GRANT WRITING 101

Facilitated by:

Juan Carlos Nordelo, MPA

THE GOOD, BAD AND UGLY OF GRANT-WRITING

Good Grant-writing garners funding.

Good Grant-writing is always needed.

→ **GOOD**

Grant Writing is Hard.

Grant Writing requires Repetition & Practice.

Grant Writing requires Research and Labor.

→ **BAD**

Grant Writing is Competitive.

Sometimes the BEST written Grant, by the BEST Grant Writer DOES NOT GET FUNDED.

→ **UGLY**

WORKSHOP TAKEAWAYS

1. How to conduct effective prospecting ?

2. An in-depth understanding of the anatomy of a grant proposal.

3. The Pro Tips to Successful Grant Writing

PROSPECTING

PROSPECTING 101

- **BE PROACTIVE:** Grant research should not be crisis instigated or responsive to an emergency. Instead it should be proactive and ongoing.

- **PRIORITIZE FUNDING NEEDS:** Prospecting should be organized by priority so that your organization is prioritizing its funding needs.

- **DO THE RESEARCH:** Effective prospecting occurs through high quality data bases to identify grant makers and government programs that might be a match.

- **GO FOR A DEEP DIVE:** Basic search terms provide a lot of information, however organizations need to go further in researching a potential funder and the gifts they have made in the past as well as other information.

- **MAKE A GOOD ASK:** Prepare a competent grant proposal that meets all of the funder criteria. Read the instructions carefully and make sure you address what the funder is asking for.

- ***BUILD RELATIONSHIPS:** A good grant writer gets to know their funder personally by building a relationship with them. Attend conferences, events and activities where you know funders will be. Invite people to coffee and or meetings.

BE PROACTIVE & PRIORITIZE

1. Create an organizational framework for grant research.

2. Search for possibilities at strategic times.

3. Create a research agenda including limiters and disqualifiers.

4. Be prepared to collaborate with other organizations for the right opportunity.

BASIC SOURCES OF FUNDING

Federal and State

- Awards based on strict guidelines

- Objective evaluations

- Formal reporting requirements

- Usually contract based

Private Foundations

- Awards tend to be more relationship based

- Allow for more subjectivity and innovation.

- Reporting tends to be less formal.

- Can fund special projects, operational support, creative programming, etc.

Corporate Philanthropy

- Awards based on corporate interests and focus areas.

- Stewardship-focused to generate press for the funder

- Formal reporting requirements

- Can fund special projects, operational support, creative programming, etc.

SAMPLE PROSPECTING LIST

Overview of Opportunities

PROGRAM / GRANT MAKER	RECOMMENDED REQUEST RANGE	APPROACH	DEADLINE
National Science Foundation			
Division of Environmental Biology (Ecosystem Studies, Population And Community Ecology, Biodiversity: Discovery and Analysis) Core Programs	$100,000 to $500,000	Preliminary proposal online	January 23, 2016 (preliminary proposal) August 2, 2016 (full proposal)
Fluid Dynamics	$100,000 to $500,000	Full proposal online	October 20, 2015
Energy, Power, Control and Networks (EPCN)	$100,000 to $500,000	Full proposal online	November 2, 2015
United States Department of Agriculture			
Western Sustainable Agriculture Research & Education (SARE)	$150,000 to $250,000	Pre-proposal online	Expected: June 2016
National Institutes of Health			
School Nutrition and Physical Activity Policies, Obesogenic Behaviors and Weight Outcomes (R01), (R03), and (R21) Programs	Dependent on program	Full proposal online	October 5 (R01) and October 16 (R03 and R21), 2015
Foundations			
David and Lucile Packard Foundation	$50,000 to $100,000	Contact Program Officer	Check for RFPs
Alfred P. Sloan Foundation	$150,000 to $300,000	Letter of Inquiry online	Rolling
Earthwatch Institute: Urban Ecosystems and Sustainable Agriculture and Forest Ecosystems Programs	$20,000 to $80,000	Pre-proposal online	Expected: June 2016

Number the prospects in the order in which you will apply for them
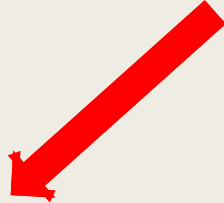
Be thoughtful in your rationale for organizing the order.
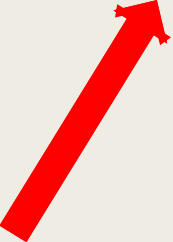
DO THE RESEARCH

