

Turning Good Ideas into Great Grant-Funded Programs

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Funding Contact Information Form and Tracking Sheet

Funder:			
Address:			
Contact:			
Title:			
Phone:			
Date:	<input type="checkbox"/> By phone <input type="checkbox"/> In person	By: _____ With: _____	Immediate followup? <input type="checkbox"/> Yes <input type="checkbox"/> No
Purpose of Contact:	Results/Outcome/Decisions:		
	Action Needed:		
Date:	<input type="checkbox"/> By phone <input type="checkbox"/> In person	By: _____ With: _____	Immediate followup? <input type="checkbox"/> Yes <input type="checkbox"/> No
Purpose of Contact:	Results/Outcome/Decisions:		
	Action Needed:		

PROJECT PROFILE/PLANNING WORKSHEET

IN ONE SENTENCE describe your project idea: What will you do? Where? With whom? And MOST IMPORTANT : why?	
What broad categories of issues or opportunities does your project address? <i>(Use key-word phrases; for instance, "Adult literacy"; "Juvenile crime prevention"; etc.)</i>	<hr/> <hr/> <hr/> <hr/>
Describe the specific need or issue in your community that your project will address. What does it look like right now? Why is it significant?	In our community, the current situation is this:
What specific changes do you expect to make in your community or among your clients as a result of this project? What will be different? What are your "success indicators"?	The three to five key success indicators for our project or effort are:
What are the major steps you will need to take to make these changes happen?	
What resources will you need to accomplish these steps? <i>(People, equipment, training, materials, supplies, services, etc.)</i>	
Approximate total cost:	\$ _____
Who else has a vested interest in working with you as partners on this problem or opportunity?	
What information, tools, data, etc. will you use to decide whether your project succeeded?	
Prepared by:	Phone:
Date:	

Proposal Planning Guide: Background/Reference

PROJECT INFORMATION

Project Title:		I.D. #:	
Contact Person:		Phone:	
Brief Description:			
Funding Source:			
Contact Person:		Phone:	
Deadline:		<input type="checkbox"/> Postmark <input type="checkbox"/> Receipt	Notes:
Ship/Deliver To:			Special Instructions:
Grant Size/Range:			
Project Period:		From: _____ Through: _____	
# Pages Allowed:			
Copies Required:	For funder: ___ For program: _____ Other: _____		

PLANNING ISSUES/CONCERNS:

ISSUES REQUIRING ADDITIONAL FOLLOWUP:

Proposal Planning Guide: Development, Review and Clearance

ACTIVITY	N/A	ASSIGNED TO:	DATE DUE	DATE DONE
DEVELOPMENT/REVIEW PROCEDURES				
1.	Major planning meetings:			
	A. Staff			
	B. Interagency			
	C. Other:			
2.	Concept paper developed:			
3.	Supportive research (describe):			
4.	First draft ready for review			
5.	Interim draft ready for review			
6.	Final draft ready for review			
7.	Signatures obtained			
8.	Proposal complete			
9.	Proposal submitted			
10.	Copies distributed			
11.	Additional requirements/notes:			
CLEARANCES/APPROVALS REQUIRED:				

Proposal Planning Guide: Proposal Components

COMPONENT		N/A	ASSIGNED TO	DATE DUE	DATE DONE
1.	Cover/transmittal letter/face sheet				
2.	Table of contents				
3.	Abstract/proposal summary				
4.	Required forms:				
	A.				
	B.				
	C.				
5.	Budget:				
	A. Forms/detail				
	B. Narrative/justification				
6.	Narrative, by section:				
	A.				
	B.				
	C.				
	D.				
	E.				
7.	Supportive documents/appendices:				
8.	Other components:				

Proposal Checklist and Review Worksheet

*YES/NO answers indicate whether a specific element is included or a criterion has been met.
Use the numerical rating (1 = lowest, 5 = highest) where appropriate.*

PROPOSAL SUMMARY	YES	NO	1-5	COMMENTS:
1. Appears at the beginning of the proposal				
2. Identifies the grant applicant				
3. Includes at least one sentence on credibility				
4. Includes at least one sentence describing the problem				
5. Includes at least one sentence on objectives				
6. Includes at least one sentence on methods				
7. Includes total cost, funds already obtained and amount requested in this proposal				
8. Is brief, clear and interesting				
ABOUT THE APPLICANT	YES	NO	1-5	COMMENTS:
1. Clearly establishes who is applying for funds				
2. Describes applicant's purpose and goals				
3. Describes applicant's programs/activities				
4. Describes applicant's clients/constituents				
5. Provides evidence of applicant's major accomplishments				
6. Offers statistics to support accomplishments				
7. Offers quotes/endorsements to support accomplishments				
8. Shows qualification to undertake the specific funded activity (research, training, etc.)				
9. Leads logically into the problem statement				
10. Is brief, interesting and free of jargon				

ISSUE STATEMENT	YES	NO	1-5	COMMENTS:
1. Relates to applicant's purpose/goals				
2. Is of reasonable scope				
3. Is supported by statistical evidence				
4. Is supported by statements from authorities				
5. Is stated in terms of the clients' needs and problems, not the applicant's				
6. Includes input from clients and beneficiaries				
7. Is not described as the "lack of a solution" or "lack of a program"				
8. Makes no unsupported assumptions				
9. Answers the question, "Why is this a problem?"				
10. Is free of jargon				
11. Is interesting to read				
12. Is concisely written				
13. Makes a compelling case				
TARGETS AND OUTCOMES	YES	NO	1-5	COMMENTS:
1. Includes at least one target for each problem or need cited in the problem statement				
2. Targets are stated as outcomes, not processes or methods				
3. Describes the population that will benefit				
4. Follow the SMART formula by being:				
S Specific				
M Measurable				
A Ambitious				
R Reachable				
T Time-limited				

METHODS/STRATEGIES	YES	NO	1-5	COMMENTS:
1. Flows naturally from problems and objectives				
2. Clearly describes program activities				
3. States reasons why activities were selected				
4. Describes the sequence or timing; preferably includes a time line chart				
5. Describes staffing of the program				
6. Describes client recruitment, selection and enrollment				
7. Presents a reasonable scope of activities that can be completed in the time frame and with the resources available				
8. Adequately describes the <i>what, when, where, who</i> and <i>how</i> of the program				
EVALUATION	YES	NO	1-5	COMMENTS:
1. Presents a plan for evaluating the accomplishment of each objective				
2. Presents a plan for evaluating and modifying methods over the course of the program				
3. Describes who will be responsible for the evaluation and how they will be chosen				
4. Clearly states the criteria of success (benchmarks)				
5. Describes what data will be collected and how it will be gathered				
6. Explains any test instruments or questionnaires to be used				
7. Describes how the data will be analyzed				
8. Describes evaluation reports to be produced				
9. Explains how evaluation results will be integrated into program's quality control process				

