

**“Enhancing Your Business Acumen
and Grant Writing and Fundraising Skills”
Regional Training Program Fall 2017**

Part II

**Linking grant writing and fundraising to
business acumen principles**



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Why even think about grant raising and fund raising when it will never equal Federal Entitlements?

You can't change the wind, but you can always adjust your sails.



Content for Part II

1. Differences Between Grant Writing and Fundraising
2. Overview of Grant Writing Skills for Novices
3. Some Sources for Funding
4. Overview of Fund Raising Concepts

An ongoing theme of this session

Seek out volunteer and community partner help for both grant writing and fund raising. It is harder to do a great job with either all alone.



The 501 (c) 3

Some AAAs created an affiliated 501 (c) 3 which is needed for most grants.

Either:

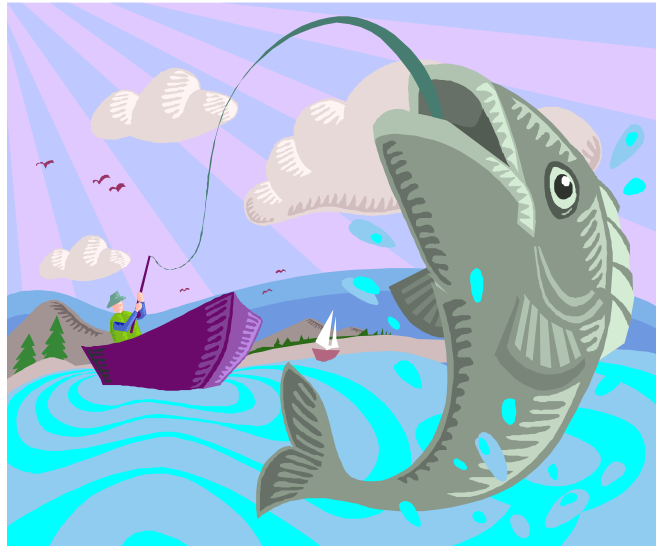
1. Get help from the NYS Department of State:
<https://www.dos.ny.gov/corps/nfpfaq.asp>.

Or:

2. Develop your grants and fund raising activities with a community partner who has one.

Know the Differences Between Grant Writing and Fund Raising

Educate the trustee or CEO (or don't be the one) who says: “Money is tight, let's go get us a grant!”



You can't go grant-fishing to feed your budget.

Grant writing versus fundraising

In most cases...



Fundraising	Grant writing
Money is usually for the agency as a whole	Money is usually targeted for a specific project
Money is fungible	Money must be spent according to grant budget
Strings may be attached	Many strings are attached
Increases revenue	Often budget neutral as funds are dedicated to new projects or expansion of an existing project Grants are a contractual obligation. If you have not planned well, meeting these obligations might <u>cost</u> you \$\$\$!!!



So, why does grant making make sense?



Focus of the grant writing component

Reality check: This is not a full grant writing workshop.

Instead, it focuses on the needs assessment, goals and objectives, the work plan ,the budget and an overview of finding potential funders.

Riddle

What is worse than working hours on a grant, driving yourself and other staff crazy in the process and not getting the grant?



Answer...



**Getting a grant
you cannot
manage!**

Why??

Communicating your collaboration ideas internally and externally (forming partnerships)



Grant writing cannot be done effectively in isolation
You need staff, community partners and volunteers.

A great way to collaborate is to use a draft abstract.

The Draft Abstract

A short (less than one-page) description of your proposed idea, with blanks and requests for input.

Networking in writing- to get wisdom from multiple sources.

Builds support

Gathers input



Who gets a draft abstract? Why?

Who: Usually both internal and external sources

Why: To get wisdom from multiple sources

To build support and commitment among staff and community partners and prevent possible staff resistance later

To learn what already exists, possible competition and barriers and previous history.

Example of a Draft Abstract Handout 1

_____ County AAA will work in partnership with 3 area libraries (other entities, if so, which? _____) to create an ongoing educational and enrichment programs for baby boomers+ which both provides ideas for successful aging (Including but not limited to our Medicare 101) and provides enrichment activities.) Other ideas for content _____

In our first year, we will aim for 10 sessions (Too many? Too few?) _____) Speakers will be from AAA staff, the local university, local artists and retirees with appropriate skills, _____ . Will we need a budget for speaker fees? _____ What are other costs _____? Who might run it? Could we get some volunteers?

We will seek both local grant and business sponsorships to defray some costs Any ideas? _____

Having blanks and questions is **very important. Why?**

What can happen if you do not conduct an internal critique of the project?