1. Develop parameters for your search including project type, program goals, funding amount, type of funder, etc.

2. Invest in the proper search tool. Sometimes search tools require a subscription.

3. Organize results into a prospecting list.

SAMPLE RESEARCH SITES

State and Federal Search Resources

- www.grants.gov

- https://njsage.intelligrants.com

- www.nj.gov

Private Foundation Search Resources

- Foundation Director Online*

- Guidestar *

- Grant Station*

Other Helpful Sites

- Chronicle of Philanthropy

- Council of New Jersey Grant Makers

- Center for New Jersey Non-Profits

Corporate Philanthropic Research

1. Identify a financial institution or corporate entity.

2. Search for that organization's community landing page or foundation affiliate website.

3. Research the organization's giving priorities to see if your organization is a fit.

4. Register for an application through that entity and submit an application.

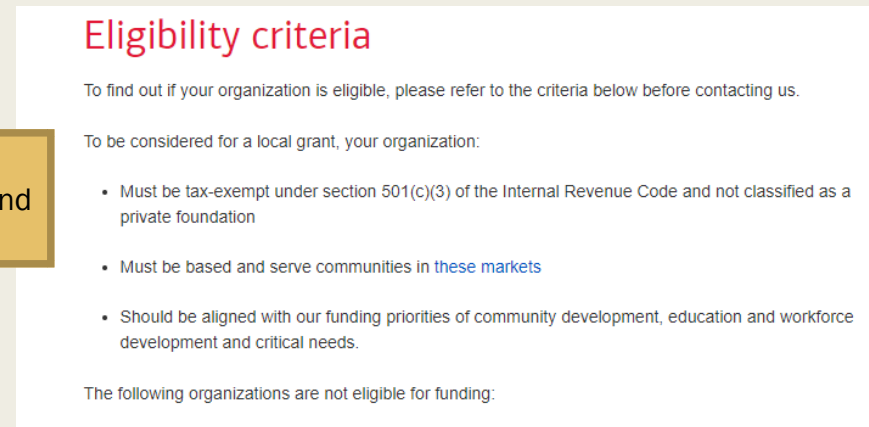# Corporate Philanthropic Research Example
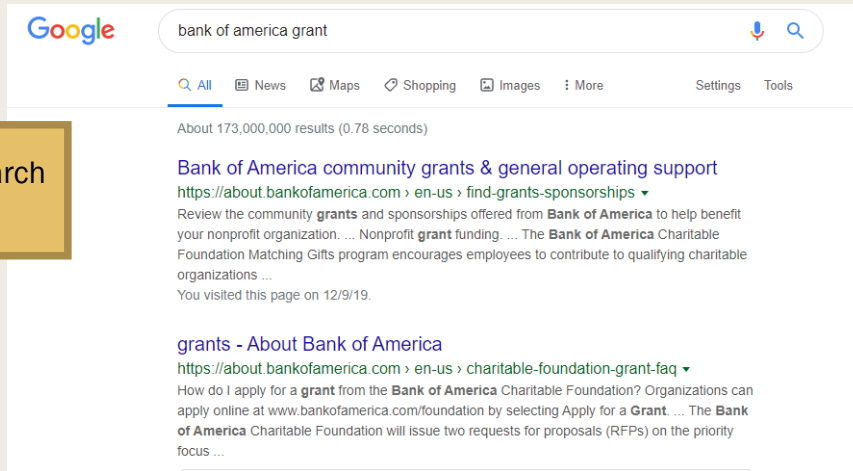
Enter search terms
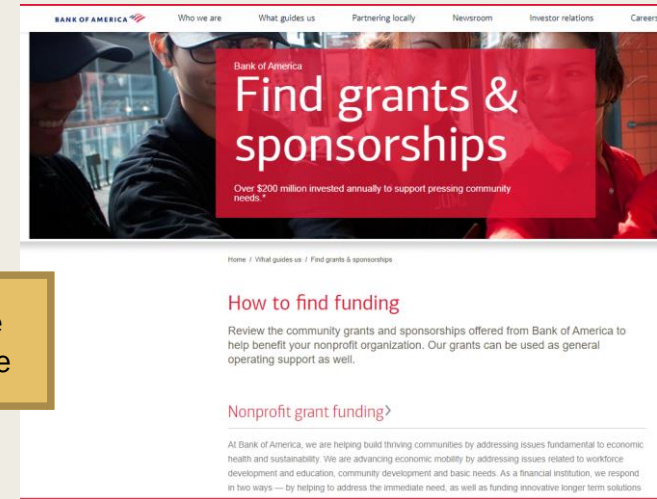
Navigate Web-Page

Review funding priorities and eligibility requirements

Confirm eligibility and apply

GO FOR A DEEP DIVE

- Familiarize yourself with the funder and the requirements of the application.

- Research organizations that have been funded in the past if possible and the programs that were awarded funding.

- Ensure that you can provide the information needed to complete the application. (Letters of Support, Testimonials, Memorandums of Agreement, etc.)

- Try to contact the funder to introduce your organization and ask any questions you have. This starts to build a relationship and will allow you to receive more information than is listed on the application. Try to never submit an application blind.
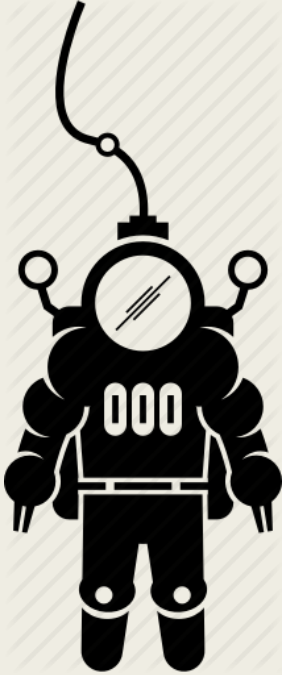
YOU CAN'T OVER-ANALYZE A GRANT OPPORTUNITY

- Analyzing the funding opportunity is the first step to successful grant seeking.

- Analysis can improve the proposal by selecting opportunities that strongly align with your program and targeting the right funder.

<u>Five Key Questions to Ask:</u>

🔑 Am I eligible?

🔑 Do I have or can I create a project that first the parameters?

🔑 Does my project align with the goals and priorities of the funder?

🔑 Can I address all of the required elements of the proposal?

🔑 Do I have the band-width to develop a proposal under the stated deadline?

🔑 Can I execute the grant if I were awarded the funding?

BUILD A RELATIONSHIP

Universal Truth(s)

1. "People ultimately choose to do business with people they like, and everyone likes someone who appreciates them."

