DIOCESE OF ST. AUGUSTINE

Grant Writing and Tracking
Some content taken from The Foundation Center’s “Proposal Writing: The Comprehensive Course”
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Background

The purpose of this manual is to provide some grant writing insights for employees throughout the Diocese of St. Augustine who wish to seek and apply for grant funding for their project(s), with the assumption that grant seekers have received appropriate approval from their supervisors and/or training. This is a compilation of lessons learned from a 1-year experiment as a full-time grant writer and is for internal use only. It is not a substitute for training. Online training can be found at Foundation Center (Fig. 1). The comprehensive course is recommended for those who will manage the entire grant process for their entity (school, parish, etc.). Also available in the Development Office (2013) is The Grantseeker’s Guide to Winning Proposals, also published by Foundation Center, which offers guidance on special projects for 1 year or multi-year periods.

Figure 1. 2013 Foundation Center courses
The Process: An Overview

This manual is organized in the same order as a typical grant application life cycle, beginning with the statement of need and ending with post-grant follow up and relationship management. The discussion centers on the proposal, which is the main piece of grant writing (Fig. 3), each component of which will be described in greater detail. Use the sample proposal provided in the Appendix to view examples of the components as they are discussed here.

The grant writing life cycle can be divided into four phases, which may overlap in timing (Fig. 2). The first phase is the identification of projects that both address organizational needs and also align with potential foundation interests. Second is foundation (grant maker) research and gathering all relevant project documentation. The third phase initiates contact with prospective donor foundations via a Letter of Inquiry (LOI) or application and begins tracking it via the Access database, currently housed in Development at the Catholic Center. The fourth phase occurs after prospective donors respond with their decision(s).

Grant writing within the Diocese of St. Augustine requires appropriate communication with relevant central offices at the Catholic Center, like Fiscal (tax identification/verification of 501(c)(3) status), Development (grant tracking), and the Bishop’s Office (when a letter of support is needed from the Bishop). Check with your supervisor regarding current protocol. See the Grant Tracking Processing Flow Chart and Policy for Grant Applications and Administration in the Diocese of St. Augustine in the appendix.
Figure 3  Foundation Center: short course

Components of a Proposal

Executive Summary: umbrella statement of your case and summary of the entire proposal  1 page

Statement of Need: why this project is necessary  2 pages

Project Description: nuts and bolts of how the project will be implemented and evaluated  3 pages

Budget: financial description of the project plus explanatory notes  1 page

Organization Information: history and governing structure of the nonprofit; its primary activities, audiences, and services  1 page

Conclusion: summary of the proposal’s main points  2 paragraphs

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1 Taken from The Foundation Center’s “A Proposal Writing Short Course,” http://foundationcenter.org/getstarted/tutorials/shortcourse/prop1_print, accessed 4/5/13.
Project Selection

This section discusses the components of a “Statement of Need,” which is part of a typical grant proposal. A statement of need describes a problem and a solution in light of a particular beneficiary population or community. It is part narrative, part situation analysis. The purpose of the statement of need is to present a situation that suggests a benefit from positive change. The project proposed should be part of a solution driving that change, identifying how it will benefit the target population (beneficiaries).

**Statement of Need**

A need statement can take the form of a reverse pyramid, which narrates its case from general to specific (Fig. 4). The big picture problem presents the status quo as it applies to your geographic/demographic region. Then introduce your organization and how you attack the problem, as well as who would benefit directly from the funded project. A target population could be students, disadvantaged children or adults, or the community at large. Ideally you should be able to provide some data as to how well your organization performs its work in this regard. Finally, name a specific problem that has arisen and needs attention. It should elicit a natural question from the reader: “What can we do about it?”

**Figure 4 Narrating the Statement of Need**

- **Start with the big picture problem (status quo):**
  - Use stats and sources
- **Your org: how does it attack the problem?**
- **How well does the org. perform in its work?**
- **Name the current problem to solve**
  - Question
  - What can we do about it?
Project identification

Funding can be requested for things like tuition assistance, historic site renovation, arts, or in the area of Catholic funding, evangelization, parish support, faith formation, service, poverty assistance, and much more. Foundation interests are diverse and plentiful. More about foundation searches will be discussed in the next section. You can select projects to match your Statement of Need using the guidelines in Fig. 5.

