



Grant Writing: Developing and Maintaining Prevention Programs

Victor Colman



Learning Objectives **[NOTE: These are captured here, but will be moved to the introductory section of the Leader's Guide]**

After participating in the training, the learner will be able to:

Module 1/2: Introductory Concepts, Assessment & Design

- Identify four categories of grant makers
- Suggest at least three guidelines for working with foundations
- Suggest at least five ways to find ideas for grants
- Identify at least three items that should be included in a written contract with a grant writing consultant
- Describe at least three current trends in grants

Module 3: How to Find Grants

- List at least three steps in defining a program idea
- List at least five categories of people with whom to build relationships during program development

List at least five topics to check when matching program ideas to funder priorities

Module 4: The Anatomy of a Grant

•Describe the overall purpose of each of the following elements of a grant application:

- Cover letter
- Abstract
- Title
- Organization's Qualifications
- Statement of Need
- Goals and Objectives
- Project Design
- Evaluation
- Dissemination
- Budget
- Long-Term Viability
- Appendices

Module 5: Logic Models

- Describe the overall purpose of a logic model
- Define four common elements of a logic model

Module 6: How to Develop a Proposal-Ready System

- Identify five types of information to be assembled as part of developing a proposal-ready system.

Our Goals

- To prepare you to successfully seek and obtain funding for your programs
- To provide you with the information and resources you will need to navigate the grant process.

2 2

Introduce the goals of the day. Include these key points:

- Today, we will focus on these goals: to provide you with the information you need to be successful in obtaining grant funding for your proposals.
- Tomorrow will be very hands-on, as we get deeper into the process by analyzing and discussing grant proposals.

Agenda

Introductory Concepts

Assessment and Design

How to Find Grants

Anatomy of a Grant

Logic Models

How to Develop a
Proposal-Ready System

Next Steps

3

Explain the day's agenda. Include these key points:

- First, we will cover some introductory concepts: how grant writing and fund development must fit within a broader agency context.
- Then we will focus on the process of finding grants, and especially, the critical importance of building and maintaining relationships with potential funders.
- Then we will break down the anatomy of a grant, the nuts and bolts of putting together a strong proposal. This will include logic models, and how they relate to a cohesive grant proposal.
- We'll cover how to establish a proposal-ready system, so you are ready to hit the ground running when a funding opportunity is discovered.
- The resource binder we will give you today includes a comprehensive guide to public and private funding opportunities.

I. Introductory Concepts

Funding Sources

Finding Ideas for Grants

Deciding Who Will Write the Grant

Grant Trends

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Introduce Module One. Include this key point:

- We will begin with the basics of grants: funding sources, how to find ideas for grants, deciding who will write the grants, and some grant trends of which you should be aware.

Sources of Funding



- Government
- Private Foundations
- Community Foundations
- Corporations

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Review categories of grant makers. Include these key points:

- Government

- Technical nature
- Glossary: RFA, RFP, RFQ
- Required forms
- Bidder's Conference
- Lobbying re: human subjects
- Periodic release
- Increasing Use of Internet

- Private Foundations

- Specific charitable purposes
- Relationships are key

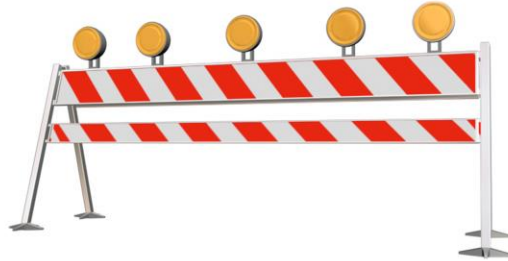
- Community Foundations

- Geographic range
- Fast-growing
- More open to community development initiatives

- Corporations

- Internal foundations
- Marketing/PR Departments may be gateway
- Employee angle
- Matching gifts
- "Venture Philanthropy" – a new trend to be discussed later

About Foundations



- Get past the “gatekeepers”
- Know the “third rail” words -- what not to say

6 6

Offer tips for working with foundations. Include these key points:

- Get past the “gatekeepers”
 - You need to bypass the “Intake Office.” Their job is to screen out as many proposals as possible.
 - Talk directly to program officer
- Know the “third rail” words or what NOT to say.
 - Learn what they are for your potential funder.
 - Classic example: “If you don’t fund this program, it will have to be shut down.”

About Foundations

- Be open to modification
- Learn what kind of “no”
- Foundations look for:
 - Passion
 - Strategic opportunities



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Continue with tips for working with foundations. Include these key points:

- Be open to modification
 - Foundation program officers love to engage in program development in collaboration with potentially funded programs.
- Learn what kind of “no”
 - Is it a permanent “no,” or just no for now?
- Foundations look for proposals that offer:
 - Passion
 - Strategic opportunities: they like to see “people in motion”

Finding Ideas Within Your Organization

- Staff and volunteers
- Brainstorm to create an idea bank
- Study other projects
- Talk with other local organizations



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Offer suggestions for ways find grant ideas from within the organization. Include these key points:

- Stimulate ideas from staff and volunteers.
- Hold brainstorming sessions to create an idea bank.
- Study other projects occurring in your field in other parts of California and the country.
- Talk with other organizations in your area, especially if there is potential for collaboration.

