Grant Writing Basics

Arizona Association of Drug Court Professionals

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Acknowledgements & Disclaimer

These slides and associated materials were developed by:

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overview of this workshop

- Types of grants
- Main components - proposal summary, statement of problem or need, project goals and objectives, method and timeline, organizational capacity/sustainability, evaluation, budget, and attachments
- Pitfalls
- Timeline to get ‘er done
- Chasing mission not money
- Collaboration
- What next?
Types of Grants

foundation
government
research
planning
implementation
expansion/enhancement
capacity building
technical assistance
Request for Proposal

Eligibility and Due Dates

Program Focus

Eligible Expenditures & Funding

Collaboration Requirements

Proposal Content

Contact Info

Grant Period
Be realistic

- Know your agency
- Collaborate
- Look beyond the grant period
- Look for funding sources that meet your needs

Chase Mission not Money
Components of a Grant
Where do you start?

- Project Summary/Abstract
- Statement of Problem or Need
- Project Goals and Objectives
- Method and Timeline
- Organizational Capacity (Sustainability)

- Evaluation
- Budget
- Attachments
  - Letters of Support
  - Letters of Commitment
  - MOU/IGA/3rd Party Agreements
  - Required financial and insurance forms, Assurances
  - Logic Model
Project Summary/Abstract

• Clear - Concise
• Follow Directions
  – Page or word count
  – Content
• Most often read
• First thing seen, last thing written
an example...

Usually contains:
Name of applicant agency, Type of agency
Title of project, Purpose of project
Identifies needs to be addressed,
Target population
Location and setting of program
Major interventions or activities,
Evaluation approach
Cost, Relevance to funder priorities
Statement of Problem or Need

- Doom and Gloom
- Funnel Approach
- Reliable Data with Citations
- Quote Authorities
- Problem Can be Overcome
- Problems Motivate – Goals Direct
- Sample Problems/Needs
  - Lack of pro-social activities for youth in a high crime neighborhood
  - Increase in TBI and mental health and/or substance abuse

EXAMPLES:
Defining Problems

- What is the problem in your agency?
- How do you know it is a problem?
- How will you fix the problem?
- How will you know the problem is fixed?
Avoids assumptions
Involves target audiences – see needs from various perspectives
Commits target audience to action/solutions
Helps focus program design
Increases understanding of multiple needs/causes
Avoids implementing programs that aren’t based on needs
Provides documentation to convince others
Creates urgency for program solutions
Demonstrates gap between “what is” and “what ought to be”
Needs Assessment

- Existing Data Resources
  1. Census Bureau
  2. Local Government
     - Courts
     - Police
     - Schools
     - Governor’s Office
     - Dept of Health
     - Others?
3. Surveys

4. Town Halls/Public Forums

5. Other ideas?
Let’s Practice

1. who is in need?

2. when is the problem evident?

3. why does the problem exist?

4. what is the problem specifically?

5. where is the evidence to prove there is a problem?

6. how will you address the problem?

7. what are the impacts if the problem is resolved?
Goal is broad based of ultimate result of change

“Our after school program will improve our community.”

Objectives are much more narrowly defined than a goal.

“Our after school swimming program will provide 5 weekly pro-social activities to 50 youth and reduce their unsupervised time by 70% after participating in the program for 6 months.”
Goals and Objectives

- Should tie directly to the need statement – answer the question of how things will be if problem is solved.

- Objective is specific, measurable, action, realistic, time bound.

- Listed in chronological order of achievement.

- Manageable, ambitious – but attainable.
Goals and Objectives

- Allow plenty of time for the objectives to be accomplished
- Objectives do not describe methods
- Are both Outcome and Process
- Action Words – suggest a purpose:
  1. To reduce......
  2. To increase......
  3. To decrease......
  4. To expand......
  5. To identify......
Method and Timeline
the HOW and WHY of the proposal
Describes Approach
Covers staffing
Covers training
Covers selection of participants
Includes a Timeline
Methods

- Determine activities needed to achieve the goals and objectives – in detail
- Describes sequence, flow and interrelationship of activities
- Describes planned staffing of the program
- Staff in place and needed
- Qualifications
- Direct responsibilities
- Client population served by proposed project – how selected
- Presents a reasonable scope of activities
Also include……

• Align methods with program objectives and problem statement
• Tie methods with resources requested in budget
• Rationale for choosing your methods
• Remain calm
• Assign clear responsibility to specific individuals for each part of the project
Timeline