FUTURE or CONTINUATION FUNDING	YES	NO	1-5	COMMENTS:
1. Presents a specific plan for securing future funding if program is to be continued				
2. Describes how future maintenance and operating costs will be covered				
3. Describes how other funds will be obtained if necessary to implement the project				
4. Shows strong internal support for future funding; minimizes reliance on outside grants				
5. Is accompanied by letters of commitment where possible				
BUDGET	YES	NO	1-5	COMMENTS:
1. Tells the same story as the proposal narrative				
2. Is detailed and self-explanatory				
3. Contains no unexplained amounts for “miscellaneous” or “contingency” funds				
4. Includes description of all budget items requested from the funding source				
5. Describes all items paid for by other sources				
6. Includes reasonable market value of all volunteer time and expertise				
7. Shows fringe benefits and salaries separately				
8. Includes all consultants and specialized professional services				
9. Details personnel and non-personnel costs				
10. Includes indirect or administrative costs				
11. Shows that funds will be enough to support the program				
12. Clearly shows all sources of support				
13. Shows strong internal or community support for the project				

MASTER BUDGET PLANNING CHECKLIST & WORKSHEET

Item	Description/Calculations	SOURCES		TOTAL REQUIRED
		MATCH	GRANT FUNDS	
PERSONNEL				
A. SALARIES				
Executive Director	FTE ____ x \$ _____ =			
Program/Project Manager	FTE ____ x \$ _____ =			
Program staff	FTE ____ x \$ _____ =			
Clerical/support staff	FTE ____ x \$ _____ =			
Volunteers	FTE ____ x \$ _____ =			
Other	FTE ____ x \$ _____ =			
TOTAL SALARIES:				
B. EMPLOYEE-RELATED EXPENSES (ERE's)				
FICA				
State unemployment insurance				
Health insurance				
Workers' compensation				
Disability insurance				
Vacation				
Sick leave				
Other				
TOTAL EMPLOYEE-RELATED EXPENSES (ERE's):				

Item	Description/Calculations	SOURCES		TOTAL REQUIRED
		MATCH	GRANT FUNDS	
C. CONTRACTUAL SERVICES				
Evaluation				
Independent audit				
Other				
TOTAL CONTRACTUAL SERVICES:				
TOTAL PERSONNEL:				

Item	Description/Calculations	SOURCES		TOTAL REQUIRED
		MATCH	GRANT FUNDS	
NON-PERSONNEL				
A. SPACE COSTS				
Office rent	___ sq. ft. X \$___/sq. ft./yr.			
Other space				
Custodial/maintenance				
Utilities				
Donated space				
Renovations				
Other				
TOTAL SPACE COSTS:				
B. EQUIPMENT RENTAL, LEASE OR PURCHASE				
<i>(NOTE: Existing furniture and equipment can be applied to your project budget by attaching a statement of equivalent rental value.)</i>				
Office furniture (list):				
Office equipment (list):				
Other furnishings and/or equipment (list):				
TOTAL EQUIPMENT RENTAL, LEASE OR PURCHASE:				

Item	Description/Calculations	SOURCES		TOTAL REQUIRED
		MATCH	GRANT FUNDS	
C. SUPPLIES AND MATERIALS				
Desk-top supplies				
Copying supplies				
Program-related supplies				
Program-related materials				
Other				
TOTAL SUPPLIES AND MATERIALS:				
D. TRAVEL				
Local mileage for staff	_____ ¢ per mile x _____ miles			
Out-of-area travel: Transportation, lodging, meals, etc.				
Other travel				
TOTAL TRAVEL:				
E. BUILDING COSTS				
NOTE: Attach detailed construction planning budget.				
Land				
Materials				
Construction, renovation, etc.				
Other				
TOTAL BUILDING COSTS:				

Item	Description/Calculations	SOURCES		TOTAL REQUIRED
		MATCH	GRANT FUNDS	
F. OTHER PROGRAM-RELATED EXPENSES				
Telephone-related expenses (installation, monthly service, long distance, etc.)				
Postage				
Fire, theft, liability insurance				
Dues for professional associations				
Printing/copying costs				
Subscriptions				
Publications, books, tapes, etc.				
Training expenses				
Advertising and marketing costs				
Other				
TOTAL OTHER PROGRAM-RELATED EXPENSES:				
TOTAL NON-PERSONNEL:				

DIRECT COSTS: Total of Personnel + Non-Personnel			
INDIRECT COSTS: Itemized or via cost allocation ratio			
TOTAL PROJECT OR PROGRAM-RELATED COSTS:			

MASTER PROPOSAL BUDGET SUMMARY

PROGRAM-RELATED COSTS			
PERSONNEL:			
A. Salaries			
B. Employee-Related Expenses	+		
C. Contractual Services	+		
TOTAL PERSONNEL:	=	≡	
NON-PERSONNEL:			
A. Space Costs			
B. Equipment Rental, Lease or Purchase	+		
C. Supplies and Materials	+		
D. Travel	+		
E. Building Costs	+		
F. Other Program-Related Expenses	+		
TOTAL NON-PERSONNEL:	=	≡	+
DIRECT COSTS (total of Personnel and Non-Personnel):		=	≡
INDIRECT COSTS:			+
TOTAL COSTS: Direct + Indirect			=

ANTICIPATED SOURCES OF FUNDS			
A. Match:			
• Cash			
• Non-Cash (in-kind)			
B. Program-Related Revenues (attach detailed description)	+		
C. Grants Sources	+		
D. Other Fund-Raising Activities	+		
TOTAL SOURCES: (should match "Total Costs")	=	≡	

THE RFP

- Read it once, and then read it again. And again. Experienced bidders know that several readings of an RFP are necessary for a complete understanding of what is required.
- Learn what the lettered sections of an RFP are (e.g., Section B refers to your pricing, Section C is the scope-of-work, Section K contains Representations and Certifications, Section L provides instructions to the bidders, Section M specifies the bid evaluation criteria, etc.). The titles of the lettered sections are generally the same in every RFP.
- Be aware that information critical to your bid may be scattered among many different sections of an RFP.
- Put the RFP in a 3-ring binder for easy use as a reference document. You might also want to insert dividers in front of each important section for quick reference.
- Use small "Post-It"TM notes at the edge of a page to mark important pages or paragraphs. That way, you can find them quickly.

