part IX, column (A), lines 1–3) | | |
| | 14 Benefits paid to or for members (Part IX, column (A), line 4) | | |
| | 15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10) | | |
| | 16a Professional fundraising fees (Part IX, column (A), line 11e) | | |
| | b Total fundraising expenses (Part IX, column (D), line 25) ▶ | | |
| | 17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e) | | |
| | 18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25) | | |
| | 19 Revenue less expenses. Subtract line 18 from line 12 | | |

| Net Assets or Fund Balances | | Beginning of Current Year | End of Year |
|---|---|---|---|
| | 20 Total assets (Part X, line 16) | | |
| | 21 Total liabilities (Part X, line 26) | | |
| | 22 Net assets or fund balances. Subtract line 21 from line 20 | | |

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer — Date

Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name | Preparer's signature | Date | Check if self-employed | PTIN

Firm's name ▶ | Firm's EIN ▶

Firm's address ▶ | Phone no.

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

For Paperwork Reduction Act Notice, see the separate instructions. Cat. No. 11282Y Form 990 (2018)

# GRANT WRITING USA

* Public Funding is:
  26 federal agencies = 1,000+ grant programs annually for public purpose of support or stimulation authorized by a law of the United States.

Public Funding is NOT: benefits, entitlements, federal assistance or loans to individuals, may not be used to acquire property or services for the federal government's direct benefit.

## Public Funding:

Who is authorized to make grants?

- 26 agencies at the federal level, such as Department of Health and Human Services, Department of Justice, etc.
- 175 sub-agencies such as Centers for Disease Control, Heritage Preservation Services, Lead outreach Grant Program, etc.

# GRANT WRITING USA

## Public Funding

Giving $700B yearly—Here's the breakdown:

225 FORMULA GRANTS – AKA Block Grants: how 90% of Federal grant $ distributed; only states, state agencies, and large municipalities can apply; then they sub-award within their jurisdiction.

1,000+ PROJECT GRANTS – far less $$ than formula; broad array of applicants; no sub-awards

# GRANT WRITING USA

## Public Funding

Follow federal appropriations to find $ allocated to programs of interest.

**Your new best friends: Govtrack.us and grants.gov**

**Example: H.R. 3249**

Project Safe Neighborhoods Grant Program Authorization Act of 2018

"The Attorney General of the United States is authorized to establish and carry out a program, to be known as the *Project Safe Neighborhoods Block Grant Program within the Office of Justice Programs at the Department of Justice."*

"There are authorized to be appropriated to the Attorney General to carry out the Program **$50,000,000** for each of fiscal years 2019 through 2021."

(https://www.govtrack.us/congress/bills/115/hr3249/text/enr)

# GRANT WRITING USA

## Some Public Funding Websites:

- Health and Human Services
- Department of Education
- Housing and Urban Development
- Department of Justice
- www.casey.senate.gov/request/grants

# PUBLIC FUNDING

Follow hot topics within Fed Agencies such as:

- President's Task Force on 21st Century Policing
- Neighborhood Stabilization Program
- Affordable Care Act

## PUBLIC FUNDING

Public funders always issue a written “Request for Proposals” known as an RFP. What to look for when reviewing grant guidelines:

- 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?

# GRANT WRITING USA

Grant guidelines continued:

- 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?
- 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?

# GRANT WRITING USA

Grant guidelines (Public and Private) continued:

- What are the reporting requirements?
- What is the reimbursement process?
- When will the grant awards be announced?
- Is a resolution (or board approval) required?
- In addition to the application, are there any required attachments, such as support letters, site/location maps, etc.
- Who can sign the application? – Mayor, CEO, any Board Member, Board Chair only, ED?
- Is there a required or optional workshop?