2. "People will forget what you said. People will forget what you did. But people will never forget how you made them feel."
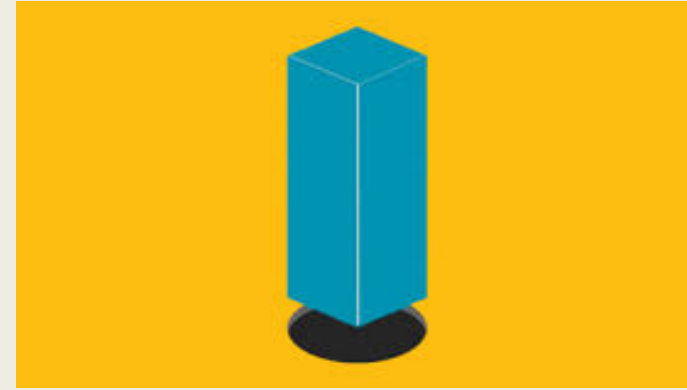
Relationships in Action

- Making contact with a program officer or the funder is one of the most important elements to the grant application process.
  - 85% of successful grant seekers have had contact with the program officer

- Remember the Funder's job to fund good programs. There contact information will always be available and IT IS YOUR JOB TO CONTACT THEM PRIOR TO SUBMITTING AN APPLICATION.

- A SUCCESFUL RELATIONSHIP CAN LAST A LIFETIME AND MORE IMPORTANTLY CAN SUSTAIN A FUNDING RELATIONSHIP! DO NOT IGNORE THIS STEP!

PROSPECTING TAKE-AWAYS

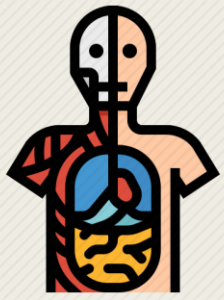"DON'T CHASE THE MONEY"

"DON'T FIT A SQUARE PEG INTO A ROUND HOLE"

"CONDUCT EFFECTIVE RESEARCH"

"BUILD RELATIONSHIPS WITH FUNDERS"

PARTS OF A SUCCESSFUL GRANT APPLICATION
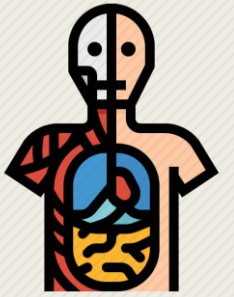
- Letter of Intent

- Cover Letter

- Table of Contents

- Abstract or Statement of Purpose

- Organizational History, Mission and Vision

- Statement of Need or Statement of Problem

- Program Description

- Program Methodology

- Program Goals and Objectives
  - *Outcomes Logic Model*

- Program Evaluation Tools

- Program Success/Results

- Ability to remain Sustainable/Future Funding Sources

- Program Budget

- Program Budget Narrative

- Key Personnel w Job Descriptions, Bios etc.

- Stewardship Plan

- Fulfillment of Necessary Attachments

LETTER OF INTENT

■ A letter of Intent is often required in private foundations and allows the funder to quickly assess that your organization is a good match.

Best Practices

1. Be Concise.

2. Avoid Jargon and flowery statements.

3. Be persuasive and logical in how your program helps to solve the foundation's interests.

4. Do not go beyond 3 pages and if the foundation indicates a page limit, do not exceed it!

COMPONENTS OF A LETTER OF INTENT

1. Opening Paragraph – "Summary Statement*" 3 Sentence Maximum

2. Statement of Need – The "Why of the Project" (1-2 paragraphs)

3. Project Activity – "The "What and How" of the project" (Majority of the Letter)

4. Outcomes – The "What will be achieved" (1-2 paragraphs)

5. Credentials – The "Why you" (1-2 paragraphs)

6. Budget – The "Funding" needed (1-2 paragraphs)

7. Closing Information – The "Thank you" (1 paragraph)

LETTER OF INTENT - EXCERCISE

The Summary Statement is one of the most important components of the Letter of Intent and writing this statement concisely will take practice.

Model Statement

The Association of Friends and Family, Inc. seeks support to develop an innovative civic engagement curriculum for community organizations that will prepare non-profit personnel in delivering effective organizing and engagement services to low to moderate income families in the greater Bergen county area. We are requesting an investment of $100,000 over a three year period for this initiative.

COVER LETTER

All great grant proposals begin with a cover letter that provides a brief preview for the application and provides sentiments of thanks for the reviewer's efforts in analyzing your proposal.

- *These letters should be written on your organization's letter head and should be hand signed by the Executive Director.*

- *Do not underestimate the importance of a cover letter, it demonstrates attention to detail, professionalism and thoughtfulness.*

*Please refer to your handout for a Cover Letter exercise.

TABLE OF CONTENTS

There is no wrong or write way, however the Table of Contents allows for organization and easy reference to be available in your proposal.

Sample Grant Proposals

Table of Contents

Table of Contents

TABLE OF CONTENTS

ABSTRACT OR STATEMENT OF PURPOSE

- Similar to the Summary Statement in the Letter of Intent the Abstract/Statement of Purpose should be able to stand alone.

- Often times when dealing with hundreds of responses this statement may be the only thing they read.
  - *The 3 Cs for an Abstract*
    - Clear
    - Concise
    - Comprehensive

ORGANIZATIONAL HISTORY MISSION AND VISION

- This section allows you to introduce your organization to the funder. It should be comprehensive but not overly descriptive (1-3 pages max).

