

Advanced Grant Writing Topics



Association of Fundraising Professionals, MA Chapter
Thursday, August 13, 2020
9:30 – 10:30 AM

Agenda

- Introduction
- Utilizing Data to Strengthen Your Case
- Grant Writing By Committee
- Aligning the Budget with Narrative
- Questions and Answers



Introduction



Introductions



Alison Glastein Gray, President of Pear Associates, is passionate about helping mission-driven organizations expand their operations and programs. After demonstrating her ability to lead and grow several nonprofit organizations, Alison launched Pear Associates in 1999 to share her expertise with others. Working with a range of health and human services organizations, Alison helped her clients consider new strategies and services to boost their mission. She also worked with her clients to solicit the necessary resources that would allow the realization of the vision, with a focus on institutional and government funders.



Utilizing Data to Strengthen Your Case



Show and Tell Your Case

Use descriptive language and compelling data that show and tell your organization's story, mission, and goals.



How to Tell Your Story

- Offer details, evidence and solutions
- Include a clear explanation of the who, what, where, when, how and why
- Provide descriptive details about your target audience and the stated problem or need
- Point to existing evidence by citing credible sources or powerful statistics
- Offer proposed solutions that clearly demonstrate how you will address the stated problem



How to Tell Your Story

Recent studies have shown that, in comparison to the general population, children in the child welfare system are far more likely to have experienced at least four Adverse Childhood Experiences (42% vs. 12.5%).¹ Unfortunately, the NH Department of Health and Human Services, Division of Children, Youth, and Families (DCYF) has seen increasing numbers of families involved in child abuse and neglect cases. FY2016 DCYF caseload data shows a 21% increase over the year, with significant upsurges in the Manchester District Office (46%).²

1. <https://www.childwelfare.gov/topics/preventing/preventionmonth/resources/ace/#two>

2. Child and Family Services Reviews Statewide Assessment Instrument 2/7/2018, US DHHS, ACF



How to Tell Your Story

- Incorporate anecdotal evidence
- Qualitative information adds depth, passion, and emotion
- Helps readers envision your work from the perspective of those who have experienced or benefitted from it
- Success stories, observations, quotes



How to Tell Your Story

“I had no idea where I would go, but I knew that I had to leave my husband for my safety and for my kids. Things had got really bad, and I was scared for my life.”

Rita, Domestic Violence Survivor

“The availability of safe, affordable, and stable housing can make a critical difference in a woman’s ability to escape an abusive partner and remain safe and independent.”