# * Three "Buckets" to Organize Grant Proposal Information

- Program/Project/Thing
- Overview/Admin
- Financial: overall and grant specific

# *PROGRAM

- Problem Statement
- Goals & Objectives
- Methodology
- Evaluation Plan
- Executive Summary

# *Overview/Admin

- Credibility/Intro
- Presentation/Formatting/Technical Compliance Requirements
- Funder Research

# * Introduction: AKA Org History or Background

Paint a verbal picture of your organization including:

- Mission Statement
- Size and growth of budget, staff, volunteers
- History, reason established
- Service constituency
- **Truly** unique characteristics
- List of significant and/or recent accomplishments

Do you have room for an opening paragraph? If so:

- Identify your chosen approach
- Validate it
- Compare it

# GRANT WRITING USA

If permitted, establish credibility with:

- Media clips (TV, radio, print, social media)
- Letters of support/video testimonials
- Letters of appreciation/video testimonials
- Financial and service collaborators

# *FINANCIAL

- Project Budget
- Budget Justification/Narrative
- Funding Plan
- Plan for Sustainability

# * Who and How?

- 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?

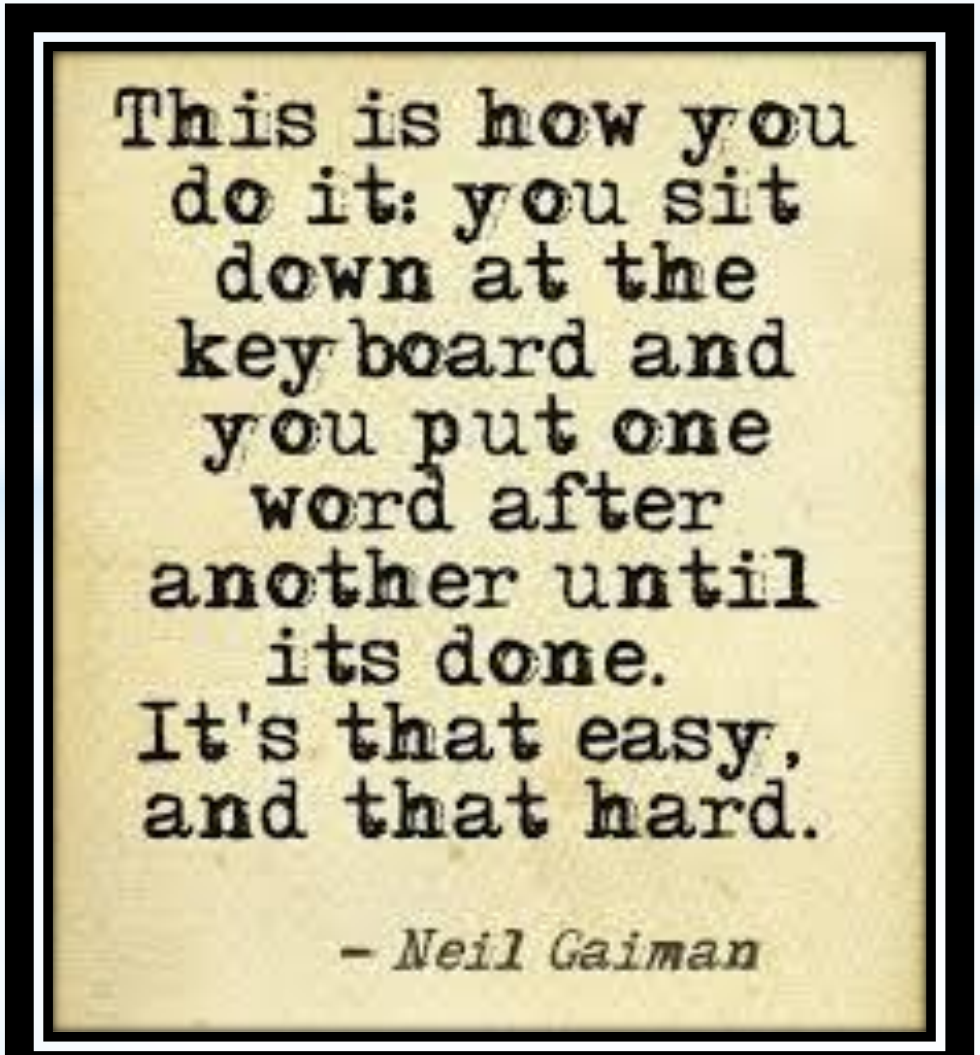
# * Know Where Your Grant Information Is

- Internal Policies/Procedures
- City/County Attorney
- Senate District
- Congressional District
- TIN/IRS 501c3 letter
- DUNS
- Master/Strategic Plans
- Budget
- Important Contact List
- Council/Commissioner/ Board Member List
- Department Liaison/Program Director
- Photos
- Comprehensive Plan
- Evaluations

