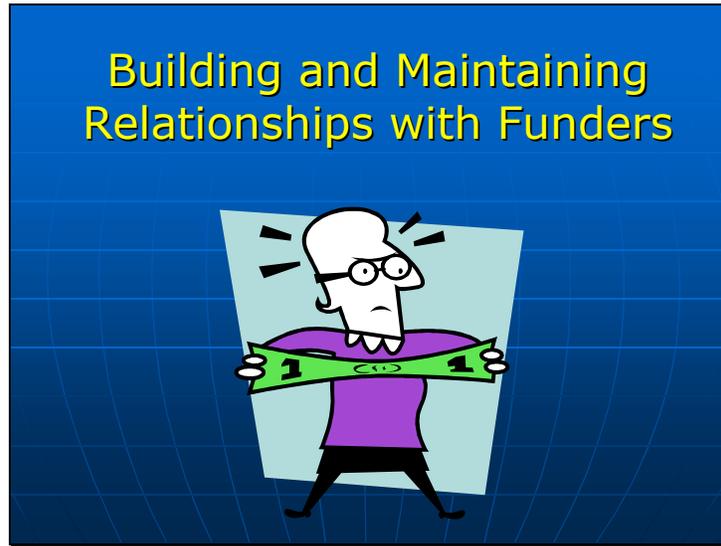


Slide 1



It's best to have all your grant proposal components drafted while you strategize your funding plan. You never know when you will have the opportunity to discuss your project idea and you want to be able to do this accurately and clearly.

The funding world has become more and more competitive as more and more organizations rely on grant dollars to accomplish their goals. Grant writing is a big industry, yet only a small percentage of proposals are funded. This tells you that you can't take their rejection personally. It also means your proposal has to be well-written and you have to research your potential funders.

People give in order to get

- It's a good cause
- How to earn the support
 - Explain exactly why you seek funding
 - Why project is compelling
 - Who will benefit
 - Why money needed now

Just because you have a good cause, one of thousands, really, doesn't mean money will wend its way to you. You must attract support the old fashioned way – EARN IT. You earn it by being clear about why you're seeking fund, why your project is so compelling that the funder should choose to fund you and not someone else, who will benefit, and why you need to do the project now.

The more you know about potential funding sources, the more you will understand how to work with them. Knowing how to approach foundations increases your success in getting funding in a fiercely competitive work. People give to people. Developing a relationship with a potential funder changes your status from an unknown to someone the funder is comfortable with.

Giving away money is something we all do reluctantly; hardly an instinctive act. Nevertheless people will support you if you present them with a challenging project that is consistent with their interests.

Your needs – presented as opportunities – must be SPECIFIC, PEOPLE-ORIENTED, AND HAVE A SENSE OF URGENCY. KEEP IN MIND ALWAYS – PEOPLE GIVE IN ORDER TO GET. They don't simply want to give away their money, they want to feel they're investing it and getting something in return.

People give to people

- It's all about building relationships
- Takes time
- Gifts from strangers?
- The name of the game-asking

An illustration on a blue background showing several hands of different colors (orange, yellow, brown) reaching out to hold a green dollar bill. The hands are arranged in a circle, suggesting a shared or collective action. The dollar bill is held in the center, with rays of light emanating from it.

Simply because someone or an organization is wealthy is no reason to assume that he or she will want to give to your project.

People make gifts only after you've reached out, and started building a relationship with them by informing them of your work. The funder needs to understand your goals, recognize their importance, and see the value in working with you to achieve your goal. First step in building the relationship often comes in calling and asking for an annual report and grant guidelines. At this time, you might have the opportunity to discuss your project and see whether the funder is interested in funding it. If not, can be recommend someone else who might be.

Asking for money becomes the final step in building relationships, not the first one.

Dollars follow commitment. Commitment follows involvement. And involvement comes from building relationships.

Rarely do dollars come from strangers. Funders must have logical reasons to give and believe you are the right person to give their dollars to. You have do research to reveal these logical reasons.