QUESTIONS ABOUT THE RFP

- If you don't understand some of the information in the RFP, you can submit written questions to the Contracting Officer.
- Some RFPs specify a date by which questions are due. Make sure you send in your questions before the due date or they may not be considered.
- Be aware that the Government's response to all submitted questions are distributed to all bidders, usually through a written amendment to the RFP. Although you and your firm will not be identified as the "asker" of specific questions, the way in which you word your questions could provide important information to your competitors. Word your questions carefully to ensure that you don't give away information on your strategy or pricing.
- If you call the Contracting Officer to obtain or clarify information in an RFP, be aware that verbal information given to you by the Government is not binding.

THE PROPOSAL OUTLINE

- If you have downloaded an RFP from the Internet, you can use that file to begin constructing your proposal outline.
- If you do not have the RFP on disk, use a scanner to scan in important sections for use in preparing your outline.
- Some people prepare an annotated outline as well as a basic outline. An annotated outline can contain important points from the RFP, as well as your own information on what you are planning to say in each section.
- If you prepare an annotated outline, copy your file, save it under a different name, and delete the annotations. The result will be a basic outline which you can use for easier viewing and tracking of proposal sections and subsections.

Sources: <http://www.apu.edu/facultygrants/navigate/>
<http://www.proposalwriter.com/grantinfo.html>

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- For each section and/or subsection of your outline, indicate the estimated number of pages that will be written, the person responsible for doing the writing, and the evaluation points.
- Put important instructions on the first page or at the top of your outline, so you don't have to rummage through the RFP to find them. These instructions might include: proposal due date and time, number of copies, page limits, font size, page margins, packaging and delivery instructions.

THE PROPOSAL SCHEDULE

- Make one and stick to it!
- Work backwards from the proposal due date.
- You might want to make a separate schedule for preparation of the cost/business proposal.
- Make sure you leave plenty of time for copying, binding, and delivering the proposal. Remember, the copier knows that an important document is being copied, so it will break, jam or smudge. Have a back-up plan that includes having extra paper and toner on hand and sending the proposal out to be copied.
- Distribute the schedule to all members of your proposal team.

PROPOSAL PREPARATION

- Make sure you are familiar with the instructions in Section L of the RFP.
- Study the proposal evaluation criteria and the points allocated to each section/subsection of the technical proposal, as well as the points that are allocated to cost. This information will tell you what to emphasize and where to put your efforts with regard to proposal preparation.
- Hold an initial and regular follow-up meetings with your proposal team to discuss strategies, progress and problems.
- To the extent possible, your Technical Approach and strategy should provide answers to the following questions: who, what, when, where, how, and why.
- Depending upon the instructions in the RFP, your Management Section might contain a discussion on how you will manage the overall project, a discussion on how you will manage and oversee the work of your staff and subcontractors (if any), an organization chart of the project, and position descriptions of project staff.
- In your Personnel Section, you may be required to include narrative information on the experience and skills of the staff members you are proposing for the project and/or their resumes.
- In your Related Experience or Capabilities Section, you may need to demonstrate that you have performed similar or related work for this or other clients.

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- Your proposal may have other sections such as an Executive Summary, a discussion of your Understanding of the Problem, Appendices, or other required information as specified in the RFP.
- Don't assume that the Government knows your organization's capabilities, staff or the projects you have carried out. The Government is supposed to evaluate only the specific information contained in your proposal. That means it must be written down in accordance with RFP instructions.
- Use tables, charts and graphics to summarize information ("a picture says a thousand words") or to break up your narrative.
- Check the entire proposal for the following: technical consistency; spelling; page numbering; section/subsection numbering or lettering; consistency of appearance of headings, subheadings, font types and font sizes.
- Make sure you have filled in and signed all the forms in the RFP that you must return with your bid.
- Before and after copying your technical and cost proposals, check to see that each copy contains all pages and that they are in the proper order.

COSTING

- You have a technical strategy -- you should also have a costing strategy!
- Don't wait until the last minute to begin gathering cost information that you will need to prepare your budget.
- Be aware of and understand the type of contract you are bidding: fixed-fee, cost-plus, cost-reimbursement, time and materials, etc. This will likely affect the way you price your proposal.
- Prepare a spreadsheet template or checklist of items to include in your budget.
- Make sure your budget is consistent with what you are proposing to do or provide.
- You may need to develop some specific assumptions for budgeting purposes. If appropriate, you can include these assumptions in your cost/business proposal on a separate page or as footnotes to your budget. In any event, always document your assumptions so that you can refer to them later and make changes if needed.
- Check and re-check your numbers and formulas. Review the hard copy of your budget to help in spotting errors.
- Make sure that your budget can be easily read. Don't use a font that is too small.

IF YOU WIN

- Celebrate!
- Uh oh -- you now have to actually manage and implement your project.

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IF YOU LOSE

- You can call the Contracting Officer to arrange an in-person or telephone debriefing to find out the reasons for your loss.
- Try not to get too discouraged -- no one can win all the time.
- Learn from your experience and apply that learning to your next bid.

PROPOSAL PITFALLS - Don't Let These Happen to You!

- Failure to follow the RFP instructions regarding organization of the proposal, inclusion of required information, page limits, volumes, etc.
- Failure to take evaluation criteria and allocated points into consideration when preparing your response.
- Failure to understand and to demonstrate an understanding of the problem (i.e., the reason why the agency is issuing the RFP).
- Failure to submit your proposal on the required date and time.
- Failure to include all of the information requested by the Agency.
- Failure to tailor your response to the specific RFP.
- Costs/budgets are unreasonable (too high or too low) or incomplete.
- Costs/budgets do not provide any detail or breakdown information (if required) for line and sub-line items.
- Failure to include specifics of your proposed approach to the project.
- Proposal is unprofessional in appearance (e.g., typos, blank pages, unnumbered pages, smudges, no whitespace, sloppy-looking, etc.). This reflects poorly upon your company.
- Proposal is poorly written (e.g., information is not presented/organized in a logical manner, proposal is difficult to follow, poor grammar, etc.).
- Proposal merely repeats or paraphrases the RFP.
- Proposal does not explain how or by whom the project will be managed.
- Proposal does not contain RELEVANT information about your firm, its capabilities, and/or its management and staff.
- Proposal does not demonstrate that your firm/organization and personnel have the experience and capability to carry out the project

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Proposals succeed or fail for a number of reasons, most of which are out of the grantwriter's control. Among these are:

- The strength of the project: its feasibility, whether it meets a clear community need, and whether it has a well-planned budget.
- How well the project fits the funder's interests.
- The non-profit's reputation, track record and financial history.
- Relationships: how well the funder knows and trusts the non-profit's board and staff.
- Competition: how many other requests the funder has received.
- Funds and Timing: how much money the funder has available in this cycle.