- Describe the significant accomplishments of your organization, any awards, designations/distinctions or special achievements.

- State your mission and vision and tie them back into the organization's history.

- This is your story and time to demonstrate how and why your organization was founded and what your organization is dedicated to.

STATEMENT OF NEED
OR PROBLEM STATEMENT

- Critically important, and often poorly written.

- Convince the funder that you understand the need and can help solve the problem.

- Convey urgency for the problem to be addressed and the consequences of inaction

- Prove the need exists using Data:
  - *Cite evidence*
  - *Illustrate evidence with charts*

- Touch on how your solution fills in gaps and solves the problem.

FRAMING THE NEED

■ Do not assume that your idea is original because the chances are it is NOT!

■ The Problem Statement creates a foundation for your project's goals, objectives, methods and outcomes.

■ Your statement must:

– Anticipate the questions of funders

– Align with the proposal guidelines

– Test assumptions

– Demonstrate uniqueness

GOLD STANDARD PROBLEM STATEMENTS

- Show an understanding of the problem.

- Demonstrate that the problem is important to solve.

- Describe all aspects of the problem and how your project fills in the gap.

- Describe your basis for your project and your knowledge of the issues.

- Include statistical data.

- Demonstrate the uniqueness and innovation behind the approach you are using.

- Describe how your project fits into the goals of the organization.

- Are written in a persuasive manner.

KEY QUESTIONS TO ASK YOURSELF WHEN REVIEWING YOUR PROBLEM STATEMENT

- What significant needs are you trying to meet?

- How urgent is the problem?

- How does this project help meet the identified needs?

- What are the solutions to the problem and what services are being delivered?

- How does your need solve or address the problem? Are you making an impact?

- What gaps exist in addressing the problem? Are you filling in those gaps?

- What does the research say about the problem on a local, state, regional, national and worldwide level?

- Does the research support your solution? Does the research disagree with your solution?

- What evidence exists to support your case?

- What previous work has been done to address the need?

- What is the impact of the project as a whole in the short-term and in the long-term?

PROBLEM STATEMENT EXCERCISE

"Seniors cannot access community resources and are becoming more isolated."

ASK YOUR KEY QUESTIONS AND FRAME THE NEED

"Seniors cannot access community resources and are becoming more isolated."

FUNDED PROBLEM STATEMENT

"As the Greatest Generation continues to age, society at large must take seniors into account when planning for the development of their community's future. According to the Richardson Foundation for Geriatric Research, "75% of seniors have reported feelings of isolation and an even larger 85% have reported an inability to access their community due to a lack of transportation, poor health or an unfamiliarity with what their community has to offer". Feelings of isolation can have a deep impact on the quality of life and health outcomes of senior citizens. In fact, the American Academy of Gerontology reports that isolation can lessen an elderly (55 years and over) person's life expectancy by 5 years. We cannot let an access problem worsen the lives of thousands of seniors and we must act now before the problem becomes larger."

DOCUMENTING THE PROBLEM

- Problem Statements based on hear-say fail. Show you know what is going on in the field and what the basic issues are.

- Do not just rely on Census Data, use national and local research, current literature, key informants, case studies, objective statistics, surveys, focus groups and other relevant data.

- Do not be LAZY. The information is out there, it is your job to DIG FOR IT!

  - *There are 31,800,000 results for "lack of access for seniors", the focus of the Problem Statement Exercise." Odds are the research exists for your problem and program.*

WORDS TO PAINT A PICTURE

"Good writing is supposed to evoke sensation in the reader - not the fact that it is raining, but the feeling of being rained upon." E. L. Doctorow

- Your problem statement should move the reader to action. It should make them feel that the problem is close to home and the future without your help is bleak.

FOUNDATION OF THE PROBLEM STATEMENT

➢ State the problem clearly.

➢ Build your case with Data.

➢ Describe your Solution.

➢ Be deliberate in your writing.

➢ Be succinct and persuasive.

➢ Ask the Key Questions.

➢ Ensure your statement draws a conclusion to the connection between the problem, your program and the solution. Your program must bridge the gap.

ENDING THE PROBLEM STATEMENT

- Address the priorities of the funding agency.
- Describe the transformative impact of the funder's investment in your solution.
- Emphasize the importance of your project:
  - What will be the results achieved?
  - What impact will the project create?
  - What will be the success in the short and long term?
  - Emphasize the importance of your project:

PROGRAM DESCRIPTION

An effective Program Description is:

- Comprehensive and Concise.

- Describes the why, how and when of the program.

- Is not redundant.

- Answers all basic questions about the Program and how it functions.

- Allows the reader the theoretically understand how the program operates from start to finish.

- Does not leave any knowledge gaps.

PROGRAM METHODOLOGY

- This section is the action plan for your proposal.

- Often times this section is poorly written and missing altogether.

- AN UNSOUND PROGRAM METHODOLOGY CAN BE FATAL TO A GRANT PROPOSAL!

PROGRAM METHODOLOGY

An effective Program Methodology is complimentary to the Program Description and is:

- Comprehensive and Concise.

- Explains the how of the Program's methods.

- Explains the rationale behind the how of the Program's methods.

- Conveys effectiveness and confidence in the Program's methodology (e.g. best practices language).

- Is easy to understand and does not use technical jargon.

- Describes a research base for the methods.

- Is not redundant.

- Does not leave any knowledge gaps.

