EXPRESSIONS

Grant Writing, Consulting, and Training
5219 Oakridge Court, Fair Oaks, CA 95628
Voice: 916-966-6947 Fax: 916-966-5614 Mobile: 916-801-7937
E-mail: miriam-expressions@comcast.net
Website: www.expressions-grants.com

GETTING THAT GRANT…

ARE YOU READY?

APRIL 18, 2007

WHAT WE'LL COVER TODAY:

1. **WHAT FUNDERS ARE LOOKING FOR (AND THUS, WHAT NEEDS TO BE IN YOUR PROPOSALS)**

2. **ACTION PLAN - HOW TO GET STARTED - It's a team effort!**

3. **AVOIDING COMMON PITFALLS**

4. **FUTURE RESOURCES**

TABLE OF CONTENTS

Your Presenter

Miriam Houghton is President of EXPRESSIONS (Grant Writing, Consulting, and Training), based in Sacramento, California. Miriam has written and edited more than 850 proposals and supporting document packages and reviewed several hundred more. Her work over the last 22 years has resulted in revenue for her clients and employers now totaling $91.16 million. She works all over California and in other states with non-profit organizations, public agencies, and businesses.

Miriam has worked in a wide variety of program areas, including healthcare (physical and mental health); education; criminal justice; programs for the disabled and the aging; programs of all types for the economically disadvantaged; domestic violence; the arts; humanities; environmental issues; and microenterprise programs.

She also provides training workshops for the Nonprofit Resource Center in Sacramento, at national conventions and for her clients. Miriam has been an active member of the National Association of Fundraising Professionals member for 17 years. In 2006, she was on the Board of the AFP's Sacramento Chapter and she Co-Chaired the Professional Development/Program Committee.

Miriam's grant writing work and her experience with focused and well-received grant writing workshops provide the ideal experience for this training today. She works with clients to ensure they meet funders' specific, mandatory requirements for grant proposal submissions and today she will walk you through how to get started and how to be more competitive, while still retaining your sanity!

2005 GIVING BY TYPE

RELIGION	35.8%
EDUCATION ***	14.8%
HUMAN SERVICES ***	9.7%
FOUNDATIONS ***	9.7%
HEALTH ***	8.7%
UNALLOCATED GIVING	6.2%
PUBLIC/SOCIETY BENEFIT ***	5.4%
ARTS, CULTURE, HUMANITIES	5.2%
ENVIRONMENT/ANIMALS	3.4%
INTERNATIONAL AFFAIRS	2.5%

*** Shaded categories of funding show where MRCs can fit – there are lots of opportunities for grant funding.

Even if your host agency isn't eligible for funding, you can partner with agencies that are eligible (you can be a sub-contractor) OR you can use an eligible agency as a Fiscal Agent for your work. Partnerships are also evidence of community support.

WHAT DO FUNDERS LOOK FOR?
[Good writing –
which is clear thinking made visible!]

- **A focus on clients' needs, not your organizations' needs**
- **Unique programs and approaches**
- **A focus on unmet needs**
- **An attachment to your project because your argument is persuasive**
- **Specific data, no vague statements, and EVIDENCE about how you know your programs work – DETAIL!**
- **That you've done your homework**
- **No assumption that they know anything – you present the WHOLE picture**
- **Evidence of careful attention to the fine points, including a CLEAR BUDGET AND A JUSTIFICATION OF THE NUMBERS**
- **"Ammunition" that they can place their trust in you and that you can make a difference – this is a trust of the highest order**

EXPRESSIONS

Grant Writing, Consulting, and Training
5219 Oakridge Court, Fair Oaks, CA 95628
Voice: 916-966-6947 Fax: 916-966-5614 Mobile: 916-801-7937
E-mail: miriam-expressions@comcast.net
Website: www.expressions-grants.com

WHAT IS A "GRANTS PROGRAM?"

A SYSTEMATIC WAY TO RAISE FUNDS THROUGH GRANT APPLICATIONS.

WHAT ARE ITS COMPONENTS?

