



Move Your Proposal Forward: Game-Changing Engagement Tools

Mona Way, Kristin Neemann and Kimberly Wisner





Boys Town National Grant Writing Team





What does a Grant Writer do?



What my friends think I do



What my mom thinks I do



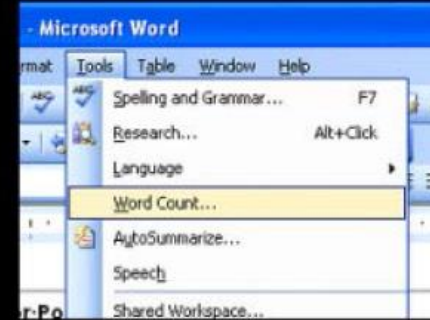
What program staff think I do



What my boss thinks I do



What I think I do



What I really do



Building the Frame: Boys Town Tools and Approaches

- ✓ Clear Criteria
- ✓ Clear Process: RFP Review and Work Plan
- ✓ Education & Team Building
- ✓ Executive Level Involvement

Criteria/Filters

✓ Agency mission

Boys Town Model Hallmarks/Elements

✓ Agency strategic plan

Strategic filters for program growth

Sustainable
Economics

Contributes to
Continuum

Unmet
Need

Strategic
Importance

Talent

Concentration

Feasibility

Boys
Town
Model

Filters

- **Sustainability** “We struggled with this”
 - Startup costs will be out of way
 - Or we can use what we learned to continue to get funding
 - Discuss capacity building measures
 - Who are the most likely future funders? Do any of our strategies fit this funder? What is our reputation and relationship with the funder?

Filters

- **Strategic importance examples**
 - Partnership development initiative
 - Evaluation initiative—formal, evidence based—for our community based program. Would this grant involve our evaluators, university researchers, etc.

RFP Review

- **Where do we start?**
 - “Sometimes we send the opportunity to them if it’s gone through the filters. Sometimes, they send us the RFP and ask us for feedback.”

RFP Review

- **Who approves?**

- Program level followed by executive level:
Director of Grants & Contracts meets with Executive VP (second in command), a national finance person, and a national program person

Work Plan

Project:		
Project Intent		
Available Funding/ No. of Awards		
Project Team		
Proposal Due Date		
Completion Dates		
Project Timeframe		
Proposal Format		
Content	Dept. Responsible	Notes
Table of Contents		
Abstract		
Objectives, Outcomes and Need for Assistance - __ points		
Approach - __ points		
Evaluation - __ points		
Organizational Profile - __ points		
Budget and Budget Justification - __ points		
Appendices		

Work Plan



Mark Your PROJECT TITLE, Begin From available site Project		
Project Team Members		
RFP due date _____ (include submittals)		
Completion Date		
<ul style="list-style-type: none"> • Draft narrative to site for review _____ • Site a comment back _____ • Program narrative, forms, cost proposal, attachments finalized _____ 		
Award Notice Period		
Project Timeline		
Format Online submission – character limits		
Content	Input Requirements	Notes
Cover Page		
Description (12,000 character maximum)		
Need for Assistance		
Continue to state the Need you want to address (or problem you want to solve) is important. <ul style="list-style-type: none"> - What is the need (or problem) in _____ County that you are proposing to address (or solve)? - What local County data or evidence exists to document need for problem? 		
Contracts and Grants	Site – assist with knowledge of geographic area, population, needs, services	
Site		
Provide demographics, statistics and other local data to describe your Target Population. <ul style="list-style-type: none"> - Who does this need (or problem) impact in Co.? Include profile of the proposed target population. 		
Approach and Design		
Establish that the Approach and Design of your project is evidence-based and/or based on best practices.		
Describe the project activities and services and include a timeline and work plan as part of a Scope of Work for project. The scope of work should establish an organized and logical series of project activities, services and expected results that are specific, measurable, achievable, realistic, and time sensitive. <ul style="list-style-type: none"> - What will your program do to meet the need? - What specific activities will your program complete? - What services will your program provide? - How many people in _____ County will your program provide services to? - What will your program accomplish during funding period? - How will your program accomplish it? - How responsive to the RFP service category criteria is this proposal? 		
Contracts and Grants	Site – identify services to be provided; anticipated number served.	
Site		

Content	Input Requirements	Notes
Evaluation Approach		
Discuss your project's Evaluation Approach and detail specific steps that will be taken to measure and document program impact consisting your scope of work and achieving expected results. If your project is an existing project, please describe your project's success to date and how that success was determined. <ul style="list-style-type: none"> - Complete Evaluation Plan Logic Model 2015. Do not complete Evaluation Model as currently a part of website application. - Outcomes and activities are clearly generically accepted program being proposed. - Evaluation methods and tools are generally accepted for documenting proposed outcomes. 		
Contracts and Grants	Found in Addendum section of website application	
To be answered in the Addendum:		
<ul style="list-style-type: none"> - Prior outcomes that demonstrate success of services in this proposal - List of indicators that have current state or national data documentation available is highly recommended. 		
Sustainability		
Describe revenue available for project as well, your organization's strategies for achieving financial Sustainability of project after grant funding ends. <ul style="list-style-type: none"> - What other funding is available to support your organization in addressing this need? - Are there any partners who will assist your organization in addressing this need? - What other funding has your organization received to address this need? - How will your organization continue to address this need if current funding ends? 		
Contracts and Grants	Site – identify community partners, MOU's, other funding available, funding received for address need, volunteer use	
Site		
To be answered in the Addendum:		
<ul style="list-style-type: none"> - Describe your use of volunteers in support of program and other agency activities. - Describe how awarded funds will allow you to leverage additional dollars. 		
Project Innovation (2,000 character max)		
Describe how your project is new, unique, or innovative for your target population and geographic service area. <ul style="list-style-type: none"> - Describe how your program differs from other programs in the geographic area with the same target population and goals. 		
Contracts and Grants	Site – report on similar programs in geographic area and how we are different	
Site		
Anticipated Challenges (2,000 character max)		
Describe anticipated challenges related to the project's successful implementation as well as how these challenges will be addressed.		
Contracts and Grants	Site – input on challenges and solutions	
Site		