QUESTIONS TO ASK TO EVALUATE YOUR PROGRAM METHODOLOGY

1. Does this statement walk the reader through my program?

2. Does this statement describes the activities of the program and relate to future objectives?

3. Does this method have a sense of organization and rationale?

4. Does this statement answer the When, How Long, Who, Why, Where and What of my program?

5. Does this statement describe my program from beginning to end?

6. Does this statement read clearly? Is the statement convoluted or complicated?

*REMEMBER IF YOU ARE THE ONLY ONE THAT CAN UNDERSTAND YOUR METHODOLOGY THAN THE FUNDER WILL CERTAINLY NOT UNDERSTAND IT.

PROGRAM GOALS AND OBJECTIVES

- This **SECTION CAN MAKE OR BREAK A GRANT PROPOSAL!**

- Often times people fail to write good problem goals and objectives statements because of three common mistakes:
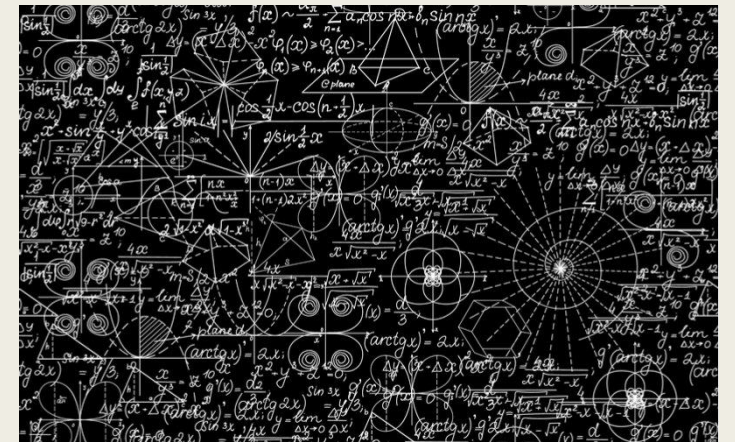
TOO VAGUE

The goal of my program is solve issues for seniors.

TOO BIG

The goal of my program is to address all adverse issues for the senior population at large.

TOO COMPLICATED

The goal of my program is address senior issues through the use of a multi-layered, multi-step ARMST method, which has variables through a process driven strategy.

GOAL(S) VERSUS OBJECTIVE(S)

Goal(s)

■ A goal is a broad statement of what you wish to accomplish.

– Goals are big and broad, include vision and general intentions.

– Goals are in themselves hard to measure and discuss the ultimate impact of an outcome.

– Use visionary words with your goals such as decrease, deliver, develop, establish, improve, etc.

Example Goal: Decrease the degree of malnutrition among young children in the southwest region of Baltimore.

Objective(s)

■ An objective represents a step towards accomplishing a goal.

– Objectives are specific measurable pieces.

– Objectives are narrow, precise, tangible, concrete and measurable

– Objectives should be S.M.A.R.T

– Objectives should be stated as outcomes and should specific the result of an activity.

Example Objective: By the end of year one, provide 125 mothers in the southwest area of Baltimore with a 2-hour training program that will provide health and nutrition information.

S.M.A.R.T
Specific, Measurable, Attainable, Relevant and Time Based

"Every successful plan has clearly set and articulated goals to attain specific objectives."

Your Program Goals and Objectives Section should follow the **S.M.A.R.T** strategy:

- **Specific** – well-defined and focused

- **Measurable** – imagine a sports game with no score, how would you know won? You need measures against your goals – clients helped, applications processed, etc.

- **Attainable** – dream big but make sure you can do what you say you are going to do, remember you must fulfill everything you say you will in the proposal

- **Relevant** – make sure your goals and objectives are relevant to the funding priority and the problem you are addressing

- **Time Based** – without deadlines nothing would get done, make sure to attach your goals and objectives to a time frame – quarterly, weekly, daily, yearly, etc.

WRITING GOALS AND OBJECTIVES EXCERCISE

If our goal is to increase access to community resources for senior citizens in Bergen County.

Then an example objective is:

- To provide 4 hours of transportation on a shuttle bus every week to 100 seniors in the towns of Ridgefield Park, Ridgefield, Dumont and Palisades Park to the Bergen County Human Services Office where they can access health and socialization programming free of charge.

*Note the Objective is S.M.A.R.T.

GOALS AND OBJECTIVES CHECKLIST

⭐ Does this section meet the definition of a goal and objective.

⭐ Is my goal: too vague, too big or too complicated?
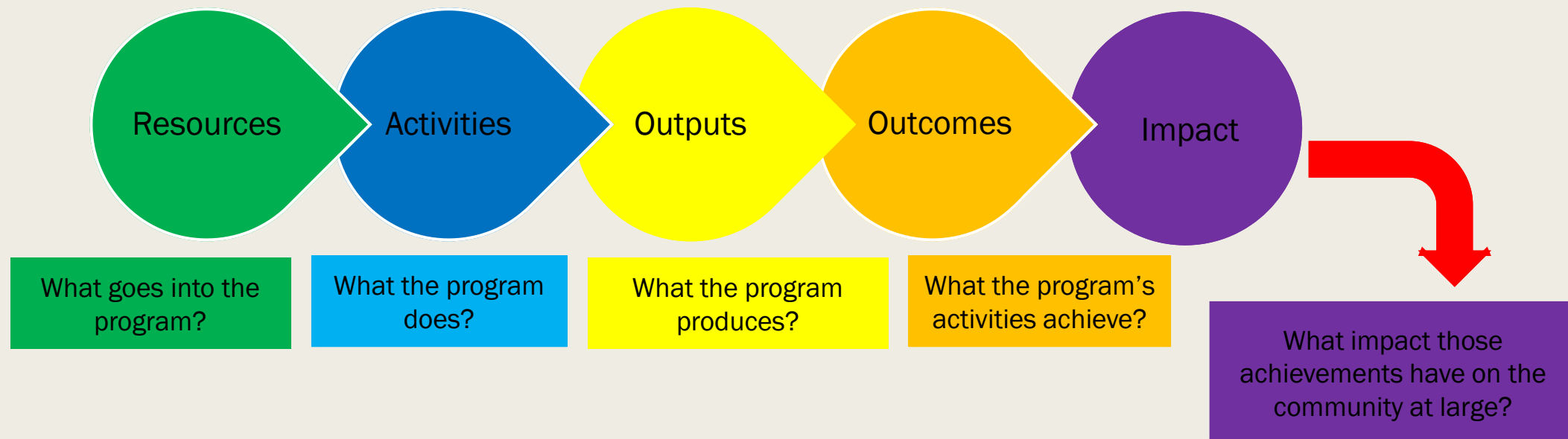
⭐ Are my objectives S.M.A.R.T.?