In fundraising, asking is the name of the game. Very often not enough money is raised to complete a project not because people/partners didn't give, it's because they weren't asked. Problem is, only for the rarest person is asking for money easy. For most of us, discomfort so strong we invent 100 excuses to procrastinate.

Remember, you are not asking for yourself, you are asking for your organization or project. If you are dedicated and genuinely enthusiastic about your project, it's easier to ask.

Reasons foundations give

- Trust person or organization
- Fits with their goals
- Project is a great idea

A cartoon illustration of a person with dark skin and short black hair, wearing a purple long-sleeved shirt and purple pants. The person is holding a large, glowing yellow lightbulb above their head with their right hand. The lightbulb has several short yellow lines radiating from it, indicating it is lit. The person's left hand is near their chin in a thoughtful pose. The background of the illustration is a light blue circle with a grid pattern, set against a dark blue background with a grid pattern.

If you are a new organization and do not have an established track record of successes, you use the experience and successes of your individual partners to build the needed trust.

Research will show you that your project matches the mission of the funder. Further research can also show you what projects the funder has already given money to so you can better assess your chances of success. If you really want to increase your chances for success, you may be able to contact these previous project managers and ask them what they did to be successful.

They also give because.....

- Other people are giving to the project
- Results can be evaluated
- Project will be a model for others
- There is a beginning and end

Because your partners have already committed resources to the project, both cash and in-kind, the funder understands that there is broader support for the project than just the funder.

Cannot not emphasize enough, good planning, which includes measurable objectives, an organized, inclusive methodology, discussion of methodology, and a realistic budget can make or break your chances for success. Poor planning decreases your possibility forgetting the resources you need.

Most funders like to fund projects because they do have a beginning an end. They know how long they will be obligating their money to you. On the other hand, funding for operating costs, e.g., rent, salaries, are very difficult to obtain for the very reason that they usually do not have an end.

Granting organizations are inundated with proposals



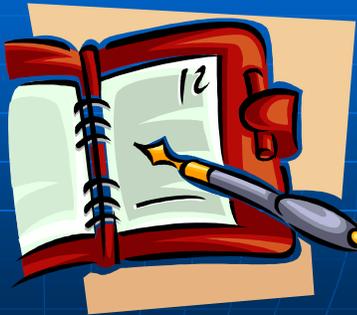
Starting your communication and relationship building early on increases your chances of success.

No matter what the source, one of the ways you will be competitive is having your proposal stand out in a positive way. For example, highlight innovative partnerships and methodology, maybe you're applying a new approach to a common, persistent problem. Or, you're developing a model that can be replicated elsewhere, saving the second user time and money. Communication with your funder can help you accomplish that.

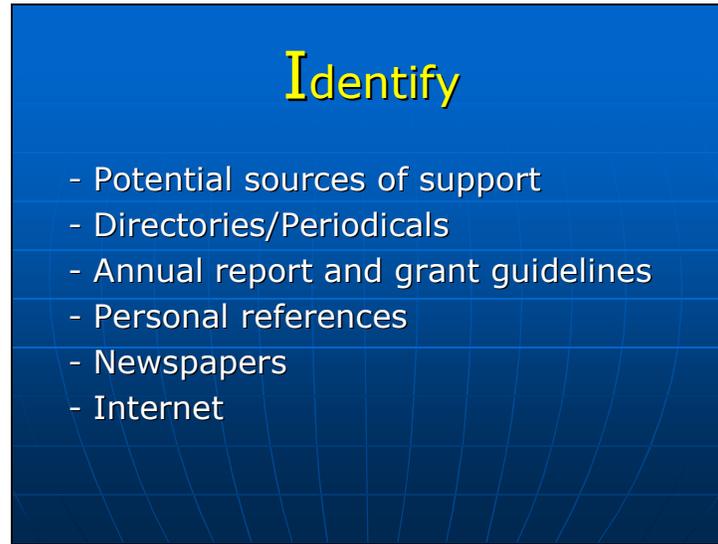
Foundations are in the business to give away money. It is your job to convince them that you and your partners are the best group to give their money to.