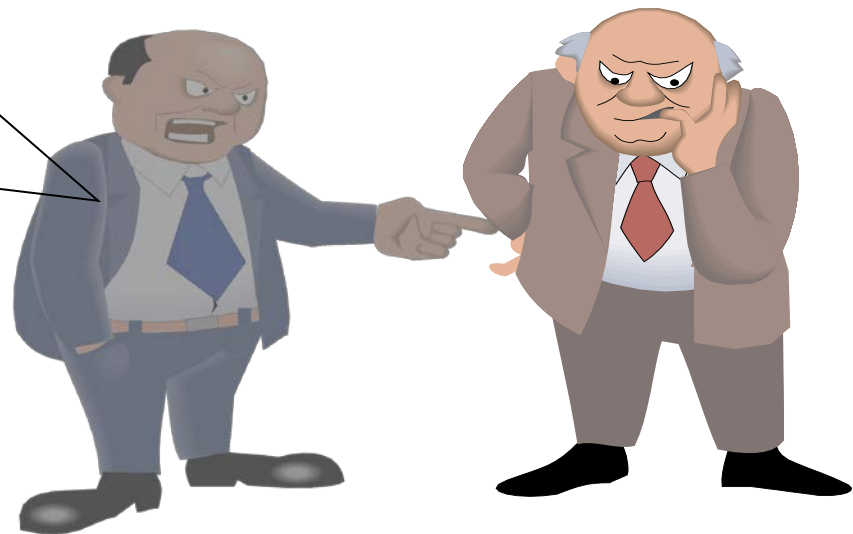
No one ever tells me anything! Now I have to implement this **#@\$& grant** and I don't have enough time or staff to make it successful!



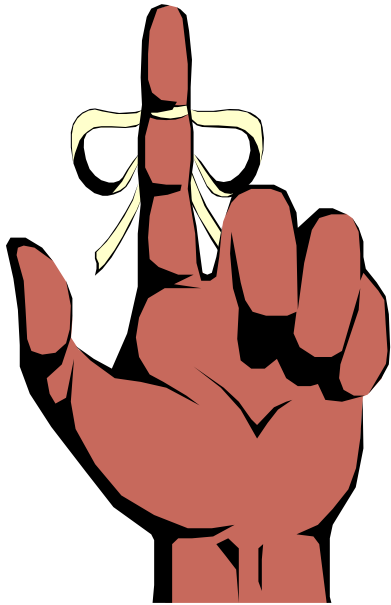
What might happen if you do not conduct some form of an external critique of the project?

Serious misperceptions!

That AAA! They lack our skills and want to compete with what we're doing! **Now neither of us will have enough clients and we'll BOTH fail!!!**



Note: Always check with the ED before sending a draft abstract out of the office.



**....include your fiscal staff at
this early stage.**

Crossing County Lines

An external critique may provide a chance for several AAAs in adjacent counties to join together in one large grant proposal.

Four questions to help you decide whether to continue or not

1. What was the input from the internal/external critiques?
2. Do we know how to execute this project well?
3. Do we have the expertise both to write the proposal now and to manage it later?
4. If a collaboration, is your partner truly committed?

A Possible Completed Abstract

Happy County AAA will work in partnership with 2 area libraries to create an ongoing educational and enrichment programs for baby boomers+ which both provides ideas for successful aging (Including our Medicare 101 and our exercise programs) and enrichment activities including music appreciation, book clubs and craft programs.

In our first year, we will aim for 6 programs sessions and the creation of one monthly book club at each library. Speakers will be from AAA staff and/or volunteer retired professionals.

