

Jeremy Smith ([00:00:00](#)):

Hello, everyone. Welcome to today's webinar: "Proposal Writing: What the Pros Know." Now, my name is Jeremy Smith. I'm GrantStation's communications and technology director, and I'll be introducing our presenter for today, and that's Mandy Pearce. But before we begin, let me go ahead and tell you a little bit about today's presenter. Now, a proposal writing expert, executive and development coach, fundraising consultant, and national fundraising trainer, Mandy Pearce launched Funding for Good, Inc., in 2009 to equip organizations with the skills and tools needed to become successful and sustainable. Now, Mandy has taken her passion and expertise for fundraising to the development field and shared it with individuals and organizations for over two decades through executive coaching, strategic and development planning, seminars, and specialized consulting programs. Her business model is centered on her key values: that's honesty, efficiency, direct communication, and bringing dollars to local communities. Funding for Good, Inc., continues to create sustainability and build capacity for organizations across the country through the effective sharing of the knowledge and skills required to generate success. And today, to help you generate success, I present Mandy Pearce.

Amanda Pearce ([00:01:15](#)):

Hey, good afternoon, everybody. I know there may be a ton of people on here that haven't met me before, so I decided to turn on my video for just a little bit here at the beginning, and then I'll turn it off so you can focus on the presentation at hand. I might turn it on again when we do the question and answer at the end. If you want to ask a question today, as Jeremy said, please go to the question and answer section. You guys can chat amongst yourselves and ask them stuff on the back end in the chat box, but I won't be looking at that. So if you have a question you'd like me to address, pop it over into the Q&A section for me, and I'll be checking that as we go.

Amanda Pearce ([00:01:47](#)):

And again, for those of you who haven't met me before, my name is Mandy Pearce. I am the owner of Funding for Good. And I've been doing this for a long time. So 25-plus years at this point. And most of our presentations are telling you what to do and showing you how to do it. We aren't one of those companies that's like, hey, let me tell you how to do and not show you how to do so you pay me to do it for you. We do have paid services like most businesses do, but we really like folks to come to our proposal--or our proposal-writing webinars and walk away being able to do some stuff on their own or at least having the skills and the samples to do it. So if you're here for that today, you're in the right place. We have an hour of a lot of content coming your way. It's going to be fast-paced. I tend to speak kind of quickly. So I'm glad you're going to be getting the recording afterwards, but I'm going to go ahead and jump in and get started. So unless somebody just needs to hear me chat more about myself, again, me, same pictures, me. You can work with us if you'd like at some point. Feel free to reach out to us. Fundingforgood.org is our website. And I'm sure you'll get that information later. I am going to turn off my video now and just get into teaching mode. But, again, questions need to go into the Q&A section.

Amanda Pearce ([00:02:54](#)):

For those of you that might be new to nonprofits or grantwriting in general, let me share with you that relationship building is the most important part of all fundraising. Whether you're doing grantwriting or planned giving or special events or individual asks or major donors, all of it relies on really great relationship building. So when we talk about relationship building in the world of grantwriting, we want you to be building relationships with program officers and foundations. The majority of the time, there

is a way to do that. So if you are not taking it upon yourself to reach out to them, ask questions, build a relationship, get their feedback, that might be where you are shooting yourself in the foot as far as success in your grants process. There's a lot of information that you're going to need before you really start working on putting together applications. And if you can't find all that information, that's a wonderful reason to reach out to a program officer to get clarification, ask questions, ask for their advice. And here is a real short list of some of the pieces you're going to need to have in place before you start working on applications.

Amanda Pearce ([00:03:59](#)):

Some folks in the room with us may be development staff, executive directors, founders, board members, other volunteers. Maybe you're a consultant yourself. And you're going to need this information regardless of the number of organizations you're writing grants for. You're going to need this type of information for each one. So you're going to need the official name of the organization, not just the name you're known by. So whatever name you were established with, your paperwork for the IRS that gave you your tax ID number. Marie and I, who is my lead consultant--many of you probably have seen her online with me before--we used to work with an organization, and the formal name of the organization was Catawba County Hispanic Ministries, but everybody in our community knew them as Central Latino. So when we filled out grant applications, we always started with Catawba County Hispanic Ministries, also known as Central Latino, because you want the potential granting organization to be able to identify you with your EIN number.

Amanda Pearce ([00:04:56](#)):

So that's the second piece you need is your tax ID number, which is also known as an EIN number, your Employer Identification Number. And when we say "tax ID number," we're talking about your federal tax ID number. You need to have a nonprofit status from the IRS in order to qualify for grants with foundations. Now, we said that this class was about proposal writing. And let me clarify for anybody that might be in the room. We are not talking about state and federal grants today; we are talking about foundation grants. So if you were joining us hoping to learn about state and federal grantwriting, that's not what we're going to cover today, and I don't want to waste anybody's time here at the beginning. We're talking about foundation grants. You're also going to need to know your date of incorporation. That'll be on your tax ID, paperwork. Your address, physical and mailing. Some foundations won't mail checks to PO boxes. So it's very helpful for you to know that ahead of time.

Amanda Pearce ([00:05:47](#)):

You'll need contact information like your phone, social media information--sometimes as requested--your mission and your vision statement. The difference in those two is that your mission is what you're doing right now to accomplish your vision. So your vision is the big be-all-end-all goal that you have. An example I like to use is if you were--let's say you're a soup kitchen. Maybe your goal is that no one in Smith County go hungry, right? Well, your mission might be that you serve one warm meal a day, six days a week. And let's say in three years you also add a backpack program to serve kids on the weekend. Well, your vision hasn't changed. You're still wanting no--no one in Smith County to go hungry, but your mission has changed because now you've added another way that you're helping to address that--that vision, right? So that's the difference in your mission and your vision.

Amanda Pearce ([00:06:40](#)):

Fiscal year beginning and end dates become important, especially when you're in the research phase of finding prospects for grantwriting, because a lot of foundations may have restrictions on who they do or don't want to fund. And some of those restrictions lie around your budget. For example, some of you may have heard of the William Randolph Hearst Foundation. One of their guidelines is that they only fund organizations that have an operating budget of a million dollars or more. Now, if you went and did research and felt like, oh, my gosh, everything they want to fund is exactly what we need, we fit their priorities, the timeline's good, the amount they fund is great, all this stuff, and you didn't continue reading the guidelines to see that one piece where you don't want to fund organizations unless you have an operating budget of a million, then you might waste your time trying to put that application together just to find out that you don't really qualify, right?

Amanda Pearce ([00:07:36](#)):

So if you know ahead of time what your operating budget is, that's going to help you as you go through the research process and you read grant guidelines. So I would encourage you to know not only your organization's operating budget but the operating budget of any specific program, project, or department that you are writing grants for. Sometimes foundations will ask for your organizational budget, sometimes they'll ask for the project budget, and sometimes they'll ask for both. You want to know a little bit about the programs that you offer and the clients that you serve. Many times you might get on a call with a foundation and talk about, hey, I've done my research. I feel like we align with your current priorities and this is why. This is the program or project we have, and this is what I feel like you might be interested in supporting. Could you give me some feedback on that? They may come back to you and say, you know, we have funded that kind of thing in the past. And you're right; based on what our website shows, that does seem like a good fit. But our board has approved different priorities for this year, and we haven't updated our website yet, or we've really decided to go in a different direction or, yes, we fund mental health programs, but we only want to fund preventative mental health programs instead of intervention health programs, right? There's a lot of different ways that conversation could go. If you know enough about your other programs, projects, people that you serve, it's very possible that you may have another need that fits what their current priority is, and you can continue that conversation. Again, you're building that relationship. If you don't know enough about anything else your organization is doing, then you've lost the opportunity to continue that conversation, and you'll have to reach back out to that program officer and figure out another time to get them on the phone once you learn about another program or project that might align with what they want to fund.

