How to win grants and not go insane in the process

Eric Roth, Manager of Grants & Organizational Funding, Mohonk Preserve

Sarah Imboden, Grant Writer, The Roosevelt Institute, in partnership with Franklin D. Roosevelt Presidential Library & Museum

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**Mission**: Protect the Shawangunk Mountains region and inspire people to care for, enjoy and explore their natural world

**Programs**: Environmental Education, Conservation Science, Land Protection & Stewardship

**Numbers**: 8,500 acres, 16,000 members, 200,000 annual visitors, 400 volunteers, 50 employees

**Grants**: Each year, we apply for 30-40 and win 15-20 totaling $400k to $900k
About Roosevelt Institute

**Mission:** To foster research and education on the life and times of Franklin and Eleanor Roosevelt, and their continuing impact on contemporary life; 501(c)(3) partner of the FDR Presidential Library

**Programs:** Archives, Museum, Education and Public Programs

**Numbers:** 27,000 students & teachers; 10,000 program attendees; 300 members, 200,000 annual visitors

**Grants:** Goal: $300,000 + for 2017; so far applied for 13, 4 pending, 7 won; 2 lost, about $200,000 raised
What are Grants?

- **Opportunities to bring positive change** to an organization and its community
- **Formal competitive processes** used by grant makers to decide the best use of their philanthropic funds
- **Contracts** where the grant recipient agrees to carry out specific work funded and approved by the grant maker
- **Important revenue streams** for any organization, although funding levels and net gain may fluctuate wildly from year to year
- **Public Relations**: An effective way to improve the visibility and reputation of both grant maker and grant recipient
Grants: The Good, The Bad, and The Ugly

Good grants are:

**Fiscally Responsible**
- Strengthen financial position
- Enhance organizational capacity

**Aspirational**
- Advance missions and goals of both funder and grantee
- Address community need

**Innovative**
- Uses new ideas and/or best practices
- Result in new understandings or perspectives
- Can be replicated
Bad grants are:

**Fiscally Irresponsible**
- Weaken financial position without significant programmatic gain
- Are opportunistic rather than principled
- Do not advance mission or strategic goals
- Require efforts beyond organization’s capacity to deliver

**Unambitious**
- Maintain status quo without significant programmatic gains
- Result in minimal community benefits
- Are not informed by new ideas or best practices
Grants: The Good, The Bad, and The Ugly

Despite their benefits, grants also always result in:

- More work for staff, often above and beyond normal responsibilities
- Obligations to fulfill specified programmatic goals and objectives
- Additional accounting, reporting, and public relations work
Government Agencies:

- Grant amounts vary, but are often significant
- Most government grants require match
- Application and reporting requirements tend to be formal, long, and complicated
- Federal vs. State vs. Local
- NYS Grants Portal and Consolidated Funding Application
Types and Characteristics of Grant Makers

For-Profit Corporations:

• Usually lower amounts of funding ($1,000 to $10,000) although there are exceptions

• Application and reporting processes are typically simpler than governments

• Companies often want conspicuous press coverage for their grants

• The larger the company, the more competitive the grants

• Grants versus Sponsorships
Private Foundations:

- Types of foundations and the grant amounts they give vary widely

- Except for large foundations, application and reporting processes tend to be simple

- The challenge is finding foundations whose priorities align with those of your organization
How to Find Funders

Methods:

• Subscription databases such as Foundation Directory, Foundation Search, Grants Search, etc.

• Read annual reports and press articles of local (or similar) organizations to see what grants they have won.

• Never underestimate a simple Google Search! I have found success using “New York State Grants” “land conservation grant received.”

• Word of Mouth: Ask! Ask! Ask! your board members and colleagues for ideas based on their experience.
How to Find Funders

Links:

• Foundation Directory https://fconline.foundationcenter.org/

• List of Private Foundations in your County: http://nccsweb.urban.org/PubApps/geoCounties.php?q=NY


• Federal Grants Portal: https://www.grants.gov/

• See handout: Quick List of Good Bets for Local Libraries
Pre-Grant Questions for Your Project:

• Need: Why is the project important and who will benefit?

• Project Team: Who will do the work?

• Timeline: Start, End & Benchmark Dates

• Evaluation: How will you measure success?

