Grant Writing Fundamentals: Positioning Your Organization for Funding Success

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Recording: All webinar registrants will be emailed a link to access the recorded webinar and additional materials.
Background on Hanover Research

Global research and grant development firm headquartered in Washington, DC

We provide solutions to:

- Higher Education
- K-12
- Healthcare Organizations
- Hospitals
- Municipalities
- Non-profits
Our full-cycle proposal development solutions were developed to enable increased competitiveness and results for our partners. They include:

**Capacity Building and Pre-Proposal**
- RFP analysis
- Relationship building strategies
- Grants calendar for specific grant makers
- Funder overview/analysis
- Funding prospect research
- Grants capabilities assessment survey and analysis
- Grantseeking strategy memo

**Proposal Development**
- Mission critical proposal review
- LOI production
- Comprehensive proposal review/critique
- Concept paper development
- Program/research design consulting
- Proposal rewriting
- Foundation proposal production
- Federal proposal production

**Post Award**
- Foundation grant outcomes reporting
- Multiyear comparative data analysis
- Grant application renewal review
- Proposal rewriting and resubmission
- Quantitative and qualitative program evaluation
- Grant evaluation
During today’s webinar, we will cover the following topics:

- Understanding funding announcements
- Writing grant narratives
- Developing SMART objectives and outcomes
- Program budgeting
- Planning for program evaluation and sustainability
Susan Perri, MPA has a decade of experience designing, writing, and managing grant programs for organizations nationwide. Her track record securing federal, state, corporate and foundation funding has yielded over $28 Million in healthcare, education, economic development and environmental conservation programming. Susan has also served on multiple federal and community grant review panels.

sperrri@hanoverresearch.com
Paul Tuttle brings more than 11 years of grant writing and proposal development experience. Paul worked in university research administration at three public universities in North Carolina, where he identified appropriate funding opportunities and managed university-wide sponsored program proposal development. At Hanover Research, Paul assists clients with grant proposal development, where his services include writing proposal abstracts and narratives and offering strong editorial guidance and revision.

ptuttle@hanoverresearch.com
Grant Writing Fundamentals:
Positioning Your Organization for Funding Success

Agenda

- Understanding funding announcements
- Writing grant narratives
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Understanding Funding Announcements

Context for solicitations

- Funding trends
- President’s budget request (OMB website)
- Funding as an investment
- Funding as an obligation
Understanding Funding Announcements

Types of funders

- Federal agencies
- State and local government agencies
- National, regional, local, family, community, and corporate foundations
- Professional or industry associations
- Businesses and companies
- Others
Understanding Funding Announcements

Types of solicitations

- Program announcements
- Requests for proposals / requests for applications
- Broad agency announcements
- Others
  - Contracts
  - Cooperative agreements
  - Provision of sponsor services
Understanding Funding Announcements

Key solicitation elements

- Eligibility
  - Type of awardee
  - Geographic limitations
- Funding amount and project period
- Program goals and submission instructions
- Award type and terms (if listed)
- Additional information
  - Grant manuals, application packages, links to online submission tools
  - Points of contact, references cited
Understanding Funding Announcements

Planning to respond to a solicitation

- Internal capacity and expertise
- Timeframe considerations
- External support
- Planning tools
Understanding Funding Announcements

Submitting LOIs

- Understanding the funder
- Aligning with the funder’s priorities
- LOIs as a genre
- Typical LOI structures
Agenda

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Preparing to write

- Read the instructions
  - Read all of the instructions
  - Any confusion? Talk with the program officer
- Expressing the program vision in the required sections
- Review criteria
- Submission method
  - Hardcopy
  - Online
Writing Grant Narratives to Address Application Review Data

The writing process

- General expectations
- Leader, scheduler, note taker
- Tasks/timeline
- Plan B
Tone and style considerations

- The proposal as sales pitch
- Formality levels
- The grant narrative genre
- Using available examples as models/templates
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Developing SMART objectives and outcomes

- Specific
- Measurable
- Achievable
- Realistic
- Timely
Developing SMART objectives and outcomes

