

# Acknowledgments

**THIS WORKBOOK IS** a coming together of all aspects of the nonprofit sector involved in grantseeking and grantmaking. Nonprofit staff and volunteers, intermediary organizations like the Alliance serving nonprofits, consultants both seasoned and new, and representatives of grantmaking institutions all had a hand in this workbook. It represents collaboration at its best. In this third edition, *Winning Grants Step by Step* will continue to augment the many workshops and clinics and the various forms of consultation available on proposal writing. Thanks are due to the many people who contributed directly and indirectly to this edition, both those involved primarily with grantseeking and those who are grantmakers.

Several individuals deserve special mention. The primary author of the first and second editions of this book, Mim Carlson, is the executive director of the Berkeley–East Bay Humane Society. In her prior work as a nonprofit management consultant and manager, she reviewed hundreds of proposals in her thirty-plus years of working in the sector. She has also taught proposal writing in nonprofit certificate courses at universities throughout the San Francisco Bay Area. The Alliance for Nonprofit Management is indebted to Mim for authoring two stellar editions of this workbook.

For this third edition of *Winning Grants Step by Step*, the Alliance decided to bring in an additional voice, that of Tori O’Neal-McElrath, to both amplify Mim’s tried-and-true advice and offer new information based on changes in the grantsmanship field. Tori is an organizational development consultant with over nineteen years of combined experience on both sides of the philanthropic coin; she has worked with and for both grantseeking and grantmaking organizations. She has also taught fundraising courses in nonprofit certificate courses in Southern California, as well as numerous workshops, seminars, and conferences nationwide. Tori graciously agreed

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to step up and take the lead on this latest revision, given Mim's shift to focus on her work as an executive director as well as her writing of the second edition of *The Executive Director's Survival Guide*. The resulting combination of voices has undoubtedly increased this workbook's usefulness. The Alliance appreciates Tori's work and leadership on this new edition.

Several individuals made significant contributions to the first edition that have been carried through in the second and now the third editions of this workbook. Jan Masaoka, former executive director of CompassPoint Nonprofit Services; Jane Arsenault, former executive director of the Support Center of Rhode Island; and Rick Smith, formerly the national executive director of the Support Centers of America, deserve continued acknowledgment for their time and energy. Much of what they contributed to the first edition appears—in whole or in part—in sections of this workbook, proof that good work does live on.

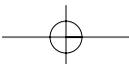
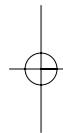
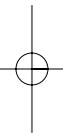
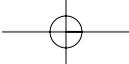
Special acknowledgments specific to this third edition go to a few extraordinary individuals, who were also strong devotees of the first and second editions of this workbook. Sheryl Kaplan, a fifteen-year veteran as a grantwriting consultant, provided invaluable feedback throughout the writing of this workbook. She also contributed several sample proposals for successfully funded grants, which can be found on the CD. Deanna Campbell is a relatively new grantwriter who contributed greatly to this edition by asking just the right clarifying questions. Olga Castenada also contributed guidance in the refinement of the sample project used throughout the workbook, as well as contributed a sample capacity-building grant proposal.

Phyllis Caldwell, Julie Farkas, Desiree Flores, Valerie Jacobs, Sandi Jibrell, Edward Kacic, Gwen Walden, and Susan Zepeda all provided keen insights into the grantmaking process, based on their years of experience; many of these wonderful insights have been quoted to expand and enhance many of the major points made about the steps described in this workbook. Through meetings, e-mail exchanges, and phone calls, they were both generous and thought provoking in turn about what they hoped would be conveyed in this edition of the workbook, which was more context for the grantmaking process itself—in addition to the nuts-and-bolts information on proposal development—so that grantseekers could gain an even greater understanding of all the activities involved. They also gave of their time—a precious commodity in the grantmaking arena. Please pay particular attention to what they have shared in their own words, and use their words of experience to inform your own grantseeking efforts.