Amanda Pearce ([00:09:20](#)):

So we did have one question come in from Dave. "Do most foundations care what type of nonprofit category you are in?" That is a great question, Dave. For those of you that don't know, there are numerous types of nonprofit categories that the IRS has established. There's 501(c)(3), (c)(4), (c)(6), (c)(7). And they all have a different designation, like why they are created. And yes, most foundations do care what type of nonprofit you are. Many will even specify that they want to fund 501(c)(3) organizations. I was working with our local farmer's market a couple of years ago, which is a nonprofit, but they are established as a 501(c)(6). So I reached out to several of my foundation contacts here in North Carolina and just asked the question, are you able to fund a 501(c)(6)? And all of them except one said no. They said that those organizations are eligible to receive grants, but their foundation is specifically set up to serve 501(c)(3)s. So that is a great question. If you are--let's just say Dave is a 501(c)(4), Dave, you would want to go ahead and reach out to the foundations that you're interested in and say, I saw your priorities, I saw your guidelines, and I'm curious if you would be able to fund us as a 501(c)(4). So hopefully that is helpful. Great question, Dave. Thanks for asking.

Amanda Pearce ([00:10:43](#)):

All right. So there are seven basic elements to most proposals, and we're going to look at those today. I'm going to give you examples of some of them and kind of explain to you what pieces are in there and why: executive summaries, organizational information, statements of need, project or program descriptions, budgets, evaluation methods, and sustainability plans. Some of you who have been doing grantwriting for a while, if anybody is on with us that's been a grantwriter for a little while, you may be familiar with creating templates for your grants so that you can more efficiently write grants and submit them or write proposals and submit them. So for those of you that aren't familiar with that, these are the seven basic elements that we include when we're helping clients create templates. So we do program design templates, and then we do grant templates. So people can pull from those to be more expedient in their grantwriting process. And especially if you're writing multiple grants for, let's say, a capital campaign or a specific program or your organization as a whole. Because once you get your template written, then you just go in and plug in new data, update information, copy and paste as you go forward. So it really does help expedite the process.

Amanda Pearce ([00:11:54](#)):

A couple of questions that came in. Gabrielle, "How many years should be included in projected budget?" That's a great question for the program officer, Gabrielle, and I would ask them that specifically. Gwen says, "We are an independent 501(c)(3) that funds projects and programs and state-owned historic site. Our foundation's operating budget is separate from their operating--our foundation's operating budget is separate from their operating budget. If we are applying for a grant on their behalf, do I use their operating budget?" So, again, Gwen, that is a wonderful question for program officer. Probably there'll be a different answer depending on the--the foundation that you're working with. Some may want to see both budgets; some may want to see just the foundation's budget. And it really kind of depends. We work with a local hospital. We are their grantwriters. And the hospital has its own foundation as well. So we run into this question all the time. It's--it's almost always a conversation that we have to have with each foundation.

Amanda Pearce ([00:12:50](#)):

Danielle says, "For newly formed nonprofits, they may not have actually begun running a program yet, is it okay to speak in hypothetical terms, 'the program we will offer, blah, blah, blah,' when writing a proposal?" Yes. I would still want to make sure that you've spoken with a program officer and that they're willing to fund you if you don't have a history of success yet. But if they approve that, then yes, "we propose to" is a great phrase to use in your program descriptions. All right. Good questions.

Amanda Pearce ([00:13:18](#)):

Guys, I'm going to show you a free stuff page on our website here at the end of the webinar. And there's actually an example on there, how to create your mission and vision and what should be included and why. So some of you have asked what the difference was. Again, I'll show you where that is at the end of the presentation, so you guys can use that as a free tool.

Amanda Pearce ([00:13:37](#)):

All right, let's look at the executive summary. Your executive summary should be coherent. It should be a summary--we're not trying to write a book here--persuasive and engaging so that the person reading the summary wants to continue reading the proposal. And in order to--in order to write a great executive summary, you're going to want to make sure you have a description of your problem. If you

didn't have a problem, you would not be writing a grant. It's like saying I'm bored on a Tuesday; I'm going to go to the bank and take out a loan. Nobody wants to go through the paperwork of writing an application for a proposal for a foundation if they don't have to.

Amanda Pearce ([00:14:08](#)):

A few key descriptors of your program or project. A program is long-term and a project is short-term. A project can become a program. Description of what makes your program, project, or organization extraordinary and how your program, project, organization is uniquely positioned. Let's look at that for just a second. How your program, project, organization is uniquely positioned. "Uni" means one. So you want to make sure that you know how you're doing something differently, how you're providing it in a different way than anyone else providing that service in your area, which means you have to do a little bit of investigating on your end to say, who else is providing this type of service? Where are they located? If we have someone else in our area providing it, how are we providing it differently? Because nobody wants to fund a duplication of services, right? Let me give you two quick examples there. If we have two hospital systems in our community--which we do--and one of them says we have an MRI machine and the other one says we have an open MRI machine, they're both providing MRIs, but one of them is uniquely positioned to provide them in a different way, with an open MRI machine, right?

Amanda Pearce ([00:15:16](#)):

If we have those same two hospitals and one of them says we have bilingual staff in our emergency department, 24 hours a day, seven days a week and the other hospital says we have bilingual staff in our emergency department nights and weekends, well, the one that has them 24/7 is uniquely positioned to serve that community, right? So they're still hospitals. They both have emergency departments. They both have MRI machines, but they're providing them in different ways. All right. So you need to figure out how are you uniquely positioned, because that will help you as you apply for grant applica--or for proposals. And then a description of what makes your program or project extraordinary. Those are things that are usually quantifiable metrics. Something you can say, you know, our program that deals with childhood obesity, we have an average of 64% graduating our program and keeping the weight off for a minimum of one year after they graduate compared to the state average of 48%, right? So it's some metric, a baseline that you've been able to track over time and say this is how we're extraordinary and this is how we know it. And I'm going to show you an example of that here in just a second.

Amanda Pearce ([00:16:29](#)):

Here is a sample executive summary. I've taken the time to bullet point it for you to show you where those four elements are. Those are the orange bullets you see on the left. I've also highlighted some stuff and underlined some things. So let's take a look at this real quick. If there's any piece of this that is helpful for you, please feel free to use it. It's not plagiarism. I'm giving you my permission. Catawba--and by the way, all the examples we use in this proposal are--in this webinar are from proposals we've actually written and been funded for in the past. So none of this stuff is just made up for your benefit. This is all actual grants that we've put together. "Catawba County Hispanic Ministry provides a Christian response to critical needs of Latinos in the Catawba Valley and seeks to bridge the cultural gap between Spanish and non-Spanish speaking members of our community through education, advocacy, and outreach programs." That is a mission statement. If you have a well-written mission statement, you should be using it in your proposals to say who you are, what you do, and how you do it. If you don't have a well-written mission statement, I would encourage you to do that with your board. You know, we do lots of visioning sessions with folks where we help them create their missions and visions. And it always amazes

me that people will eventually have these wonderful mission statements and they don't use them anywhere. So use it if you have it.