PLANNING AND READINESS PHASE:

1. Standard material preparation ("**Boilerplate**")
2. **Research** to find appropriate potential donors.
3. **Building** donor **relationships**.

***APPLICATION AND FOLLOW-UP PHASE*:**

4. Proposal **writing**.
5. **Tracking** and Follow-Up

60 - 70% OF YOUR TIME SHOULD BE SPENT ON NUMBERS 1, 2 AND 3 !!

WHAT NEEDS TO BE IN YOUR PROPOSAL SO YOU HAVE A COMPELLING ARGUMENT AND AVOID ALL THOSE ERRORS? [Funders don't always ask for all of these]

- **EXECUTIVE SUMMARY** OR ABSTRACT **(WRITE IT LAST!)**
- **ARGUMENT FOR FUNDING** - Why do you need it? How do you know you need it?
- **PROGRAM DESCRIPTION** - What will you do, when and how?
- **PROGRAM GOALS, OBJECTIVES AND OUTCOMES** - Quantitative and qualitative, both short-term and long-term
- **CULTURAL COMPETENCY** – How will you assure your program is appropriate for all participants?
- **EVALUATION** - How will you measure outcomes and success?
- **BUDGET and BUDGET NARRATIVE**- How much will it cost and how do you calculate the costs? How are in-kind donations reflected?
- **BARRIERS AND RISKS** to program success - What are they? How will you address them?
- **ORGANIZATIONAL INFORMATION** - Who are you? What success have you had in the past? How do you work **collaboratively** with other organizations?
- **MATCHING FUNDING OR LEVERAGING RESOURCES** - Who else is funding these services; what portion of other funding can you bring to this project?
- **FUTURE SUSTENANCE** - How will you ensure that the services continue once the requested funding is exhausted?

EXPRESSIONS

Grant Writing, Consulting, and Training
5219 Oakridge Court, Fair Oaks, CA 95628
Voice Mail: 916-966-6947 Fax 916-966-5614 Mobile: 916-801-7937
E-mail: miriam-expressions@comcast.net Website: www.expressions-grants.com

STANDARD MATERIAL: YOUR "BOILERPLATE" WHAT IS IT? WHY DO YOU NEED IT?

Boilerplate = Journalistic material, available in plate or "ready" form

It allows your organization to speak with one voice, using well-researched current demographics and information on what you do and why you're worthy of funding.

It allows you to begin focusing on the format and content of your grant proposal and the specific material you need instead of writing or re-writing basic information about your programs and your organization. Using the last grant proposal may not give you current or correct information for this one!

It makes each proposal easier. Don't re-invent the wheel every time.

What questions should your boilerplate material be answering?

1. **WHO**
2. **WHAT**
3. **WHY**
4. **WHEN**
5. **WHERE**
6. **HOW**

Are these the questions funders ask? YES - they use different words, but they're asking the same questions with headings such as (this is NOT a complete list):

1.	**Mission Statement**	**11.**	**Staff, volunteers & Board**
2.	**Organizational Information**	**12.**	**Community support**
3.	**Organiz'l Philosophy**	**13.**	**Outcomes and Evaluation**
4.	**Geographic Area Served**	**14.**	**Financial Statements**
5.	**Program Description**	**15.**	**Program Budget**
6.	**Collaborating Partners**	**16.**	**Operating Budget**
7.	**Needs Assessments**	**17.**	**Future Sustenance**
8.	**Demographics**	**18.**	**Fund Raising Plan**
9.	**Why are you unique?**	**19.**	**Strategic Plan**
10.	**Referral sources (where do you get your clients?)**	**20.**	**Donors and Supporters**

This is a description of everything about your organization, allowing staff, Board members and volunteers to speak with "one voice," providing an easy reference point for fund-raising, public relations, and other community outreach programs. It provides all the "arguments" for why you are worthy of funding. So, let's start with some questions to get you in the right mode of thinking to prepare your boilerplate material.