Content	Input Requirements	Notes
Partners		
List all partners or organizations that will be collaborating with your organization on this project. <ul style="list-style-type: none"> - Upload a letter of support or MOU from each project partner listed above that include: <ul style="list-style-type: none"> • Partner roles and responsibilities • Partner capacity to assist your organization with this project • Resources the partner brings to this project 		
Contracts and Grants	Site	
Organization and Partner Capacity (2,000 character max)		
Provide information regarding capacity of your organization and your project partners to successfully implement and sustain your project. <ul style="list-style-type: none"> - How does the project fit within the mission of your organization and missions of your project partners? 		
Contracts and Grants	Site – need capacity information on partners	
Site		
Demonstrate your organization and your partners have expertise and ability to: <ul style="list-style-type: none"> - Address need - Serve project's target population - Implement projects of this size and scope - Sustain projects of this size and scope 		
Demonstrate that your organization and your partners have: <ul style="list-style-type: none"> - Strong fiscal health - Executive leadership and board member commitment to implementing and sustaining this project 		
Key Staff Capacity (2,000 character max)		
Provide information regarding key staff for this project, including: <ul style="list-style-type: none"> - Their skills, abilities and experience - Their project roles and responsibilities Key staff may include individuals: <ul style="list-style-type: none"> - Hired by your organization. - Hired by a partner or collaborator - Serving as a consultant to your project 		
Contracts and Grants	Site	
Site		
Evaluation Plan Logic Model		
Upload complete evaluation plan/logic model for the project using the Evaluation Plan Logic Model form.		
Budget		
Complete proposed program budget using budget worksheet. <ul style="list-style-type: none"> - Budget justification - Additional descriptions of budget items that might be considered unusual. If there are no such items, please put "N/A". - If there is an indirect cost percentage requested in proposal, then there should not be any indirect costs in budget lines. 		
Contracts and Grants	Site – provide budget – program and agency – and budget justification	
Site		

Content	Input Requirements	Notes
Agency Budget		
It is attached to the proposal. The Budget forms that are part of the proposal do not need to be utilized for this budget.		
To be answered in the Addendum:		
<ul style="list-style-type: none"> - Unit Cost service description (in this an industry standard and if so, please state source) - Unit Cost of service (in this an industry standard and if so, please state source) - What percentage of the agency's overall budget does this request represent? 		
Contracts and Grants	Site	
Site		
Letters of Funding Confirmation		
If applicable, upload a copy of your award letter or similar documentation for each confirmed revenue source included in your budget.		
Contracts and Grants	Site	
Site		
Previous Funding History (2,000 character max)		
If this is an existing project, please list all sources of revenue that have supported the project over the past two years. For each revenue source, please indicate amount of funding provided.		
Contracts and Grants	Site	
Site		
Additional Scoring Components		
These areas will be reviewed and evaluated by Review Panels after proposal itself has been read and scored. Proposers are not to write additional information relevant to these areas. This is ITI only. <ul style="list-style-type: none"> - Underrepresented Populations (3 pts.) - Underrepresented Areas Served (2 pts.) - Performance History (10 pts.) - Nonprofit First Certification (3 pts.) - Priority Area Score 		

- Organized
- Bulleted responses
- Completed after project is “green lighted”

Grant Team

- **Leadership** (executive level)
- **Subject Experts** (program)
- **Finance/Development**
- **Writer**

Education & Teamwork

- **Work plan approach**
- **Coaching approach**
- **Scheduled conference calls**
- **One project leader**
- **Frequent communications**

Advantages

- **Filters**
 - Because it can be hard to say no
 - Able to show it's not strategic for us
- **Process supports us**
 - Even when win rate is lower than we want
 - Good rationales for what we've done and what we haven't
 - Every proposal on a chart with results: why worked, why denied, why good fit, why not
- **Program staff aware of expectations**
 - No surprises, Consistency
- **New people** have learning curve, but they see it work
- **They see us as supportive**

Strategic Planning

- **Ongoing support** - Bridgespan Group
- **Involvement** - Every part of our organization: stakeholders from across the country, national leaders who may be peers or partners, national board, every local board
- **Commitment** - One year process with eight committees
- **Follow up** - Every initiative has timeframe, benchmarks, update every six months to entire agency
- **Programs & Agency**: Beside program initiatives, we have organizational initiatives like diversity, culture, aligning all support departments to fit strategic initiatives
- **Approach** - More strategy based than goal based. *How we're going to do it.*

About the Grants Program

- **60-70% funded**
- **\$15-\$60 million per year**
- **4.5 FTE grants team**

Final Word

“It takes time.

This has been established with
years of investment.”