Amanda Pearce ([00:17:39](#)):

Okay. "We are writing to request \$20,000 of salary support for tutors of our Abriendo Puertas (AP) program." Notice I identified the program before I use an abbreviation for it. "AP is currently the only after-school program in the county that exists specifically to serve the 1,150 Hispanic students enrolled in our schools." That is underlined because that is how this particular program is uniquely positioned. Notice the word in there that says "only after-school program." Okay. So your first sentence--or, I mean, sorry--your first paragraph should be--should look like mission statement, what you are requesting and for what purpose, and then how you are uniquely positioned. Okay. Sentence one, two, and three, that's how that's broken down.

Amanda Pearce ([00:18:26](#)):

"Key descriptors. AP was designed in November of 2004 to help students and families bridge the social and cultural barriers that can have a negative impact on students' academic achievement. Since its inception, the program has expanded from three to 175 students. Due to increased enrollment, we have a need for additional tutors but lack funding to provide them. AP strives to meet the academic, social, and cultural needs of Hispanic families in our community through tutoring, cultural enrichment activities, team-building and leadership events, and a focus on prevention of risky behavior, such as drugs, alcohol, violence, and teen pregnancy."

Amanda Pearce ([00:18:56](#)):

Paragraph two, sentence one is saying the program, when it was designed, and why. You can deconstruct that for your organization, program, or project very simply. Insert name of program, project, or organization. Was designed, created, implemented, established, whatever term you want to use, in whatever month and year, and then the reason why. If you don't know that information, you can go back to other people in your organization--maybe the founders, the board, whoever's been there the longest--to help craft some of this. Second sentence, If you had an opportunity to grow since establishment, you can put a statistic like that there. If you're brand new, you may say we currently have X number of people waiting on this program or on the waiting list. Or we have started in 2020 with this number of people. Okay? And then your next sentence is why you have a need, so due to increased enrollment. That's why your need exists, right? So due to increased enrollment, we have a need for additional tutors and we don't have the money to do it. And then the last sentence is really just a description of what this program or project does.

Amanda Pearce ([00:20:06](#)):

Third paragraph, "Last year, elementary students in AP achieved an average increase of 10.53 points in reading skills and 8.35 points in math skills among students tracked." That is extraordinary. Okay. "In 2004 and '5, only 68% of the county's schools met adequate yearly progress requirements. School officials believe the significant increase of Hispanic students with limited English proficiency played a major role in the county's low test scores because state tests were designed based on the assumption of semi-fluency in the English language. As AP enrollment continues to grow, please consider assisting us. We may hire additional tutors to serve more students effectively." So that third paragraph is really what makes your program extraordinary. Those are the first two sentences with metrics and then how we know that. Okay.

Amanda Pearce ([00:20:50](#)):

So how many people, if you could go to the chat box for me, how many people feel like you could take this and deconstruct it and have the beginnings of your sample executive summary? If you can just type yes, no, helpful, not helpful, makes sense, doesn't make sense, something like that. Perfect. Very good. And, again, you guys are going to get a copy of this handout, so that's going to be--you know, you can take that and deconstruct it even more. It's not like you have to remember everything that I've said here. Perfect. Good. Okay. Let me jump over real quick.

Amanda Pearce ([00:21:24](#)):

"Do any foundations fund for-profit businesses?" No. Nonprofit foundations are established specifically to fund nonprofit organizations. They are legally not allowed to fund for-profit entities. If you are a for-profit entity, you would need to look at state and federal funding.

Amanda Pearce ([00:21:39](#)):

Megan says, "How do you phrase your unique positioning without throwing other organizations under the bus?" You focus on you and not them. You're not saying we do this and no one else does or this organization does it. You say no other organization in our community is providing services this way. A lot--lots of different ways to phrase that. Good question.

Amanda Pearce ([00:21:55](#)):

Chris says, "I've heard the trendy new, fabulous new way to express the mission and vision statement is to keep them short. Not more than a sentence with 10 words or less." Yes. It's not trendy; it's accurate. We have a lot of statistics on that, and the top 30 best mission vision statements in the world--actually, there's a website that shows you those--are--Marie, how many are they under, words? The top 15 are under 10.5 words, and the top 30 are under 17 are so. It's a good question, Jeremy.

Amanda Pearce ([00:22:26](#)):

Jackie says, "How formal of style should be used in grant applications?" Jackie, I'm going to say that's completely dependent upon you and the relationship you have with the foundation. Marie and I have both been writing grants for over 25 years, and we both have completely different writing styles. We were both successful grantwriters, but we also both build relationships with foundations and review each other's work. So there's not a specific answer to that. It's--it's very dependent on you and the organization.

Amanda Pearce ([00:22:54](#)):

Linda, "Is there a way to copy and print, save this example summary?" You can download it. I believe Jeremy put the link into the chat box earlier.

Amanda Pearce ([00:23:05](#)):

"How important is including metrics in an executive summary?" Well, that depends on your organization and what you're trying to share with them, but it can be very important.

Amanda Pearce ([00:23:14](#)):

Brianna says, "Would you actually bold and underline these things in a normal proposal?" No, I'm just doing that for educational purposes for you guys.

Amanda Pearce ([00:23:20](#)):

Jenny says, "I struggle with providing metrics for our food pantry. What do you suggest we measure?" Jenny, I actually worked with a food pantry, and there's some really, really great ways to do that. Unfortunately, I don't have the time to sit down and explain those to you right now. But if you'd like to schedule a call with me on our website, I'll show you where you can do that at the end of the webinar.

Amanda Pearce ([00:23:36](#)):

Jasmine says, "What if there are other organizations in the city that provide the same service, but they don't reach the community you're beginning in?" Well, then that's what you would share is how you're uniquely positioned.

Amanda Pearce ([00:23:48](#)):

Sally says, "Where do I go to find baseline information for data?" That depends on the type of work you're doing. Yes, these elements would also apply to a letter of interest or a letter of inquiry.

Amanda Pearce ([00:23:58](#)):

And Ashley says, "What's the website with the best mission, vision statements?" I'll have to get that. I don't have it off the top of my head. Good questions, guys.

Amanda Pearce ([00:24:07](#)):

Let's talk about organizational information. When you're talking about your organizational information, you're wanting to make sure you've included the name, official name of the organization, a brief history--obviously keep that brief--collaborations and partnerships that are relative to the request, major--major programs and primary activities that are relative to the request, your mission or vision, any awards or accreditations that are relative to the request, and the number and capacity of your staff. Okay? A lot of the times you can find capacity-building grants. A lot of people don't know that that's a thing. And almost everything that you would do as an organization is capacity building. If you were increasing your space, if you're increasing your staff, if you're increasing your ability to serve more people, if you're increasing outreach, all that stuff is capacity building. So if you think in your head, oh, we need general operating, more than likely the things you need general operating for are building your capacity, because a lot of times people say we want to hire a new staff. That's gen ops. Well, a lot of the times a new staff is specific to a program, which could be a program request, or it's building your capacity to do more within that program; therefore, you can also make it a capacity-building request.

Amanda Pearce ([00:25:11](#)):

Questions you're going to want to consider when you're thinking about organizational information. How are you going to introduce yourself and your organization? If you met me here for the first time today and we haven't been introduced before, you're meeting me as Mandy Pearce, owner of Funding for Good. If you met me at the dog park, you would be meeting me as Dalli and Maximus's mom, right? You may not even ever know my name is Mandy. You're going to be like, oh, that's Dalli's mom or, hey, that's Maximus's mom. If you met me at church with my parents, I'd be Danny and Frieda's daughter, right? So your organization also has lots of ways that it could be introduced. Are you going to be the executive director or the founder, or are you going to identify yourself at all? Are you just going to make it generic proposal from the organization? Are you a board member or volunteer? Is the organization the leading organization that provides blah-blah-blah service in your community, or have you won some kind of accreditation that you would like to share or that people know you from? So how are you going to

introduce yourself? What are you going to do, and why does it need to be done? Who is going to benefit? So I encourage you to think about that in two different ways: one, who is going to be served, and two, who is going to be impacted.