Finding Grant Ideas Outside Your Organization

- Solicit ideas from citizen meetings
- Conduct mail or telephone surveys
- Use a community advisory board
- Consult experts

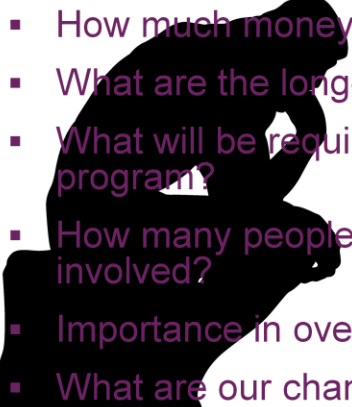


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Offer suggestions for ways find grant ideas outside the organization. Include these key points:

- Solicit ideas from citizen meetings: focus groups, key stakeholder interviews, etc.)
- Conduct mail or telephone surveys.
- Use a community advisory board.
- Bring in experts in your area of professional activity.

Considerations

- 
- How much money is really needed?
 - What are the long-term benefits?
 - What will be required to implement the program?
 - How many people/ departments will be involved?
 - Importance in overall organization priorities?
 - What are our chances of being funded?

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Review factors for consideration in selecting a grant project. Include these key points:

- How much is really needed for this program?
 - Small organizations can focus so much on raising funds that they lose sight of their original purpose.
- What are the long-term benefits of participating in this program?
 - Are there key relationships to be made with the funder?
 - Does the funder believe in maintenance-of-effort funding?
- What will be required to implement the program?
 - Does the program require new kinds of staff, new equipment, or a new ideology?
- How many people/ departments will be involved?
 - Will key staff members be unduly tied up?
- Where does this grant rank in terms of overall organizational priorities?
 - Whether or not your organization has a strategic plan, it is important to assess where the initiative fits in the big picture.
- What are chances of being funded?
 - If you know the odds are long, think carefully before investing the time and effort. On the other hand, sometimes potential funders have to say no for several years before funding (achieve organizational “name recognition.”

Who Writes the Grant?

- What are the characteristics of a good grant writer?



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Lead a discussion about the characteristics of a good grant writer. Say:

- Once you have an idea you want to pursue, you need to decide who will write the grant.

Ask: What are the characteristics of a good grant writer?

Note participant responses on the flipchart or whiteboard. Responses might include:

- Knowledge of field*
- Knowledge of organization*
- Knowledge of potential funders*
- Contacts among potential funders*
- Passion and commitment*
- Good at research*
- Good at writing clearly*
- Experience with grants*

Stay In-House Whenever Possible



Time and staffing
are the biggest
considerations
when deciding
who should write
a grant proposal

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Discuss the decision of doing grant writing in-house, versus using an outside consultant. Include these key points:

- Your first decision is whether your grant writer will be in-house, or you will use a consultant. Time and staffing will be your major considerations.
- Whenever possible, try to find individuals associated with your organization to design, write, or at least edit the proposal.
- Your goal is to create internal capacity.

If You Use a Consultant...



- Settle issue of commission
- Ask colleagues for recommendations
- Written contract:
 - Clear, precise deliverables
 - Starting date and all deadlines
 - Payment method and schedule
 - Cancellation clause

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Offer guidelines for working with outside consultants. Include these key points:

- If you cannot find the skills required within your organization, you will have to seek outside help.

- The best grant writers are found through word of mouth. Ask colleagues for recommendations.

- If you use an outside consultant, be sure to have a written contract:

- State clearly and precisely the work you want completed. Be specific about deliverables.
- Specify dates the contract is effective and all deadlines.
- Describe how and when the consultant will be paid.
- Provide a cancellation clause. This will protect you in case the work is unsatisfactory, the project is aborted, or another unforeseen event occurs

- Issue of Commission

- Although paying a commission can provide more access to professional services, the majority of fund development professionals and organizations have come out against this practice ("too business-

like).

Grant Trends



- Application Process -- use of the Internet
- Greater program accountability

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Review current trends in grants. Include these key points:

- Use of the Internet
 - Quick access to grant opportunities, relevant publications, reports, fact sheets and briefing papers narrows the time lag between formal release date and access.
- Greater Program Accountability
 - Increasing interest in the impacts that programs make rather than its outputs.
 - Critical question is what difference the effort made in the lives of the “target population.”