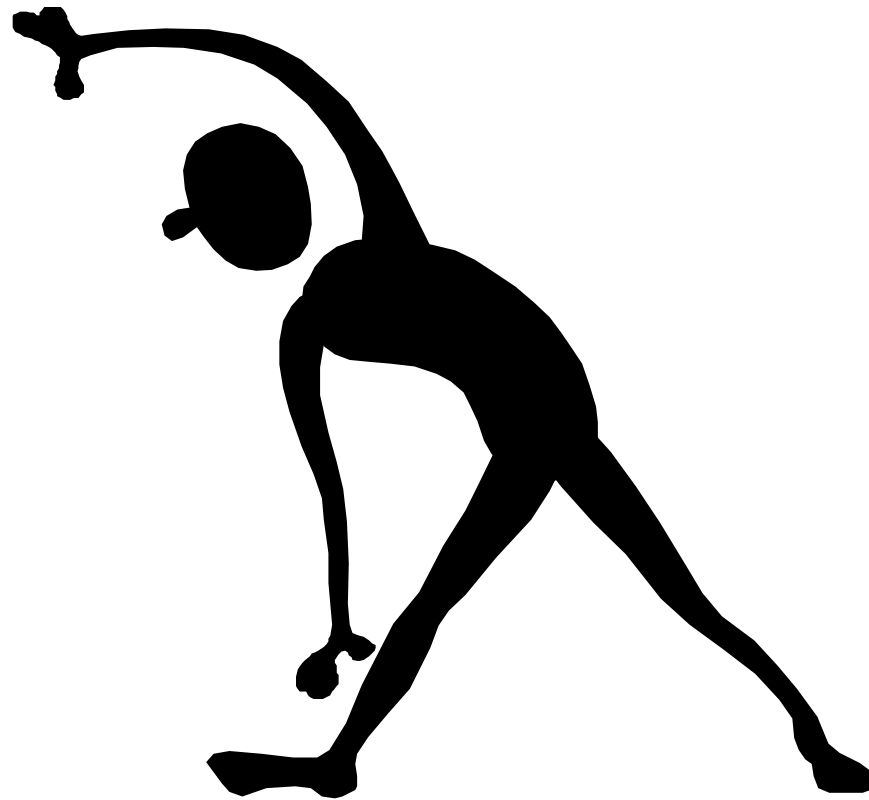
We will seek additional funding from the Happy County Community Foundation.



Handout 2

Exercise 1

How Does the Completed Draft Abstract Show Business Acumen?



What are some extra benefits of the concept in the draft abstract related to business acumen?

- If you don't have a 501(c) 3, an outside agency that was consulted may be now willing to partner with you.
- It creates positive publicity about your AAA.
- It creates interest in younger, perhaps middle-class seniors, who might
 - (a) volunteer for you on this or other programs
 - (b) donate to AAA programs
 - (c) become paying clients in the future

Typical Grant Components

- Abstract or Executive Summary
- Needs Assessment= Why is the grant needed?
- Goals/Objectives= What do you expect to accomplish?
- Methodology/Work Plan= How will you do it
- Logic Model (increasingly required)
- Evaluation= How can you tell if the project succeeded?
- Corporate Capability= Why are you able to conduct this project?
- Budget= What are the project costs

The importance of a logical flow

Need → Goals → Methods → Evaluation → Budget

What does this logical flow say about simply divvying up components of the proposal?

Hegeman, C. R. & Lane, W. C. (2017). *Grant writing for aging services and programs*.

Needs Assessment/Rationale

Why is this grant needed?

Why is it needed in your particular community?

Why is your approach to addressing the need a good one compared to other options?

Hints regarding the Needs Assessment

Data, data, data! Community information plus your own data, waiting lists, shortages, etc.

Use comparative data to prove your need.

Use a grad student or volunteer to find and compile this kind of data.

Another Example of Using Evidence

More and more RFPs are asking for an “evidence based” intervention.

This means that there has been a robust study of the intervention and that it has worked in a similar population.

A great grant writing tip for the Needs Assessment: Modules



What are some extra benefits of the concept in the draft abstract that relate to business acumen?

- If you don't have a 501(c) 3, an outside agency that was consulted may be now willing to partner with you.
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 - (a) volunteer for you on this or other programs
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Using Modules for the Needs Assessment

A module is a draft section of a proposal that should be written ahead of time

Modules written ahead are generic. You must modify them.

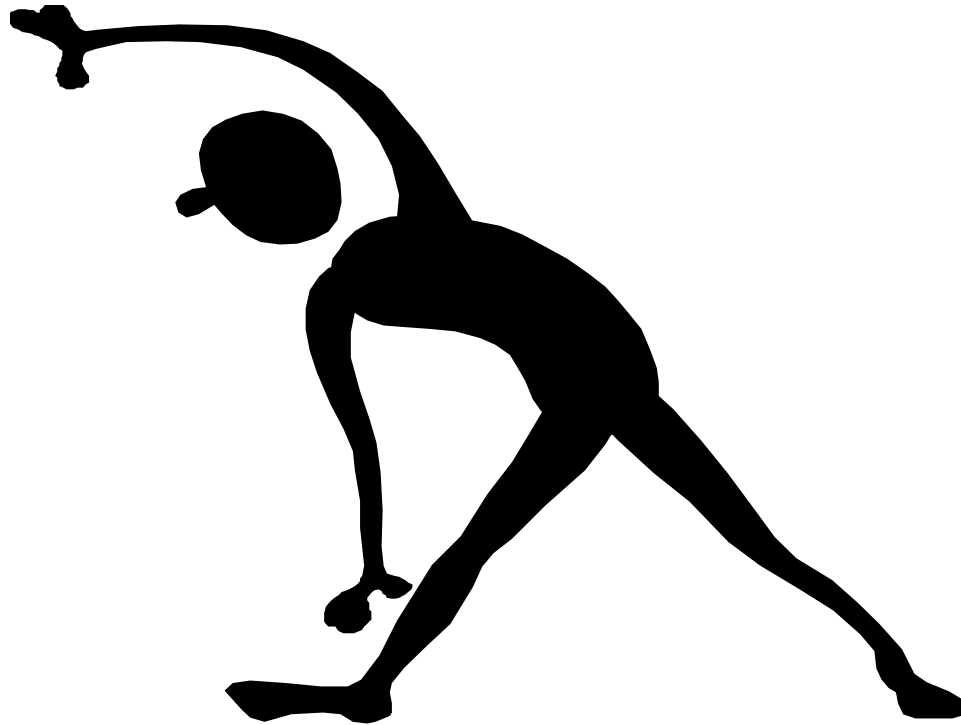
They can be used for other grant components as well.