Amanda Pearce ([00:26:25](#)):

If I were a--let's say I'm an anger management therapist and that you are my client. Well, if I'm doing my job well, I am serving you, right? I'm providing you with anger management counseling. I'm serving you. But if I do my job well, I'm also impacting you and everyone that you interact with, right? I mean, I'm impacting the people you live with, the people you work with, the people you go to school with, whoever you're interacting with in the community, if I'm doing my job well. So as an organization, it's very possible you might serve one person, but what is the residual effect of that? Or maybe you are--let's say you're a Riverkeeper. You know, we have like the Yadkin Valley Riverkeeper here. Well, they might clean up one section of the river, but it impacts everything downstream, right? So I encourage you to think about who is going to benefit, who are you serving, and who are you impacting.

Amanda Pearce ([00:27:19](#)):

How are you going to do the work, and how much is it going to cost? When and where will your program or project take place? So are you going to be on site at your own facility? Are you renting a facility? Are you building a facility? Are you doing it at someone else's facility? Who is going to do the work, and what are their credentials? If it's someone from your organization, what makes your organization the one that should be doing the work as opposed to another organization? So there's just some really great questions for you to consider before you start writing your organizational information. And once you have those identified, it will be easier to put those together.

Amanda Pearce ([00:27:55](#)):

So let's look at building blocks of a statement of need. There's really three things you want to think about: why does the need exist, who has the need, and what are some data and statistics to back that up. And we do have a sample of this one.

Amanda Pearce ([00:28:08](#)):

I'm gonna hop in here and look at the questions real quick. I answered that one. Steve says, "Even if you don't have a question or need for clarification, how important is it to still make contact with someone at the foundation so you have an internal familiarity with the staff?" Very important. Great question.

Amanda Pearce ([00:28:25](#)):

There's a question for Jeremy in the Q&A section. And then Jenny says, "Official name of organization. We use a fiscal agent and operate under their nonprofit status. Is our official name their name and our program name?" Good question, Jenny. You will want to clarify with the foundation how they would like you to be represented in your proposal.

Amanda Pearce ([00:28:45](#)):

Eric says, "What are the chances that your proposal reaches the desk of the grantor?" Well, they should reach. So there's not really a desk like a desk. Usually it's a board of directors making the call about who is funded. And I don't know of anyone who applies that doesn't. You know, I've had--occasionally I'll mail a proposal that doesn't get delivered, but as far as being delivered and not being seen, I've never had that problem.

Amanda Pearce ([00:29:12](#)):

Another question for Jeremy, and then Scott says, "We are a small animal welfare organization and are often rejected to larger organizations with bigger statistics and animal intake, but our mission is unique, helping the elderly and disabled. What do you suggest we do to get our message across?" Well, again, you need to find the ideal prospects for what you're doing, Scott. It sounds like you're finding prospects who want to fund animal welfare, but not necessarily the work that you're doing. That's why they're choosing larger organizations because as a foundation, they've probably identified, they want to have their impact and they want to work with larger organizations, so they--you know, they've identified that internally.

Amanda Pearce ([00:29:47](#)):

Brynn says, "Is this sample also available for us to use as a template?" Nope. It's just individual pieces of proposals. They're not all one--one grant that I've split up. It's just random pieces from grants that I'm using.

Amanda Pearce ([00:30:02](#)):

And Theresa says, "How important is it to highlight the board and if there is a requirement for each board member to contribute financially?" Theresa, most foundations will ask you if they want to know what percentage of your board gives financially. So you won't need to worry about that. They'll ask you that information.

Amanda Pearce ([00:30:15](#)):

Sample statement of needs. So let's take a look at this and break it down a little. I'll give you a little background here. This proposal was written as a second proposal to a foundation that had already funded this organization once. Okay. So, "As director of Catawba County Hispanic Ministries (Central Latino), I had the privilege of designing and implementing an after-school program for at-risk Hispanic students with the support of a \$12,000 grant from The Smith Foundation in 2004." So the executive director is setting themselves up as, hey, we've partnered before and, hey, you funded me before, right? So there may be new board members since the original grant. There may be, you know, turnover there, and they may not know we've worked with this group. We've actually funded them. We helped them get this program started. So that is how they are introducing themselves. And that is why. "Please accept this proposal from Catawba County Hispanic Ministries to fund the continuation of Abriendo Puertas, an after-school program for at-risk Hispanic students in our community. This proposal represents a collaborative effort of community partners, such as Lenoir-Rhyne University, Catawba County Department of Social Services, the Hickory Police Department," so on and so forth. I encourage you not to list everybody you've ever partnered with but the ones that give you credibility, right? So if you're working with the local university or the police department, use the names that are going to give you credibility.

Amanda Pearce ([00:31:34](#)):

"AP was originally implemented to assist Latino students with homework assignments and offer them support throughout their educational endeavors. Since its inception in 2004, the program expanded from three to approximately 120 students. We have been striving to meet the academic, social, and cultural needs of Hispanic families in our community through tutoring, cultural enrichment activities, team-building and leadership events, and a strong focus on prevention of risky behavior, such as drugs, alcohol, violence, and teen pregnancy. Recently, members of our community and law enforcers have

been coming together to combat an influx of gang activity. Within the last two weeks, we've had three Hispanic families come to our program seeking help for their young teenagers who stumbled into their home, drugged up and beat up after a night of partying and gang initiation. These parents depend on our program because not only do we understand their culture, their struggles, and their fears, we are also able to effectively link them to community resources so that children can receive the support they so desperately need. Should the AP program receive funding, our community partners are committed to helping us offer these young people the services they need in order to succeed."

Amanda Pearce ([00:32:33](#)):

Now, this third paragraph here is where we threw in a little bit of storytelling. Many times you won't be asked or given the opportunity to share a story, a success or a story that you've overcome a challenge or whatever. In the statement of need is usually the place where you might have that opportunity or where you can create that opportunity for yourself. "Last year, we received a \$10,000 grant and were able to attract our first group of high school students to the program. In order to continue this important program and increase community awareness and support of AP, additional funding of \$8,000 is needed." So I hope that this will give you at least a small framework for a sample statement of need as you guys start putting together some of your own proposals.

Amanda Pearce ([00:33:15](#)):

And this next page is really just a worksheet that you can print out and work through. If you can answer these five main questions in complete sentences, one to two sentence per question, you're going to have the bulk of what you need for your statement of need, okay? Who--what is the need or problem, who has the need or problem, why is it a need or problem, what will happen if the problem is not addressed, and how do you know that information? Then we look at project description.

Amanda Pearce ([00:33:49](#)):

Let me take a look at the questions. Martha says, "There are many foundation grants that ask if a grantwriter is assisting. Do most foundations frown upon grantwriting assistance?" I think it varies. And I also think they want to know if any of the dollars that they are awarding are going to pay a grantwriter for writing that. So yeah.

Amanda Pearce ([00:34:10](#)):

Kate says, "If a funder lists they will accept a proposal via email or by mail, is there still a widespread preferred method?" I think that's a great question for the program officer specifically.