⭐ Is this section clear and easy to understand.

OUTCOMES LOGIC MODEL

■ May be required in some grant proposals.

■ Commonly used in Government applications.

■ Requires practice to complete correctly.

A CLOSER LOOK AT THE OUTCOMES LOGIC MODEL

Outcomes Logic Model - A full circle approach and tool to understanding how an organizations resources connect to a program's activities and its respective goals and objectives.

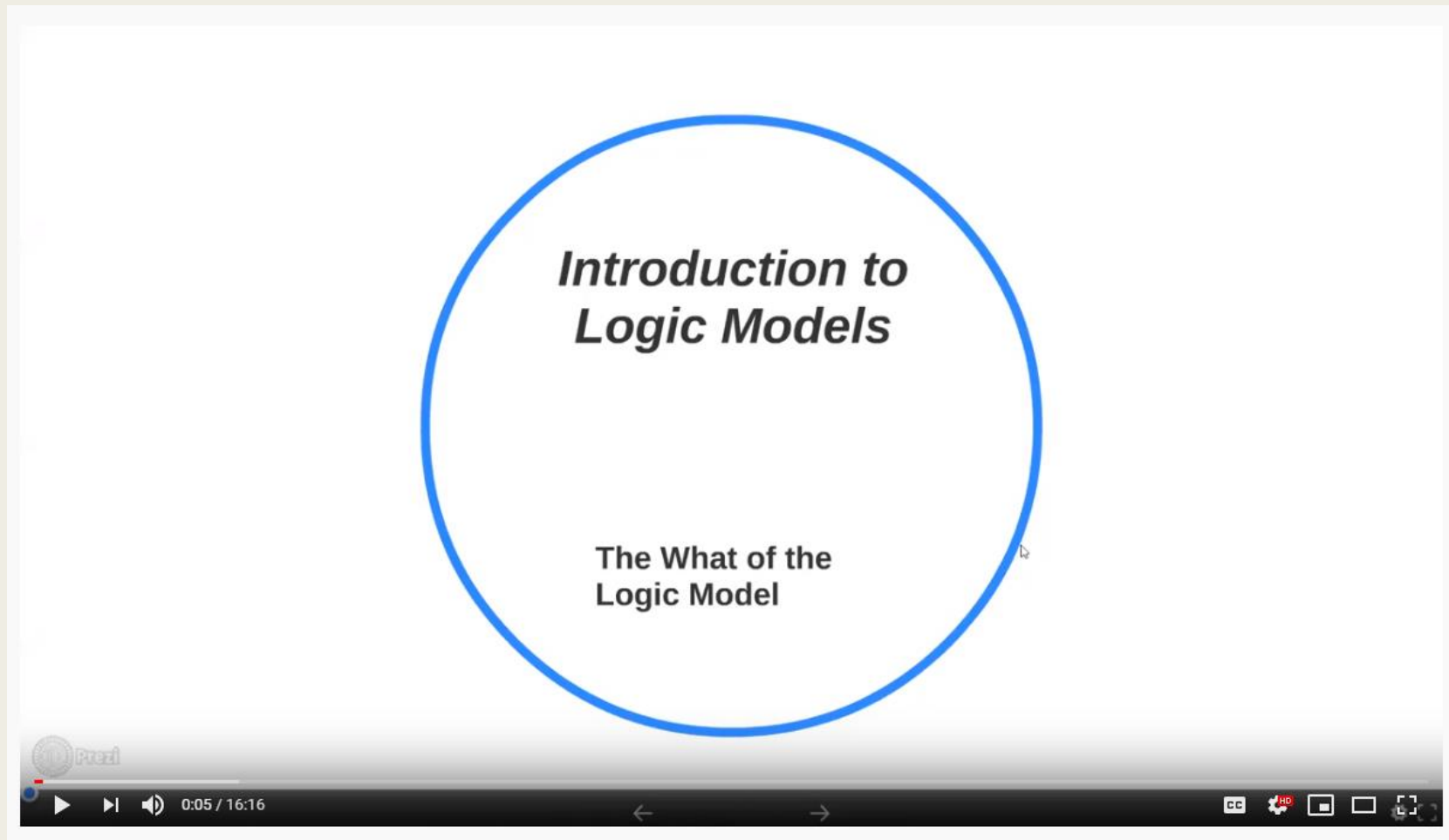| Resources	Activities	Outputs	Outcomes	Impact
What goes into the program?	What the program does?	What the program produces?	What the program's activities achieve?	What impact those achievements have on the community at large?