# The Authors

**MIM CARLSON** has served as executive director of the Berkeley–East Bay Humane Society for the past four years. She has worked in the nonprofit sector for over twenty-five years as an executive director, interim director, and consultant for several animal welfare groups and social services organizations. She is a member of the executive committee of her county’s advisory council on aging and has served on numerous nonprofit boards of directors. She is also the coauthor of *The Executive Director’s Survival Guide* and the author of two books, *Winning Grants Step by Step* (first and second editions) and *Team-Based Fundraising Step by Step*, all published by Jossey-Bass.

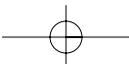
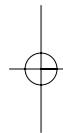
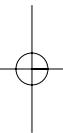
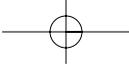
**TORI O’NEAL-McELRATH** has more than nineteen years’ experience in the areas of fundraising, program design and implementation, and organizational development capacity building with a broad range of foundations and community-based agencies. As the principal of O’Neal Consulting Services since 2000, Tori specializes in multifunder collaborations, board development, and capacity building in all areas of fundraising, strategic planning, and direct technical assistance. Her clients have included The Partnership for Prince George’s County (Maryland), Health Funders Partnership of Orange County (California), Women & Philanthropy (Washington, D.C.), Washington Area Women’s Foundation (Washington, D.C.), and Planned Parenthood of Orange & San Bernardino Counties (California), to name a few. She has successfully raised millions of dollars from foundations, corporations, and individuals throughout her years as a consultant, staff person, board member, and volunteer. Tori taught major gifts fundraising while on the faculty of UCLA Extension in 1996 and is in frequent demand as a speaker at conferences and workshops.



# About the Alliance for Nonprofit Management

The Alliance for Nonprofit Management is the professional association of individuals and organizations devoted to improving the management and governance capacity of nonprofits to assist nonprofits in fulfilling their mission. The Alliance is a learning community that promotes quality in nonprofit capacity building. The Alliance convenes a major annual conference, networks colleagues year-round online, and provides member discounts on books and other publications. Visit us online at [www.allianceonline.org](http://www.allianceonline.org).





# How to Use This Workbook: Making the “Magic” Happen

**WINNING GRANTS Step by Step** will walk you through, step by step as the title implies, the basic grantwriting process and will clearly illustrate that doing your research up front, following directions, building relationships, and implementing sound program planning is what actually makes the magic happen. By employing the strategies as outlined, you will significantly increase your ability to turn organizational programs, projects, and even general operating needs into proposals worthy of the full consideration of funders.

This is a hands-on, user-friendly workbook that guides you through the various stages of development that will enable you to take an idea or concept and make it come to life on paper. Real-life examples, samples of materials, worksheets to support you as you create your own materials, and helpful tips can be found throughout the workbook, and are tailored specifically step by step. Guidelines, suggestions, and exercises will prepare you to tackle proposal development for various organizations in the nonprofit arena—community-based agencies, educational institutions, hospitals and clinics, and research organizations. “Reality Checks” and “Helpful Hints” offer brief focused guidance. “Definitions,” unless otherwise stated, are provided by the Nonprofit Good Practice Guide ([www.npgoodpractice.org/Glossary](http://www.npgoodpractice.org/Glossary)), a project of the Johnson Center at Grand Valley State University.

Ultimately, the worksheets and other activities in this workbook are crafted to assist you in developing your proposals and letters of inquiry to meet the requirements of funding institutions of various types—corporate, private, operating, family, and community. (See Resource A at the end of the workbook for definitions of each type of foundation.)

*Winning Grants Step by Step* has been crafted with three kinds of individuals in mind: (1) entry-level grantwriters, (2) other organizational staff

and volunteers with limited knowledge or experience of grantwriting, and (3) people with some experience who are seeking a refresher in “Grantwriting 101.” Though grantwriting basics can be generally applied to all types of grant processes, this workbook focuses primarily on foundation and corporate grants, although there are several government funding resources provided in the Special Resources Section. If you are seeking more guidance on government grants (also referred to as public funding), you might want to check out *Grant Writing for Dummies*, by Bev Browning, which offers chapters specifically dedicated to government funding. Additionally, those of you working in the area of achieving social justice through grassroots organizations face unique challenges specific to your work. You will certainly find parts of *Winning Grants Step by Step* useful, but you might also want to check out *Grassroots Grants: An Activist’s Guide to Grantseeking*, by Andy Robinson. It does a highly effective job of tailoring the grantseeking process to meet the needs of grassroots organizations working for social justice.