Amanda Pearce ([00:34:21](#)):

"About how often do board members change on average?" Well, Dave, that's a great question, and I think that it varies wildly by organization.

Amanda Pearce ([00:34:32](#)):

Give me one second. I have a puppy in my house today. We adopted a puppy, and he needs to go to the little boys' room, and I need someone in the house to go take him 'cause he's crying.

Amanda Pearce ([00:34:48](#)):

All right. Noah says, "Is there a danger in pointing out that they've funded you before?" No. "I see a lot of applications asking how we'll be aiming for program self-sustainability, and I'm curious if pointing out past funding may not reflect well." Again, it's about relationship building, but it should not. Many foundations have that you can apply every other year or that they only fund you once or whatever. So you'd know their guidelines. If their guidelines say they're only ever going to fund you once, then no, I wouldn't go back to them again. But if they will fund you multiple times and there is a valid reason for you to go to them, definitely do.

Amanda Pearce ([00:35:23](#)):

Joel says, "Will there be recording?" Yes.

Amanda Pearce ([00:35:25](#)):

Okay. Pausing the questions for the moment. Let's look at project description. What is going to be done, in what order do tasks need to be completed, how much is it going to take, what resources will be required, what is the timeline for the project, and how are you going to sustain the project going forward? So those are the things we're looking at addressing. Here is a sample project description from the--Tom's of Maine is the name of the company. Some of you may be familiar with them. They do deodorant, they do toothpaste, different things like that. And this was from their 2009 on--online application process for grants. They picked 50 applications to put on, and then they gave people an opportunity to vote every day for 30 days. And so the ones that got the most--the five that got the most votes, each got \$20,000. So it wasn't really like a competitive cycle, are board members going to choose who's funded. It was more of a "how many people do you have on social media" process. But this was a well-written project description. And I want to share it with you because it's eight sentences total. And so it's very possible to be concise and be able to tell folks how you're going to do what you're going to do.

Amanda Pearce ([00:36:48](#)):

Okay. So the title of this particular application was "Friendship Trays Garden: A Plot to Thicken Community by Slow Food Charlotte." Cute title. "The idea: Convert a donated urban lot, burdened with brambles and poison ivy, into a year-round garden to supplement fresh food to local Meals on Wheels provider, serve as an education garden for the adjoining culinary school which cooks those meals, and offer it as a demonstration garden for urban gardening workshops at school field trips." But one sentence. "Who benefits: The community culinary school educates people who experience barriers to employment. The school will tend the garden and add it to their curriculum. The garden's bounty will supplement meals sent to low-income families, the elderly, and the homebound and ailing. The garden will be a classroom for children of all ages." Four sentences. "The Friendship Trays Garden will connect crossing missions of the multiple communities through the garden. The garden will produce, educate, demonstrate, and offer a spot for the rare crop repose. The garden"--or "the measure of the garden will be the hands that tend it, the mouths it feeds, and the community it fosters." And the timeframe was six months. Cost was 24,000. So well-written, concise. This is a great way to start working on project description.

Amanda Pearce ([00:38:04](#)):

Marie, can you take him out? Oh, now he's just crying.

Amanda Pearce ([00:38:10](#)):

Okay. Let's look at S.M.A.R.T. goals and objectives. So S.M.A.R.T stands for specific, measurable, attainable, realistic or relevant, and timely. You want to make sure that when you write goals and objectives for your grant applications or your proposals that you're making sure your goals and your objectives are smart. A lot of people don't do this. Objectives are what you're going to do to accomplish your goals. Both your goals and objectives should be stated in action terms: increase, decrease, modify, enhance. You're going to define a population you're serving, you're going to make sure your goals and objectives are measurable, and you're going to include a timeline. A lot of people have a really hard time with goals and objectives, but I'm going to give you real examples. So you guys can take these and use them, you know, to construct your goals and objectives.

Amanda Pearce ([00:38:55](#)):

A generic goal might be, "We want to serve more animals with our low-cost spay/neuter program." Well, technically, you could serve one more hamster and you would have accomplished that goal, but that's probably not what you had in mind. What we want to say is something more like, "We want to serve 8% more cats and dogs in Jones County with our low-cost spay/neuter program during fiscal year 2021." Some--some people are like, we don't have baseline data because this is our first year. How do we do that? Well, then you just put a number in. We want to serve a minimum of 50 cats and dogs in our--in Jones County, blah, blah, blah, right? It doesn't always have to be a percentage. That's something that you can decide based on where your organization is in their development.

Amanda Pearce ([00:39:36](#)):

How are you going to accomplish that goal? Well, generically, you might say, "We will advertise our local spay/neuter program." Technically, you could put up a flyer in your local library and say you advertised it, but that's probably not what you had in mind. "We will do community outreach events. We will do community educational programs or events." What we want to say is stuff more like on the right-hand column. "We will work with local media to begin a radio newspaper campaign in August of 2021 for a minimum of six months for our low-cost spay/neuter program. We will hold one community outreach event quarterly, beginning in the summer of 2021, to help bring awareness to our low-cost spay/neuter program. Each event will be held in a separate section of the county to increase exposure. We will participate in a minimum of six community educational events annually to help educate, inform, and empower the community on our programming"--and I can't read the rest of that. Hopefully you can.

Amanda Pearce ([00:40:30](#)):

So hopefully as you look at these, you will be able to say what are we wanting to do and how do we want to accomplish it and put them into goals and objectives for your proposals. I encourage you to have goals and objectives for your programs and your projects anyway. Part of your strategic plan should be goals and objectives for your organization, and then you can break those down. So you're not trying to reinvent the wheel every single time you want to write a proposal. And here is a great worksheet where you could draft a sample goal--it can be for you personally, for work, it can be made up--and then practice drafting objectives for it, and then go back and review and say, is it smart, is it specific, is it measurable, is it attainable, is it realistic, and is it timely, which means have you put a timeline on when that's going to be complete.

Amanda Pearce ([00:41:18](#)):

Kristen, "I noticed that you don't cite any sources in your statement-of-need work, correct?" Because this is not a standard federal grant application and this is not a needs assessment. If you have locations

for resources, you want to keep them in case someone comes back to you and says, where did you get that data? But there is--there are very few and far between the proposals for foundations that ask you to cite your work.

Amanda Pearce ([00:41:41](#)):

Chris says, "If there is a range in the grant award amount, is it beneficial or advantageous to request less than the maximum amount?" Great question for the program officer, Chris.

Amanda Pearce ([00:41:50](#)):

Todd says, "When the foundation requests a list of other funding for a program or project, how much detail do you give?" I always put the folks that I've actually requested funds with or the proposals I've submitted at that point. And it's not so much because they don't want to fund you if you've got a lot of other funding; it's because they want to know who else has skin in the game. They don't want to be the only foundation, because if you aren't successful, then they're the ones who've--they don't have a return on their investment.

Amanda Pearce ([00:42:19](#)):

Verna, the best database to get names for foundations, actually, we have an entire webinar on our website for grant research, and I'll show you where that is at the end. And we go through lots and lots of resources on there, and many of them, most of them are free.

Amanda Pearce ([00:42:33](#)):

Karen says, "Do you include logic models in your applications?" Only if they ask for them.

Amanda Pearce ([00:42:36](#)):

Nancy, "Is it better to write and ask smaller amounts for multiple grants or try and write just one big for all the needs?" Depending on the foundations you find and what they want to support, Nancy, that's a great question for program officers, but most of the time, you're going to write multiple grants unless you're talking about a very small amount of money.