Anne Menard, Director of the PA Coalition Against Domestic Violence

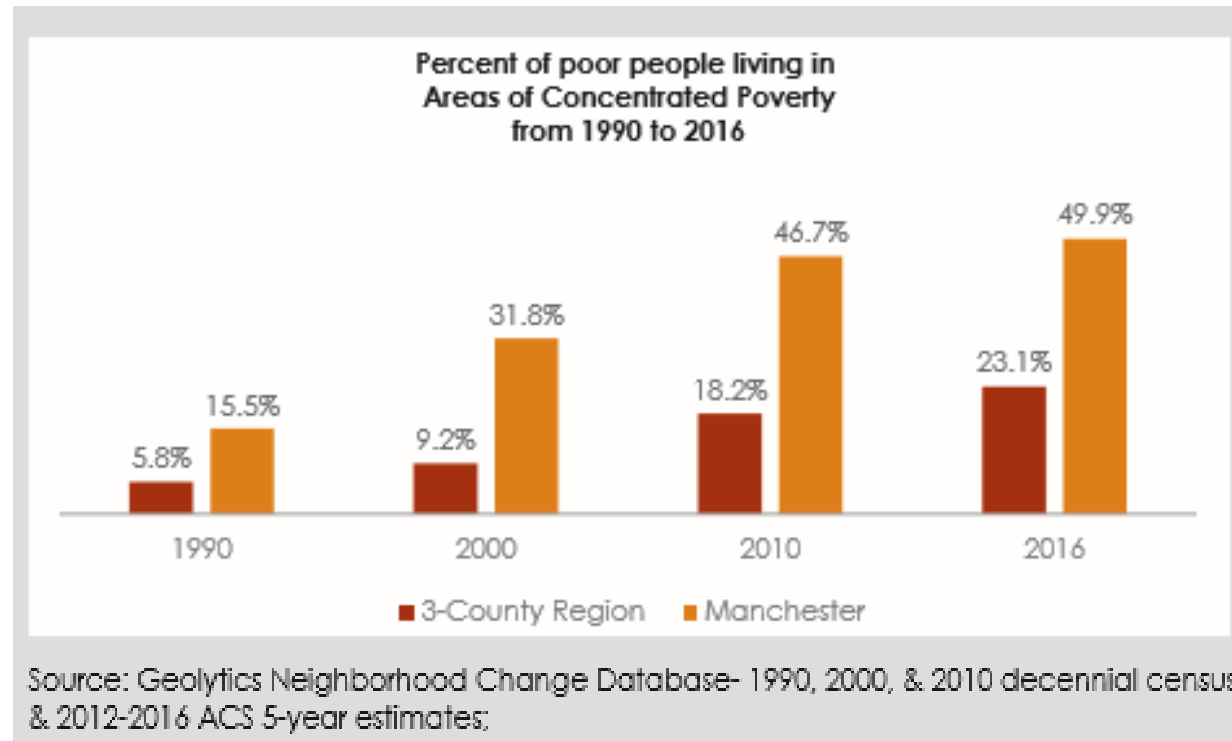


How to Show Your Story

- Use impactful graphics and images
 - ✓ Maps that highlight a target geographic area
 - ✓ Before and after photos to depict specific problems
 - ✓ Graphs, pie charts, figures