# * Frequently Requested Attachments

- Organizational Chart
- Maps
- Timelines
- Charts & Graphs
- Logic Models
- Job Descriptions
- Resumes/Prof Bios
- MOUs
- Letters of Support/Endorsement
- Operating Budget
- Audits
- Monthly Financial Statements
- Form 990 (nonprofits)
- Annual Report
- 501c3 letter

# * Good Writing Advice ☺



# GRANT WRITING USA

## Books on Writing in General :

- “On Writing Well” by William K. Zinsser
- “On Writing” by Stephen King
- “Bird by Bird” Annie LaMott
- “Elements of Style” Strunk & White (yes, the same one from high school/college composition classes)

# GRANT WRITING USA

## General Grant Writing Books:

- *Getting Funded: The Complete Guide to Writing Grant Proposals* (5th ed.) by Mary Hall & Susan Howlett
- *Winning Grants Step by Step* (3rd ed.) by Mim Carlson and Tori O'Neal McElrath
- *The Only Grant-Writing Book You'll Ever Need* (2nd ed.) by Ellen Karsh and Arlen Sue Fox
- *Prepare for the GPC Exam: Earn Your Grant Professional Certified Credential* by Danny W. Blitch, Kimberly Hays de Muga, and Leslie Mitchell

## Additional Books and Resources:

- *Storytelling for Grantseekers* by Cheryl A. Clarke
- *Grant Proposal Makeover* by Cheryl A. Clarke and Susan P. Fox
- *Grantspace.org*
- *Grants.gov*
- *Grammarly*