Grant Trends

- Rethinking funding criteria
- Start-up vs. ongoing funding
- Matching funds



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Continue reviewing current trends in grants. Include these key points:

- Rethinking Funding Criteria
 - All funders, especially private foundations, seem to be undergoing strategic planning that is changing and narrowing the focus of their charitable dollars.
 - Erosion of the government safety net may be the driving factor.
- Start-up vs. Ongoing: A funding conundrum
 - While its possible to garner start-up funds for innovative programs, the greater challenge is capturing maintenance funding.
 - Who will take the role of maintenance funding:
 - ATOD prevention programs that include a community development component need 3-5 years just to achieve trust and rapport.
- Matching Funds
 - Funders like to be seen as multipliers: how many times will their funds be used to access other funding:
 - Some funders require that a certain percentage of matching funds be demonstrated

Grant Trends

- Collaboration across systems
- Creation of new foundations
- “Venture philanthropy”



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Continue reviewing current trends in grants. Include these key points:

- Collaborative/ Cross-Systems Approaches
 - Increasing interest among all funders for furthering community partnerships and collaborations
 - Positive trend for comprehensive ATOD prevention programs
- Creation of New Health-Oriented Foundations
 - Non-profit healthcare organizations are forming for-profits and leaving foundations in their wake, such as Wellness Foundation and California Endowment
- Venture Philanthropy:
 - A new approach to giving that focuses on strengthening non-profit infrastructure as opposed to solely targeting need.

II. Program Assessment and Design



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Introduce Module Two. Include this key point:

- Next, let's discuss how to assess which programs to try and fund and who will play a role

Define Your Program Idea



- Research similar projects

- How were they designed?
- Were they successful?

- Perform a literature review

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Introduce the topic of defining your program idea. Include these key points:

- The first step in looking for grants is to define your program idea. This will help you narrow your search for possible funders.
- Research similar projects
 - What was their program design?
 - How successful were they?
- Perform a literature review
 - What does the social science literature say about similar program efforts?
 - Use the Internet

Define Your Program Idea

- Consider the priorities of your funding source
- Consider both short and long-term impacts



Continue with the topic of defining your program idea. Include these key points:

- Consider the priorities of your potential funding source:
 - The funder always offers some clues regarding their specific program interests.

Some funders will spend pages on this, while others, (usually foundations), will have a paragraph or even just a few bulleted points.

- Consider both short and long-term impacts:

- Short-term: increasing awareness, early behavior change

- Long-term: lasting behavior change

Define Your Program Idea

Plan for replication



Is your design too idiosyncratic?

Is it too elaborate?

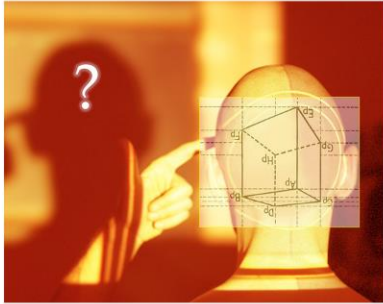
20

Continue with the topic of defining your program idea. Include these key points:

- Plan for replication:

- While most funders are interested in innovative approaches, make sure your design is not too idiosyncratic or too elaborate.

Think “Outside the Box”



- Consider opportunities that fall outside traditional fundraising

- Expand your collaborative vision

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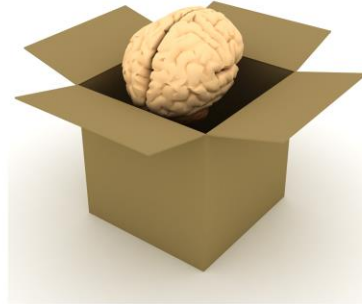
Explain the importance to being open to all alternatives. Include these key points:

- Consider opportunities that fall outside “traditional” or categorical fundraising methods.
- Expand your collaborative vision.

Think “Outside the Box”

- Examples:

- Injury prevention
- Violence prevention
- Traffic safety
- Juvenile justice
- Economic development



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Continue explaining the importance to being open to all alternatives. Include these examples:

- Injury prevention
- Violence prevention
- Traffic safety
- Juvenile justice
- Economic development

III. How to Find Grants



23

Introduce Module Three. Include this key point:

- Next, let's discuss the process of finding grants.

Building Relationships



- Cultivate a friendship
- Maintain relationships

"Proposals in and of themselves don't matter-except insofar as they document the agreement between grant maker and grant seeker."

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Explain the importance of building relationships to the grant process. Include these key points:

- It's impossible to overemphasize the importance of relationships to grant approval. When relationships are well-established, grants will find you.
- Strong ideas and good proposals are necessary, but not sufficient to be successful.
- Try to cultivate the friendship of someone in every foundation or corporation solicited.
- Like any relationship, maintenance is the key. Don't only call to ask for something.

Build Relationships As You Develop Your Program



- Internal staff
- Board members
- Affected community groups
- Specific population to be served
- Relevant government agencies

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Explain the importance of developing relationships **WHILE you are developing your program**. Include these key points:

•Because so much of ATOD prevention is collaborative in nature, organizational leaders and program staff already should have established at least baseline relationships with:

- Internal staff
- Board members
- Affected community groups and community agencies
- The population to be served
- Relevant government agencies and associations

County ATOD-Specific Relationships

- 
- ATOD administrative offices
 - ATOD administrative boards
 - Public health administrators
 - Elected officials

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Continue to explain the importance of building relationships to the grant process. Include these key points:

- Work with county alcohol and drug administrative offices and their advisory groups.
- Also build positive relationships with county health administrators and county elected officials.
- Building similar relationships with relevant state departments and agencies is also a good idea.

Disenfranchised Communities



- Establish a bona fide relationship
- Be realistic about your resources and the impact of your program

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Mention factors that are particularly relevant when building relationships in a disenfranchised community. Include these key points:

- If you are working with a disenfranchised community, take special care. Agencies must have bona fide relationships with the communities where they conduct their work.
- Be realistic about your resources and the impact of your program.
- For example, [Contra Costa County?]

