



Developing a 201x Grant Strategy For Nonprofit Organizations

The Goal is for our organization and each program to be fully funded each year.

Process to Develop an Annual Grant Strategy

Develop and Approve the Annual Organization Budget

ANNUAL NONPROFIT BUDGET			
ORGANIZATION NAME	SAMPLE NONPROFIT ORGANIZATION		
FISCAL YEAR	FYE 12/31/20xx		
			TOTAL
SUPPORT AND REVENUE			
CASH CONTRIBUTIONS			
Annual Campaign			100,000.00
Major Donors			10,000.00
Fundraising Events			180,000.00
United Way / CFC			10,000.00
Corporate Donations			5,000.00
Foundation / Corporate Grants			435,000.00
Profit from UBI			5,000.00
IN KIND CONTRIBUTIONS	#Hrs	Rate	
Volunteer Labor	1000	21.50	21,500.00
Professional Volunteer Labor	10	60.00	600.00
Donated Products			250.00
EARNED INCOME			
Interest Earned			600.00
Program Income			99,000.00
TOTAL SUPPORT & REVENUE			866,950.00

Allocate the organization's revenue to programs

ANNUAL NONPROFIT BUDGET									
ORGANIZATION NAME	SAMPLE NONPROFIT ORGANIZATION								
FISCAL YEAR	FYE 12/31/20xx								
				Revenue Allocation to Indirect (Admin - Fundraising)	Revenue Allocation to Surplus	PGM A Revenue Allocation	PGM B Revenue Allocation	PGM C Revenue Allocation	TOTAL
SUPPORT AND REVENUE									
CASH CONTRIBUTIONS									
Annual Campaign			100,000.00	35,660.00		20,360.00	21,360.00	21,770.00	
Major Donors			10,000.00	0.00		2,500.00	2,500.00	5,000.00	
Fundraising Events			180,000.00	60,000.00		10,000.00	10,000.00	100,000.00	
United Way / CFC			10,000.00	0.00		10,000.00	0.00	0.00	
Corporate Donations			5,000.00	0.00		5,000.00	0.00	0.00	
Foundation / Corporate Grants			435,000.00	60,000.00		40,000.00	54,000.00	281,000.00	
Profit from UBI			5,000.00	0.00		0.00	0.00	5,000.00	
IN KIND CONTRIBUTIONS									
Volunteer Labor	#Hrs	Rate	21,500.00	0.00		0.00	0.00	21,500.00	
Professional Volunteer Labor	10	60.00	600.00	0.00		0.00	0.00	600.00	
Donated Products			250.00	0.00		0.00	0.00	250.00	
EARNED INCOME									
Interest Earned			600.00	600.00		0.00	0.00	0.00	
Program Income			99,000.00	0.00		25,000.00	25,000.00	49,000.00	
TOTAL SUPPORT & REVENUE			866,950.00	156,260.00	850.00	112,860.00	112,860.00	484,120.00	

Support and Revenue is allocated to:

1. _____
2. _____
3. _____
4. _____

The allocation becomes a _____ when a budget is sent to a grant maker.

Types of Support (grants):

General Operating Support

Can be used to pay for _____, _____, and _____ during the course of monthly operations.

Cannot be spent on _____ or _____

Program Support

Can be spent on any of the program's expenses (personnel, non-personnel, indirect) unless the _____ stipulates otherwise

Capital Support

Can be used to purchase _____, _____, _____ or _____.

Emergency Support

The grantmaker will usually provide funds or in-kind resources within _____ of application

Program Development Support

Often _____ (less than one year).

Determine the % of Support and Revenue that our Organization is providing

Our Contribution*
_____ = %

Total Revenue

* Revenue Streams from our Organization
Major Donors
Annual Fund (Individual Donations)
Fundraising Events
Interest
Program Income

Analysis:

Less than 20-25% is _____

Between 25-50% is _____

More than 50% is probably not necessary in most communities and most fields of interest

Research Grant Opportunities from Foundations and Corporations

1) Solicited

- a) Request for Proposal (RFP)
Philanthropic News Digest
www.philanthropynewsdigest.org/rfps
- b) Search Foundation and Corporate Website by use of Search Engines
- c) Invitation to apply from Foundation or Corporation

2) Unsolicited

- a. Subscription Databases
 - 1. Foundation Directory Online Professional Level
 - 2. GrantStation Research Database
- b. 990-PF Forms
 - Foundation Center www.FoundationCenter.org
 - GuideStar www.Guidestar.org

Part XV Number 3: Current Grants

View the past 3 years 990-PFs from each Foundation
Find grant awards to organizations similar to your organization
Look for a pattern in the amount of funding awards
Use this pattern to determine the amount that your organizations
should request from this foundation where there is no RFP
or Application Guidelines that specify a ceiling or floor.