# GRANT WRITING USA

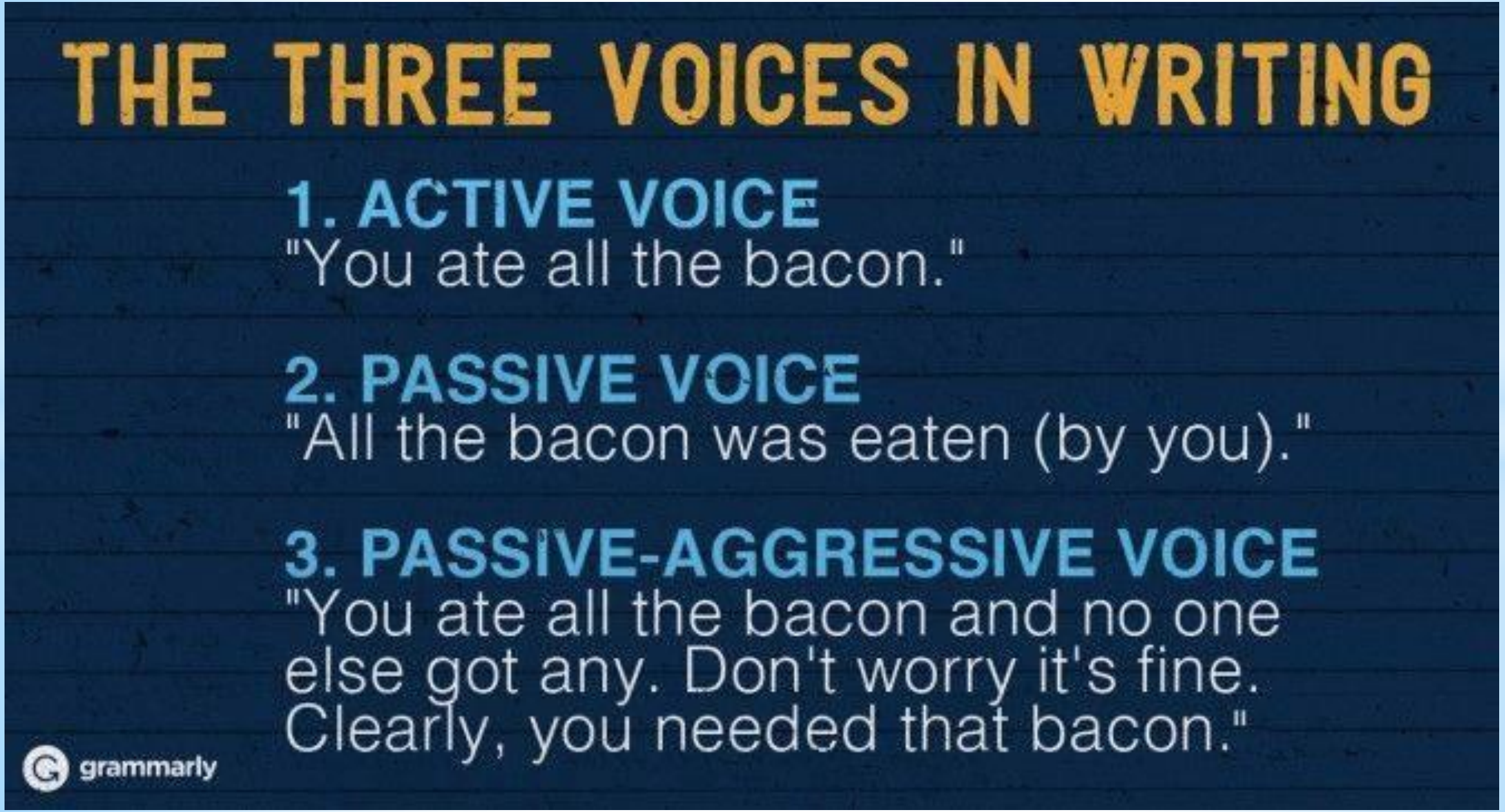
## Grant Proposal/Application

- "WOW" needs or problem section that identifies need or challenge and offers your agency's solutions
- Compellingly and Effectively Answers :
  - What you are proposing
  - How you plan to do it
  - When you plan to do it
  - How much it is going to cost

# * WRITING TIPS

- Be innovative and creative
- Avoid wordiness
- Know your audience
- Avoid and/or explain jargon and acronyms your reviewers may not understand
- Do not be redundant
- Use the active voice and be positive
- Stay away from clichés
- Use examples; tell stories

# GRANT WRITING USA



# *REVIEW AND EDITING

- Don’t do it all yourself
- Every detail matters
- Consistency is crucial
- Clarity is essential
- Allow plenty of time to incorporate suggested changes
- There is always ONE MORE TYPO! (ASK ME HOW I KNOW)

# * PROBLEM/NEED STATEMENT

## Chapter 2

- DEFINE using appropriate definitions from outside sources.
- DESCRIBE how this problem affects your community and be comprehensive.
- SUBSTANTIATE using hard and soft data.

# Where to find good data (not Wikipedia)

* www.census.gov
* KidsCount (Annie E. Casey Foundation)
* PubMed (medical/behavioral health
* ERIC clearinghouse (education, social work
* State/County Departments: Public Health, Department of Labor, Public Safety
* Individual Agencies: public safety, emergency response, city, country, school district
* Peer-reviewed journal
* Public Agency
* Trusted source!

# GRANT WRITING USA

Source citations are essential to show needs statement/program credibility where space allows.

If word/character counts are limited; keep references in case of questions/follow up.

- Purdue University Online Writing Lab (OWL) https://owl.English.purdue.edu
- The Citation Machine http://www.citationmachine.net
- Easy Bib http://www.easybib.com/

# GRANT WRITING USA

**Research should include**:

- Data from outside authoritative sources that best support your concept of the problem:
  - Policy Research Centers, PubMed (other sources for peer reviewed journal articles
  - State/County departments
  - Larger foundations and community foundations (The Ford Foundation, Community Foundation for Greater Atlanta
- Data comparing the problem in your geographic region with other regions/states
- Cost in $$ of problem continuing unabated
- Return on Investment (ROI) in addressing problem now
- Census data: www.census.gov

# Avoid LACK OF METHOD Problem Statements

- Problems are **objective** and exist independently of your organization and its intended approach.

- Methods are **subjective** and depend on your organization mission, capacity, type, location, and beneficiaries.

# Problem/Needs Statement:

## Chapter 2

# * Goals & Objectives

Not what you will DO, but what you will CHANGE as a result of what you do.