Amanda Pearce ([00:42:52](#)):

Okay. Moving on. Budgets. A well-prepared budget will justify all the expenses and is consistent with a project description. Okay, don't say you're going to hire somebody and then forget to put that person's salary in your budget. A couple of things you're going to want to remember about developing your budget. What's the duration of the budget? How much are you asking the donors to support? So are you asking them for 10%, 25%, a hundred percent? What is the level of resource commitment from your organization? Are you providing space? Product? Are you providing staff? What is the dollar amount associated with that? What are the number, identity, and level of commitment of collaborating organizations? Who else has got skin in the game, and what is the dollar amount associated with it? Be sure to detail the commitments of those partners, whether you're talking about a partnership agreement letter. You want to have what they're going to do, what they're committed to, and the dollar amounts associated with that, not only for yourself as a cover-your-butt kind of situation, but that you can also put them in grant proposals if folks ask for partnership agreement letters.

Amanda Pearce ([00:43:56](#)):

Be generally specific in your budgets when you can. I'll give you a couple of quick examples. If you are going to be needing staff training, let's say your organization requires all of your after-school staff to have CPR and first aid training, well, you could put CPR and first aid training as a line item on a budget, but then no matter what you do, you can only use that money for first aid and CPR training. If you had put staff development or something to that effect, then you could use it for a variety of different trainings, possibly even webinars or educational information online. If you were going to be traveling to multiple locations and you put in mileage reimbursement as a line item, that's all you can use it for. But let's say something happened like COVID and you weren't able to go to those locations because they weren't open, maybe they were schools, so now you're going to not be able to use that line item, whereas if you had called it travel reimbursement, you might be able to use it for airfare or rental cars or planes, trains, automobiles, and Ubers, whatever it is you might have as a travel expense for your organization. So I just encourage you to think outside the box there and be generally specific when you can so you're not putting yourself in a hole about what you can and can't spend your money on in your budgets.

Amanda Pearce ([00:45:17](#)):

Create reasonable forecasts and anticipate changes. Let's say you have a multi-year budget and there's salaries in there. Well, make sure you're projecting at least the 2% cost-of-living increase for your staff folks from year to year--bonuses, you know, vacation time, whatever those things are. If you have an after-school program and you have a multi-year budget--let's say you've written the 21st Century Learning Grant or something--well, each year you're not going to need to purchase the same amount of initial materials that you did in year one, right? You're not going to need the same number of chairs, tables, all this type of stuff, but you might need to replace some things that get broken or some things that--that do need to be replaced over the course of time, right? So you want to make sure that you're creating reasonable forecasts for those things.

Amanda Pearce ([00:46:01](#)):

And then be consistent. If you're writing multiple grants for the same program or project, you want to make sure that you're presenting the same budget, but you may ask funders for a different amount based on what they have said they're interested in or willing to support.

Amanda Pearce ([00:46:16](#)):

Evaluation methods are the criteria for evaluating success of your project, so you need to know how you're going to do your evaluations, when your evaluations need to occur, and who's going to be doing that evaluating. These questions should be fleshed out when the program or project concept is initially conceptualized, not after the grants are already being written.

Amanda Pearce ([00:46:36](#)):

This is just a sample page for you of a lot of different variety of evaluation methods. It is not the be all, end all of every type of evaluation that exists. It is merely to give you an idea of, based on what you do and how you do it, what some options of evaluation methods might be.

Amanda Pearce ([00:46:53](#)):

Laura says, "I've not had to do proposals until recently, only grant funding requests. How do I make the two, proposals versus grants, interesting and engaging if the same board members or trustees will be reading them?" So basically the--the term "grant" and "proposal" are interchangeable here. People are

going to the term. You're writing a proposal to get a grant, right? The foundation grants you money; you're submitting a proposal for them to review.

Amanda Pearce ([00:47:18](#)):

So Theresa says, "How important is it to have notes to the financial information provided so major variances are explained?" Very important, Theresa, for you internally, and it will help you and expedite your communications with--with foundations if they ask for those clarifications. Some foundations will ask for budget narratives. So you will have to put that in anyway. My recommendation is just to go ahead and put that in when you create your budgets so you know what--what the answers are.

Amanda Pearce ([00:47:46](#)):

Courtney says, "Do you have a list of questions that are useful to ask the foundation as a way to open the conversation and build the relationship?" We do. We actually have a YouTube channel. So, Courtney, if you go out to YouTube and look for Funding for Good, there is a whole playlist on there about having conversations with program officers, and Marie and I actually role-play a lot of those for you. So that's a good one. And we do have a blog on our website that actually says how to have--how to have conversations with program officers that lists many of those questions.

Amanda Pearce ([00:48:16](#)):

Rebecca says, "Do you write your budget as it is now, what it is without the grant, or what the budget will be, salaries, as if you have already received the grant?" Well, you write the budget for what the program is going to cost, and that is your expenses. The income side would reflect what you're hoping to bring in. And you would probably list, you know, grants as a line item, not as individual grants, and put the total you're hoping to secure through grants on that line item. Again, many foundations will have their own template that they want you to use for budgets.

Amanda Pearce ([00:48:51](#)):

"If you're still awaiting nonprofit status, are their grants available?" Good question. Most nonprofit foundations will not fund you until you have nonprofit status. Many of them will not even accept an application from you until you do. There have been one or two over the course of time in 25 years that I've worked with that are like, you can submit it, but if you don't have your tax ID number by the time we make decisions, then we would give your grant to someone else. So that's super rare. Most of them won't let you apply until you have that.

Amanda Pearce ([00:49:21](#)):

All right. So sustainability question. This is the best one. A lot of times people are like, ooh, we're just going to keep writing grants or, oh, people will give us money eventually. And they don't really have a plan for how they're going to sustain a program or project or even an organization. Let me throw this out there at you. This is my favorite comment about nonprofits. Nonprofit is your tax ID status; it should not be your business model. Okay? So you need to have a plan for how you're going to bring the money in, what it's going to be spent on, and the answer to that is not grants, right? No organization should be more than 30% dependent on grant funding. And less than that is even better. I've worked with organizations who've never even written a grant that have been around for 50 years. So it's possible, right? No one should start a nonprofit thinking, oh, we're going to start a nonprofit 'cause we could just get grants every year for the rest of our lives. Okay. That's like saying I'm gonna start a small business 'cause I can take out a loan every year to run it. That's just not sustainable.

Amanda Pearce ([00:50:17](#)):

Some of the wrong answers that we see are here on the first page. So "God will provide." That's great. We live in the Bible belt. I hear this all the time, right? And God will provide, but God expects you to have a plan for it, just like everybody else does. And you have to identify, what are you going to do to make that happen? So that's not a real answer for an application. "We plan to develop alternative funding sources, including foundations, personal donors, and fundraising events." Well, and that's great. That's like asking Verizon wireless, how do you--how do you plan to make your quota this month for this store? And they say, well, we're going to open from nine to five Monday through Sunday and keep the doors open. Yeah. Well, that's what you should be doing anyway 'cause you're a business. That's not like--that's not new. That's not different. That's not a strategy. That's just what you're doing 'cause you're a business, right? So you are always creating funding sources. You are always building relationships with donors and that kind of thing whenever you have a nonprofit, 'cause it's a business. That's not new. That's not a sustainable plan--sustainability plan.