Consider using skilled volunteers/interns to develop them.

Handout 3

Exercise 2

Modifying Modules



Goals and Objectives

Goals are usually defined as rather global statements of what you intend to achieve if the project is funded.

Objectives are specific and usually defined as highly measurable statements of what you intend to achieve.

Three Purposes of Goals and Objectives

- To allow the funder to understand the purpose and scope of your project
- To help you develop a framework for your methodology
- To develop criteria by which your project can be evaluated.
(What does this third bullet mean in terms of over-stating your objectives?)

Two Sample Goals for a AAA Project

How you write your goal depends on the nature of the RFP.

In the next slide, see two different goals for a fall Prevention program.

Same Project But Different Goals

For a community foundation

To keep 150 seniors of ___ County healthy and active by reducing their risk of falls.

For a governmental grant

To reduce health care costs and promote healthy reducing the incidence of senior falls in _____ County.

.

Sample Objectives

- To recruit 200 seniors (40 in five groups) representing the ethnic diversity of _ County into the project over the 18-month into the evidence-based program “Stop Falls Now.”*
- To average about 25 seniors in each of the 5 groups who complete the training
- To assess effectiveness by means of pre-and post tests in both intervention and comparison groups.

* not a real agency

Important Hint

Formulate goals and objectives in terms of clients or societal outcomes, **not the needs of your agency**.
Provide measurable targets.

Not OK: We need additional staff because our staff cannot achieve all that we need to do for our clients.

OK: To increase the ability of 200 community elders to remain living at home by offering a new community care aide program with 8 part-time aides (two per region) in four different regions of our county.

Source: Hegeman, C. R. & Lane, W. C. (2017). *Grant writing for aging services and programs*.

Methodology/Work Plan

- The methodology or work plan tells the **reviewer how, when and with whom** you will complete the proposal.

It explains your plan of implementation, details your proposed activities and indicates when activities will take place.

Two Purposes of the Work Plan

The two purposes of the work plan are to:

1. Help you determine the activities needed to run the project (personnel needed and activities)so that:

- (a) the program will actually work well.

- (b) you can develop an appropriate budget.

2. To prove to the reviewer that you have the managerial capability to conduct the grant by accurately predicting the needed activities.

Methodology Hints

- Brainstorm all the tasks needed with prospective staff and clients, when applicable.
- An isolated grant writer who does not consult with others is likely to write a grant that creates big problems later.

Sample Timeline

First two items in a timeline for a “Stop Falls Now” grant application

Activity	People Responsible	Month(s)
Send two staff for training to qualify then to lead “Stop Falls Now.”	Executive Director Two staff	1
Recruit 45 seniors in the intervention group and 30 for the comparison group	Program Manager Admin, Assistant	1-3

Many more columns would be added in an actual timeline.