NOW LET'S THINK ABOUT EACH OF THE

SIX "BIG" QUESTIONS:

1. "WHO" QUESTIONS and HEADINGS FOR ANSWERS

Who are you? Who are your clients? Who are your staff? Who are your volunteers? Who funds your programs? Who is on your Board? Who are your successful clients?	Mission Statement Organizational History Organizational Philosophy Demographics/Statistics Staff and Volunteer Rosters Board Roster Articles with information Donors and Supporters List Resumes and Biographies Tax Exemption Letters By Laws Articles of Incorporation

2. "WHAT" QUESTIONS – HEADINGS FOR ANSWERS

<table>
<tr><td>What are your programs?</td><td rowspan="10">List of Achievements
Program Descriptions
Research/Studies
Demographics/Statistics
Needs Assessments
Client Records
Case Management Files
Brochures; Curricula

A good number of volunteers is evidence of community support</td></tr>
<tr><td>What are your achievements over last three years?</td></tr>
<tr><td>What does the community need?</td></tr>
<tr><td>What assets does your program bring to community and clients?</td></tr>
<tr><td>What do your clients need?</td></tr>
<tr><td>What geographic areas do you serve?</td></tr>
<tr><td>What is the population and need in these areas?</td></tr>
<tr><td>How much of the need can you fill?</td></tr>
<tr><td>What's in your Strategic Plan?</td></tr>
<tr><td>What evidence do you have of community support?</td></tr>
</table>

3. “WHY” QUESTIONS – HEADINGS FOR ANSWERS

<table>
<tr><td>Why are you unique?</td><td rowspan="6">Organizational History
Organizational Philosophy
Organizational Description
Brochures; flyers
Articles
Program Descriptions
Demographics
Needs Assessments
Client Surveys
Focus Groups
Strategic Plan
Evaluation Plan</td></tr>
<tr><td>Why are you the right organization to provide this program?</td></tr>
<tr><td>Why are you providing services?</td></tr>
<tr><td>Why are these the right services for your clients?</td></tr>
<tr><td>Why do clients come to you instead of someone else?</td></tr>
<tr><td>Why have you chosen to evaluate them the way you have?</td></tr>
</table>

4. “WHEN” QUESTIONS – HEADINGS FOR ANSWERS

<table>
<tr><td>When do you provide your programs?</td><td rowspan="4">Program Descriptions & Curricula
Evaluation Plan
Strategic Plan
By-Laws & Articles of Incorporation
Financial Statements
Formal Audit</td></tr>
<tr><td>When do you evaluate?</td></tr>
<tr><td>When do you revise your budget?</td></tr>
<tr><td>When do you have Board meetings</td></tr>
</table>

5. “WHERE” QUESTIONS – HEADINGS FOR ANSWERS

<table>
<tr><td>Where are you located?</td><td rowspan="6">Volunteer Records
Brochures
Organizational Description
Client Records
Financial Statements
Audits</td></tr>
<tr><td>Where are your programs located?</td></tr>
<tr><td>Where are your clients from?</td></tr>
<tr><td>Where do you get operating income?</td></tr>
<tr><td>Where do you get your volunteers?</td></tr>
<tr><td>Where do they fit into your service delivery (how do they participate in your programs and management)?</td></tr>
</table>

6. "HOW" QUESTIONS – HEADINGS FOR ANSWERS

How do you know your clients need and want your services? Quote studies and statistics.	Needs Assessments Demographics/Statistics Client Records
How many clients do you serve in each of your programs?	Case Management files Client Files
How many hours of service does each client receive?	Management Files Program Budgets
How much do they cost?	Organization Operating Budget
How much is your total budget?	Budgets
How can you quantify savings to clients, governments, etc.?	
How do you quantify "in-kind" contributions?	
How do you work/collaborate with other agencies? Is is REAL collaboration, or just for referrals (or for this funding only)? How do partners collaborate? What are the roles of each?	Memoranda of Understanding Contracts Letters of Understanding Agreements; meeting minutes Community meetings Focus groups
Is it short-term or long-term?	
How do your programs benefit communities where clients live?	
How many volunteers do you have and how do you manage them?	Volunteer Records Volunteer Plan
How will you keep this program and all your programs going after grant funding is finished? (The "future sustenance" question.)	FUND RAISING PLAN! Don't just say you will write more grant proposals!