Researching Grants

- Grant Guides
 - Foundation Directory
 - Also available as software
- Handbook Resources
 - Resource Bibliography: Internet and Library Resources (Appendix K)
 - Regional Library Collections in California (Appendix L)

28₂₈

Review sources of information for researching grants. Include these key points:

- To get the big picture of potential grant sources, you must go to a foundation library or a public library.
- Grant Guides

- The Foundation Directory, for example, is like an encyclopedia, cross-referenced according to subject areas of funding, geographic areas of funding, etc.

LOOK FOR:

- Current information
- Name of foundation
- Purpose
- Interests
- Geographic areas for giving
- Grant limitations
- Grant information
- Officers of the foundation
- Application procedures
- Similar grant guides are available as software, which is convenient, but may not be updated as often as printed versions.

- For a list of resources, see:

- Resource Bibliography: Internet and Library Resources (Appendix K)
- Regional Library Collections (Appendix L)

Matching Program Ideas to Funder Priorities

- Purpose and priorities
- Eligibility requirements
- Types of activities they fund
- Level of competition
- Applications and guidelines
- Deadlines, review cycles
- Giving history



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Explain the necessity of matching program ideas to funder priorities. Include these key points:

- When you find a potential sponsor, you need to ascertain that this sponsor will be interesting in your program. Matching your program ideas to funder's priorities is called "linkage."
- Gather information in these areas:
 - **Purpose of the funding program**
 - **Stated program priorities**
 - **Recipient eligibility requirements**
 - **Types of activities they fund**
 - **Level of competition: total funds available, and, where known, the project number and range of awards**
 - **Availability of application forms and proposal guidelines**
 - **Application deadlines and review cycles**
 - **Giving history: the types of organizations and activities funded in the past**
 - **Bidders Conferences, if applicable**

Case Study: Matching Program Ideas with Funder Priorities

Instructions:

- Read the RFP excerpt
- With your small group, discuss and answer the questions that follow

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Introduce activity of matching program ideas to funder priorities. Instructions:

1. Divide participants into small groups if they are not already seated at group tables.
2. Tell participants to read the RFP Excerpt located in their Participant Guide, and answer the questions at the back.
3. Also refer them to the Linkage Assessment Tool located in their Participant Guide.
4. After 15 minutes, reconvene the large group and lead a discussion about the activity:
 - Ask each group to tell their answer to one of the questions.
 - Ask if others had different answers, and why.

[NOTE: We will need to reproduce the content of pages 27, 29, and 30 of the document 3.Grant Writing Part_1 for this activity and insert them in the Participant Guide.]

Funding Advocacy Initiatives

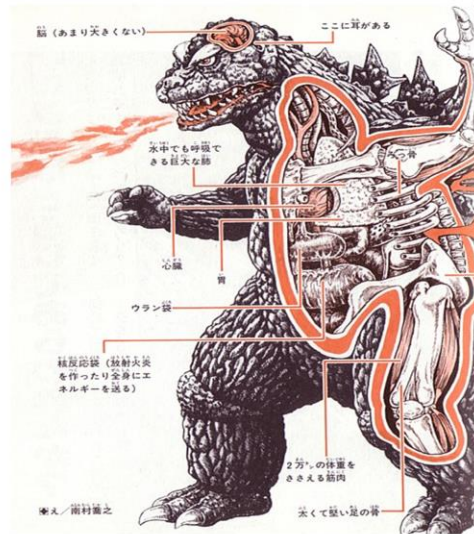
- ATOD community-based initiatives are inherently advocacy-oriented
- Defining your program as advocacy may be problematic
- “Advocacy” has varying definitions

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Discuss the funding of advocacy initiatives. Include these key points:

- ATOD community-based initiatives are inherently advocacy oriented, because they focus on policy change.
- However, defining your program as outright advocacy may be problematic when you are casting your net for funding.
- Much of what is thought as “advocacy” can be defined differently: as education, information, and community awareness.

IV. The Anatomy of a Grant



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Introduce Module Four. Include this key point:

- Next we will talk about all the elements that go into a grant: the “nuts and bolts” of grant writing.

The Anatomy of a Grant

- Pro Forma
- Cover letter
- Abstract
- Titles
- Qualifications
- Statement of Need
- Goals and Objectives
- Project Design
- Evaluation
- Dissemination
- Budget
- Long-term Viability
- Appendices

33

Introduce elements of grant. Include this key point:

- We'll go over these elements one by one. But first, let's discuss some basic rules that apply to any grant.

Pro Forma

- Follow application guidelines
- Neat and professional
- No index or table of contents (TOC) unless specified
- Typed, single-spaced



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Explain the basic guidelines to follow for any grant. Include these key points:

- Always follow application and guidelines.
- The presentation of your proposal must be neat and professional.
- Don not include an index or Table of Contents, unless required.
- Type and single-space all proposals.