Handout 4

Exercise 3: Using the Timeline to Predict Budget Costs

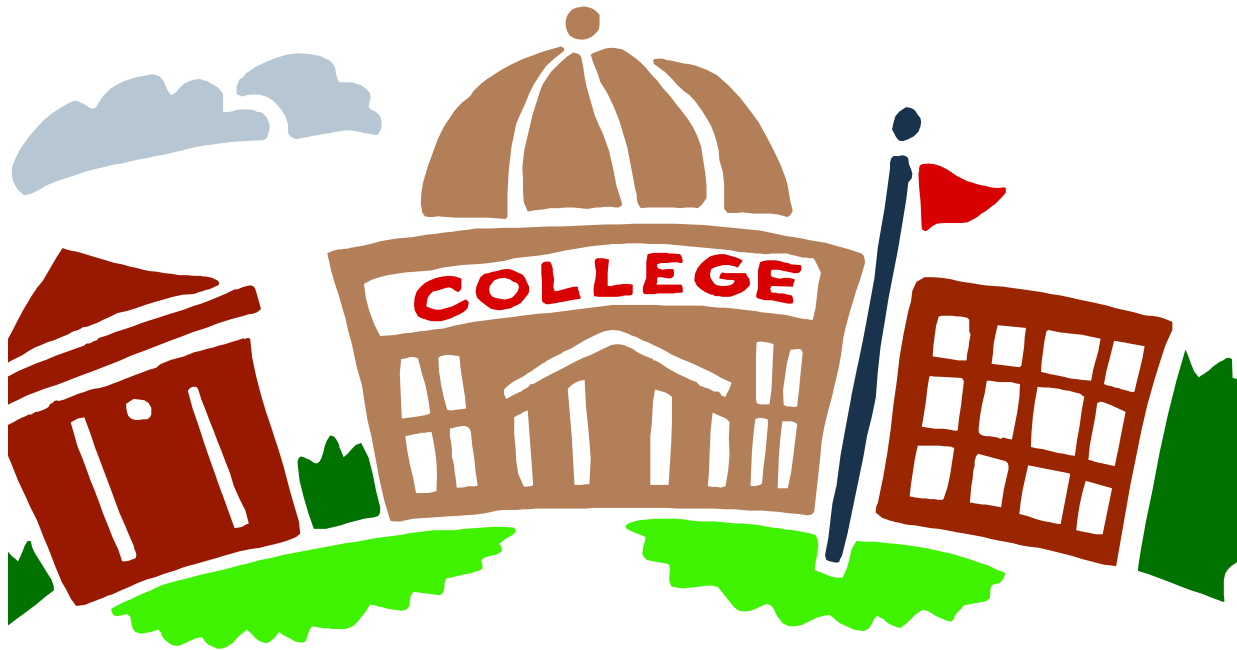


What is the function of the evaluation section?

Is it to.....

- (1) Assess whether or not you met your goals and objectives?
- (2) Prove your idea had a positive effect?
- (3) Did you complete the project in the way you were supposed to?
- (4) Show the grant reviewer you know how to evaluate your project?

An Evaluation Tip



Multiple benefits!

Now to the money section!

Proven Strategies for preparing an effective and fundable budget that will not cause problems later on.

Usual Budget Expense Categories (but there is great variation among funders)

- Personnel cost time
- Fringe on personnel costs (be prepared to justify your percentage)
- Consultant costs
- Consultant travel
- Travel
- Telephone
- Postage
- Mail
- Supplies
- Meeting Costs
- Training Costs
- Durable Equipment
- Indirect costs
- Staff Replacement)

Budget Income Categories

Amount requested from funder.

Matching Funds

Cash donations or in-kind (discussed in next slide.)

Matching funds are usually viewed very positively by funders. **Why?**

In-Kind Funds

Donations that are not cash, such as donated time, services or supplies

Examples:

consultants work for less than their hourly rate

volunteer time

meal costs that are donated by local cafe

Challenges of Matching and In-Kind Funds

Matching and in-kind funds must be documentable.

This take considerable time.

Calculating the Value of Volunteer Time

The NY 2016 estimate for the value of a volunteer hour about \$28.06

www.independentsector.org/volunteer_time

How cool is this as a source for matching funds?

Another budgeting term: Indirect Costs

These are usually defined as the “hidden but real costs of running the project.” Agencies that receive federal funding negotiate such a rate.

When it is not allowed to be used, include it as an in-kind cost.

Budget Tip 1: Finding the Funding Range When Not Provided

First, try to get the annual report. If no luck...

1. Set your browser to **www.foundationcenter.org**
2. Click on “**Find Foundations**” on the top
3. Click on 990 Finder
4. Fill in the boxes for Fund Name and State (leave everything else blank)
5. Click **Find**
6. Click on most recent fiscal year available
7. Scroll down (***a lot***) to the end of the attachments and give time for all the pages to load). **You will find the listing of grant awards with the dollar amount.**

A Challenge for Aging Services Providers

Only 2%- 4% of all funders state they fund in aging!

Q: How does this make sense given demographics?

A: It doesn't, but there it is.

However, there is a way around this challenge on the next page.

What is “Reframing?”