Amanda Pearce ([00:51:19](#)):

"Because we are a new organization and just beginning to create a fundraising plan, we're working to diversify our income streams over the next few years." Again, you're just writing a business plan. Every business does that. That's not a sustainability answer. "We are implementing a special event, and the proceeds will benefit this program or project in the next fiscal year." Now, let me tell you why that one is not the right answer and what you could do to make it the right answer. It's not the right answer because you said, "We're implementing a special event and the proceeds are going to benefit the program or project in the next year." You didn't say we have a signature event that is in its fourth year and we average \$30,000 in net profits that our board has voted to allow us to allocate 50% of this program or project, right? You're saying, hey, we're going to do this thing. And we really hope it works. And if it does, then we're going to put some money towards this program or project next year. But you don't have any history of the fact that you're going to be able to grow or that you will have those dollars. So that is why this particular phrase is incorrect. If you do have a signature program, signature event that raises money and you can say what the average is and the board has approved a certain portion or all of that to go towards this program or project, fabulous. That--that then becomes an actual sustainability plan, right? It'd be similar, if you had an endowment and you were drawing down a certain number of dollars every year and your board said, hey, we're going to let you put 50% of the drawdown every year from the endowment towards this program or project. Well, then you can actually say, we know how much we're bringing in right now. It's only going to grow over time in an endowment. The board has approved this. So now we know we have X number of dollars to go towards this in the future. Right.

Amanda Pearce ([00:53:01](#)):

Now let's look at what some of the possible right answers are going to be. And I'm going to let you guys read most of these, but I will quickly go through them. "We have a longstanding commitment to the planning process as reflected in our current strategic plan, which emphasizes funding and identifies the resources needed to continue our work in the future. A copy of our strategic plan is available upon request. We have a designated staff person responsible for raising these resources. They have a successful blank year track record of doing so," and then you're going to cite some indicators of their success. "As the leadership of our organization, our board of directors has an explicit and committed role as both fundraisers and donors, as stated in their description of responsibilities, which they all individually honor. Our board of directors' pledge is available upon request. We have a track record of successful fundraising events, appeal letters, personal donations, and other initiatives for cultivating

resources." And then you're going to give some examples. And then there's a second page with more options. Now, again, this is not the be all, end all, every answer you can have. It's just a great place to get started based on where you are. You might combine several of these answers, tweak them, whatever. You may have other ways that you will create sustainability for your program or your project or organization.

Amanda Pearce ([00:54:08](#)):

So the very last thing I want to share with you is when you get to the point that you're going to be writing what your organization considers a large grant--for some people that might be \$5,000; for some people that might be a million dollars or anything in between--but when you have identified, hey, we think this is a large grant, you need to sit down and evaluate what are the strengths, weaknesses, opportunities, and threats of the program, the project, or the organization as a whole, that you're going to be writing this grant for. Once you have identified those four areas, then you want to ask yourself these three questions: Will your proposal solve or address any of the weaknesses or threats facing your organization, program, or project? And it should. Will your proposal bring to fruition any of the opportunities listed? And it should. Will your proposal give your organization a competitive advantage or build upon its existing strengths? And it should. And if it doesn't do any of those things, the next question you want to ask yourself is why are we writing this proposal? Are we chasing dollars? Like, does it make any sense for us to put time and energy into this proposal, right?

Amanda Pearce ([00:55:20](#)):

So that is the very quick version of an all-day workshop. So it's grantwriting on crack. And I'm going to take a look at some of the questions real quick. If anybody wants to schedule a call with me to talk about things specifically, the link for my call calendar is here. And I am going to jump out real quick and show you on our website where you can find those two free resources that I mentioned to you. This is Funding for Good's website, fundingforgood.org. And if you're looking at the navigation tab at the top, there is one that says "free stuff." There is all kinds of free downloads content in there. There is--everything is editable too. So they're either in a Word document or an Excel file. And you don't have to--like, you're not signed up for anything if you get those. Basically it's just--you download it right there from your computer. You can go there and get it anytime.

Amanda Pearce ([00:56:10](#)):

For those of you who are asking me about the research webinar that we have, if you go to the top of the page here, where it says "webinar series," we have a fundraising series that starts next week, and we have a grantwriting series that is already available to you. So when you click that "grantwriting series," you can get this event that we just did, but you're going to get the replay from GrantStation, so you're not going to need that one. For those of you that want the next step and you're ready to start learning how to do grant research for your organization and find all the prospects that you qualify with, you're going to want to go "webinars series, grantwriting series"--and if my computer wasn't being so slow, you scroll down the page, and you can see all the topics we have. There's 12 webinars in here, but you could just get this one. This is grant research, and you just go right here, "purchase course." You'll have access to it for 365 days. You'll have the recording and the handouts. And then, you know, as you want to do more, there's time-saving templates, and we teach you how to write those, all of these other pieces. You could get the whole series if you wanted all 12 webinars, but that's where it is. I believe that Jeremy put that link in the chat box for you. And I believe it will also be in the email that comes to you after the--after the event. So for those of you that need that.

Amanda Pearce ([00:57:33](#)):

All right. Now, let me go back to questions. Let's see what else we have. "For new nonprofits, would it be wise or make sense to use the outline of a proposal in writing a strategic plan?" That's a very different process, Danielle. I don't think that that would work.

Amanda Pearce ([00:57:51](#)):

Gwen says, "Not sure if this has been asked. How would you state administrative costs in a proposal? In the past, many funders we work with are not excited about funding these costs, even if it's strictly prohibited." Okay. So, Gwen, that's a great question, and I would encourage you to check this out. So back here on this grant webinars page that we have, if you go down to--where is it?--right here, "budgeting to fully fund your overhead," we actually teach you how to get most of your, in air quotes, administrative costs covered in this webinar. There's a process for that. I wouldn't say you're going to get a hundred percent of your overhead in that, but it will greatly reduce the amount you're going to have to raise outside of program and project grants. That's where I would say.

Amanda Pearce ([00:58:37](#)):

Janice, S.M.A.R.T. stands for specific, measurable, attainable, realistic, and timely.

Amanda Pearce ([00:58:44](#)):

Nancy says, "How do you handle requesting funds from multiple sources and ending up with excess funding for grants to cover program?" That is a great question, Nancy. We actually wrote a blog about that, what happens if you get more money than you need. And we have a video on our YouTube channel about that as well. If you guys are on our website here and you look in the upper left corner, there is a little "play" button, and if you click that, it takes you to our YouTube channel, and there's playlists on here. I would encourage you to spend some time on there. There's tons and tons of questions that we field and answer for folks all the time. So you may actually go to the grants playlist when you're scrolling down here. The--the "grant conversations with foundation program officers" is the first one that shows up. Many of you asked me about that already. Jeremy, I don't know if you can snag that link, but if you want to put that link in the chat for everybody, it's a free resource. So there's all kinds of really cool tips in here. So grantwriting for nonprofits. There's a whole, whole bunch of videos there, and most of them are pretty short. So that's where I would go for that one.

Amanda Pearce ([00:59:49](#)):

Let's see. Back to the PowerPoint. All right, Jeremy, it's 3:02. Do you want to say anything to let folks stay on that want to stay on and continue to hear me answer questions, or do you want me to just keep going?

Jeremy Smith ([01:00:01](#)):

I just wanted to quickly say thanks everybody for joining us. This has been great. And since you are willing to continue to answer questions, I'm sure people will continue to take advantage of that. But I wanted to let everybody know that if you enjoyed this webinar--which I did, and because of that, I'll be at the next one that's coming up--on March 4th, we have another webinar, "Sustainability Planning: Where Matching Grants and Capacity Building Meet." You can sign up for that right now, [grantstation.com](#), and then Mandy can guide you through that as well. So please, Mandy, continue with the questions.