What is the IIIISM?

- Identify
- Inform
- Involve
- Invest
- Steward
- Maintain

An illustration of a red spiral-bound notebook with a pen resting on it. The notebook is open, showing a page with the number '12' written on it. The pen is silver with a yellow nib. The entire illustration is set against a light brown rectangular background.

The IIIISM model was developed by the Conservation Fund for the National Park Service. It is one approach to building and maintaining fund/friend-raising relationship.



Make a list of potential sources of support

Foundation Directory, Environmental Grantmaking Directory, National Directory of Corporate Giving, State Directories. Chronicle of Philanthropy

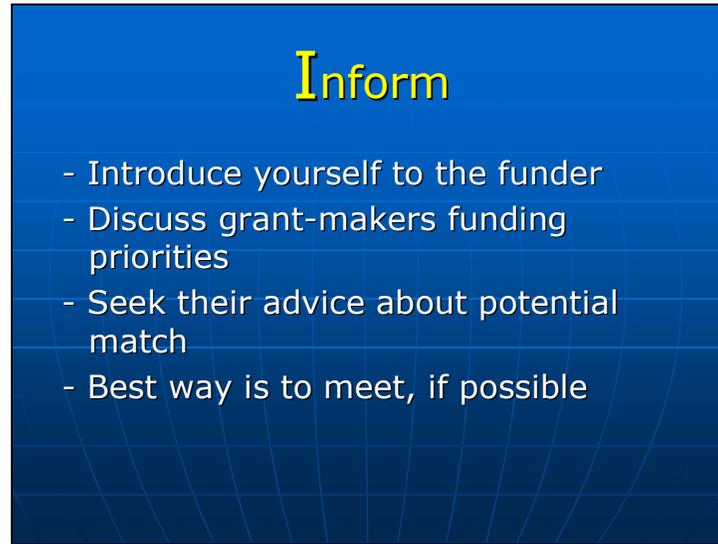
Request the annual reports and guidelines for submitting grants from funding organizations

Ask for recommendations from individuals who have been successful raising money

Read the business section of your local papers

Use the Internet as a reference tool. Conservation Assistance Tools (CAT) on the Sonoran Institute's website: www.sonoran.org

You will find that creating a list of potential funding sources is easy. Refine the list by reviewing guidelines and create a "Hot List" of prospects.



Inform

- Introduce yourself to the funder
- Discuss grant-makers funding priorities
- Seek their advice about potential match
- Best way is to meet, if possible

Introduce yourself, your organization, and your project idea to the individuals who will make the decision about granting funds. Best to work collaboratively with grant-makers to develop your project idea.

Grant makers can provide helpful advise as to whether or not your ideas fits their current guidelines, if they award the level of funding you are seeking, and when and to whom you should submit your application. Will often offer helpful suggests on the development of your project. This advice will make for a substantially stronger application.

Best way to introduce yourself and your project to a grant-maker is to meet. If this is not possible, meet by phone or write a letter.

Informing a grant-maker goes beyond the project. It includes sending postcards, newsletters, invitations the events, news clippings, and a personal note.

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Questions Funders Ask: Need for the Project?

- How do you know this service or project is needed?
- How many people will be served in you receive the funds?
- What will happen if you are not awarded the grant?
- What is the likely result if nothing is done to address this problem?

Quality of the Program?

- Similar programs that have been successful?
- What results do you expect, and how will you measure them?
- What could go wrong? Contingency plans?
- How will you know if you are successful?

What are the components of your programs that make you confident of success?
Have you done your research? Are you aware of other similar programs that have been successful?

How was the budget developed? What experience is it based on?

If you are successful, what will be different one year from now? Five years from now?

Organizational Capacity?

- How does this project advance the mission of your organization?
- How does the project relate to the organization's long term plans?
- How will this project affect other programs in the agency?
- How will the project be funded in the future?

What special experience does your group or staff bring to the project?
Are your staff numbers adequate? Are they adequately trained?



Community Support?