SO NOW … BACK TO THOSE SECTION HEADINGS. SET UP A TEMPLATE AND LIST WHAT THEY'RE REALLY ASKING YOU

ORGANIZATION'S MISSION AND GOALS. Describe. (RFP p.12) 5 POINTS.

WHAT ARE THEY ASKING FOR?

- **WHAT is your Mission Statement?**
- **WHAT are your goals?**

ORGANIZATION'S HISTORY. Provide brief history of goals and accomplishments to date. **Other possible headings for the same information:**

- **Applicant Capability**
- **Organizational Information**
- **Organizational Capacity**

WHAT ARE THEY ASKING FOR? ASK ALL YOU CAN THINK OF …

- **WHO are you?**
- **WHEN, WHY and HOW did you get started? (briefly!)**
- **HOW were your goals developed?**
- **WHAT programs do you offer?**
- **WHO are the people you serve? (Ages, gender, cultural identity, ethnic breakdown, etc.)**
- **WHERE do they live? WHAT are their income levels?**
- **HOW MANY clients have you served (last year, last 5 years and/or since founding)?**
- **HOW MANY HOURS OF SERVICES does each client receive?**
- **HOW do you ensure cultural competency to all client groups and WHAT languages do your staff members speak or have access to?**
- **HOW do you collaborate with other service providers, etc.?**
- **WHAT DIFFERENCE do your services make to your clients?**
- **WHAT makes you different?**
- **WHAT are your major accomplishments?**

PROJECT NEED, POPULATION AND LOCATION. Who will your project serve and where will it take place? (RFP p.13) 10 POINTS.

WHAT ARE THEY ASKING FOR?

- **WHO are those in your Target Population?**
- **WHAT is their ethnic and socio-economic background?**
- **WHERE do these clients live?**
  (Citibank gives highest priority to projects that serve low- to moderate-income communities or households).
- **WHERE did you find the data to support this information?**
- **WHY do they need these services? Show you've done your homework - cite your information sources, data/demographics showing need in the U.S., in your state, in your county, in your city to support why you're doing this at all.**
- **WHERE will services be provided?**
- **TO WHOM will Program Director and staff report?**

PROJECT DESCRIPTION AND PLAN OF ACTION. What is the project for which you wish funding and how will Citigroup Foundation funds be used? Also include number of workshops or seminars to be conducted. (RFP p.14) 25 PTS.

WHAT ARE THEY ASKING FOR?

- **WHAT specific services will you offer?**
- **HOW did you ensure community and/or client input in developing project?**
- **WHAT target population representatives assisted you?**
- **WHAT mechanisms will ensure continuing stakeholder involvement?**
- **WHAT workshops or seminars will be offered and HOW MANY?**
- **HOW MANY will be served with the money you're requesting?**
- **HOW MANY hours of service will each client receive?**
- **WHERE will the services be provided?**
- **WHAT will clients do about transportation if services aren't in their neighborhoods?**
- **WHAT collaborations have you established to ensure non-duplication of existing services and enhance what you're providing for clients?**
- **WHEN will project begin and end?**
- **WHAT specific activities need to occur before you can begin?**

<u>PROJECT OUTCOMES AND IMPACT</u>. What specific outcomes and impact will result? If this is an ongoing project, describe outcomes and impact already realized. (RFP p.14) 10 POINTS

<u>WHAT ARE THEY ASKING FOR</u>?

- **WHAT <u>quantitative</u> (<u>short-term</u>) results do you expect? CITE numbers of clients and hours of service provided**
- **WHAT <u>qualitative</u> (<u>long-term</u>) results do you expect? WHAT difference will these services make to clients, their families, their communities?**
- **HOW will clients' lives changes as a result of your services?**
- **WHAT does success look like?**
- **HOW will you collect data, HOW OFTEN, and HOW will you analyze it? WHO will do each of these?**
- **If ongoing project, answer these same questions for previous similar services**

NOW CONTINUE THE SAME WAY WITH ALL OF THE OTHER HEADINGS/QUESTIONS that funders list in their guidelines (or that you now know they're really asking, even if they're not actually asked) ...