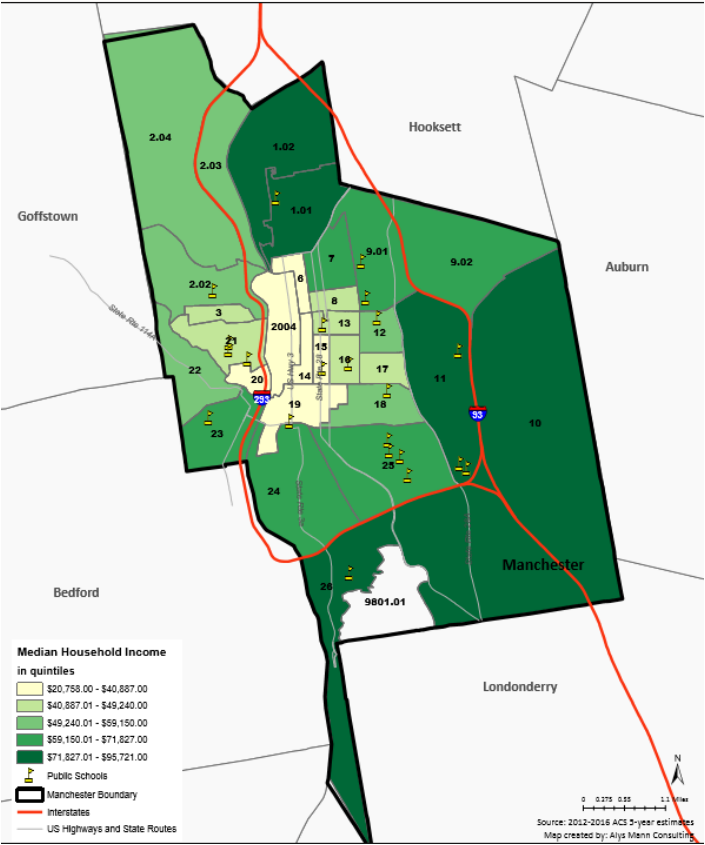


How to Show Your Story

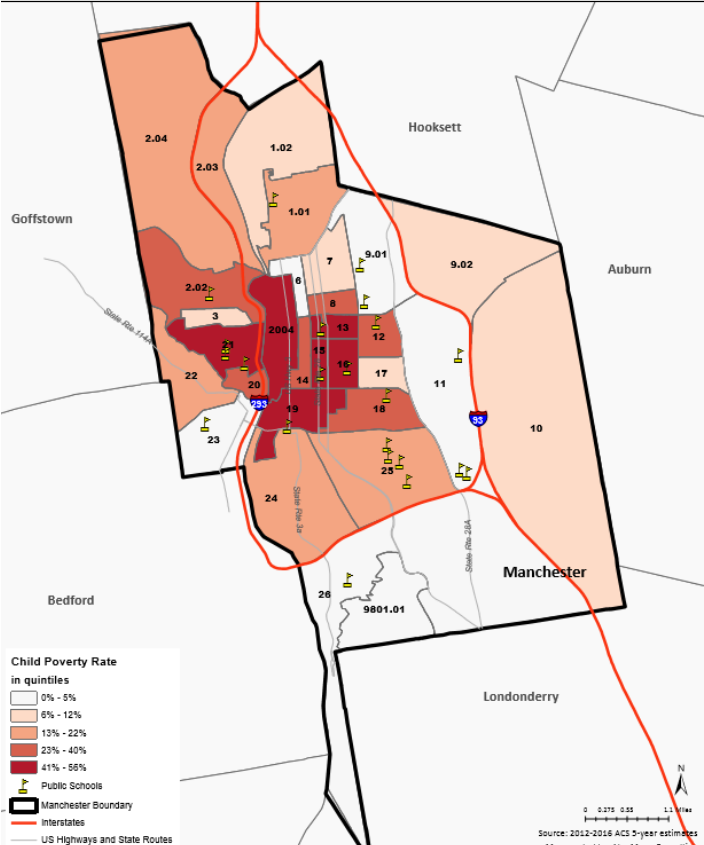


How to Show Your Story

**Median Household Income
by Census Tract**



**Child Poverty Rate
by Census Tract**



How to Show Your Story

- Leverage publicly available data sources
 - ✓ The US Census Bureau
 - ✓ Commonwealth of Massachusetts
 - Department of Education
 - Department of Public Health



How to Show Your Story

School and District Profiles

[Profiles Home](#) [Directories](#) [Statewide Reports](#) [State Profile](#) [Profiles Help](#)

What's New

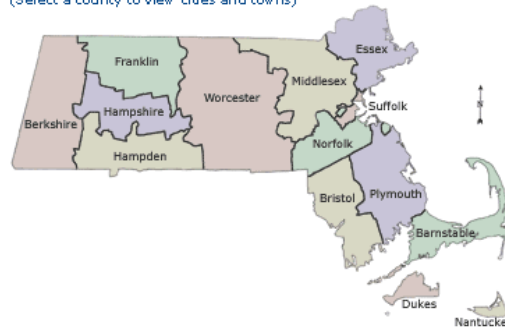
- 03/19/20 [2017-18 C70 Foundation/Spending](#)
- 02/13/20 [2019 Graduation Rates](#)
- 02/13/20 [2018-19 Dropout Report](#)
- 01/30/20 [2018-19 Student Restraints](#)
- 01/23/20 [2019-20 Attrition](#)
- 01/23/20 [2019-20 Enrollment by Kindergarten](#)

Most Requested Links

1. [2017-18 Teacher Salaries](#)
2. [2019 MCAS Achievement Results](#)
2. [2019 Next Generation MCAS Achievement Results](#)
3. [2018 Per Pupil Expenditure](#)
4. [2017-18 Educator Evaluation Data](#)
5. [2019 Graduation Rates](#)
6. [2019 Accountability Report](#)
7. [2019-20 Enrollment by Grade](#)

Search by Location

Geographic Search
(Select a county to view cities and towns)