“Reframing” means re-working your proposal so that it meets the needs of a funder.

You may change the apparent focus and still meet your funding needs.

It addresses the shockingly low number of grantors who fund specifically in aging.

Examples of Reframing

Exercise programs to funders in **wellness and health**

Intergenerational programs to funders **in youth**

Outdoor improvement grants for a senior center and indoor projects to reduce energy use **to environmental funders**

An Overview on Finding Funders for Aging Services

How to Search for

Governmental grants

Foundation grants

Community Foundation Grants

Family Foundations

About Government Grants

- Usually have a clearly defined policy purpose. Grants usually are intended to improve quality and/or reduce public costs.
- Require a strong (often complex) evaluation component.
- Almost always vary from complex to **extremely** complex to write.

Some Sources for finding Federal grants

- Federal: <http://www.grants.gov/>

Some members of congress and state elected officials send out a newsletter about grant opportunities.

Sources for finding NYS State grants

NY grant information:

https://grantsgateway.ny.gov/IntelliGrants_NYSGG/module/nysgg/goportal.aspx /

You need to register through this gateway for any NYS grant!

*comes up in Safari immediately, but you need to sift through the Google search engine to find it)

Purchased Services

There are many “pay to use” grant finding services, among them:

GrantWatch info@GrantWatch.com.

Grant Station <https://grantstation.com/>

Foundation Grants

Big foundations usually want to test **new** ideas in their area(s) of interest.

Local community-based foundations often want to bring project services offered elsewhere to a particular community.

Small Community Foundations

Great choice for novice grant writers and AAAs.

Might need a 501 (c) 3 partner.

Found in most cities, counties, and larger towns.

How to Find NYS Community Foundations

Search for them in your NY community going to <https://www.tgci.com/funding-sources/NY/community>

Google your geographic area followed by the words “Community Foundation” to see if there are others near you.

Many NY counties have at least one, but some don't.

Family Foundations

Prefer to be “hidden” and tend to provide needed funding in their own hometown.

You can not approach them the same way you do a traditional foundation.

Web page about Family Foundations

[/https://www.guidestar.org/Articles.aspx?path=/rx/a/news/articles/2009/applying-for-funding-from-family-foundations.aspx](https://www.guidestar.org/Articles.aspx?path=/rx/a/news/articles/2009/applying-for-funding-from-family-foundations.aspx)

Corporate Foundations

Corporate grants are usually awarded in areas in which the corporation has a physical presence.

A list of larger corporate foundations can be found at:
<http://www.fundraiserhelp.com/>

Also Google the local company along with the word “foundation.”

Banks– a Subset of Corporate Giving

While some banks award larger grants, most banks are a terrific source for small (sometimes **very small** grants)

Check the web page of your local banks.

Banks can also be used for fund raising.

Some have a **very simple** on line form!

Finding Foundation Grants

Make use of free webinars or tutorials such as those found on the following sites:

<http://grantspace.org/training/courses/introduction-to-finding-grants>

<http://grantspace.org/tools/knowledge-base/Funding-Resources/Foundations/what-is-a-foundation>

Handout 5

The NYS Library Foundation Centers

There is a **free** collection of books and on-line resources about foundations in selected areas of the state.

There is also an online data base:

<http://www.nysl.nysed.gov/grantres.htm>

Now on to Fundraising!

Reality check:

This is an overview of some basic ideas on fundraising, not a actual fund raising workshop.

However, this overview is specifically created for AAAs and their partners.

Focus of the Fund Raising Component

The link between fundraising and business acumen

Addressing the challenge of limited staff and board support for fund raising.

Three types of fund raising

Some smart fund-raising options for AAAs

The Case for Adding Fund Raising to Your Business Acumen Arsenal

Despite your best advocacy, your ability to change Federal support will be is limited.

However small you start, your experience with small fund raising projects will place yourself for getting major support and future collaborations from the community.

**Common Fundraising Infrastructure-
Does it Apply Well to AAAs and
Community Partners?**

Nope!

Minimum Requirements for a Fund Raising Plan- **Yipes!**

501(c) 3 status (discussed earlier)

A Board of Directors/Advisory Councils willing
to spearhead fundraising

A Staff Director of Development

Staff has time to take on a fundraising role

Handout 6

Exercise #4

Possible Solutions to a Fund Raising Challenge



Possible Solutions:

The Board of Directors is Non-Existent or Unwilling to Take on Fundraising

- Form a fund-raising subcommittee from your advisory board
- Invigorate your advisory board with new people
- Create a larger “Friends of _____County OFA” fund raising group
- Share a fundraising project with an agency that possesses this kind of board, understanding that work on the project and proceeds must be shared. Expect a less than equal share.
- Other?