The time you take to do this will really benefit the team as you work your way through the proposal so you can focus on what funders are really asking and give them the detail they expect and deserve.

<u>EVALUATION – A CRITICAL PART OF YOUR PROJECT FOR YOU AND FUNDERS</u>

- **How will you evaluate your programs? How will you change lives?**
- **Are the outcomes of your programs clearly defined and measurable?**
- **Can you/do you measure short-term AND long-term outcomes?**
- **What is the difference between process and outcome?**

  PROCESS – What YOU will do DURING grant period.
  OUTCOME – What CLIENTS will do AFTER service delivery.

- **<u>PROCESS</u> = <u>QUANTITATIVE</u>**
- **<u>OUTCOME</u> = <u>QUALITATIVE</u>**
- **What are your "indicators" to measure your outcomes?**

  INDICATOR = observable behavior that a donor could see to show clients are doing something different after participation in your program(s)

<u>GOAL</u> = **<u>A broad statement of what your program or project will accomplish</u>**.
Example: Increase services for women affected by domestic violence in your County.
Example: Decrease domestic violence in your County.

<u>MEASURABLE OBJECTIVES.</u> **<u>Measurable steps to be used as guidelines for evaluation.</u>** **Objectives are specific, measurable, achievable and consistent with your goal – "SMAC").** They answer these questions:

- What are you going to do?
- How will you do it?
- By when will you do it?
- How much change do you expect?

<u>Sample wording of measurable objectives and outcomes.</u>

- **<u>Objective 1</u>:** By December 31, 2007, to provide approximately ____unduplicated couples with marriage education programs (a total of __________ hours of service).

- **<u>Objective 2</u>:** By December 31, 2007, 95% of couples will understand how to work together more closely to keep their marriages healthy and be empowered to do so.

- **<u>Objective 3</u>:** By December 31, 2007, _________ trainers will be ready to take marriage education programs into their faith-based or community-based organizations, training ___________ more couples each per year.

<u>Others</u>:

- To provide approximately 2,500 bed nights for women and their children over the 12 months
- To assess needs and develop an Individual Case Plan for 250 clients over the next 12 months
- To connect 250 women and their children with the community continuum of care
- To secure permanent housing for at least 150 women and their children over the next 12 months

<u>Long-Term Outcomes</u>. CITE RESEARCH showing that divorce increases the risk of poverty for children and increases the risk of domestic violence. THUS … programs that help couples stay together can REDUCE these risks.

<u>EVALUATION METHODOLOGY</u>: 1) "We will measure success using pre- program and post-program surveys, questionnaires and focus groups." OR 2) " We will hire an independent, professional evaluator to design the evaluation methodology for this program. A line item has been included in the program budget for this activity."

<u>REMEMBER … SUSTAINABILITY IS NOT JUST MONEY!</u>

Funders want to see quality assurance through good evaluation methodology so you can demonstrate success and the ability to modify as necessary to keep the quality. Quality assurance also includes high quality STAFF and high quality PARTNERS.

SO … WHAT'S NEXT ??

AN ACTION PLAN TO GET STARTED

- **Use the techniques we've discussed here and start your "master" boilerplate file RIGHT AWAY and keep updating it, especially after each proposal**.

- **PROVIDE YOUR STAFF, VOLUNTEERS, BOARD AND SOME OF YOUR CLIENTS OR CUSTOMERS <u>WITH HEADED PAGES LIKE THESE</u> (and give them a whole page to make notes or <u>better still, interview them yourself</u>)**

ACHIEVEMENTS OF THE PAST YEAR

MISSION STATEMENT

ORGANIZATIONAL HISTORY

Well, you have the idea … here are more headers:

EVIDENCE OF COMMUNITY SUPPORT

COLLABORATIVE EFFORTS WITH OTHER GROUPS SERVING THE SAME CLIENTS OR CUSTOMERS

WHY ARE BOTH YOUR ORGANIZATION (AND YOUR DEPARTMENT) UNIQUE?