A CLOSER LOOK AT THE OUTCOMES LOGIC MODEL

Logic Model

Resources/Inputs	Activities	Outputs	Outcomes	Impact
Certain resources are needed to operate your program	If you have access to them, then you can use them to accomplish your planned activities	If you accomplish your planned activities, then you will hopefully deliver the amount of product and/or service that you intended	If you accomplish your planned activities to the extent you intended, then your participants will benefit in certain ways	If these benefits to participants are achieved, then certain changes in organizations, communities, or systems might be expected to occur

Planning Family Trip

• Holiday flight schedules • Family schedules • Frequent flyer holiday options • Holiday weather	• Create family schedules • Get holiday flight info • Get tickets • Arrange ground transport	• Tickets for all family members • Frequent flyer miles used • Money saved	• Family members enjoy vacation	• Continued good family relations

ADDITIONAL RESOURCE FROM THE DEPARTMENT OF STATE

PROGRAM EVALUATION

A good Evaluation Section must:

- Be both Quantitative (Numerical) and Quantitative (Descriptive).

- Be specific and measurable and not vague and ambiguous.

- Relate to the Program and its activities.

- Be descriptive and go beyond the immediate product.

- Describe the ultimate impact and must be an indicator of success or failure.

EVALUATION DESIGN

■ Consider how your currently measure your program.

■ Describe the methods of measurement, record keeping, surveys, and or other assessment instruments.

■ Consider what would count as evidence that your project succeeded or failed.

■ An evaluation should ultimately be able to inform the reader if they replicated the project would be the benefit.

REMEMBER Your evaluation allows you to explain your success and defend your failures.

EVALUATION CHECKLIST

⭐ Does my Evaluation cover both process and product.

⭐ Does my Evaluation tell who will perform the evaluative activities?

⭐ Does my evaluation defined the criteria by which the program will be evaluated.

⭐ Does my evaluation connect back to the goals and objectives?

⭐ Does my evaluation explain how data will be gathered?

⭐ Does my evaluation explain assessment instruments, questionnaires and other tools selected?

⭐ Does my evacuation explain how findings plan for program improvement?

REMEMBER Your evaluation allows you to write a strong outcomes section.

PROGRAM SUCCESS/RESULTS

An Excellent Success Narrative:

- Concisely describes the program's achievements.

- Ties back into goals/objectives and the program's evaluation.

- Shares with the funder the impact their investment is making.

- Should be transparent in regards to obstacles. Funders do not like surprises and this section allows to explain a programmatic hardship and how you will overcome it.

STATEMENT OF SUSTAINABILITY

- Funders want to have a lasting impact and want to know how that will happen

- The statement should explain your ability to continue the project beyond the funding you are requesting

- The statement should include a good faith measure and demonstrate continuation within the budget.

- You must be prepared to demonstrate that the program can continue surviving beyond their investment.

PROGRAM BUDGET

- Your Budget is just as important as your proposal.

- When making your budget as yourself if it is reasonable and ties into the program's goals. Funders are asking the same question.

- A good Budget is:
  - Clear
  - Efficient
  - Reasonable
  - Accurate
  - Detailed

BUDGET BASICS

$

At the minimum a Budget should include:

- Salaries

- Fringe Benefits

- Materials and Supplies

- Equipment

- Other Services

BEAR IN MIND FUNDING IS NOT AWARDED TO GIVE RAISES AND EVERY PENNY SOUGHT SHOULD HAVE A DIRECT TIE IN TO THE ACTIVITY.

BUDGET NARRATIVE

$

- Your opportunity to explain why each line item is necessary for the Program and how the money will be spent.

- A good Budget narrative is detailed and specific.

- Examples:

  - *Salary – This line item will pay for the project team.*

  - *Salary – This line item will fund the salaries of the Program Coordinator and Two Outreach Workers. Please note the total figure is representative of a salary calculation that proposes 100% of the employees time dedicated to the program. The calculations also include overhead and benefits costs.*

BUDGET CHECKLIST

⭐ Does the Budget add up?

⭐ Does the Budget make sense?

⭐ Is the Budget detailed and precise?

⭐ Can I easily explain the rationale behind every line item with my Budget Narrative?
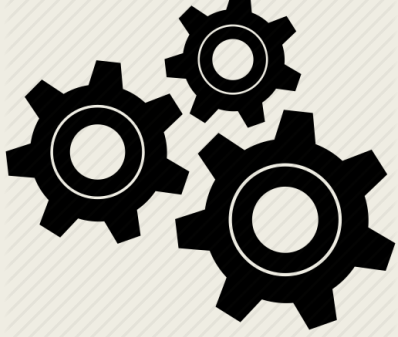
KEY PERSONNEL

This section allows you to boast about the talent your organization possesses and why these individuals are integral to the program. The reader should understand why the Project Team is qualified to carry out the project. List all certifications, experience and credentials that lend validity to the team.
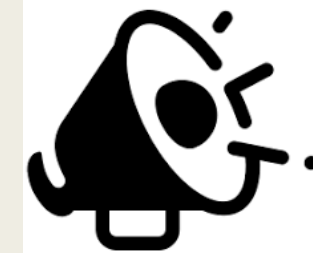
A good Key Personnel Section is built by ensuring:

- Every employee of your organization has an up to date Biography.

- Every employee of your organization has an up to date Resume.

- Every employee of your organization has an up to date Job Description.