Many people don't realize that researching and applying for grants is a lot of work. You can't just fill out a form, send it in, and expect the money to arrive right away. Here are some things you should know if you are considering applying for a grant:

- Grants are very competitive.
- Many grants provide funds only for certain types of costs and expenses.
- Some organizations accept grant proposals only at certain times of the year.
- If your grant proposal/proposed program does not match the interests and requirements of the funder, it will be rejected.
- It can sometimes take months before your proposal is reviewed and evaluated.
- It can sometimes take months before you actually receive any money.

Ethics in grantwriting is fairly simple. Be honest. Tell the truth, the whole truth, and nothing but the truth. This applies to both narratives and budgets. If you're not sure of your claim, modify your language. If you can't prove you're "the oldest arts organization in the state," say you're "one of the oldest arts organizations in the state." Then you don't have to spend hours on research to make sure you're right.

If something major changes in your program or budget while you have a proposal pending, or after the grant has been awarded, call the funder and tell him or her what has happened. Grantmakers always appreciate honesty, and will usually work with you to accommodate the change. If they don't, it's still better to tell the truth.

If you discover that an error has been made, or that someone else has been less than honest, tell the funder as soon as you learn the truth. If a funded project was not carried out as promised, or an evaluation was not done, apologize to the funder and try to set things right as soon as possible. You may be surprised to find how understanding grantmakers can be. Remember, as many politicians and executives have discovered, the cover-up is nearly always worse than the original misdeed.

Fees for freelance grantwriter's or consultants present a constant problem. At least once a week someone asks, "Can I hire a grantwriter (or agree to work for an organization) for a percentage of the grants awarded?" The answer, simply, is no. Commissions are considered unethical by almost all professional organizations and funders. They are also a bad idea for both organizations and grantwriter's.

The Association of Fundraising Professionals states in its *Code of Ethical Principles and Standards of Professional Practice*: "Members shall not accept compensation that is based on a percentage of charitable contributions; nor shall they accept finder's fees." The Northwest Development Officers Association says in its *Statement of*

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Ethics: "Members shall . . . receive compensation based on usual and customary compensation practices in the development field. Accept no compensation based on a percentage of fundraising goals."

Grantmakers frown upon contingency fees, and many will not fund your organization if they find out you pay consultants on this basis. Funders seldom allow a grantwriter's fee to be included in the program budget, and hiding the fee in another line would be dishonest. Ken Ristine of the Cheney Foundation writes:

"A funder's main concern about fundraiser compensation lies in the answer to this question: what would charitable fund raising look like if it were a standard practice to pay fundraisers on commission? Public confidence and support of organizations would be undermined."

Freelance grantwriters and consultants are professionals who are paid for their time and their expertise. They may be paid either by the hour or by the project. They are not salesmen who get a cut of the proceeds if they close the deal. Nor are they like personal-injury lawyers, who get a third of the award if they win the case. Grantwriters are skilled professionals who use their expertise to help an organization obtain support for its work. They should be paid for their time, even if the proposal is not successful.

Learning the Lingo*

This section provides brief definitions on types of giving entities, types of contributions, proposal terms, and fundraising terms.

501c3

This section of the IRS Code defines nonprofit, charitable, tax-exempt organizations. Universities have a letter from the IRS stating this status.

Bricks and Mortar/Capital Grants

This type of funding is for a capital expenditure, usually for a building or construction project.

Challenge Grant

A grant paid on the condition that the recipient institution raises additional funds from other donors. The challenge grant provides a stated fraction of the total fundraising goal. This type of grant is meant to encourage others to contribute to a program or construction project.

Community Foundations

This is typically a publicly-supported organization whose grant making corpus is made up of funds from many donors. These foundations usually give to a range of nonprofits in a particular geographic area. Most often, grants are made by board members who represent the local community. Donors may use this type of foundation as a vehicle for their philanthropy. (e.g., California Community Foundation)

Concept Paper/Letter of Inquiry

This is a brief draft or pre-proposal that often shares a concept with a corporation or foundation prior to a formal/full proposal.

Cost Sharing

This is a portion of a program's costs, direct or indirect, not covered by the grantor. These costs may be contributed by the university or by collaborative partners.

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Corporate Foundations

Corporate foundations are legally independent from the corporation. These foundations derive their funds from a profit-making company. Most often, the board includes officers of the company and those with no corporate affiliation. (e.g., Verizon Foundation and the AT&T Foundation)

Endowment

This type of contribution is provided by a donor to permanently establish and run a program (e.g., scholarships, fellowships, professorships, lecture series or a facility). Endowment funds are invested and a percentage of the return provides operational funding. Most often, endowments are named for their donors.

Five Percent of Corpus

This is the amount foundations are legally obligated to give away each year.

Form 990-PF

This is an IRS form used to list the charitable giving of private and corporate foundations. Items listed in the 990-PF include foundation assets, receipts, expenditures, compensation of officers, and grants.

Gift-in-Kind/In-Kind Gift

Related to corporations and foundations, GIK are usually donations or awards of equipment such as computer hardware and software, laboratory instrumentation, etc.

Independent/Family Foundations

These types of foundations derive their assets from an individual or family. These foundations often have independent boards and may be under the voluntary direction of family members. Independent/family foundations commonly have broad charters that allow a range of giving activities. Some operate with geographic and/or field of interest limits. (e.g., Kresge Foundation and Weingart Foundation)

Indirect Costs/Overhead

These could be commonly defined as those costs incurred for common or joint objectives that cannot be identified readily and specifically with a particular project (e.g., cost of heating and air conditioning in rooms and labs used by research project staff). Corporations and most foundations generally do not provide funding for these costs. Most often, universities have a predetermined ICR (Indirect Cost Rate) that is used in all federal proposals and established by the government.

Operating Foundations

Operating foundations maintain a fund or endowment, but have a primary focus of funding a particular operation of research, social welfare, or program determined by their governing body or charter. These foundations usually make few grants to other organizations. (e.g., J. Paul Getty Trust)

Pledge

This marks the commitment of a donor's support. A pledge is often payable over a period of three to five years in predetermined amounts.