- Who are your partners?
- How do they show their involvement?
- What are partners contributing?
- Support from businesses, other funders?
- Broad-based, diverse support from the community?

Have you worked with other organizations in your community in planning the project?
Are they familiar with your plans?

Do you meet and discuss common concerns with other organizations regularly?

What evidence is there of support for this idea from businesses, other funders, individual community members, government institutions?

Have members of a cross section of the community been including in your project planning?

Involve

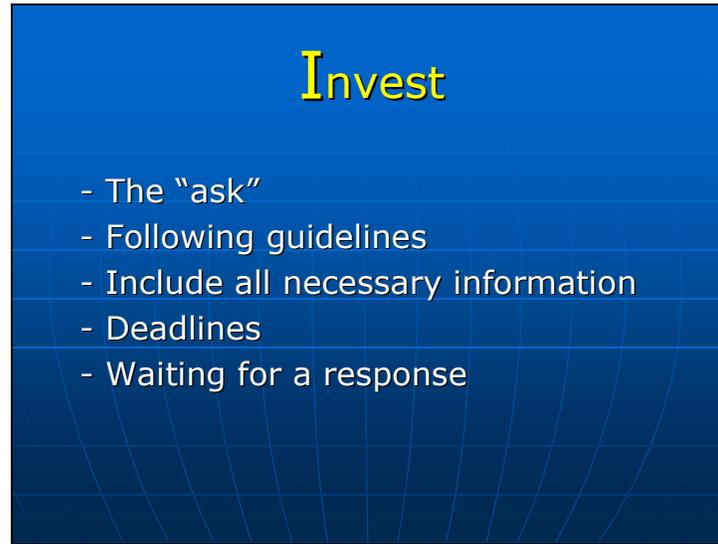
- Two way street
- Be creative
- Ask for advice

A colorful cartoon illustration of a person with a large clock on their chest and a briefcase, standing on a grid background. The person is wearing a yellow hat, a red and orange patterned shirt, and yellow pants. The clock is yellow with black hands and numbers. The briefcase is pink and black. The background is a dark blue grid.

A fund-raising relationship is a two-way street. The more involved a grant-maker is in your project, the better your chances are for receiving funding now and in the future.

Be creative in seeking the involvement of a potential grant-maker. For example, if it is a corporate grant sponsor, consider ways in which the corporation's employees, products or clients can support your project.

Ask the decision-makers for their advice and act on that advice.



This is the "Ask" of the solicitation of funds. Remember you are giving the funder the OPPORTUNITY to do their work. Without solicitations for proposals, they would be out of a job. Also remember YOU ARE NOT ASKING FOR YOURSELF BUT FOR A PARTNERSHIP/ORGANIZATION THAT IS PROVIDING AN ESSENTIAL SERVICE.

Prepare a brief proposal outlining your request for funding. Have this in front of you as you converse with the funder in person or by phone.

When application forms are available, you MUST use them. Read all guidelines carefully and follow them with precision.

Include all necessary information. If a request for information is not applicable to your project, put N/A in the answer blank. Ask appropriate individuals to submit letters of support. Provide all financial information and documentation as requested.

Do not miss deadlines. If you must be late, call the funder, explain the reasons why you will not meet the deadline, ask for an extension, and give them a date by which your requested information will be at the funder's. If the funder does not want you spending the money to send your proposal by overnight mail, do not send it that way. If they want original copies, do not fax the proposal.

Wait patiently for a response. If the deadline has passed when the funder said they would notify you of their decision, call the funder and ask for the status of your proposal.

Building Stewardship

- Thank you
- Progress reports
- Fulfill reporting requirements
- Newspaper clippings, photographs
- Building your future

Thank the donor for the gift at every opportunity. When you receive notification of a grant award, read the letter of acceptance with care and respond to requests and grant reporting requirements. **WRITE A PERSONAL, HAND WRITTEN LETTER THANKING THE DONOR FOR AWARDING THE GRANT TO YOUR PROJECT.**

Acknowledge receipt of the funds. Keep the grant-maker informed on the progress of the project. When you sign the contract, your proposal and the acceptance of the funds are a legal contract that defines in part your relationship to the grant-maker.