Pro Forma



- Do not bind unless requested
- Include only requested information
- Allow time for approvals/signatures
- Submit to correct office by deadline

35

Continue to explain the basic guidelines to follow for any grant. Include these key points:

- Unless requested, do not bind your proposal. Use staples or a folder to contain your submission.
- Only include requested information.
- Allow enough time to secure all necessary approvals and signatures before the application deadline.
- Submit to correct office within the sponsor's deadline. If you are making a Web submission to the East Coast, note the time difference.

Transition to next slide. Include this key point:

- Next, I'll review the elements that all grant submissions should contain.

Cover Letter

- Clear, concise overview of your organization
- Reason for and amount of request
- How proposal furthers the mission, goals, guidelines of the grant maker



November 29, 2005

Mr. Joshua Lockwood
Lockwood & Lockwood
200 Broadway Ave.
New York, NY 10007
United States

Dear Mr. Lockwood:

Along with this letter, I have enclosed the following items:

- two original, executed copies of the Webucator Master Services Agreement
- two original, executed copies of the Webucator Premium Support for Developers Services Description between Lockwood & Lockwood and Webucator, Inc.

Please sign and return all four original, executed copies to me at your earliest convenience. Upon receipt of the executed copies, we will immediately return a fully executed, original copy of both agreements to you.

Please send all four original, executed copies to my attention as follows:

Bill South
Webucator, Inc.
4913 Newville Rd.
Newville, NY 13070
USA

If you have any questions, feel free to call me at 800-555-1000x1121 or e-mail me at btsouth@webucator.com.

Sincerely,

Bill South
VP Operations

Letter to Joshua Lockwood sent on November 29, 2005

Explain the purpose and form of the cover letter. Include these key points:

- A cover letter should provide a clear, concise overview of organization, its purpose, and the reason for and amount of funding request.
- It should also show how proposal furthers the grant maker's mission and goals, and matches grant application guidelines.

Abstract

- Introduces your proposal
- Summarizes your proposal clearly and concisely
- Reviewers may rely on it
- Write it last



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Explain the purpose and form of the abstract. Include these key points:

- The abstract is the Introduction to proposal.
- It presents a clear, concise summary of proposal.
- Reviewers may rely on it heavily when evaluating the proposed project.
- It is best written after completing the main sections of the proposal.

Title

- Keep it simple
- A silly title may bias reviewers against your project



38₃₈

Explain the purpose and form of the title.
Include these key points:

- Choose a simple title that explains what you plan to do.
- Silly titles may be prejudicial.

Your Organization's Qualifications

- Identity, purpose, constituents, service area
- History, mission, goals
- Current programs, activities, service statistics, strengths, accomplishment
- Evidence and support of accomplishments
- Number, qualifications, and diversity of board members, staff, volunteers

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Explain the purpose and form of the organization's qualifications. Include these key points:

- You will need to make a case about why your organization is qualified to receive the grant. Include:

- Your organization's identity, purpose, constituents and service area
- Your organization's history, mission, goals.
- Current programs, activities, service statistics, strengths, and accomplishments.
- Evidence and support of accomplishments.
- Number, qualifications and diversity of board members, full- and part-time paid staff, and volunteers.

Statement of Need



- Description of target population
- Definition of community problem
- Linkage to your organization
- Initial description of your proposal

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Explain the purpose and form of the statement of need. Include these key points:

- **Description of target population**
 - Do not portray the community solely as deficit-ridden.
- **Definition of community problem**
 - What is known about the problem through observations, studies, and reading?
 - What are probable causes of problem? In the nation? In the state? In your local area?
- **Relationship or linkage to your organization**
 - Do you have an advantage due to local familiarity or experience?
- **Initial description of your proposal**
 - What is the specific area of need?
 - What angle of the problem will be addressed?
 - If funded, what will be contributed to overall solution of the major problem (outcomes)?

Goals and Objectives



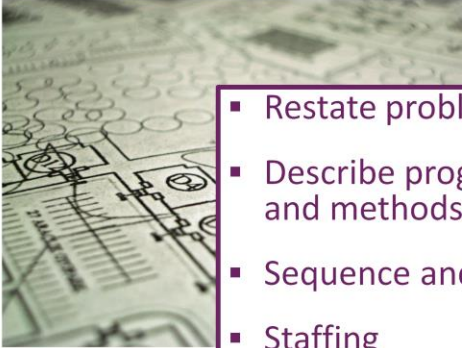
- At least one goal for each problem
- The population that will benefit
- Performance:
The actions that will occur within the time frame
- Outputs: Your methods
- Outcomes: Tangible results

41₄₁

Explain the purpose and form of the goals and objectives, sometimes known as the “work plan.” Include these key points:

- Provide a minimum of one goal for each problem or need identified.
- Describe the population that will benefit.
- Include the performance or activity. This is the action, which occurs within a specific time frame.
- The outputs are the method by which the action will occur, which quantifies the performance.
- The outcome, or product, is the tangible results of the action’s performance and process.
- We will revisit these elements again later, when we apply them to logic models.