DEMOGRAPHICS AND STATISTICS ON YOUR CLIENTS OR CUSTOMERS – Who are they? What do they need?

PROGRAM DESCRIPTION What do you do? What will you do?

HOW DO YOU KNOW YOU NEED TO PROVIDE THIS PROGRAM? (Needs analysis information)

EVALUATION PLAN

CULTURAL COMPETENCE (How do you ensure that your programs are accessible and appropriate for all ethnic groups?)

WHAT ARE THE BARRIERS TO SUCCESS?
WHAT ARE THE RISKS OF PROCEEDING?
WHAT ARE THE CHALLENGES WE FACE?
HOW will we overcome them? What's our plan?

HOW TO KEEP EVERYONE (including yourself) TO A DEADLINE …

WORK PLAN FOR ____________________ PROPOSAL

ACTION ITEM	DUE	RESPONSIBLE	COM-PLETED
Initial Conference with Grants Team	**Jan.28**	**Staff**	
Provide Work Plan to guide the process	**Jan.29**	**Ann Smith**	
Identify partners for proposal	**Jan.29 – Feb. 11**	**JOHN DOE**	
Begin contacting partners; begin discussions on roles; begin obtaining Memoranda of Agreement to participate (MOUs)	**Jan. 29 – Feb. 22**	**JOHN DOE and staff**	
Develop outline of program with main components, for use in discussions/meetings	**Jan.31**	**ANN SMITH**	
Develop mock-up of proposal	**Jan.31**	**JOHN DOE**	
Develop training materials: • List each one • List • List • List	**Jan.31**		
Set up interviews with staff:	**By Jan.31**	**ANN SMITH**	
• Chief of Police			
• Superintendent			
Conduct interviews	**By Feb.15**	**ANN SMITH**	
Finish collecting MOUs from all partners: • List partners • List • List	**Jan.31 – Feb.11**	**JOHN DOE Staff**	
Begin preparation of budget	**Ongoing**	**JOHN DOE**	
Prepare and complete all required forms	**Feb. 12**	**JOHN DOE**	
Provide first full draft of proposal for review	**Feb. 18**	**JOHN DOE**	
Staff returns comments to JOHN DOE	**Feb.19**	**Staff**	
Changes and additions made	**Feb. 22**	**JOHN DOE**	
Reviewers return final comments	**Feb. 23**	**Staff**	
Final changes made; proofreading; assembly	**Feb. 25**	**JOHN DOE**	
Signature(s) obtained	**Feb. 25**	**JOHN DOE**	
Assembly and copying for submission	**Feb. 26**	**JOHN DOE**	
HAND DELIVER PROPOSAL	**FEB. 27**	**JOHN DOE**	

This allows time for thorough review & 'mess-up' time.
NEVER PLAN TO DELIVER ON THE LAST DAY !!!!
Make the team stick to this schedule ☺

THE BUDGET

BEGIN WITH A <u>COMPLETE</u> PROGRAM BUDGET AND YOU' LL BE ABLE TO EXTRACT WHAT YOU NEED FOR ANY PROPOSAL.

YOUR AGENCY NAME PROGRAM NAME BUDGET FORECAST				
	2007	In-Kind	**Requested**	**2008**
<u>PERSONNEL EXPENSE</u>	**BE SURE TO PLACE A VALUE ON ALL VOLUNTEER TIME!!!!**			
Be sure to include a percentage of your Director's time and other managers' time so "pieces" of their time will be paid for by each of your programs. Allocate the percentage based on the amount of time they spend supervising each program.				
Executive Director, 5% FTE, 104 hours x $____ plus Benefits 25%				
Job Title - 100% FTE Full-time, 2080 hrs. x $____, plus Benefits 25%				
Job Title - 50% FTE 1040 hrs.x $____plus Benefits 25%				
Job Title - 25% FTE 520 hrs. X $__ (No benefits)				
SUBTOTAL - PERSONNEL				
<u>EVALUATION EXPENSE</u>				
Suggest at least 10%				
SUBTOTAL				