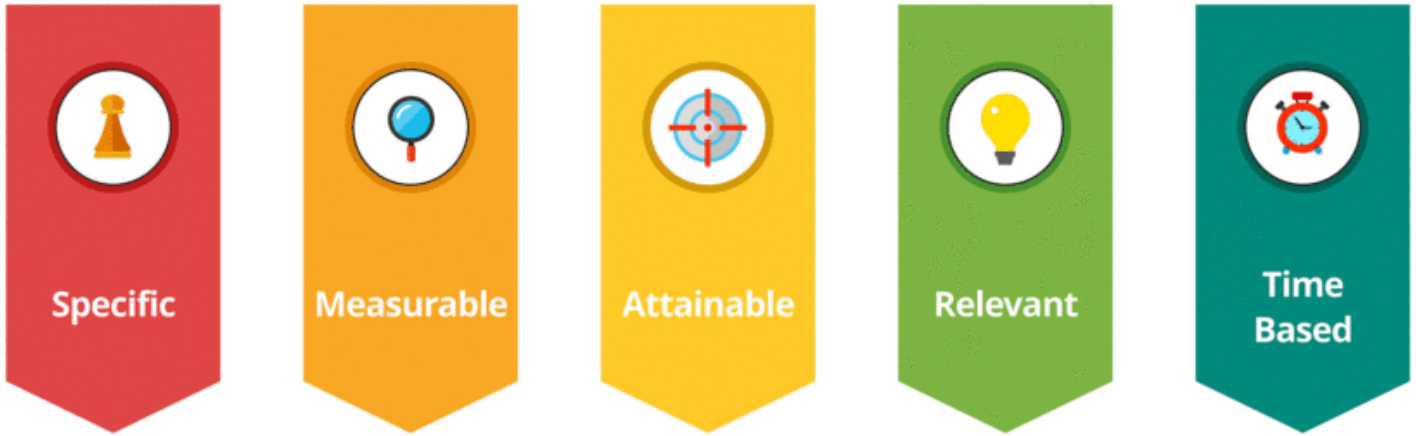
- Who? Beneficiaries
- What? Change from the conditions described in the Problem Statement; for example, report changes in knowledge, attitude, actions, behaviors, systems
- When? During the funding period
- How Much? Math is involved
- How Measured? Using tools

* Goals = long term, broad impact

* Objectives = concrete achievements, step by step

# SMART GOALS

SMART


Specific
Measurable
Attainable
Relevant
Time Based

# Goals and Objectives:

(Chapter 3 + worksheet)

# GRANT WRITING USA

## * METHODOLOGY AKA Program Description (Chapter 4)

| WHAT | HOW | WHO | WHEN | RESULT |
|---|---|---|---|---|
| Learn how to/improve ability to write grant proposals | Attend a GWUSA workshop | YOU! | Today and Tomorrow | Know more, gain confidence, increase productivity |
| Find grant funding sources | Research online | You and a cast of thousands | 2 hours a week through end of year | Multiple grant opportunities that fit department's needs |

## Planning Process

- When did it begin?
- What was the process?
- Who was involved?
- Did this come out of a strategic plan?
- Is this a model? Is it based on a model?
- What is the estimated time and cost?

**Marry mission with money:**

- Cite funding focus or priorities as stated by funder
- Illustrate how your organization/project helps fulfill this mission
- Cite collaborators previously funded by this source
- Cite your own successful funding relationships

# * Evaluation Plan

Design of Plan

- Process/output – how will you PROVE that you did what you said you would do in Methodology?
- Product/outcome – how will you PROVE that you will achieve what you said would be achieved in Goals & Objectives?

# GRANT WRITING USA

Who will be “The Evaluator?”

- Internal – https://www.thebalancesmb.com/grant-proposal-evaluation-section-2501961
- External – www.eval.org

Data Collection

- Quantitative – hard data
- Qualitative – soft data

Analysis & Reporting

- Formative – ongoing
- Summative - final

Agencies that fail to report as required may be listed at www.sam.gov – Excluded Parties List System (EPLS)

# Budget (Chapter 6)

| LINE ITEM | TOTAL | FUNDING REQUEST | OTHER FUNDERS | IN-KIND |
|---|---|---|---|---|
| I. Personnel | | | | |
| New Staff | | | | |
| Existing Staff | | | | |
| Volunteers | | | | |
| Contract Labor | | | | |
| *Sub-Total* | | | | |
| II. Direct Costs | | | | |
| Equipment | | | | |
| Training | | | | |
| Travel | | | | |
| Technology | | | | |
| *Sub-Total* | | | | |
| III. In-Direct Costs | | | | |
| *Sub-Total* | | | | |
| **TOTALS** | | | | |