Project Design



- Restate problems and objectives
- Describe program, scope, activities, and methods
- Sequence and timeline of activities
- Staffing
- Target population

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Explain the purpose and form of the Project Design, also known as the Action Plan. Include these key points:

- A restatement of problems and objectives
- A clear description and explanation of the program, the project scope, activities, and methods
- Sequence of activities, staffing and target population
- Timeline of activities

Evaluation Plan

Be Clear on Intent.
Is It To:

- Measure activities and outputs **OR**
- Demonstrate measurable change to ATOD environment?



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Explain the purpose and form of the evaluation plan. Include these key points:

- It's important to clarify the intent of your program evaluation.
- Typically program evaluation measures processes, like activities and outputs, vs. expecting the project to make a measurable change in the drug and alcohol environment.

Evaluation Components

- Description of evaluation methods
- Plan for evaluating the accomplishment of process and outcome objectives
- Intention to use evaluation data to improve the project during the funding period

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Elaborate on what an evaluation plan should include. Include these key points::

- A plan for evaluating the accomplishment of objectives
- A plan for modifying process and methodology
- A description of evaluation methods: criteria, data, instruments, and analysis
- Your intention to use results to improve the project during the funding period

Evaluation Challenges



- Needs to be robust, especially if long-term impacts are expected
- Needs to be sustained

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Discuss some of the challenges of evaluation in the field of ATOD prevention. Include these key points:

- Include a bona fide evaluation component, especially if long-term impacts expected.
- Needs sustained effort to determine measurable outcomes of locally based prevention efforts. So it is critical to understand the expectations of the funder.

Dissemination Plan

- How you will disseminate your findings or product
- Especially important if your project is potentially replicable



46

Explain the purpose and form of the Dissemination Plan. Include these key points:

- Dissemination refers to the act of circulating outcomes of your project.
- You need to specify the manner in which you propose to disseminate your findings or product.
- This is most relevant with innovative projects that have promised potential for replicability.

Methods of Dissemination

- Newsletters
- Pamphlets
- Journal articles
- Conference reports
- Seminars
- Workshops
- Training programs
- Demonstrations
- Presentations
- Slide shows
- DVD's / CD's

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Review the possible methods of dissemination.

Budget

- Salaries
- Estimated costs
 - Be sure your estimates are realistic
 - Justify any unusual costs
 - Account for inflation and salary changes
 - Check your math!

48₄₈

Review elements of the budget. Include these key points:

•Salaries and operations:

- **How many people, with what qualifications, are needed to carry out the project?**
- **What space, equipment, and travel resources will they need?**
- **How much time is required to complete the project activities?**
- **Other key concepts:**
 - **Indirect rates**
 - **In-kind contributions**
 - **Matching funds**
- **Make accurate cost estimates:**
 - **Be sure budget is realistic and compatible with local standards. Figures too high or too low may cause questions regarding familiarity with field and abilities of administrator.**
 - **Justify any out-of-the-ordinary costs for staff, operations, or technology.**

- **Take inflation and salary changes into account.**
- **Do the math correctly!**

Long-Term Viability

- Document several potential funding sources
- Establish reputation for stability with both the funder and the community

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Explain the purpose and form of planning for long-term viability. Include these key points:

- **Always consider your project's long-term sustainability.**
- **Document at least some potential sources of funds.**
- **Set a good precedent for working with disenfranchised communities.**

Appendices

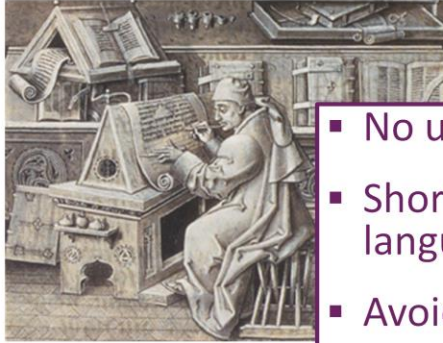
- Officers and Board of Directors
 - Diversity is important
- List of clients served
 - Again, consider community demographics
- Endorsements and/or letters of support
 - Tailored for grant if possible
 - Addressed to Program Mgr/Director, not funder

50

Review elements of the appendices. Include these key points:

- Listing of officers and Board of Directors:
 - Be aware of need for demographic diversity
- List of clients served:
 - Again, demographics are very important.
- Support documentation:
 - Endorsements and/or letters of support should be tailored to grant
 - Have letters addressed to the program manager or the executive director, not to the funder.
 - MOU and MOA is perceived more favorably than a letter of support.

Writing Tips



- No unnecessary words
- Short sentences, simple language
- Avoid passive voice
- Break up lengthy paragraphs with graphics and subheadings

51

Provide tips for good technical writing. Include these key points:

- Avoid excess verbiage. Make every word fight for its life.
- Use short, declarative sentences and simple, everyday language.
- Avoid using the passive voice.
 - Examples of active vs. passive voice: “We will evaluate” not “Evaluation will be performed,” “We expect 30 individuals to participate,” not “The participation of 30 individuals is expected.”
- Break of up lengthy paragraphs with visuals such as charts, tables, and graphs. Subheadings also help the reviewer navigate through the proposal.