OFFICE EXPENSE	**2007**	In-Kind	**Requested**	**2008**
Rent ($.___sq.ft x ____ sq.ft.)				
Utilities				
Telephone Expense				
Copying				
Postage				
Post Office Box				
Insurance (Liability and Vehicle)				
Accounting				
Office Supplies				
Printing (Brochures, etc.)				
Fund Raising				
Direct Mail Campaign				
SUBTOTAL				
MATERIALS EXPENSE				
SUBTOTAL				
VEHICLE EXPENSE				
Mileage (35 cents/mile)				
Fuel				
Repairs, Tires, Registration, Smog, etc. (provide breakdown)				
SUBTOTAL				
EQUIPMENT EXPENSE				
SUBTOTAL				
MISCELLANEOUS				
VOLUNTEERS PROVIDE __% OF OUR BUDGET EVERY YEAR!!!				
TOTAL PROGRAM EXPENSE				
• In-Kind costs include volunteers, estimated at fair market value of their time • Explain how you figured them				

BUDGET NARRATIVE/JUSTIFICATION

Sample only – does NOT match the examples in the budget chart –
just zap these out and enter your own

PERSONNEL:

Executive Director

FY 2007: 25% FTE x $42,000 x 4 months = $3,500
FY 2008: 25% FTE x 12 months = $10,500 (No benefits)

Position Title

FY-2007: 12hrs wk (March – June) = 48hrs month x 4 months = 192 hrs X $60.00 hr = $11,520 (No benefits)
FY-2008: 12 months x 48 hours per month = 576 hours x $60/hour = $34,560

Position Title

FY 2007: An estimated in-kind value of $17,280 (comprised of $120/hour personnel and $20 per hour personnel)
FY 2008: 12 hours per week x 52 weeks = 624 hours @ $20/hour = $12,480

Other Personnel

FY 2007: 5 hours per day x 6 days per week x 12 weeks @ $8 per hour = $2,880
FY 2008: 5 hours per day x 6 days per week x 52 weeks = 1,560 hours @ $8 per hour = $12,480

NOTE: These personnel will be donated by ___________________

OPERATING EXPENSES:

Description GIVE DETAILS

FY 2007: $5,000
FY 2008: $10,000

Training for ___________

FY 2007: Estimated at $320
FY 2008: Estimated at $800

Rent (including utilities)

FY 2007: 1200 sq feet x $2/sq ft = $2400/yr x 4 mo = $800
FY 2008: 1200 sq ft x $2 sq ft = 2400 NOTE: Donated by _________

WHAT ARE THE MOST COMMON ERRORS?

The MOST common reason for rejection is: **FAILURE TO FOLLOW THE DIRECTIONS**

THIS INCLUDES:

1. **No signature(s) on the original or on required forms as appropriate**
2. **Missing budget components, no budget narrative, missing or incomplete insurance and other required information**
3. **Failure to number pages and label exhibits or presented I the wrong order**
4. **Failure to submit correct number of copies**
5. **Inadequate insurance coverage (mandatory limits not met, so check each category!)**
6. **Unclear descriptions of program activities**
7. **INSUFFICIENT DETAIL!**
8. **Failure to check funder's website for Questions and Answers and possible revisions since issue of RFP/RFA**

HOW TO AVOID THOSE COMMON ERRORS
(and be more successful while staying relatively sane)

- **DO START EARLY. In my experience, the most competitive proposals are those that were started early and have adequate review time!**

- **DO USE TABS ON YOUR INSTRUCTIONS/RFP/RFA SO YOU CAN FIND DIRECTIONS EASILY**

- **DO COMPLETE AS MUCH AS YOU CAN of all cover sheets, certifications, assurances, etc. At the beginning so you have time for "the hard stuff" at the end**

- **DO USE A TEAM APPROACH - it's very hard (next to impossible) to prepare a really competitive large proposal by yourself (and smaller ones are better with input from others)**

- **DO MEET WITH Executive Director, program staff, Grants Manager, partners and all interested parties to brainstorm, plan EARLY submission and get buy-in for deadlines**