# * Budget Justification/Narrative

| LINE ITEM | CALCULATION | JUSTIFICATION OF EXPENSE |
|---|---|---|
| | | |
| | | |
| | | |
| | | |

# * FUNDING PLAN (where the rest of the $ is/will be)

| FUNDING SOURCE | AMOUNT OF SUPPORT | Status |
|---|---|---|
| XYZ Foundation | $50,000 | Received |
| | | |
| | | |
| | | |

# * PLAN FOR SUSTAINABILITY

- Increase revenue of organization's operating budget allowing you to "institutionalize" project
- Frame grant request as a 3-year project requiring decreasing amounts from outside sources
- Build a fee-for-use structure into project
- Volunteerism
- Leverage existing services from outside sources
- Be forever dependent on grants (not what funder wants to hear)

# GRANT WRITING USA

Grant Application and/or Final report may require/include a section on "Dissemination of Findings" AKA "How Will You Publicize This Award?"

Common ways to  share info/promote grant award include:

- Websites
- Social Media
- Organization Newsletter
- News Releases
- Conference Presentations
- Publications such as Annual Reports

# GRANT WRITING USA

* **SAMPLE GRANT APPLICATIONS**
  **200+ proposals in zip drive to download**
  **GrantWritingUSA.us/forum**
  **password: friendship**

# * Top 10 Reasons Grants are Rejected

(1) Poor fit – Your request does not align with the funding priorities of the grantor.

(2) Guidelines not followed– If the page limit is 20, submitting 21 pages is NOT “extra credit”

(3) Missed deadline – If the deadline is March 1 at 3pm, 3:01 won’t cut it.

# GRANT WRITING USA

(4) Missing requested information– Make sure you include all necessary attachments and answer all questions.

(5) Duplication of service – If every city around you already has a mobile command center, your chances of getting one too are slim.

(6) Blanket proposals or fishing expeditions – Keep your request focused.

(7) No Sustainability–make sure your project/program has the ability to continue beyond the life of the grant.

(8) Unrealistic expectations – Make sure your budget and time frame are both realistic. Better to scale down a project to make it fit the grant requirements than take on more than you can handle.

# GRANT WRITING USA

(9) Inaccurate, vague writing and poor presentation – Inaccuracies in your budget totals, spelling mistakes, and grammar errors may seem small, but they show your attention to detail.

(10) No donor recognition – Many donors, particularly corporate donors, will want to know how their contribution will be appreciated or recognized. Overlooking this is one of the most common and easy-to-avoid errors.

# * Your agency didn't get the grant

- Contact foundation/agency for feedback (not always available)
- Keep the application as a resource.
- Prepare for the next application round; sometimes you have to apply multiple times before your application is awarded.
- Notify the appropriate individuals, such as your co-workers, city council, grant partners, agencies supplying support letters, etc.

# * Your Agency Got the Grant!

- Read the agreement and make any necessary amendments
- Execute required documents and return when expected.
- Notify partners, elected officials, public (via your website, newsletter, e-blast, etc.)
- Review awarded budgets and make any necessary amendments.
- Understand reporting requirements.
- Understand reimbursement process.
- Set up working file and timelines

# GRANT WRITING USA

## * SOME USEFUL WEBSITES/ORGANIZATIONS

- Grant Professionals Association – www.grantprofessionals.org (scholarships at Grant Professionals Foundation
- The Chronicle of Philanthropy – www.philanthropy.com
- Grantspace.org (sample proposals, budgets, LOIs)
- Charity Channel – www.charitychannel.com

# GRANT WRITING USA

## Get a Leg Up on Grant Prep:

## Become a Fed/State/United Way Peer Reviewer

- Improve your skills for grant prep and writing
- For more info check out: https://www.dhleonardconsulting.com/find-federal-grant-review-opportunities/

Kimberly Hays de Muga, GPC

haysdemugaconsulting@gmail.com

Fundraising HayDay
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