Program Officer

A program officer is a representative of a larger foundation or corporate foundation who assists grant seekers with defining whether there is a good match for funding with an institution. Program officers usually focus on grants in a particular subject area (e.g., education, community, arts) and may give valuable feedback to the institution during the proposal development process.

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Public Charitable Trusts

These obtain their assets from multiple donors. These foundations can receive gifts and make grants. Their grant making is usually focused in one particular area. Public charities are defined in Section 501a1-4 of the IRS Code. (e.g., American Heart Association)

Request for Proposals/RFP

These are usually issued by corporations, foundations, and federal agencies to solicit proposals focusing on a particular subject matter or problem. In many cases, RFPs are sent to a limited number of institutions.

Site Visit

This occurs when a program officer of a private or corporate foundation visits an institution on-site to learn firsthand about the program or proposal that is being considered for funding. This is a regular practice for foundations and larger corporations.

SOURCES

<http://www.apu.edu/facultygrants/navigate/>

<http://www.proposalwriter.com/grantinfo.html>

Sources: <http://www.apu.edu/facultygrants/navigate/>
<http://www.proposalwriter.com/grantinfo.html>

S. Schultz sms@hrtc.net

Further tips and guidelines

The writing style for a grant proposal should be straightforward and concise. Remember that the proposal reviewers have many (possibly hundreds) of proposals to read. The easier your proposal is for them to read and to understand, the better your chances are of getting your ideas through to the reviewers.

Use active voice and positive, declarative language. For example, "We will show" instead of "We hope to show" or "Our assessment will include" instead of "We plan to include XX in our assessment." Avoid A.C.R.O.N.Y.M.S. and jargon. Remember that your audience is not familiar with your specific situation, so abbreviations are not appropriate.

Use headings and subheadings to help guide the reader through the proposal.

Be specific. Have specific dollar amounts needed to accomplish specific tasks. Show that you have done the research.

What is the return on the grantor's investment? Will your project result in students who are better readers? Students who have increased their comfort with using technology?

Tips for using concise language

The following list of simple direct expressions comes from Lucent Technologies' "In Search of Technology Treasures: An Online Grant-Writing Seminar" guidelines for grant writers.

Instead of	Write
in view of	because
in a number of cases	some or several
in the nature of	like or similar to
in view of the fact that	because
in order to	to
in the majority of instances	usually
in all probability	probably
for the purpose of	to
have a preference for	prefer
with the exception of	except
in excess of	more than
in the near future	soon
in addition to	also
at this point in time	now
last but not least	finally
in the event of	if
in the course of	while or during
in the vicinity of	near
it would thus appear	apparently
on a few occasions	occasionally
on the other hand	or
make decisions	decide
take action	act
give assistance to	assist
utilize	use

Truths

- If you apply for funding, you may get it. If you don't, you won't.
- Although more people win grants on second tries than on first, first-timers can and do score.
- Some award winners will show you their proposals. Others won't. Most winners will talk in generalities. Some will give details.
- Realism and accuracy are crucial in budgeting.
- Application guidelines provided by funding organizations are important. They should be followed to the letter. To stray from them in any way, however minor, is to invite early elimination of a proposal.

Tips

Groundwork:

- Understand sponsoring organizations and choose those whose goals line up best with your project.
- Be assured of your eligibility to apply.
- Know application requirements and procedures.
- Consult with people who have received funding from the same source or succeeded elsewhere.
- Seriously consider collaboration and investment by other parties and organizations.
- Look for opportunities to make your organization or school more visible in your community. Establish a relationship with your local newspaper.

The Proposal:

- Fill in every part of application forms. If any section does not apply to your situation, fill it in with a reason for not responding there.
- Write clearly and concisely. Avoid highly technical phrasing and jargon.
- Emphasize the unique conditions at your school or organization.
- Don't assume reviewers will know your field or work or that the significance of your project will be obvious. Explain your ideas, methods and rationale fully and completely.
- Likewise, don't assume that funders understand the problem your project addresses. Provide data, case studies and citations from literature to elucidate.
- Anticipate and address questions that may arise in reviewers' minds.
- Demonstrate knowledge of recent literature in the field. Design your project so it fills gaps. Provide an up-to-date bibliography.
- Append supporting documents - degrees, certifications, licenses, resumes and relevant publications. If your program has had positive media attention, you might include tapes and/or clips. Realize at the same time that a proposal should stand alone - not rely on added material.
- Indicate that you and your team have management skill, including ability to account for fund expenditures.

- Keep the document short. A rule of thumb adhered to by many experienced prospectors for grants is five pages or fewer.

Budgeting:

- State what you think you need but don't be lavish. If you ask for huge amounts of money above what you have from other sources, funders may wonder how you will handle the extra. Restraint and evidence of good stewardship of resources will stand you in good stead.
- Clarify in-kind contributions you can make.
- Ask equipment suppliers to state, if they can, how long prices will be in effect.
- Include a reasonable margin for unexpected expenditures.
- Realize that on larger grants you may be allowed to budget for "indirect" facility costs such as heat, air conditioning, electricity and custodial service and transportation costs your school must cover, especially if your project involves off-hours activity or building use.
- If you approach a business or corporation, think of what donations it might easily manage - equipment, loaned staff, transportation, meeting space or products and services.
- Some funding entities will duplicate financial support you derive from other sources. You should find out if such "matching funds" are available and what conditions govern them.

Attitudes:

- If you meet with funding organization representatives, remember that they will assess your credibility. Be confident, friendly, informed, prepared and direct.
- Think positively but don't be surprised at or devastated by rejection. Learn from it and resubmit.
- Because funders may require changes (even in winning proposals), you should be flexible. If your program has money or if you believe suggested changes would seriously compromise your program, you might tactfully question the alterations a funder proposes. Willing adaptation, though, will usually take you in the direction of your objectives.

GRANTS GLOSSARY

501(c)(3): A section of the Internal Revenue Service tax code. Often used as shorthand to designate an organization that has been accorded nonprofit status by the IRS. Funders and contributors will often require proof of 501(c)(3) status before making a grant or contribution. Donations to 501(c)(3) organizations are deductible from federal income taxes as charitable contributions; donations to other kinds of organizations may not qualify as charitable contributions.