1. Road Map
2. Keep instructions simple and realistic
3. Must align with Methods
4. Chronological
6. Includes Tasks and Subtasks
7. Includes person(s) responsible
8. May includes resources needed
9. Always includes start and finish dates
tips on hope

• be realistic – the potential for success is often underestimated
• review and reflect
• recognize the small successes
• use opportunity for improvement

This helps to plan for future pursuits
Organizational Capacity

- Past grants received by your organization
- Experience with target population
- Experience with stated need
- Years in operation
- Key staff with notable training, expertise
- Support from stakeholders and partners
Evaluation

- Clarifies your objectives
- Looks at cost benefits to your program
- Helps modify ineffective methods
- Decision information for administrators
- Helps allocate or reallocate staff resources
- Provides information to others

- Your funding source requires it
Critical Questions

- Was the program successful?
- Did you do what you said?
- What impact did you have?
- What did you learn?
- What didn’t work? (why, why not)
- What is different in the community as a result?
Approaches

- Formative – ongoing
  1. Did we deliver services we said we would?
  2. Are we reaching our target population?
  3. Does community support exist?

- Summative - at predetermined end points
  1. Did our clients learn anything?
  2. Have they decreased, increased, reduced, expanded....?
Process Measures

- Describe what happens in a program
- Do you implement what you plan? Why or why not?
- Describe people, activities and duration
Types of Process Measures

- Participants selection process/criteria
- Feedback on intervention/process
- Satisfaction
- Sequence of activities
- Duration of activities
- Schedule of activities
- Staff training
- Staff qualifications
- Morale
- Collaboration with others
- Use of volunteers
Outcome Measures

Describe what impacts were made

Examples of Outcome Measures?
Budget

- Grant funded items
- In-kind items
- Total budget
Direct Costs

- Personnel
- Fringe benefits
- Consultants
- Subcontractors
- Travel

- Equipment
- Supplies and materials
- Evaluation
- Construction
Indirect Costs

- Overhead costs
- Shared within the agency
- Cannot be specifically identified to a project

- Examples?

Check your Finance Department – you are not alone!
Appendices

- Letters of Support
- Letters of Commitment
- MOU’s
- Required forms/assurances
- Proof of indirect costs
- Third Party Contracts
- Subcontracts
- Sample Intake forms
- Sample Assessment
- Sample curriculum
- Logic Model
Logic Model

Graphic presentation that pulls the proposal together
Logic Model Components

1. **Resources/Inputs** - dedicated or consumed by the program
   - Money
   - Staff and staff time
   - Facilities
   - Equipment and supplies

2. **Constraints/External Factors**
   - Restricted activities
   - Laws/regulations
   - Funder’s requirements
Logic Model Components

3. Activities – what program does with inputs to fulfill its mission
   - Feed and shelter homeless
   - Provide job training
   - Counsel substance addicted women

4. Outputs – the direct products of program activities
   - # of families fed and housed
   - # of training sessions provided
   - # of hours of service delivered
5. Outcomes – benefits or changes for participants during or after program activities
   - New knowledge
   - Increased skills
   - Modified behavior

6. Goals - ultimate impacts expected – or hoped for (usually beyond what one program can achieve)
   - State of homeless will not recur
   - Ability to maintain employment remainder of life
   - Remain drug and alcohol free
Always remember to plan for Sustainability at the beginning rather than the end.
types of challenges

typical challenges include:

- Proposal is in more than “one” voice
- Artificial connection to the funder
- Not obeying directions of rfp
- Not getting to the point
- Using terminology funder may not understand
- Due dates?
- Internal approval process
resources

- Catalog of Federal Domestic Assistance
- FederalGrants.com
- The Foundation Center
- GrantDomain.com
- Grants.gov
- GrantStation
- U.S. Department of Education
- U.S. Department of Health and Human Services
more resources

- The Chronicle of Philanthropy
- Council on Foundations
- Grantmakers in Health
- GuideStar
- The Philanthropy Journal
Resources

Winning Grants Step by Step by Tori O’Neal McElrath

Effective Grant Writing and Program Evaluation for Human Services Professionals by Yuen, Terao, and Schmidt

Grant Writing and Fundraising Tool Kit for Human Services by Dustin
ISBN 978-0-205-08869-0

Program Evaluation for Social Workers by Grinnell, Gabor, and Unrau