Possible Solutions:

There is no Director of Development

- You will have to do more with less— form a subgroup of staff to study the resources provided and develop a plan
- Start small (but not at the bake sale level!) and create a plan for several years as skills grow
- Recruit an able volunteer to take on this role

Possible Solution: Existing Staff has no Time to Take on a Fund Raising Role

- Repeat suggestion: Harness the power of newly retired baby boomers to replace staff in the execution of this role.
- Staff becomes the manager of volunteer-led fundraising programs rather than the “foot soldier.”

I bet you noticed all that talk about volunteers

Good Comment and Question:

We need volunteers for core programs! Why should we also seek them for fund raising when we can't spare the ones we have?

Answers:

Volunteers who fund raise are not necessarily the same as those who deliver meals-on-wheels or other core programs

Finding skilled volunteers is an asset to your AAA in many ways

More About Volunteers

- All aging services providers should be thinking about how they can create “generativity”/civic engagement opportunities for their clients and **future clients and donors** because it is a great component of wellness.
- Volunteers become your ambassadors for donations and public awareness.
- **The time commitment for staff on fund raising would be excessive if volunteers did not help manage it.**
- It is a “win-win” approach!

How do you get such wonderful volunteers?

- They don't usually pop out of the sky, but they may. (Don't miss them.)
- Target recruitment on newly retired professionals or professional volunteers.
- Make allowances for what volunteers need.

Defining Effective Fundraising #1

The fund raising event revenue will exceed the:

- actual costs of the project
- the opportunity costs of running the project
- the value of the staff time in the project

Defining Effective Fundraising #2

The fundraising effort not only new \$\$\$, but also:

- New supporters and advocates
- Potential future donors
- Increased positive publicity of what the AAA accomplished

Three Basic Types of Fundraising

- Events
- Creating and Sustaining Donors
- Sponsorships

Handout 7

Legal Info on Fund Raising for AAAs

There is legal guidance as shown in Handout 7.

However, check with legal counsel in your own county to see there are other restrictions or requirements, especially (but not exclusively) regarding serving food and/or liquor.

Fund Raising Events: Consider Integrating Service Line Marketing

Idea 1

For Meals on Wheels

“Dine out so others may simply eat.” A dinner fundraiser or a donation of revenue from local restaurants

Fund Raising Events

Consider Integrating Service Line Marketing

Idea 2

For Home Care:

“Travel Aid”: Host a concert which supports travel costs for visiting home health aides

Fee-based Events- Sources for Ideas

- <http://www.kintera.org/htmlcontent.asp?cid=70438-->
over 100 events
- <https://articles.salsalabs.com/fundraising-event-ideas/>
- Check out free resources on Classy
- Many more on the web.

Creating and Sustaining Donors

When asked why he robbed **banks**, Willie Sutton replied, “I **rob banks** because that's where the money is.”

We need to focus on all donors, but especially on those who are able to donate larger sums of money!

Resources on Donor Development

Some of the following slides have been adapted for AAA and their community partners from the following sources:

www.gnof.org/wp-content/.../Fundraising-101-slides-NOLA-9-6-2013-FINAL.pptx (Source 1)