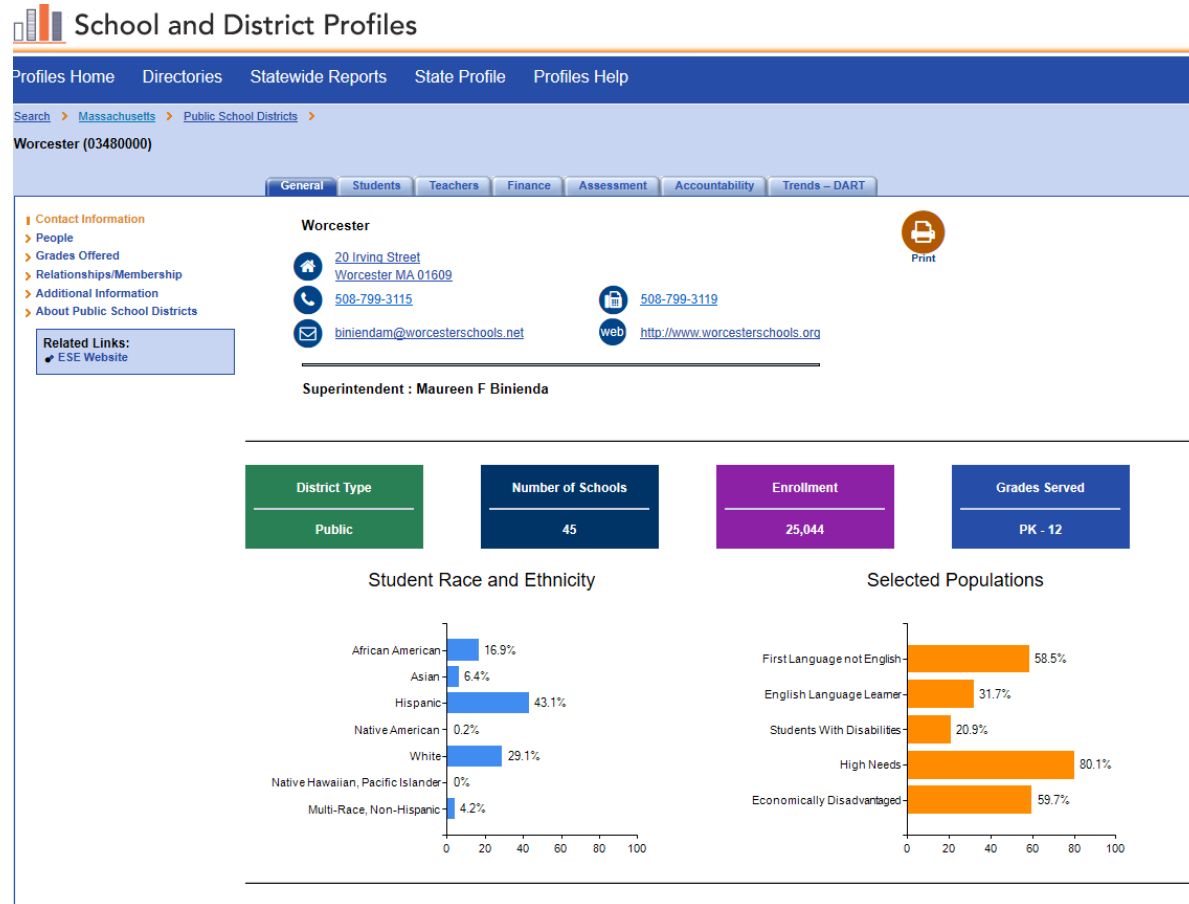
Report Cards

Enter the name of your school/district:

Go



How to Show Your Story



Grant Writing By Committee

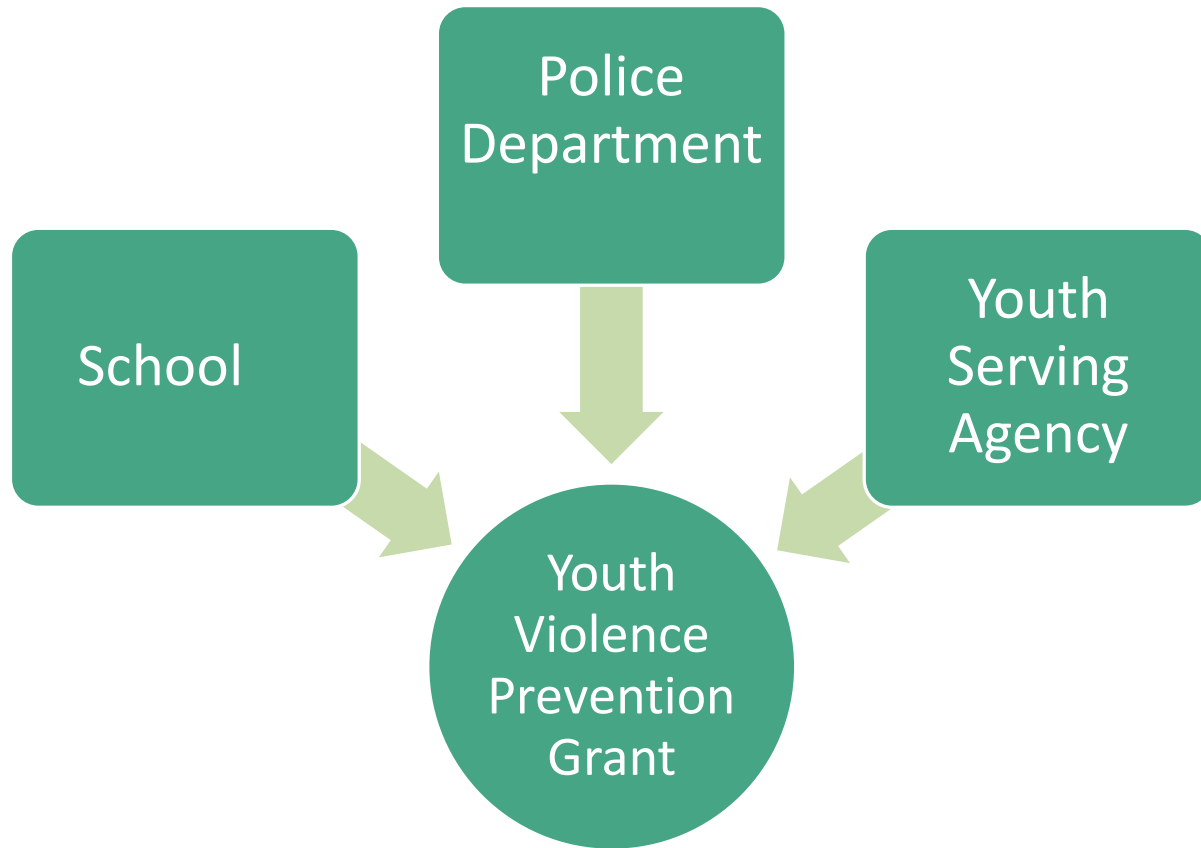


Grant Writing by Committee

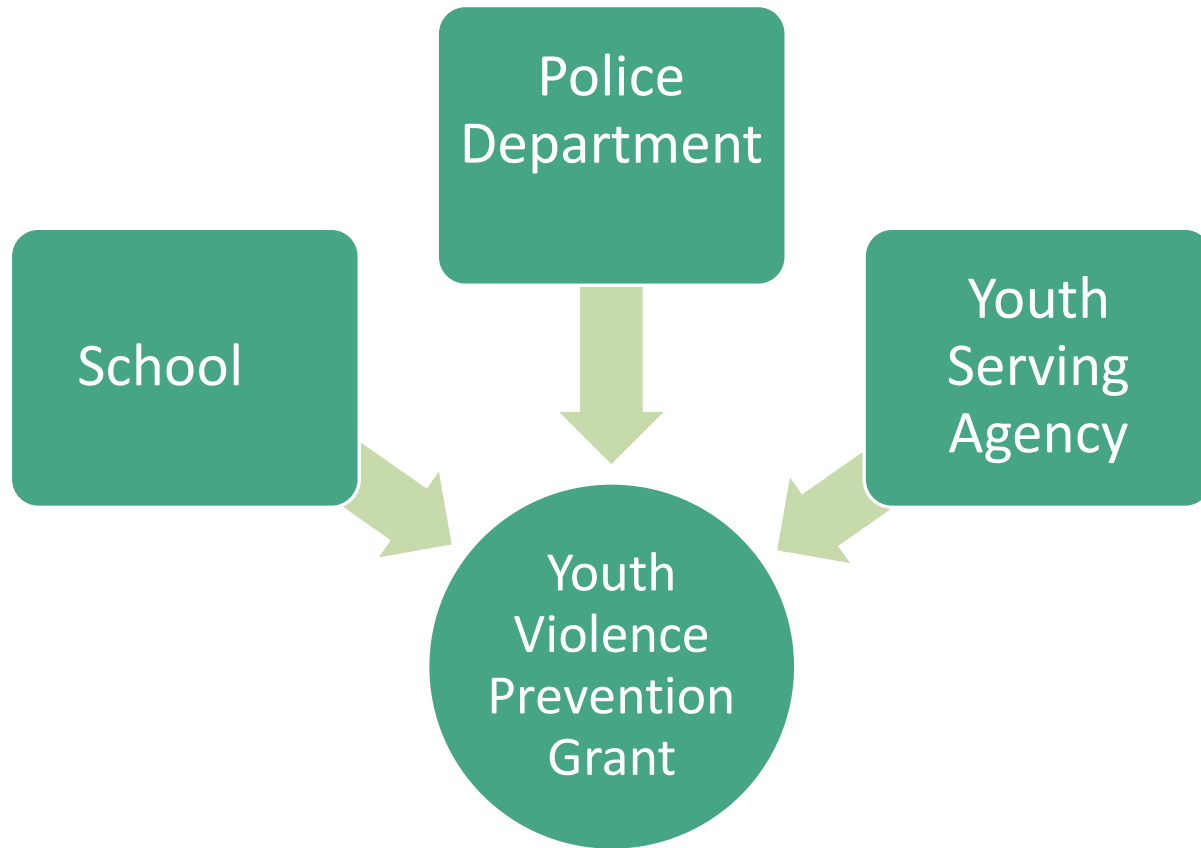
- Multiple organizations or departments
- Convene for a grant-funded program or project
- Agree to common goal and objectives
- Each brings complementary skills, expertise, and programs
- Separate budgets



Grant Writing by Committee - Example



Grant Writing by Committee - Example



Questions:

- Who is lead?
- Who is sub?
- What role does each agency play?
- How is budget distributed?
- Who writes the grant?
- Who provides input/editing?
- Who approves?
- Who else needs to be at the table?

Case Example 1- Citywide Child Wellbeing Project

Client: Community Health Center

Grant Writing Committee: City Health Department
Mental Health Agency
School District
Early Education and Care Providers (2)
Child Welfare Agency Regional Office
Health Care Systems (2)
Academic Institution (evaluation partner)

Funder: Federal (Substance Abuse and Mental Health Services Administration)

Overall Goal: Promote the wellness of young children (0-8) through improved coordination across schools and early childhood-serving systems.



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Case Example 1- Citywide Child Wellbeing Project

Strengths:

Multiple strategies to address child wellbeing

1. School, home and community-based
2. Address behavioral health and physical health challenges
3. “Whole-family” approach

Community collaboration

1. Key players at the table
2. Community buy-in early in the process (proposal development vs. once funds are received)



Case Example 1- Citywide Child Wellbeing Project

Challenges:

Relationships

1. Learning process about who was doing what (history of working in silos)
2. Territorial issues (roles, market share)