- Ensure all of the above has uniform formatting. Sloppiness in a proposal is not tolerated.
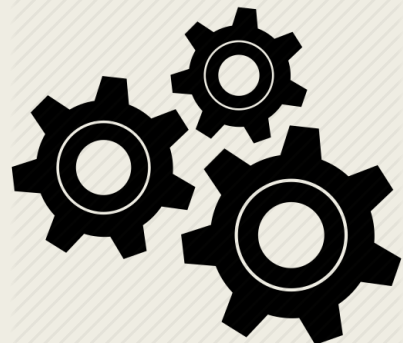
STEWARDSHIP PLAN

- Be prepared to explain how you will acknowledge the investment you have received from the funder to other professionals and the public.

- This plan is extremely important to the funder.

- Your Plan should:
  - Detail which results will be reported.
  - What audience will be reached?
  - How they will be reached? (Annual Brochure, Videos, Publications, Social Media Channels, Dedicated Web-Page, Public Check Presentation, etc.)
  - Should include a statement that the organization will also agree to any additional stewardship activity required.
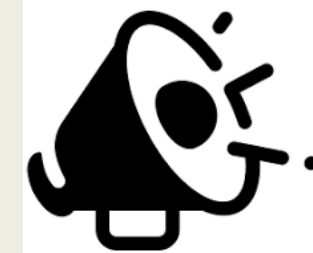
FULFILLMENT OF NECESSARY ATTACHMENTS

■ Read the directions and provide every attachment required by the funder. (Board Membership, Letters of Support, Annual Reports, Audits, Testimonials, etc.)

■ Adhere to the directions as stated and remember directions are not meant to be interpreted. If the document says sign your name in Purple, then sign your name in Purple!

DIRECTIONS ARE MEANT TO SEE IF AN APPLICANT CAN FOLLOW BASIC COMMANDS. DO NOT GIVE A FUNDER THE OPPORTUNITY TO DISMISS YOUR PROGRAM FOR NOT READING THE DIRECTIONS. ALL REVIEW IS AT THEIR DISCRETION

PRO TIPS OF SUCCESSFUL GRANT WRITING

READABILITY

- Make sure that all pages are not solid text, break up sentences with bulleted items.

- Use creative graphics to get the message across especially in the methodology and outcomes sections.

- Use headings and subheadings to give the proposal and organizational structure.

- Be consistent in type face and font choice.

- Produce a high-quality product that is organized and professional.

EDITING

- After finishing your draft set it aside for 1 or 2 days and then begin to edit the document.

- Have someone else read it to see their thoughts. They will often catch things you missed.

- Have someone read the proposal and ask them questions as if you were the funder. This will show you if you are accurately portraying your project in the proposal.

- Edit for clarity and conciseness.

- Do not use the first person.

- Do not use any professional jargon and using acronyms, define the acronym first.

- Edit for Grammar and do not rely on Microsoft Word use Grammarly or another application.

BE CONCISE

- Your application is one out of thousands.

- Get to the point and avoid fluff.

Example:

    – *The cow needs medicine. (Concise)*

    – *The infirmed bovine requires attention to its anatomy and well-being of the medical nature in order to ameliorate its condition. (Flowery, Unintelligible, Confusing)*

WHY USE FOURTEEN WORDS WHEN YOU CAN USE FOUR. MORE DOES NOT MEAN BETTER!

DON'T WAIT UNTIL THE LAST MINUTE

- **The Due Date is the Due Date!**

- Your crisis is not the Funder's emergency. Your competitors will be on time!

- Assume everything that can go wrong, will go wrong so leave your self enough time to complete and submit the application. There is nothing worse than having thirty minutes left before submission.

- A Funder does not care if the copier broke, the internet went out, the computer froze, Microsoft failed, your dog ate the application or any other sad story you can come up with!

- Be **ORGANIZED, Be RESPONSIBLE, LEAVE YOURSELF ROOM TO BREATHE!**

TAKE THE TIME TO REVIEW THE DETAILS AND YOUR PROPOSAL

1. Re-read the guidelines with a highlighter and make sure you followed every direction.

2. Pay attention to the expectations of the funder in your proposal. Did you answer every question and touch upon every required point?

3. Review the little things – balancing the budget, proof-reading, spell check, formatting, etc.

4. Take pride in your work, make sure the final document is:
   - Readable
   - Organized
   - Professional
   - Easy to Handle

REMEMBER THE TEAM

■ Grant Writing is a team effort!

■ The Grant Writer relies on Program Staff, the Finance Department, the Marketing Department, Clients, Researchers and the community at large. The best Grant Writers know and understand this!

■ You cannot write a grant in a silo! Use your team to write and edit every grant!

14 COMMON REASONS WHY PROPOSALS FAIL

- Deadline not Met
- Instructions not followed
- Devoid of Persuasive arguments
- Did not address funding priorities
- Not Complete
- Lacking Research
- Poor Grammar

- Unrealistic Budget
- Weak Methodology
- Poorly Written
- Unrealistic Goal and Objectives
- Little to no Evaluation
- Poor Attention to Detail
- Sloppy Final Product

BIGGEST MISTAKE YOU CAN MAKE

- Is not try at all. No matter how daunting, if you do not apply you will certainly not be awarded!

- Practice makes perfect.

- Build relationships, write compelling proposals and get funded!

- Learn from your mistakes and commit to not making them again.

THANK YOU and GOOD LUCK!

Contact Information:
Juan Carlos Nordelo, MPA
jnordelo@gmail.com