Figure 5 Identifying projects that match statement of need

What problem is the project trying to solve?

Who will benefit from the success of this project?

What is the expected outcome or impact (metrics)?

How does this project align with your organization's mission and values?

How does the project's goals align with foundation interests?
Foundation Research

In addition to networking, there are databases containing directories of foundations that may match your values and project interests. The Catholic Funding Guide\(^2\) and the Foundation Center\(^3\) are two places to generate broad leads for foundations and identify potential matches. They have different pools of organizations and can be a good starting point.

When searching for foundations, especially for those that would support diocesan or Catholic projects, keep in mind that the projects that you identified in the previous section contain valuable information that will help focus your search. A typical search page in Catholic Funding Guide (Fig. 6) offers several fields to help identify potential matches. Be careful not to put too many restrictions in your search – it may prevent you from finding a potential project partner. Two fields are worth noting on this search page: “Special Interest” and “Geography.” There are several categories in “Special Interest,” like poverty aid, health issues (e.g., cancer, addictions and physical impairments), religious orders, faith formation, education, historic preservation, a variety of ministries, and veterans. Include whatever applies to the project(s) you identified, casting a wider net – this is better than being too restrictive in the beginning. Many foundations also prefer specific areas of the country or world in their giving patterns. Identify your region in “Geography.” Entering your local area will narrow the search to include those who are more likely to contribute to a project occurring in your region.

Search results can be sorted and filtered in the Foundation Center but not in the Catholic Funding Guide. The Catholic Funding Guide (2013) includes foundations that are “not accepting unsolicited applications” – meaning those foundations that require you to have an existing relationship with them. It will take more time to filter through those results.

\(^3\) [www.foundationcenter.org](http://www.foundationcenter.org)
Figure 6 The Catholic Funding Guide online

A DIRECTORY OF RESOURCES FOR CATHOLIC ACTIVITIES

Search

Grantmaker: 
Mailing Address:
  City/County: 
  State: 
  Zip Code: 
Special Interest: 
Geography: 
Total Giving: 
Total Assets: 

Search
Initiate Contact

Once you have selected potential foundation matches, it is time to plan on initiating contact. Some foundations do not require applications, but rather a letter of inquiry with supporting documentation attached.

Introductory Letter, Executive Summary

If you write a letter of inquiry it should include a statement of need, brief project description, budget and information about your organization and the audience it serves. The sample proposal in the Appendix contains a letter of inquiry (LOI) for your reference. Often the executive summary of a proposal is written after all the other parts have been completed. It offers a high-level view of the project and builds interest by pulling the reader in with a relevant and compelling statement of need and a description of the solution.
Project Description

The project description covers the goals, activities, and assessments of the project. This section offers some guidelines on what to include.

**Goals/objectives**
Project goals should be SMART, that is, Specific, Measurable, Attainable, Realistic, and Timely. What are you trying to accomplish? Identify a measurable change from the status quo. The goals should be attainable and realistic within the given timeframe. The sample proposal in the Appendix identifies examples of such goals: “increase the reading levels of at least 80% of participants by at least one grade level in 20 weeks,” and “provide 40 senior citizens with rewarding, meaningful work, utilizing their skills and experience.”

**Activities**
The project activities break down execution into specific tasks that enable the project team to accomplish its stated goals. Activities should identify task owners, collaborators, target population, and milestones in the project timeline.

**Staffing/administration**
Staffing and administration can be divided into two categories: leadership team and project team. The leadership team includes the C-suite, Principal (school), pastor (parishes), or the Bishop, depending on who is applying for the grant. For example, a parish would list its pastor and related leadership team members. Foundations will often ask for leadership profiles listing their credentials and/or achievements.

The project team is also important in the proposal – these will be the people to move the project forward, handle the day-to-day details of its management, and ensure that it is completed on time and within budget. They, along with the leader sponsoring the project, will be accountable for reporting project expenditures and outcomes to Foundations who help fund it.