- **DO BEGIN VERY EARLY with board resolutions, memoranda of understanding (MOUs), and letters of endorsement - THEY TAKE TIME!**

- **<u>DO</u> ALLOW ENOUGH REVIEW TIME - review is critical to produce a superior proposal - honestly!**

- **<u>DO</u> FIND OUT YOUR CONGRESSPERSON'S NAME AND DISTRICT NUMBER EARLY, so you won't be scrambling for it at the end (<u>for Federal proposals</u>)**

- **<u>DON'T</u> WASTE TIME JUST <u>THINKING</u> ABOUT YOUR PROPOSAL - START ON IT EARLY!**

- **<u>DON'T</u> FORGET to check on the funder's website regularly (this applies mostly to government proposals)**

- **<u>DON'T</u> wait until the end to collect binder clips if they'll be needed**

- **<u>DON'T</u> FORGET THAT CONTINUOUS PAGE NUMBERING CAN USUALLY ONLY BE DONE AT THE END (forms need to be inserted, etc.) And you can't complete the table of contents until then, so allow time**

- **AND DID I SAY "START EARLY?" ☺☺☺ Truly, it's one of the best ways to stay relatively sane!**

FUTURE RESOURCES

- **www.foundationcenter.org** (Check COOPERATING COLLECTIONS for your state)
- **www.childstats.gov/ac2001: Report - America's Children 2001**
- **www.mapnp.org/library/index.html** (Evaluation)
- **www.innonet.org** (California Nonprofit Resources and link to James Irvine Foundation site - check the Evaluation section)
- **www.grantsmart.org** (990 searches and other)
- **www.grants.gov** (government opportunities)
- **www.pnnonline.org** (Philanthropy Journal, including e-mail service)
- **www.welfareinfo.org** (Welfare Information Network, with lots of useful links)
- **www.cfda.gov** (Catalog of Federal Domestic Assistance: 70 categories; more than 170 subcategories identifying specific areas of interest)
- **And don't forget … Corporations have MARKETING MONEY they want to give away each year. Tell them how you'll communicate/broadcast/advertise their support of your work (newsletters, articles, etc.)**

USEFUL WEBSITES

INFORMATION ON SPECIFIC NONPROFIT ORGANIZATIONS

www.guidestar.org	**GuideStar**: Find information on the activities and finances of more than 700,000 nonprofit organizations, downloadable 990 PFs, philanthropy trends and other resources for donors and nonprofits.
www.nonprofits.org	**Nonprofits**: Locate any nonprofit in the U.S. and information for individuals wanting to learn more about nonprofit organizations.
Http://www.iig.ca.gov/projects/grantsum.shtml	The long anticipated - all grants, all the time, - conclusive **California State Grants** list. This site is a work-in-progress and is improving all the time. Look up state grants by department or peruse them in alphabetical order.
www.nonprofit.gov	**Nonprofit Gateway**: Links to all government web sites relevant to nonprofit organizations. Info on federal grants, statistics, agency partnerships, volunteer opportunities, and more.
www.cfda.gov	The online version of the **Catalog of Federal Domestic Assistance** contains financial and non-financial assistance programs administered by departments of the federal government.
www.fdncenter.org /funders/grantsmart/index.html/fc_stats	**The Foundation Center**: For information on foundations, including their 990 PFs and links to their web sites, visit the Foundation Center's web site. The site also provides many other informational services: Find 990s Foundation Statistics
Specific web pages:	
990's	**www.fdncenter.org**
Foundation Stats	/funders/grantsmart/index.html
Foundation Finder	/fc_stats
Learning Lab	/finder.html
Grantmaker Websites	/learn/ufg/index.html
	/funders/grantmaker/index.html
www.nccs.urban.org	**The National Center for Charitable Statistics** web site provides statistics on the nonprofit sector and links to the web site of the IRS.
www.techsoup.org	**TechSoup:** Includes information for discounted software, hardware, web and consulting services for nonprofit organizations.

Http://www.imakenews.com/techfoundation/	**TechGrants:** This site contains private technology grants listed by the months they are available, information, and current articles about nonprofit computer technology