Project

1. Competition for limited funds
2. Planning now for later

Logistics

1. Grant planning meetings (attendance, participation)
2. Content development
3. Reviewing and editing draft
4. Time-limits and deadlines
5. Budget



Case Example 2- School-based College Access Program

Client: School District

**Grant Writing
Committee:** Guidance Department
Principal's Office/Administration
Special Education Department
Family Information Center
Community-based Youth Serving Agency

Funder: Private Family Foundation

Overall Goal: Increase the number of high-need (first generation, low-income, English Language Learners) students to apply to/matriculate into college



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Case Example 2- School-based College Access Program

Strengths:

- Engagement of multiple departments to address student needs
- Buy-in from leadership (school district and school administration)
- Anecdotal evidence of need for improved college access support
- Quantifiable data to support large number of “high-need” students



Case Example 2- School-based College Access Program

Challenges:

- Leadership goals vs. front-line implementation
- Time limits among school-based personnel to meet and plan
- Lack of identified implementation strategy to address need that was new/different/innovative



Strategies for Success

- Allow time and process for trust building and learning among Committee members
 - ✓ Introductions as opportunity
 - ✓ Sharing information by email
- Approach as mini strategic planning process
 - ✓ What do we want to accomplish with the grant dollars?
 - ✓ Is this achievable given the timeline, resources, and dollars?
 - ✓ How do we know this strategy will work?
 - ✓ Is this competitive and innovative?
 - ✓ Is there Grant Committee consensus?