• Cost: How much will the project cost? How much external funding do you need? What happens if you only receive partial funding? Can you provide matching funds?
## Two Sample Budget Templates

![Budget Template](image)

<table>
<thead>
<tr>
<th>INCOME</th>
<th>Project Budget</th>
<th>Use of FUNDER Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individuals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Projected Income</strong></td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Benefits for Program, Research, Communications, and Supporting Staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other than Personnel</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consultants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advertising</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management, occupancy, and indirect costs</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Total Projected Expenses</strong></td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Expense Description</td>
<td>Grant</td>
<td>Match</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td><strong>Personnel</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Director (50 hours @ $40/hr TEC)</td>
<td>-</td>
<td>2,000</td>
</tr>
<tr>
<td>Project Team Member 1 (50 hrs @$30/hr TEC)</td>
<td>-</td>
<td>1,500</td>
</tr>
<tr>
<td>Project Team Member 2 (50 hrs @$30/hr TEC)</td>
<td>-</td>
<td>1,500</td>
</tr>
<tr>
<td>Project Worker (hired specifically for project) (200 hrs @$25/hr TEC)</td>
<td>5,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Worker Mileage (estimated 400 miles @ $.50/mile)</td>
<td>-</td>
<td>200</td>
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<tr>
<td>Bussing Students to Library (5 trips @ $300)</td>
<td>750</td>
<td>750</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>750</td>
<td>950</td>
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<tr>
<td><strong>Consultants / Contractors</strong></td>
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<td></td>
</tr>
<tr>
<td>Trainer ($2,000 fixed fee)</td>
<td>1,000</td>
<td>-</td>
</tr>
<tr>
<td>IT Guy (6 hrs @ $100/hr)</td>
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<td>600</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>1,000</td>
<td>1,600</td>
</tr>
<tr>
<td><strong>Equipment, Supplies and Materials</strong></td>
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<td></td>
</tr>
<tr>
<td>Laptop Computer</td>
<td>1,500</td>
<td>-</td>
</tr>
<tr>
<td>Program supplies</td>
<td>-</td>
<td>750</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>1,500</td>
<td>750</td>
</tr>
<tr>
<td><strong>Printing and Postage</strong></td>
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<td></td>
</tr>
<tr>
<td>Outreach materials (200 @ $10)</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Postage for outreach materials (200 @ $.50)</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>1,000</td>
<td>1,100</td>
</tr>
<tr>
<td><strong>Total Direct Costs</strong></td>
<td>9,250</td>
<td>9,400</td>
</tr>
<tr>
<td><strong>Indirect Costs (10% as per grant guidelines)</strong></td>
<td>925</td>
<td>940</td>
</tr>
<tr>
<td><strong>Total Project Costs</strong></td>
<td>10,175</td>
<td>10,340</td>
</tr>
<tr>
<td><strong>Grant Request (rounded)</strong></td>
<td></td>
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<tr>
<td><strong>$10,000</strong></td>
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</tr>
</tbody>
</table>
Common Components:

- Letters of Inquiry (LOI) vs. Formal Applications
- Narrative
- Budget Justification
- Timeline
- Letters of Support/Commitment
- Photos/Maps/Drawings
- Additional Documentation (IRS letter, Financials, Annual Report)
Helpful hints:

- Use a Word document as your drafting place for all answers (paste them into the official form online or otherwise at the end)

- Pay attention to word/character limits!

- Note the deadlines!

- Don’t wait…gather additional documentation and request support letters early!
Grant Life Cycle

**PRE AWARD**
- Office of Sponsored Programs
- Find Funding
- Proposal Development
- Proposal Submission
- Award Receipt
- Project Startup

**POST AWARD**
- Grant and Contract Accounting
- Award Close-out
- Close budgets
- Prepare fiscal reports for sponsors
- Compliance
- Award Management
- Apply cash
- Invoice sponsor
- Establish budgets
Award Management

Common Components:

• Award Notice and Thank You
• Contract / Agreement
• Additional Documentation
• Kickoff Meeting
• Oversight
• Expense Tracking
• Reporting
Record Keeping & Fiscal Responsibility

Record Keeping:
- Central place to note all deadlines, reporting requirements
- Identify who in the organization is responsible for deliverables
- How will you track what you spend? Know from the beginning.

Reporting:
- What are the reporting requirements?
- Gather the information as you go through the grant
Thank you!

Eric Roth, Manager of Grants & Organizational Funding
Mohonk Preserve
www.mohonkpreserve.org

Sarah Imboden, Grant Writer
Roosevelt Institute
http://rooseveltitstitute.org/