





Basic steps of grant development

Step 1: Prospecting and Researching

Step 2: Development

Step 3: Submission

Step 4: Grants Management and Stewardship



Step 1: Prospecting



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What is prospecting?

The process of looking for grant funding that is:

Appropriate for funder needs

- The grant maker's grant guidelines and previous gifts to other organizations are similar to what you are asking.

Leadership-approved program

- Grant proposals make bad presents.

Aligned with your program's mission

- This doesn't necessarily mean animal welfare.

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Why do we prospect?

In order to:

- Find interested funders
- Make sure it's worth your time and effort
- Get an idea of the competition
- Find collaborative partners
- Maximize resources
- Be efficient

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Before you begin

**Ask yourself (and your team),
what are your:**

1. Needs and problems?
2. Solutions?
3. Goals and objectives?
4. Impact?



Develop your “elevator speech.”

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Where to look for grants

1. Foundation Directory

- Corporate and private foundation directory
- Five subscription levels

fconline.foundationcenter.org

2. Foundation Search

- Corporate and private foundation directory
- Free service

foundationsearch.com

3. Guidestar

- Searchable database of more than 850,000 organizations

guidestar.org

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Develop a prospect plan

Spend time prospecting and developing a plan:

- Appropriately allocate your time and increase your chances of successfully submitting and securing a grant.
- Prospect plans should include (at a minimum) a list of potential funders, due dates and project fit. For example:

Name of Foundation	Grant Amount	Project/Program	Due Date
Jane and John Doe Family Foundation	\$50,000	Animal Transport Programs	1/15/2014
Aspen Community Foundation	\$15,000	Spay/Neuter Activities	2/30/2014
Animal Welfare Foundation	\$5,000	Adoption Incentives	4/2/2014
John Q Trust	\$20,000	Medical Equipment	5/22/2014
Corporation "X" Foundation	\$18,000	Spay/Neuter Activities	8/1/2014

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Creativity and contact

Calling the funder is the **most** critical element.

- Contacting the funder BEFORE you write or submit a grant will increase your chances of winning.
- The funder can give you guidance regarding your proposal and answer any questions you might have.
- Phone shy, you say? Me, too.

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Step 2: Development



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Typical sections of a grant

Each grant application will require different information. ALWAYS read the instructions and do not forget any required sections.

- Cover letter
- Executive summary
- Needs statement
- Detailed project description
- Implementation plan
- Goals
- Evaluation plan
- Future plans and sustainability
- Detailed budget
- Other attachments (IRS letter, audited financial statements, 990s, board of directors list, etc.)

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Introduction for grant narrative

- During your prospecting, you should have identified the funder's interests and priority areas.
- This is where the funder provides YOU with information to use in your grant introduction.
- Within the first paragraph, you should tell the funder:
 - Who you are
 - Grant amount (how much you need)
 - Why your program fits their priorities
 - Why your program is important
 - How your program can positively impact the community

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Making the case: needs statement

- A well-developed needs statement can be used in multiple proposals and shows the animal welfare needs in your area.
- Create a case for your proposal:
 - Use current statistics and trends in your community
 - Use your own animal statistics
 - Use other animal statistics in your area
 - Use quotes from community members

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Goals

- Broad, generalized statements about:
 - What is to be learned
 - What is to be achieved
 - Who is to be affected
- Goals can be long-term and short-term
 - Long-term goals are usually not achievable within the grant period. For example, “Make L.A. a no-kill community” will not likely happen next year (but soon!).
 - Short-term goals can be achieved within the grant period: “Increase the number of animals spayed or neutered in the community.”

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Objectives and outcomes

- Measurable objectives and outcomes demonstrate and quantify success.
- Examples of measurable objectives:
 - By June 2014, 320 dogs and cats will have received spay/neuter services.
 - By August 2014, 400 dogs will have been adopted.
 - By October 2014, 200 community cats will have participated in the TNR program.
 - Remember to keep your objectives SMART:
 - Specific, measurable, attainable, relevant and time-bound

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Sustainability

- Funders typically do not want to fund one year of a program and then have it fail after the grant is over.
- Will you keep the program going after funding?

Yes

- How?
- With what funds?
- What methods will be used to get those funds?

No

- Why not?
- What will happen to the animals you serve(d)?

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Sustainability

The Animal Welfare Organization (AWO) has been committed to supporting and expanding its successful spay/neuter programs since it started in 2006. In fact, the AWO has been committed to working with its community for many years and has had a strong presence since 1987, when it began organizing innovative model programs and providing support for area shelters and rescue groups. The AWO will continue to expand its development and sustainability activities by continuing to write and submit grants and fundraise within the community.

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- Hiring a 0.5 FTE Development Staff Person;
- Increasing the number of grants submitted from four per year to eight per year;
- Hosting an annual fundraising event;
- Expanding its adoption services by 20%, which will increase funding from adoption fees by \$2,000; and
- Partnering with three local animal welfare groups to increase services offered without expanding staff.

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Budget

- What's allowed, what's not: Don't assume
 - Salary? Travel? Conferences?
 - Some funders do not want to fund capital costs, salary or travel, but some will do so happily
- Program budget vs. grant budget vs. organization budget: Funders may request different budgets or all three
 - Program budget: regular operating budget of program
 - Grant budget: specific portion or expanded version of program
 - Organization budget: total budget of entire organization
- Who can help develop the budget?
 - Finance team or volunteer familiar with finance and budgets

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Submission process

- Is the grant mailed or electronically submitted?
- Follow the grant guidelines:
 - Due date (with time)
 - Submission format
 - Number of originals
 - Number of copies
 - Signatures required
 - Address and addressee
 - Mail or email preferred
- Call the funder if guidelines do not specify.

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Step 4: Grant Management and Stewardship



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Grant management

- Once you win the award, the work has only just begun.
- It's now time to develop an ongoing relationship with the funder.
- Make sure you are ready to:
 - Track outcomes and achievement of goals
 - Monitor success
 - Track and monitor how grant funds are spent (keep invoices, assign a grant tracking number, etc.)
 - Submit reports to funder as required or at least once a year

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Reports, stewardship activities

Stewardship (keeping in contact with the funder) is VERY important.

- They are your partner, so treat them like one.
- The funder believes in your program and wants to be informed of your progress.
- If you are having an issue achieving your goals, talk to the funder about this. They want to help.
- Do not wait until the last month of the funding period if there is a problem with the grant.

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Types of stewardship

Reports

- All funders should receive a report (even if it's not required).

Small gifts

- Some funders like to receive small gifts (e.g., coffee mugs, shirts, key chains sporting your logo). Some don't.

Cards

- Send thank you and holiday cards. They go a long way toward making funders feel appreciated.

Events

- Invite your funders to your events.

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Lifesaving Grants



2013
LIFESAVING
GRANT

PROUD RECIPIENT

Best Friends Charities PETSMART

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Summary

Take-home notes:

- Building a prospect plan in the beginning will save time in the end.
- ALWAYS call the funder before you write the grant.
- Once a grant has been secured, keep in contact with the funder. They want to hear from you.

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Thank you

If you have additional questions, feel free to contact:

Emily Krueger
Foundations Manager
emilyk@bestfriends.org

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