990-PF: The reporting form that all private grantmaking foundations must submit annually to the Internal Revenue Service to document their financial activities during the year. 990-PFs are public documents and can be a rich source of supplemental information about grantmaking foundations, including their trustees, the sources of their funds, and their grantmaking and charitable contributions during the year. Two websites that post recent 990-PFs of thousands of private foundations are: <http://www.grantsmart.org> and <http://www.grantsmart.org>

Appendices/Attachments: Funders will typically require you to submit supporting documentation with your written letter proposal or full proposal. Requirements vary widely; please be sure to check guidelines carefully. The documentation most commonly required includes:

- **Letters of endorsement, support, and participation
- **List of board members and officers, with titles and community affiliations
- **Qualifications of key personnel
- **Operating budget and project budget, if applicable
- **Latest annual report (or description of organization's mission and most recent accomplishments)
- **Most recent audited financial statement (or a "letter of auditability" from your certified public accountant)
- **Current list of other funding sources and current contributors
- **Copy of the 501(c)(3) IRS "Letter of Determination for Tax Exempt Status"
- **Any additional information related to the organization or the request that may be helpful for evaluation purposes (press clippings, service brochures, statistical reports, copies of relevant certifications and licenses, etc.)

Arts and culture: This funding category includes the following subjects: Arts appreciation; arts associations; arts centers; arts festivals; arts funds; arts institutes; cinema; community arts; dance; ethnic arts; history/historic preservation; libraries; literary arts; museums/galleries; music; opera; performing arts; public broadcasting; theater; visual arts. *Please contact individual corporations and foundations directly for specific details on their arts/culture giving programs.*

Block grants: Dollars awarded by the Federal government to state or local governments, in a "lump sum" form, around a specific issue area and usually with only a very few Federally-imposed guidelines. The local/state governments then have responsibility for setting more specific granting guidelines within their own jurisdictions, for creating and managing a community-based planning process to identify local needs, for coordinating and managing the grantmaking process, and for monitoring and evaluating the results. *(See also "Discretionary grants" and "Formula grants.")*

Capital/building grant: "Bricks and mortar" funds, used to purchase land and construct, renovate or substantially rehabilitate buildings and facilities. Also refers to major equipment purchases (computer systems, fleet vehicles, etc.).

Case statement: A one-piece, written document telling your organization's story -- past, present, and future -- the way you and your stakeholders want it told. Why do you need one? Because you'll use the language every time a grantmaker's application materials ask: "Who are you? What are you all about? And how do we know we can trust you?"

Challenge grant: A grant that is promised to an agency contingent on the agency coming up with additional funds from other sources. For instance, a foundation may make a challenge grant of

\$50,000, to be paid when the recipient has developed another \$50,000 in grants and donations.

Civic affairs: This funding category includes the following subjects: Better government; business/free enterprise; civil rights; consumer affairs; economic development; economics; ethnic/minority organizations; First Amendment issues; international affairs; law and justice; municipalities; national security; nonprofit management; philanthropic organizations; professional/trade associations; public policy; public broadcasting; recreation and athletics; rural affairs; safety; urban/community affairs; zoos and botanical gardens. *Please contact individual corporations and foundations directly for specific details on their civic/public affairs giving programs.*

Conferences/seminars: This funding category indicates corporations or foundations that are willing to sponsor professional development or special-interest events around a particular priority area. *Please contact individual corporations and foundations directly for specific details on their sponsorship of conferences and seminars.*

Discretionary grants: That broad category of Federal or state-level grants processes to which individual community-based organizations, schools, and/or local governments are eligible to apply directly. There is a pot of money; it is set aside for a specific purpose; criteria are set for what kinds of organizations are eligible to apply; those organizations then develop their own proposals and submit them directly to the funding agent for review, consideration, and consideration. (This is unlike the "block" grants where the funds are distributed through a pass-through agent, for instance, the state). *(See also "Block grants" and "Formula grants.")*

Donated equipment: See "Donated products."

Donated products: Any goods, products, equipment, or other tangible property that is donated to an organization to become its property and for its use. These can include consumable products (such as food items, paper goods, office supplies, etc.) as well as furnishings, computer equipment, automobiles, etc. Donated products are part of an agency's "in-kind" support and should be included in an agency's budget, at fair-market value.

Education: This funding category includes the following subjects: Agricultural education; arts education; business education; career/vocational education; colleges and universities; community/junior colleges; continuing education; economic education; education administration; education associations; education funds; elementary education; engineering education; faculty development; health and physical education; international exchange; international studies; journalism education; legal education; liberal arts education; literacy; medical education; minority education; preschool education; private education (precollege); public education (precollege); religious education; science/ technology education; social sciences education; special education; student aid. *Please contact individual corporations and foundations directly for specific details on their education giving programs.*

Emergency grants: Grants made (almost always on a one-time basis) to help an agency through an extraordinary, short-term financial need.

Employee matching gift: A program in which a corporation makes cash donations to match donations from its employees and (sometimes) retirees and family members. In other words, when an employee donates \$25 to her favorite charity, her employer will match that with a corporate gift to the same agency. Match amounts vary widely, as do the eligibility requirements for recipient agencies. Some corporations will match "dollars for doers", offering cash grants to agencies for which their employees volunteer. It is almost always the employee's responsibility to make the arrangements for a matching gift; the corporation will rarely deal directly with the recipient agency.

Endowment: A body of funding that generates investment or interest income for an agency. Usually the principal of the endowment fund remains untouched, while the agency is free to spend or reinvest the interest income it generates.

Environment: This funding category includes all topics related to environmental affairs; protection, preservation, and regeneration of natural resources, including water, air, earth, and wildlife. *Please contact individual corporations and foundations directly for specific details on their giving programs for environmental causes.*

Formula grants: Grants from the Feds or state to a lower level of government where a specific dollar amount is attached to some socioeconomic standard. For example, a formula grant may be awarded to a state in the form of a certain amount of money for every school-aged child whose family is below 125% of the federal poverty level. Thus, the amount awarded to each jurisdiction will vary by the number of people (or other variable) that meet the standard. *(See also "Block grants" and "Discretionary grants.")*

Foundation: The word "foundation" itself has no legal status. Any organization can call itself a foundation or use the word as part of its name without necessarily operating as a grantmaking or philanthropic entity. True charitable or philanthropic foundations, on the other hand, are usually organized under the Internal Revenue Service tax code that allows them to accumulate, invest and hold assets tax-free (called the "corpus") as long as they make charitable grants or contributions amounting to at least 5% of the corpus value each year. So a philanthropic foundation with \$100 million in assets can invest and grow those assets tax-free, but must contribute at least \$5 million a year to qualifying charitable organizations in order to maintain its tax-exempt status.

Charitable and philanthropic foundations come in all shapes, sizes and varieties, from the very small, single-purpose family-run foundations to the multibillion-dollar, multipurpose international foundations. The only feature that all such foundations share in common is the IRS's 5% contributions requirement.