This workbook is modeled on creating proposals for program funding, and you can easily adapt it to seek general support and other types of funding as well. *Winning Grants Step by Step* targets this basic truth: your proposal must clearly articulate a well thought out, well-crafted program that both inspires confidence in your nonprofit’s ability to successfully implement it and fits within the interests of the funders who will receive it. Funders are looking to make strategic investments with their limited grant resources, and they need to see a direct connection between your program and community need(s) being met—and they need to see how you will track and measure your success.

Almost every organization out there addressing community needs has good ideas. The key to winning grants is to match those good ideas with funders who are interested in the same actions and outcomes.

Step One of this workbook walks you through the process of developing a proposal idea.

Step Two provides guidance on introducing your project to possible funders, as well as some helpful ideas about ways to develop relationships with funders, which is a critical component in winning grants.

Steps Three through Ten focus on the specific process components that will take your idea from a concept to an effective proposal.

Then Step Eleven walks you through the final step in the process, submitting your proposal.

Step Twelve focuses on how to sustain relationships with funders after the grantmaking process has concluded—whether your program was funded or not.

## Reality Check

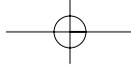
In the spirit of David Letterman's nightly "Top Ten," here are arguably the "Top Five" flaws found in grantseekers' proposals:

- No. 5. Failing to work out an appropriate budget for the proposed program. You can hit a home run with your proposal only to have it fall to the ground when it becomes clear that you did not spend enough time and thought on the corresponding program budget.
- No. 4. Underestimating the importance of addressing sustainability. Funders want to make investments, and most would like to think that their investments will have a payoff that extends beyond the life of their grants.
- No. 3. Underplaying the importance—and the significance—of evaluation. Funders want to see that you began with the end in mind; your organization first understood the need, then created a program or project to address that need.
- No. 2. Not being clear enough about what they are trying to achieve through their proposed program or project. Why is your program important for your community or target audience? What—or who—will be different as a result of your program, and how?
- No. 1. The number one flaw grantseekers make is a simple one: not following the funder's grant guidelines. This is an important point that will be emphasized throughout the workbook.

Finally, the Special Resource Section at the end of the workbook addresses key components of the grantseeking process, such as prospect research, and offers a bibliography of directories and guides to advanced proposal development and a list of helpful websites.

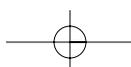
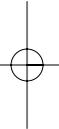
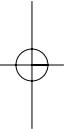
Incorporated throughout *Winning Grants Step by Step* are samples that highlight what a particular step is addressing. These samples focus on the work of the Some City Senior Center organization, which provides health and social services to seniors. Some City Senior Center is similar to a real-life organization, and its Senior Latino Community Outreach Pilot Project is also representative of the real organization.

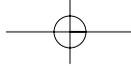
Additional sample proposals are included on the CD-ROM that accompanies this book. You will find examples of capacity building, program, and technology equipment proposals. All these proposals were funded. Each proposal is unique to the organization for which it was written, and is meant to be used only as a demonstration of how the different components can be crafted. The CD-ROM also contains the worksheets from the book that display the CD-ROM icon. (These worksheet files may be filled out electronically or used as templates, to be customized as needed.) Further information on how to run the CD-ROM is located at the end of this book.

**xxii**      How to Use This Workbook

The best way to use *Winning Grants Step by Step* is to actually go through it step by step, in the order suggested, crafting your own grant proposal along the way. This workbook is unique because it is structured to follow the process normally used when preparing a proposal; you can develop a proposal of your own as you read the book and complete the exercises.

Remember, there is no magic to navigating the grantseeking process or to preparing successful proposals. These activities simply take good planning, good writing, good research, and an approach that is geared to a prospective funder with whom you have developed a good relationship.





# Winning Grants

Step by Step