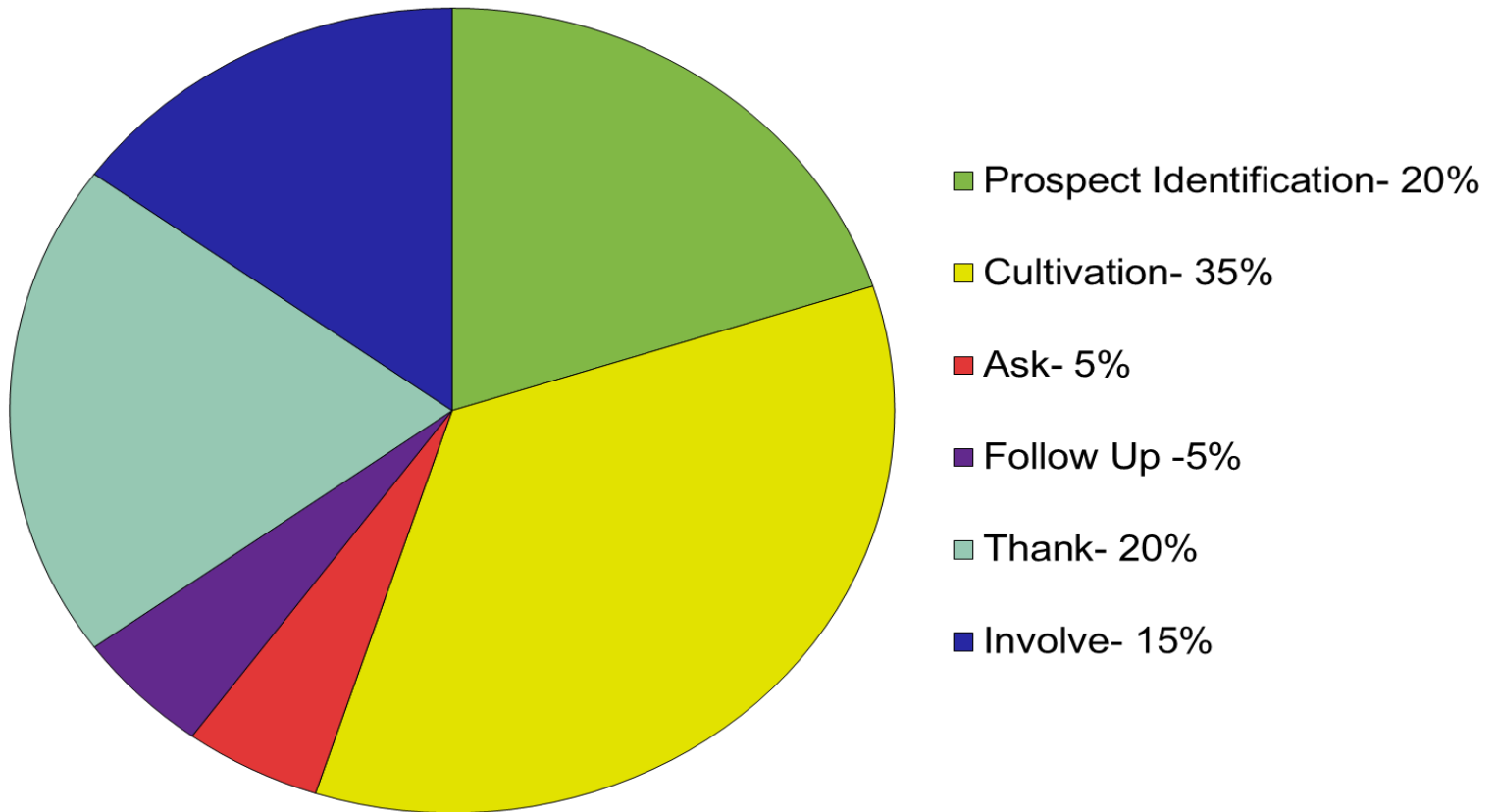
<https://www.classy.org/blog/9-words-that-tap-into-the-psychology-of-giving/> (Source 2)

Handout 7 has other web sites with more ideas.

Do the Percentages Surprise You?

Source 1 (see earlier slide)

The Donor Development Cycle



Target Your Message



Don't send the same boring "please help us" letter to everyone and every business on your mailing list.

You need different messages to appeal to different groups and you need to know what these different groups are.

Who are Likely Donor Targets for AAAs?

- Clients, especially those with discretionary income
- Families of clients, especially out-of-town clients (don't forget grandchildren)
- Community members with an interest in aging
- Businesses/ Banks
- Other?

Targeting Letter You can Re-Frame (Source 2)

This message opening was written by Tom Ahern for Sharp HealthCare system:

Dear _____,

You came to our hospital as a patient, in need of help. Thank you for that profound act of trust. Now we come to you, humbly, to ask for your help in turn. The cause for excellent health care, here in our community, needs you. Will you consider becoming its champion ... by making a gift?"

Thank before you bank!

Within 72 hours, make a personal thank you call or send a thank you note.



One Final Topic: Sponsorships

Spend time finding a sponsor(s) or underwriter(s) for your fund raising event.

Find sponsors for various cost centers. Ideas:

- 1) A business to print and/or mail your newsletters
- 2) A caterer or local supermarkets to donate food for a thank you dinner for volunteers and donors.
- 3) A car dealer to donate a car with your logo and the donor's logo on the door.

Questions?



I'm going to sit right down and write
myself a letter!



Writing your “Dear Self Letter”

- Write a “Dear Self Letter ”outlining the key things learned and might want to use in your work
- You are the only person who will see the letter
- Don’t pay any attention to grammar or spelling
- You can include self-affirming comments
- On the blank mailing envelope, write your full mailing address and return address
- We will store them and mail them back to you in about 3 weeks

The End

Thanks so much!

**Please read more about us in
Handout 8**