Full proposal: A complete, written "business plan" for the project or idea you are proposing for funding. A "full proposal" differs from a "letter proposal" only in the degree of detail it contains; the basic components are identical. Requirements vary widely from funder to funder about length, format, and contents of a full proposal; be sure to check guidelines carefully. A full proposal typically includes:

** **Cover letter**

** **Introduction:** History, mission and accomplishments of the applicant agency

** **Summary:** A brief mini-proposal covering the major points of the proposed project.

** **Issue statement:** What is the situation your proposal will address?

** **Targets or success indicators:** What changes do you hope to make in this situation?

** **Methods/strategies:** The who, what, where, when and how of your program or project concept

** **Evaluation:** What steps will you take to measure your success and to make course adjustments and technical improvements?

** **Future or continuation funding**

** **Budget**

** **Attachments and appendices**

General support: Usually refers to monies given to an agency without restrictions on how the monies are used.

Goals and objectives: The section of a funding proposal commonly called "Goals and Objectives" is one of the most important components of your request for funding -- and one of the easiest to misunderstand. The terms themselves are often confused or used differently by organizations in different fields. Basically, the two terms refer to two different levels of changes, outcomes or impacts that will be achieved through your program or services. The first is the broad, overarching

purpose served by your program or service -- for instance, "Our purpose [or goal] is to help women victimized by abuse recover their strength, stability and self-esteem." The second might best be called your *targets* or *success indicators* -- those results that are specific, measurable and timebound and that directly contribute toward accomplishing the overall purpose. An example: "Within 6 months of graduating from our program, 75% of the women will have secured and maintained employment at or above the median income level by household size." (See also "Outcome objective.")

Grant: The word "grant" refers to a sum of money given to support the work of an agency, organization, or (occasionally) individual, usually as a result of a formal decision-making process involving a written or oral presentation and review. Grants are distinct from loans in that they are given outright, with no conditions for repayment.

Growth stage funding: Funding targeted to support organizations that are in a rapid-growth stage or are moving quickly to a new, higher level of operation.

Health: This funding category includes the following subjects: disease-related education and research programs; emergency/ambulance services; geriatric health; health care cost containment; health funds; health organizations; hospices; hospitals; medical rehabilitation; medical research; medical training; mental health; nursing services; nutrition/health maintenance; outpatient health care; pediatric health; public health; single disease health associations. *Please contact individual corporations and foundations directly for specific details on their health-related giving programs.*

In-kind services: See "In-kind support."

In-kind support: Any contributions to an agency that have value but are not monetary in nature. In-kind support can include the value of donated products or equipment; volunteer services; donated office space or staff time; loaned executives; and donated professional services, among others. In-kind support should always be included in an agency's budget, at fair-market value.

Input objective: See "Outcome objective."

International programs: This funding category covers: Foreign educational institutions; international development; international relief; international health care; international organizations. *Please contact individual corporations and foundations directly for specific details on their international giving programs.*

Letter of auditability: Many times, if your grantseeking organization is very new, very small, or very short of resources, conducting a full audit of your financial status can be financially beyond your reach. Many grantmakers will instead accept a "letter of auditability." This is simply a letter prepared by your CPA or other independent third-party financial expert affirming that your organization's records are well-maintained, that everything is properly documented and receipted, and that financial reports are prepared on a monthly basis. In other words, if an audit were required, the auditor would find your recordkeeping system in good order.

Letter of inquiry: A brief letter to assess a potential funder's interest in considering your proposal for funding. Unless the funder specifies otherwise, a letter of inquiry is never more than one page long. It should include: (a) A few sentences of background on your agency; (b) a very brief description of the project or service you're proposing; (c) the specific dollar amount that will be requested; and (d) an explanation of why you believe your proposal matches the funder's priorities and interests. A funder will occasionally make a grant award on the basis of a letter of inquiry. More often, the funder will ask for a full proposal if the idea is of interest.

Letter proposal: Unlike a letter of inquiry, a letter proposal includes all the information a potential funder will need in order to make a decision about funding your project. A letter proposal differs from a "full proposal" only in the degree of detail it contains; the basic components are identical. Requirements vary widely from funder to funder about length, format and contents of a letter proposal; be sure to check guidelines carefully. Typically, a letter proposal will be submitted with supporting documentation (see "Appendices/Attachments").

Loaned executive: A program in which a company "loans" key executives or managers to community-based organizations, to share their expertise and leadership. The "loan" may involve a full-time sabbatical lasting up to several months; or it may involve a commitment of several hours a week or month to provide a specific service. Corporations often find it easier to arrange for "loaned executive" services than to make an outright cash grant. (For more details, see "In-kind support.")

Matching gifts: See "Employee matching gifts."

Mature organization funding: Funding targeted to support ongoing programs and services of a successful, stable, well-established organization.

Multiyear/continuing support: Can indicate either: (1) grants that extend for more than one year, or (2) the option of reapplying to the same funder for additional monies in future budget periods. Multiyear and continuing grants are often contingent on the agency's performance during the initial grant period.

Nonprofit; not-for-profit: These terms, though often used interchangeably, have very different meanings from a legal and fiscal standpoint. An organization can incorporate as an Arizona "not-for-profit" through the State Corporation Commission. This is **not** the same as being accorded "nonprofit status" as a charitable, tax-exempt organization by the Internal Revenue Service. In order to receive IRS nonprofit status [usually under IRS code 501(c)(3)], you must apply directly to the IRS and secure a "Letter of Determination." This letter is your documentation that you have been accorded nonprofit status by the IRS and that contributions to your organization are tax-deductible. A copy of the IRS letter of determination is often required by funders as part of your proposal package.

Objectives: See "Goals and Objectives."

Operating expenses: The costs of keeping an agency open; expenses related to internal or administrative operations, rather than to specific programs or services.

Outcome evaluation: An evaluation process that focuses on measuring success in achieving specific, measurable and meaningful change in the community or in the lives of people being served (see "Outcome objective") rather than simply counting inputs or reporting on the process.

Outcome objective: This terminology describes a target or success indicator that directly addresses the *change* that will "come out of" your proposed service or program. The "outcome" is the change itself -- the answer to the question, "What will be different in our community or in the lives of the people we're serving as a result of our effort?" An outcome objective is distinct from a *process* or *input objective*, which focuses on activities or to-do list items. An example of an *input objective* would be: "By Dec. 2003, we will provide 60 hours of reading instruction to 50 adult learners." A related, and much stronger, *outcome objective* -- focusing on the change, not what it takes to produce the change -- would be: "After 60 hours of instruction, 75% of the adult learners will have improved their reading abilities by at least two grade levels."