“Colman’s Clues”



- Organize according to RFP
- Note point allocation and rating criteria
- Be explanatory, not just conclusive
- Write as if reader is new to topic -- no jargon or acronyms

5252

Summarize with “Coleman’s Clues.” Include these key points:

- **Organize proposal according to format included in the Request for Proposal (RFP).**
- **Read the point allocation and any rating criteria.**
- **Be explanatory, not simply conclusive.**
- **Write as if reader is new to the topic area (no jargon or acronyms).**

“Colman’s Clues”



- Be innovative, passionate, realistic
- Be outcome-oriented
 - Know difference between outputs and outcomes
- Be collaborative
- If rejected, find out why

53

Continue summarizing with “Coleman’s Clues.” Include these key points:

- **Be innovative, passionate, and realistic.**
- **Be outcome-oriented (know the difference between program outputs and outcomes).**
- **Be collaborative**
- **If rejected, go find out why. Contact the sponsor and ask for the reviewer’s comments and any suggestions they can offer for future improvements. Many successful proposals are the result of multiple revisions.**

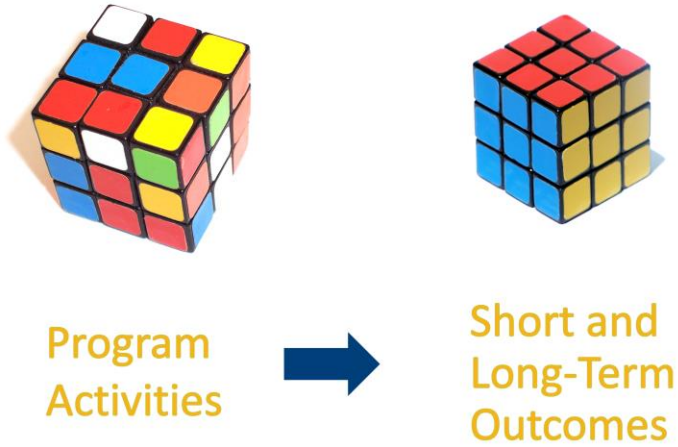
V. Working with Logic Models



54

Introduce Module Five.

Using Logic Models



55

Introduce and define logic models. Include these key points:

- Next, we are going to talk about logic models, because they are very relevant to writing a successful proposal.
- The logic model is used by organizations such as the American Cancer Society and United Way, as well as government agencies
- It is a written process that directly ties program activities to short- and long-term outcomes.

What Are the Component Parts of a Logic Model?

- Inputs
 - Program resources
 - May be replaced by Goals
- Activities
- Outputs
 - Activities in the aggregate
- Outcomes

56

Define the elements of a logic model. Include these key points:

- Inputs are defined as all relevant program resources, including trained staff, volunteers, advocates, buildings, equipment, materials, and available funds.
 - NOTE: Some logic models start with goals—also known as long-term outcomes—instead of inputs, since inputs may be better captured in the budget.
- An organization pools its resources to create specific program activities.
 - Activities are the actual work components or actions for reaching the targeted population.
 - Activities in aggregate make up the outputs.
- Outputs are activities quantified, such as the number of counter-advertisements developed, or the number of people exposed to the counter-advertisements.
 - Sometimes outputs are shown as linkages or piecemeal parts of the budget.

Outcomes

- Initial outcomes
 - Awareness and beginning of knowledge
- Intermediate outcomes:
 - Deepening knowledge and attitude shift
- Long-term outcomes:
 - Behavior change

57

Continue defining the elements of a logic model. Include these key points:

- Outcomes are the **overriding objectives** of the program. Initial outcomes are awareness and beginning knowledge:
 - The changes produced first by a program
 - Include changes in population attitudes, perceptions, and awareness (such as increased recognition of tobacco as a public health issue, and change it attitudes toward smoking)
- Intermediate outcomes are deepening knowledge and attitude shift:
 - The changes that occur later as a result of the initial outcomes
 - As perceptions change, changes in values or behaviors as well as changes in systems and policies (such as delayed youth initiation to ATOD use, decreased youth initiation, and decreased adult consumption)
- Long-term outcomes generally refer to behavior change:
 - The changes that the program ultimately strives to accomplish
 - The goal of the project (such as reducing the disease, disability, and death related to tobacco use)
- Some models, like the one use in the activity we are about to do, use long-term outcomes as goals and place this component in the

first column, sometimes in place of inputs.

Linking Activities to Outcomes



- Identify your own outcomes and indicators
- Draw on current collection procedures
- Improve measurements as you go

58

Explain the importance of linking activities to outcomes. Include these key points:

- To link activities to outcomes, identify your own outcomes and indicators.
 - Outcomes and indicators imposed by outsiders are unlikely to meet your program criteria or be truly relevant and useful to your efforts

- Program volunteers, current and past participants, and other agencies can point out important outcomes that do not occur to staff
- Draw on current data collection procedures
 - Outcome measurement does not always require new data collection efforts. Agencies often already compile data that reflect on outcomes
- Improve measurements as you go.
 - Once implemented, the outcome measurement system must be monitored and improved continuously, changing and growing as programs change and grow

Logic Model Activity

- Read the RFP excerpt.
- With your small group, discuss and complete one row of the Logic Model that corresponds to one of the key goals of the RFP.
- You will have 15 minutes.