Strategies for Success

- Develop and distribute project plan and timeline (example)
- Identification of roles
 - ✓ Who is providing data
 - ✓ Who is writing sections
 - ✓ Who is reviewing/editing
 - ✓ Who is approving
 - ✓ Who is managing attachments (letters of support, budget, forms)



Strategies for Success

- Manage version control
 - ✓ Date and time stamp all drafts
 - ✓ Request edits and comments in track changes
 - ✓ Content vs. wordsmithing/copyediting
 - ✓ Announce edit cut-offs (and adhere to them)
 - ✓ Pros and cons of Google docs



Sample Proposal Development Schedule

| When | What | Who | Completed? |
|---------------|--------------------------------------------------------|----------------------------|------------|
| 1/4/2019 | Kick Off meeting | All | X |
| 1/7-11/2019 | Schedule Planning Meetings | Linda | X |
| 1/7-11/2019 | Review data forms to identify source/request needs | Linda, Debra, Sarah | X |
| 1/11/2019 | Crosswalk of Priorities and Funders/Programs Completed | Alison | X |
| 1/14-18/2019 | Planning Meeting #2 | All | X |
| 1/15/2019 | Letter of Intent Due | Linda | X |
| 1/20/2019 | Letter of Support Template Completed | Alison | X |
| 1/21-25/2019 | Planning Meeting #3 | All | X |
| 1/28/2019 | Data provided to Alison | Linda, Steve, Debra, Sarah | X |
| 1/30/2019 | First Draft Completed | Alison | X |
| 1/31-2/1/2019 | Review and Comment on First Draft | All | X |
| 2/6/2019 | Second Draft Completed | Alison | X |
| 2/4-8/2019 | Planning Meeting #4 | All | X |
| 2/7-8/2019 | Review and Comment on Second Draft | All | |
| 2/8/2019 | Data Form Completed | Alison | |
| 2/12/2019 | Final Draft Completed | Alison | |
| 2/12/2019 | Letters of Support Collected | Linda | |
| 2/12/2019 | Collaborative Members Form Completed | Alison | |
| 2/15/2019 | Submission | Linda | |

Aligning the Budget with the Narrative



Budget - Requirements

- Operational Budget
 - ✓ How does this project fit into the big picture?
- Program Budget
 - ✓ Reveals the framework of the project in stark terms
 - ✓ What will this cost to implement?
- Budget Narrative
 - ✓ Explanation of each budget item
 - ✓ Rationale for its inclusion



Budgets

- Backbone of the grant proposal – how are you going to use the funder's money?
- Some grant reviewers turn right to the budget before even reading the proposal
- The program narrative should match the budget perfectly



Budget - Staffing

- What staff is needed to achieve the goals of your proposal?
 - ✓ Salaries
 - Program Staff
 - Supervision
 - ✓ FTE/hourly/contract
 - ✓ Benefits/Taxes/Fringe



Budget - Resources

- What resources are needed for the project and the staff?
 - ✓ Office Space
 - ✓ Technology (computers/laptop)
 - ✓ Cell Phone
 - ✓ Office supplies
 - ✓ Travel



Budget - Other

- Training or technical assistance
- Purchase materials/curricula/equipment
- Incentives for participants
- Overhead
 - ✓ Insurance
 - ✓ Rent
 - ✓ Accounting
 - ✓ Legal fees



Budget – In-Kind/Matches

- Demonstrates commitment of the organization
- Leverage existing and/or additional resources
- Expands capacity of grant dollars



Questions?



Contact

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