Process objective: See "Outcome objective."

Project grant: Funds given to an agency to support a specific, well-defined, often short-term project or set of activities designed to address a specific need or achieve a specific goal.

Religious causes: This funding category includes giving to religious welfare; churches, missionary activities, religious organizations and synagogues, and evangelical efforts. *Please contact individual corporations and foundations directly for specific details on their giving programs for religious causes.*

Request For Proposals: Often abbreviated as "RFP," this is simply a formal announcement issued by a grantmaker (private or public) letting agencies know that it is looking for proposals for funding in specific topic or program areas. The RFP will usually include complete details on the kinds of services or programs the grantmaker will consider; what the proposal needs to contain; deadline information; proposal review and evaluation; and other guidelines to help respondents submit a technically qualified, highly competitive proposal.

Research grant: A grant made to an educational institution or individual to support a specific research project.

RFP: See "Request For Proposals."

Science: This funding category includes: Medical research; observatories and planetariums; science exhibits/fairs; scientific institutes; science research; scientific organizations. *Please contact individual corporations and foundations directly for specific details on their science-related giving programs.*

Seed or startup money: Funding to support a brand-new agency or project through its startup stage. Sometimes seed monies will be granted to tide a new agency or program over until another, larger funding source kicks in.

Social services: This funding category includes the following causes: Child welfare; community centers; community service organizations; counseling; day care; delinquency and crime; disabled; domestic violence; drugs and alcohol; elderly programs; emergency relief; employment/job training; family planning; family services; food/clothing distribution; homes; housing; legal aid; refugee assistance; shelters/homelessness; united funds; volunteer services; women's affairs; youth organizations. *Please contact individual corporations and foundations directly for specific details on their social services giving programs.*

Startup funding: Funding targeted to support the formation of a new nonprofit or community organization, or to help a very new organization establish solid operating base and begin offering programs and services.

Turnaround funding: Funding targeted to support a major "change" process in an organization that has encountered serious challenges in its operating environment; i.e., financial, leadership, mission, service mix, and so on.

Grant Proposal Opportunities, on line training, evaluations, resource sites

GRANT RESOURCE LINKS

EMAIL ME to get a copy in PDF so you can
CLICK on PDF file to go to sites sms@hrtc.net

GRANTS		
EE Links - NAAEE (Many links to various grant opportunities)		http://eelink.net/pages/Grants+-+General+Information
EPA Region 5 grant opportunity		http://www.epa.gov/Region5/enved/
The Foundation Center		http://fdncenter.org/
Historical Landmarks		http://www.historiclandmarks.org/help/grants.html
Grantsmanship Center		http://www.tgci.com/grants/Indiana/index.asp
Education Teacher grants - NSTA (National Science Teacher site)		http://science.nsta.org/nstaexpress/nstaexpress_2004_08_30_grants.htm
GRANT PROPOSAL WRITING ASSISTANCE		
HACH		http://www.h2ou.com/h2grant.htm
grant assistance		Start Locally First
		Project Definition
		Steps in the Process
		Truths
		Tips
		Testimonials
		Resources
EVALUATION PUBLICATIONS		
University of Wisconsin - Extension		http://www.uwex.edu/ces/pdande/evaluation/evaldocs.html
W.K. Kellogg Foundation Evaluation Handbook		http://www.wkkf.org/Pubs/Tools/Evaluation/Pub770.pdf
Kellogg Grant Info		http://www.wkkf.org/default.aspx?tabid=63&ItemID=9&NID=44&LanguageID=0
ADDITIONAL GRANT HELP		
Basic Elements of Grant Writing		http://www.cpb.org/grants/grantwriting.html
The Corporation for Public Broadcasting, provides this online handbook for beginning grant writers .		
Catalog of Federal Domestic Assistance		http://12.46.245.173/cfda/cfda.html
Features include "Applying for Federal Assistance" and "Developing and Writing Grant Proposals".		
The Foundation Center: Online Orientation: The Grantseeking Process		http://foundationcenter.org/getstarted/tutorials/gfr/
Learn how to set up a nonprofit organization, how to qualify for a grant, and how to write your grant in a effective and appropriate style.		
Grantsearch.com: Grant Writing & Finding Grants		http://www.grantstech.com/
Advice on what to do an what to avoid when you seek your grant funds, with a list of funding sources, a discussion board and useful grant-writing tools.		
Grant Writing Resources		http://www.uvm.edu/%7Eospuvvm/?Page=guides.htm
How to select funding agencies and prepare a winning proposal. Includes		
Council of Foundations		http://www.cof.org/
lay in your community, how to start your own foundation -- and what the Council does to support foundations.		
GuideStar (http://www.guidestar.org/) A searchable database of more than 700,000 nonprofit organizations in the United States.		
http://www.noza990pf.com/		NOZA is proud to provide free access to this database of 990-PF tax returns.
This project was started several years ago by Grantsmart and contains publically-available data received from the IRS.		
To search NOZA's companion database containing more than 1,000,000 foundation grant records (also free), please visit www.nozasearch.com.		
Internet Nonprofit Center		http://www.nonprofits.org/
o donors and volunteers. Information on more nonprofits than any other site in the world!		
Joseph and Matthew Payton Philanthropic Studies Library		http://www.ulib.iupui.edu/special/psl/

Grant Proposal Opportunities, on line training, evaluations, resource sites

The Indiana University Purdue University Indianapolis Library's comprehensive coverage of fund raising, voluntarism, and nonprofit organization management can be located throughout this web site.		
National Charities Information Bureau		http://www.give.org
Consumer information about charitable organizations in the United States.		
Philanthropy Journal Online		http://www.philanthropyjournal.org/
News and articles about foundations, fundraising, nonprofit organizations, volunteers, relevant technology ... and much more.		
Comprehensive Proposal Process Sites		
Some are fee based		
http://www.tqcigrantproposals.com		
The Grantsmanship Center's new resource, Winning Grants Proposals Online, consists entirely of recently funded, top-ranked grant proposals in a wide variety of subjects. You may read, browse, and search the entire collection of over 600 proposal abstracts, but there is a fee to receive a copy of the full-text proposal.		
http://www.grantproposal.com/		
Elizabeth Howell Brunner hosts an excellent site for learning the art of grant writing. You will find tips, advice from funders, sample inquiry letters, FAQs, and other resources for the grant writer.		
http://www.proposalwriter.com/grants.html		
Independent consultant Deborah Kluge's comprehensive website provides information on everything from researching by subject area and proposal development to demystifying grant writing terminology.		