59

Introduce the Logic Model Activity. Instructions:

1. Refer participants to the *Logic Model Framework* and the *Working With Logic Models Activity* in their Participant Guides.
2. Instruct participants to read the RFP excerpt and then work with their small groups to complete one row of the Logic Model that corresponds to one of the key goals of the RFP. Or, they can create their own goal.
3. After 15 minutes, reconvene the large group to debrief. Include these questions:
 - What was challenging about this activity?
 - Which side did you or your group start from?
 - How can the Logic Model be useful to you in your grants work?
 - What were your observations about engaging in this activity as a small group?

[NOTE: We will need to reproduce the content of 3.Grant Writing Part_1, pgs 51, 53, 54, and 56 and include them in Participant's Guide and use in this activity.]

VI. How to Develop a Proposal-Ready System



60

Introduce Module Six. Include this key point:

- Now we will outline the process of developing a proposal-ready system. When you have the basic elements in place, you will be ready to hit the ground running when a grant opportunity arises

Collect Boilerplate Information

- Past grant ideas
- Grant writing information
- Organizational information
- Evidence of success
- Issue areas

61

Introduce boilerplate information. Include these key points:

- First, collect boilerplate information. This is information that can be applied to multiple grants.
- Maintain both hard copy and computer file versions.
- I'll go over each category of information individually.

Past Grant Ideas

- Grant idea worksheet
- ALL past proposals
 - Winners and losers



62

Explain past grant ideas. Include these key points:

- Save grant idea worksheets, collected over the years.
- Keep past proposals, both winners and losers, but especially the winners.

Grant Writing Information



- Copies of other proposals
- How-to guides
- Annual reports
- Grant application guidelines

Explain grant writing information. Include these key points:

- Copies of other proposals you have acquired.
- How to guides, reports, pamphlets, memoranda, or other documents about writing proposals.
- Annual reports of foundations and corporations, including grant application guidelines and procedures.

Organizational Information

- Detailed, up-to-date resumes of all staff, consultants, and potential hires
- Organizational charts
- Facilities, resources, history
- Descriptions of current and past projects
- 1-2 page summary of your organization

64

Explain organizational information. Include these key points:

- Fully detailed (and updated) resumes of entire staff.
- Resumes of all consultants and potential new hires.
- Organization charts, facilities, resources, history.
- Detailed descriptions of all current and past projects.
- A 1-2 page summary about your organization.

Organizational Summary:

- Mission
- Services
- Geographical service area
- Founding date and major milestones
- CEO and contact information
- Board president and contact information
- Annual budget
- Funding sources
- How funds are spent
- Number paid staff and volunteers

65

Explain the organizational summary. Include these key points:

- **The organizational summary is one to two pages long. Include:**
 - Your mission
 - A list or short description of your services
 - Your geographic service area
 - Founding date and major milestones
 - Name of CEO and contact information
 - Name of board president and contact information
 - Total annual budget
 - Where the money comes from
 - Where the money goes (small pie charts are an excellent way to provide these financial statistics)
 - Numbers of paid staff and volunteers

Evidence of Success



- Letters of support, endorsements, honors
- Newspaper clippings
- Success stories about people you have served

66

Explain evidence of success. Include these key points:

- Any great letters of support, endorsement, honors.
- Important newspaper clippings.
- Success stories about people you have served.

Issue Areas

- Publications that bear on the issues you address



67

Explain issues areas. Include these key points:

- Any government or private publications bearing on the issues at hand. Use the Internet to locate these.

Final “Colman’s Clues”

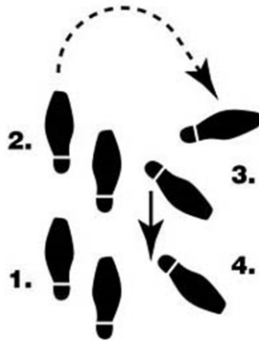


- Pay attention to the estimated number of awards
- Detail the conditions in your target area
- Use lists, numbered items, and typefaces
- Estimate costs slightly on the high side
- Study the system for awarding points

68

Continue to summarize. Include these key points:

VII. Next Steps



- What will your next steps be when you are back on the job?
- What resources are available to you?

69

Encourage participants to plan for action. Include these key points:

- **Think about what you have gained today and how you will use this information when you are back on the job.**
 - **What will your next step be?**
 - **What resources are available to support you in taking this next step?**

In Summary...

- Think outside the box
- Know your (potential) funders
- Find those unique qualities in your program and agency
- If turned down, do not give up

70

Summarize. Include these key points:

- **Think outside the box.**
- **Know your (potential) funders and build relationships with them**
- **Find those unique qualities in your program and agency.**
- **If turned down, do not give up.**

Free Technical Assistance



Community Prevention Initiative

Phone: (707) 568-3800 Fax: (707) 568-3810



TA Request Form in front pocket of binder

71

Explain the services offered by CPI. Include these key points:

- Free technical assistance is available through the Community Prevention Initiative. Here is the contact information.
- Technical assistance can be tailored to meet the specific needs of communities.
- Please see the TA Request Form in the front pocket of your binder.