**Evaluation**
How are you measuring success and/or impact of this project? What are your performance metrics? How you evaluate your project’s performance will tell potential funders

**Sustainability**
Discuss whether or how you plan to continue your project in the future. Be prepared to identify revenue and/or funding sources that will support the project beyond the initial funding period. This would include earned income, other foundation grants, corporate grants, government grants, donations from individuals, or operating budget allocations.
Project Budget

The project budget can be reported in numerous ways. Figure 7 shows a typical project budget breakdown for a Koch Foundation application in a 2013 application. A project budget would include personnel, non-personnel and indirect costs. Donated services and materials (“In-Kind”) are often overlooked but add quite a bit to the project. Volunteer rates can be found at Independent Sector’s website (http://www.independentsector.org/volunteer_time).

Figure 7. Project budget template for Koch Foundation (2013)

<table>
<thead>
<tr>
<th>Project Expenses</th>
<th>Koch Foundation Funds</th>
<th>Other Funders</th>
<th>In-Kind (donated services and/or materials)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Benefits</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Travel and/or Lodging</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Printing &amp; Postage</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Supplies (including food)</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>*Equipment (attachment required)</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>*Construction/Renovation (materials and labor):</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Attach the itemized bill from the contractor, any required permits, and proof of property ownership.</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>*Other (attachment required)</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Total (in U.S. Dollars)</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

** This amount must be the same as the amount provided in response to question #7a.
*** This amount must be the same as the amount provided in response to question #7b.
† This amount must equal the total amount received towards the project provided in response to question #9 (below).

Getting this kind of information requires collaboration with the project team and those handling the finances for the organization. Be sure that your numbers are as accurate as possible. Many foundations require a report of expenditures within a year of the grant date that accounts for all spending and impact measures.
Supporting Documentation

Most foundations require some kind of supporting documentation that verifies things like non-profit status, diocesan status, and finances. Below are some of the most commonly requested items that you should have at your fingertips for every potential grant application.

**Organization information**
This includes the organization’s mission, vision, history, values, and audience(s) served. Often it is the kind of content one finds on the splash page of its website.

**501(c)(3) certification**
Foundations often focus their grants on 501(c)(3) organization, which means that you will be asked to provide a copy of that certification. (on www.dosafl.com)

**Operating budget & audited financial statements**
Occasionally you will be asked to supply a summary of your organization’s operating budget. If you are a department within DOSA at the Catholic Center, you will need to contact the fiscal office for this info. “Partially combined statements” may also be requested at the diocesan level, which contain an auditor’s report regarding the statements and how fairly it reflects the financial position of the Diocese within a specified period.

**Board list (if applicable)**
Sometimes a roster of the current Board of Directors is requested by a grant making foundation. Keep a current copy of this available to include with your package, if necessary.

**Staff Bios**
Brief bios of the leadership team and project team may be requested. The bios provide relevant qualifications, achievements and their role(s), in a way that demonstrates the match between leadership and high likelihood of success of the proposed project.
Tracking: LOIs and Grant applications (Access)

The importance of tracking grants

Proper stewardship of funding received from charitable foundations for projects throughout the Diocese of St. Augustine calls for detailed, accessible record-keeping at the Catholic Center, such that both the Fiscal and Development offices can report them accurately to the Bishop at his request. Entities applying for grants can email or mail a form to the Development office that will enable tracking in an Access database. Figure 8 shows what would be tracked in the database.

Figure 8. Grant application tracking form
What the current Access database does not regularly track

- The grant projects themselves (project management)
- Report writing to foundations (other than the date that the final report is sent to the donor foundation, if required)
- Historical records with no request amounts
- Non-DOSA entities that may reside in the Diocese but are included in financial reporting
  - Way Free Medical Clinic
  - L’Arche
  - SSJ of St. Augustine
  - Comunita Cenacolo
  - FOCUS
  - Morning Star school JAX – not listed in Cathy Macina’s 2012 entity list that was given to Cabrini in Aug 2012
  - SVDP (St. Vincent De Paul Society)
Completing the tracking form

Below is a list of the fields in the form that will be completed in phases (and some guidelines), depending on where your organization happens to be in the process.