Clarify Process and Outcomes

- **Spell out precisely** how the program will be implemented on the ground.
- **Walk the funder through the process**, detailing activities, timelines and specific deliverables along the way.
- **Devise some quantifiable outcomes** and the method of measuring and assessing those outcomes.
- **Keep it realistic and attainable** – don’t promise the moon.
Developing SMART objectives and outcomes

Developing SMART Objectives

- The goals and objectives should be more quantitative than qualitative
  - Qualitative: “Programming will increase the local high school graduation rate.”
  - Quantitative: “Programming would help boost the high school graduation rate in Allegany County from 70% to the New York State goal of 80%.”

- Goals, objectives and outcomes should be directly related to the community and the need, and be realistic and attainable.
Developing SMART objectives and outcomes

Example 1 – For a physical education and nutrition program at a school district

Non-SMART Objective and Outcome

- **Objective**: Children will understand the importance of physical activity.
- **Outcome**: Children will maintain healthy body weight.

SMART Objective and Outcome

- **Objective**: Children will engage in at least one hour of physical activity daily.
- **Outcome**: 80% of children will maintain normal Body Mass Index (BMI) values.
Developing SMART objectives and outcomes

Example 2 – For a telemedicine program

Non-SMART Objective and Outcome
- **Objective**: Telemedicine will provide necessary medical services to underserved rural residents.
- **Outcome**: More patients will experience timely access to quality health care without having to travel.

SMART Objective and Outcome
- **Objective**: Telemedicine technology will enable provision of medical care at 6 rural clinic sites.
- **Outcome**: 75% of patients will be able to access health care services in their home communities.
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Program Budgeting

Typical Cost Categories Include:

- Personnel
- Fringe benefits
- Supplies/Materials
- Equipment
- Travel
- Contractual
- Indirect costs
Justifying the Grant Budget

- Each cost must include a clear method of calculation (explain how totals were reached).
- Each cost must be directly linked back to the grant activities.
Budget Narrative Examples

Personnel cost category example:

Example 1: $50,000 is requested for a Project Director to manage the program.

Example 2: A qualified 1.00 FTE Project Director will be hired to implement and manage the program. Salary costs are calculated at fair market value at a base of $50,000 with an institution approved cost of living adjustment of 3% annually and an established fringe benefits rate of 26%.
Budget Narrative Examples

Contractual cost category example:

Example 1: Fees for program evaluation are requested at $25,000.

Example 2: We will contract with an independent professional evaluation service to conduct a rigorous program evaluation to verify impact and results as outlined in the program evaluation plan. This cost is estimated at an hourly rate of $100 and includes 200 hours of work and travel costs associated with site visits. Total requested: $25,000.
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Have a plan to validate grant results

- Include both process and outcomes evaluation.
- Begin with establishing baseline data at the beginning of the project period.
- **Formative assessment**: collecting evidence about program impact on its desired goals.
- **Summative assessment**: collecting evidence at the end of the program in order to create a retrospective “lessons learned.”
Planning for program evaluation and sustainability

- Funders want to see the return on their investment.
- Measures to track, record, and access the level of project impact.
Evaluation Methods

Assessment strategies include:

- Regular, purposeful observations conducted by program staff
- Progress logs
- Program service records and quantifiable data
Planning For Program Evaluation and Sustainability

Show broad stakeholder support and buy-in

- Wherever possible, show a collaborative effort.
- Identify partners who will provide certain services to or support.
- Consider creating an “Advisory Council” that consists of representation from partner.
- Signed letters of commitment or support, or memoranda of understanding.
Think beyond the grant: Sustainability

- The grantee should use its own leveraged resources to take grant capital and keep a program going.
- Provide specific examples of how a program will be sustained beyond the initial grant period.
- Describe how the program will become part of organizational culture.
Planning For Program Evaluation and Sustainability

**Sustainability Planning Questions**

- Will the program become part of your operating budget once success is demonstrated?
- Will you approach other funders?
- Will local stakeholders contribute to keep the project afloat?
Thank You

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