A good idea.....whether you are required to (by the grant-maker) or not, send a progress report at the start of the project, at its mid-point, and when the project is completed.

EXCELLENCE STEWARDSHIP LEADS TO FUTURE GRANTS AND DEMONSTRATES YOUR ABILITY TO FULFILL YOUR OBLIGATIONS AND FOLLOW THROUGH ON YOUR ORIGINAL PROMISE TO GIVE SOMETHING BACK TO THE FUNDER.

Maintain

- Discuss future projects
- Other sources of funding
- If unseen things happen.....



Continue to support the fund-raising relationship and discuss projects that are mutually supportive of both organizations. Discuss ideas for future grants.

Discuss other sources of potential funding.

Funders do not like surprises. You maintain your relationship by discussing any changes that need to be made as they happen—unfavorable weather, a contractual falling behind in his work schedule, moving extra money from one funding category to another because of unforeseen excesses.

A grant-maker pleased with your work will be willing to recommend you and your partners to other grant-makers. Treat grantmakers like the invaluable partners they are.

Appalling Proposals

- Tiny print
- Not following guidelines
- Weak/missing outcomes
- Unrealistic budget
- Need on-going support

An illustration of a grey binder or folder with a central window. Inside the window is a black car with a white light on top. The binder has various icons and symbols on its cover, including a checkmark, a magnifying glass, and a gear.

First impressions mean a lot. Avoid saying more in less space by using tiny print. Use 11 or 12 point font. Don't fill every inch of the paper. Leave one-inch margins.

Do you bind your proposal or staple it. What do the guidelines say? Some funder are requiring that you use re-cycled paper and print on both sides.

Since the funder is purchasing outcomes, make sure you have specific, measurable, and meaningful objectives listing tangible outcomes of the project.

Be realistic about the budget. Funders know what is realistic and they know what to look for in budgets. The accountants on the review panel will be looking for mistakes in your budget and question whether the costs match activities. They will look to see if you have a plan to either become self-sufficient or at least know where the next round of money is coming from.

Appealing Proposals

- Succinct
- Neat appearance
- Matches funders giving patterns
- Follows the guidelines
- Measurable objectives
- Proper endorsement

Demonstrate you can meet deadlines for project completion. Always follow the funders guidelines. If the guidelines are ambiguous, call and ask them what they want you to include.

Make sure the proposal is signed by people who have a legal responsibility for its success. It shows that they endorse the project on your end. Remember, you are not begging. The business of asking for money does have to be awkward. The funder needs you. By law, they have to give away five percent of their assets to maintain their non-profit status. This is their business – funding worthwhile projects.

Follow up

- Keep the communication open, even after a proposal rejection
- Personal relationship results in funding
- Never burn your bridges



If you haven't heard from the funder after the notification deadline has passed, call to check on the status of your proposal. If your proposal was rejected, find out why. If you have been working with your funding source to promote and develop your project (and building relationship), you should have some assurance of it being successful. Some funders may offer evaluations and way to improve your proposal for resubmission. Sometimes, it's simply a matter that they ran out of money by the time they came to your proposal. Some foundations, as a matter of principle, do not fund initial requests. You may have to submit a proposal two or three times before they consider funding your project.

Don't burn any bridges because you may come back to a funder who originally rejected a proposal.



If your project is awarded, there are some logical next steps in continuing the relationship. Send a personal thank you note. The best form is a hand-written note full of sincerity.

Call to find out when the award contract will arrive. You cannot start spending the funder's money before the contract is signed.

Your funder may want to be recognized publicly for contributions put into your community. They may need to report this recognition to other funder groups. Non-profit groups need to be visible to keep their members happy. They need members to stay in business.

Pay attention to foundations or funders who may not have actually served as partners. Check to see if they were to be recognized for their participation.

And celebrate with your partners. Celebrations help ensure partner participation and satisfaction. Have a party, an outing, a dinner together. But Celebrate.