<table>
<thead>
<tr>
<th>Field name</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>ID</td>
<td>This field cannot be edited. The program automatically generates a unique ID for each record</td>
</tr>
<tr>
<td>Grantmaker</td>
<td>Dropdown list; select the foundation on the list to which you are applying. If it is not on the list, you will need to fill out a new Grantmaker form for the Development office to enter it into the Grantmaker table</td>
</tr>
<tr>
<td>DOSA Grant seeker</td>
<td>Dropdown list; select your organization on the list; if it is not on the list, contact Fiscal office to determine whether you are a DOSA entity; if not, you may not be required to fill out the tracking form</td>
</tr>
<tr>
<td>LOI sent</td>
<td>Date that first letter of inquiry was sent for this project</td>
</tr>
<tr>
<td>Application#</td>
<td>The # that the Foundation has given your application; we need this for tracking; some foundations require that you track all previous app #’s.</td>
</tr>
<tr>
<td>FORMAL APP sent</td>
<td>Date</td>
</tr>
<tr>
<td>Final report sent</td>
<td>Date that you sent the final report</td>
</tr>
<tr>
<td>Response recd</td>
<td>Last time the Foundation contacted you</td>
</tr>
<tr>
<td>Primary data source</td>
<td>Where can we go to get more details about this grant application?</td>
</tr>
<tr>
<td>MAX $ requested</td>
<td>How much did you ask of this foundation?</td>
</tr>
<tr>
<td>AMT $ recd</td>
<td>How much did you receive?</td>
</tr>
<tr>
<td>DOSA contact</td>
<td>Your organization’s contact for this grant</td>
</tr>
<tr>
<td>PROJ name</td>
<td>Title of project as submitted on application</td>
</tr>
<tr>
<td>PROJ description</td>
<td>Provide more details of the project; identify purpose of project</td>
</tr>
<tr>
<td>Bishop</td>
<td>At the time of the application (last name)</td>
</tr>
<tr>
<td>DOSA File#</td>
<td>This will be assigned at DOSA central office; do not “create” one</td>
</tr>
<tr>
<td>Notes</td>
<td>Explain anything that needs additional context</td>
</tr>
</tbody>
</table>

Link to Form on www.dosafl.com
https://docs.google.com/forms/d/1YWww55DLW3hXTZHVAFwDWmSLgqQMjB6Otm8b1TQkg44/viewform?pli=1
Funding granted! What do I do next?

Send a thank you letter
Do this as soon as you get your award letter. It helps to review previous correspondence, including but not limited to LOIs, Proposals, and application. As the requesting organization’s leader, it is important to thank them for the award amount, assure them of follow up (either as per the application requirements or on your own initiative), reiterate the importance of this grant towards the project in question and be available for follow up conversations. This is one of the many ways you will manage your relationship with the Foundation and its trustees.

Follow through on project
Do what you promised. Document all costs, account for all grant money spent. Return any grant money not spent! Mark milestones, measure progress, adapt metrics as needed.

Send progress reports
Some foundations ask for progress reports during the grant project. Find out what the requirements are, and follow through as requested. Be sure you provide what they ask you for – it is a confirmation of good stewardship of the funds you received.

Send a final report
Even if not explicitly requested (which is rare – most foundations require a final report), supply the final report in a timely and organized manner. It should review what you proposed, how the project unfolded, what happened, and your assessment of impact as well as the future of the project.

Manage relationships
There are many ways to manage your relationships with the foundations you have connected with. Invite them to special events, stay in touch, or subscribe to their newsletters. Stay in touch with the Diocese’ Development office for updates.
Appendix

Proposal Package (blue pages)
Sample Proposal (From Foundation Center) (pink pages)
Grant Tracking Processing Flow Chart (yellow pages)
Policy for Grant Applications and Administration in the Diocese of St. Augustine (yellow pages)
Proposal Package Checklist

Use this checklist as a guide to ensure that your application is as complete as possible. Requirements vary from foundation to foundation, so you will need to research those requirements for each one you submit an application.

Basic components

- Cover Letter (highlight request and compelling points) or Letter of Support from Bishop
- Signed application form

If a separate proposal is needed, ensure that you have the following components:

- Executive Summary
- Statement of Need
- Goals and Objectives
- Detailed Project Description (purpose for which funds are requested)
- Project Evaluation
- Project Budget & Sustainability

Typical supporting Documentation (varies by foundation requirements)

- 501 (c) (3) documentation
- Official Catholic Directory Listing (for Catholic Foundations)
- Operating budget
- Form 990
- Most Recent Audit
- Board of Directors
- Annual Report
- Qualifications of Key Personnel
- Organizational History and Program Activities