Amanda Pearce ([01:00:32](#)):

Yeah. I'm looking forward to joining you guys in March as well. Okay. Let's see. "As an independent writer looking for funding to write about the Holocaust, I do not have a tax ID number and am not an organization. Would you have a webinar about that situation?" Yeah, so you're not going to qualify, Elizabeth, for foundation grants. They only fund nonprofit organizations. There may or may not be grants through the federal government. I couldn't say, but you won't qualify through foundations as currently you are.

Amanda Pearce ([01:00:59](#)):

Dave, "Does this mean sustainability means growth--growth vice business as usual?" I don't understand that question, Dave. If you could rephrase that for me, I'll be happy to look at it again.

Amanda Pearce ([01:01:11](#)):

Marilyn, "When you say grants shouldn't be more than 30%, is the 70% revenue fees charged for an actual program, unrestricted funding or return from an endowment?" That means that when you have a budget that you shouldn't be dependent on more than 30% of your budget from grants. Doesn't matter where the rest comes from. You just shouldn't have more than 30% coming from grants.

Amanda Pearce ([01:01:32](#)):

Jasmine, "How would you suggest fundraising in year one?" That's more about, like, starting a nonprofit than grantwriting, so that's the different question.

Amanda Pearce ([01:01:42](#)):

Bridget, "Can you offer any suggestions when you are told to write a request and the request asks for new project or new program, we don't have new programs or projects, but are really wanting to cover a current program per our CEO and examples." I would say that maybe a little education for your CEO on how foundations and grants work and talking to program officers. But if you don't have new things and that's what the people you're finding want to fund, then you're not probably going to be a good fit for those.

Amanda Pearce ([01:02:12](#)):

"Does each state have a certificate or degree program to write grants as a formal job for retirees?" I have no idea the answer to that question. I'm not sure.

Amanda Pearce ([01:02:22](#)):

Theresa, whoa, sustainability, nope. Theresa says, "Sustainability, does 30% sustainability guideline for a nonprofit apply to all fundraising, not just grants?" It's not a sustainability guideline, really, Theresa; it's just a best practice. You don't want to be dependent on grant funding, just like you wouldn't want to be dependent on loans from the bank to function as an individual from day to day.

Amanda Pearce ([01:02:47](#)):

Jenny, "We saw right answers five through eight. What were one through four?" There are two slides in the presentation. So I actually read the first--oh, I can't see them because I have my questions box up. Actually read for you one through four, and five to eight are on the slides. So you can go to those when you get the presentation, handouts.

Amanda Pearce ([01:03:18](#)):

"Do you recommend using first person language in your proposal?" That's really a Marie question. And, again, I think it comes to your--comes down to your writing style. Marie, do you have a quick answer for that? Would you recommend using the first person in your proposals?

Marie Palacios ([01:03:33](#)):

You never should use first person singular ever.

Amanda Pearce ([01:03:35](#)):

Never should use first person singular ever.

Marie Palacios ([01:03:38](#)):

Unless you're writing to a business and it's in a letter form, but absolutely, with foundations use first person--first person plural like we and--

Amanda Pearce ([01:03:46](#)):

First person plural is what Marie would recommend.

Marie Palacios ([01:03:50](#)):

Unless it's state or federal, then that's usually--

Amanda Pearce ([01:03:51](#)):

Yeah, unless it's state or federal, and that's more business. So good one.

Amanda Pearce ([01:03:54](#)):

Kristin, "Can you speak to the most important parts, concepts of a successful grant application? There are some in our organization that analyze and edit my grants word by word, column by column, and I'm worried this is getting too deep in the weeds." I would worry that too. "To me, the relationship and timing of a grant submission, along with goals and outcomes, are the most important parts." So Kristen, I don't know, maybe you need an outside reviewer for your grants, but yes, I can see how nitpicking something to death would definitely put you in the weeds. Every part of an application is important, but when you're talking about deconstructing it like that for review of someone, yeah, that's not necessarily productive. I don't have a great answer for you other than that would be a work-style issue.

Amanda Pearce ([01:04:42](#)):

Jasmine, "The website is loading extremely slow. I continue to try and check out you all's resources." Okay. Yeah. I don't know why it's running so slow today. I was noticing that myself just now.

Amanda Pearce ([01:04:50](#)):

Dave, "Growth in funding or program vice staying static with current membership." I just still don't get that question, Dave.

Amanda Pearce ([01:04:59](#)):

Julie, "We are a nonprofit but 501(c)(4), and it seems very limiting. Any suggestions or foundations for trying funding?" You can look online, and when you do searches, sometimes they will let you search by who funds 501(c)(4)s. Maybe look at the Grantsmanship--or not the Grant--maybe look at Foundation Directory Online and see if you can sort by that. But I would say, is there a possibility you could refile as a 501(c)(3)? I'm not sure if there was a real reason why you established as a 501(c)(4) or if maybe the people who did your pretty paperwork initially just didn't know the difference.

Amanda Pearce ([01:05:34](#)):

Sadie says, "Can you recommend resources with which to educate our board on grants and the grants process?" Yes, we actually have blogs on our website. One of them says "the top 10 things board members should know about grantwriting." That's a great place to start. And then again, the YouTube channel is also a great place.

Amanda Pearce ([01:05:50](#)):

Jessica says, "Who should generally be involved in grant planning and writing?" Completely depends on the organization and your structure.

Amanda Pearce ([01:05:57](#)):

Okay, Dave, "I guess I'm asking about the definition of sustainability. Does it indicate growth or just staying alive?" Well, I--that very much depends on your organization and what your strategic plan says you're trying to do, Dave. Good question, but it really is going to vary from organization to organization.

Amanda Pearce ([01:06:14](#)):

"If you're denied a grant from a large organization and the notification of decline is automated, how do you suggest connecting with the organization to learn how to improve your application?" So, Deanna, if you've already established a relationship with that organization before you submitted your proposal, which you should have, then that's who you would contact to ask for advice on what you could do to improve a proposal in the future, or if they could give you feedback on why you weren't funded.

Amanda Pearce ([01:06:39](#)):

"As a new nonprofit, can you submit a proposal for projected budget to start community projects, which will include to employ staffing or teachers?" Depending on the foundation you're applying to. There's foundations that want to fund everything. So I would think the answer would be yes. Just have to find the ideal prospects for what you're looking to fund.

Amanda Pearce ([01:06:56](#)):

All right, Jeremy, I think I'm caught up.

Jeremy Smith ([01:06:59](#)):

I don't know how you did that. That's--that's amazing, Mandy. I am--I'm in awe. So thank you for letting me bear witness to the amazingness of you answering all the questions and this amazing webinar we had today. Quick reminder, everyone will be receiving a copy of everything you've seen as well as a link to all the notes from today's webinar as well. So look forward to those arriving on Friday. Those will be coming directly to your registered email box. Quick reminder, March 4th, "Sustainability Planning: Where Matching Grants and Capacity Building Meet." You can go ahead and sign up for that right now

on grantstation.com. And we'll also include a link to that in all of our followup materials. If you do have any further questions or comments, please feel free to email GrantStation directly at info@grantstation.com, and be sure to reference today's webinar. Again, thank you for attending, and we hope to see you in a future GrantStation webinar. Have a great day. And, Mandy, thank you very much. You have a great day too.

Amanda Pearce ([01:07:51](#)):

All right.

Jeremy Smith ([01:07:51](#)):

Enjoy your puppy.

Amanda Pearce ([01:07:51](#)):

Thank you so much. Y'all have a good one.