Prepare a Potential Grantmaker Profile

Database, Spreadsheet, Paper Notebook

Collect data on each Foundation from several sources

Source Documents:

RFP or Application Guidelines

Database Information

990s for last 3 years

Update periodically

Grantmaker Profile Data:

Foundation or Corporate Name

Deadline Dates or Board Meeting Dates

Initial Approach Method / Second Approach

Submittal Information

Amount to Request

Funding Initiatives

Field(s) of Interest

Target Populations

Types of Support offered

Geographic Preferences

Prepare the Grant Strategy Spreadsheet

Nonprofit Organization															
201x															
Foundation or Corporation Name	Due Date	Approach(es)	Submittal Information	Strength of Match with Grantmaker	Capital Org Prog A Prog B Prog C	Type of Support				Fields of Interest Target Populations				Recommended Amount to Request	Attachments / Limitations / Specifications / Comments
						General Operating	Program	Capital	Emergency	Program Development	Camps	Children	Physically Disabled		
				Strong Good Fair Weak	Best Prospect Second Round Final Round										
Foundation	3/1	Letter					x							10,000.00	Emphasis on Morris County NJ
Foundation	3/15 or 11/15	Letter				x						x		25,000.00	Primarily Oranges Maplewood NJ
Foundation	3/15 or 8/15	Letter					x							10,000.00	
Foundation	4/1	Letter or Online	website URL				x		x					15,000.00	Direct Costs only
Foundation	4/1 or 8/1	Letter								x				7,500.00	
Foundation	4/20 or 10/15	Letter 4 pgs					x		x					8,000.00	Emphasis on Union County NJ and low adm cost
Foundation	4/30	Letter					x					x		8,000.00	
Foundation	5/15 or 8/15	Letter 2-3 pg					x	x	x		x		x	15,000.00	
Foundation	5/5 or 8/4	Letter 1 pg					x				x			8,000.00	Emphasis on Hunderdon Mercer Burlington Middlesex Monmouth Ocean Somerset counties
Foundation	7/1-8/1	Online app	website URL								x			10,000.00	Emphasis on children under age 12
Foundation	9/15	Letter					x				x			20,000.00	Emphasis on Hunterdon County NJ
Foundation	10/15	Proposal					x	x			x			15,000.00	
Foundation	1/1/2010	Letter					x						x	20,000.00	Non-personnel costs only
Foundation	Open	Chicago Form											x	15,000.00	
Foundation	Open	Letter						x		x				10,000.00	Attach Determination Letter, Audited F/S, Organization Budget
Foundation	Open	Letter					x						x	5,000.00	Direct Costs only
Foundation	Open	Letter						x				x		40,000.00	Not in our geographic area
Foundation	Open	Letter									x			15,000.00	Direct Costs only
Foundation	Open	NY C G Form						x				x		25,000.00	
Foundation	Open	Letter						x			x	x	x	30,000.00	Our State
Foundation	Open	Letter						x					x	7,500.00	
Foundation	Open	Letter						x				x		6,000.00	Determination Letter, Organization Budget
Foundation	Open	Letter					x	x					x	10,000.00	
Foundation	Open	Summary 1 pg						x		x				5,000.00	Attach Org brochure, Determination Letter
Foundation	Open	Letter						x		x				8,000.00	
Foundation	Open	Letter					x	x						9,000.00	
Foundation	Open	Letter						x					x	4,000.00	Not eligible if accept United Way
Foundation	Open	Letter rq app						x					x	5,000.00	
Foundation	Open	Letter						x						16,000.00	
Foundation	Open	Proposal						x	x				x	12,000.00	
Corporation	Open	Letter						x						4,000.00	Personnel Costs only
Foundation	Open	Custom App Form						x					x	15,000.00	
Foundation	Open	Letter 1 pg					x				x	x		12,000.00	Send 2 year audited F/S with app form
Foundation	Open	Letter rq app						x	x			x		10,000.00	
Foundation	Open	Letter						x						10,000.00	
Foundation	Open	Letter						x					x	15,000.00	
Foundation	Open	Letter 1-2 pg						x			x			30,000.00	
Foundation	Open	Letter						x	x		x	x		15,000.00	
Foundation	Open	Letter						x		x				5,000.00	
Foundation	Open	NY C G Form						x					x	5,000.00	

Foundation or Corporation Name

Deadline Dates or Board Meeting Dates

Initial / Second Approach

Submittal Information

Amount to Request

Funding Initiatives

Fields of Interest

Target Population

Types of Support offered:

Geographic Preference

Prioritize Potential Grantmakers – Best Practices

Nonprofit Organization																
201x																
Foundation or Corporation Name	Due Date	Approach(es)	Submittal Information	Strength of Match with Grantmaker	Capital Org Prog A Prog B Prog C	Type of Support				Fields of Interest Target Populations					Recommended Amount to Request	Attachments / Limitations / Specifications / Comments
						General Operating	Program	Capital	Emergency	Program Development	Camps	Children	Physically Disabled	Economically Disadvantaged		
				Strong Good Fair Weak	Best Prospect Second Round Final Round											
Foundation	3/1	Letter		Good	Program A	x								10,000.00	Emphasis on Morris County NJ	
Foundation	3/15 or 11/15	Letter		Strong	Organization	x					x			25,000.00	Primarily Oranges Maplewood NJ	
Foundation	3/15 or 8/15	Letter		Good	Program B							x		10,000.00		
Foundation	4/1	Letter or Online	website URL	Good	Program A	x			x		x			15,000.00	Direct Costs only	
Foundation	4/1 or 8/1	Letter		Fair	Program A						x			7,500.00		
Foundation	4/20 or 10/15	Letter 4 pgs		Good	Program A	x		x						8,000.00	Emphasis on Union County NJ and low adm cost	
Foundation	4/30	Letter		Fair	Program B							x		8,000.00		
Foundation	5/15 or 8/15	Letter 2-3 pg		Good	Capital	x	x	x		x	x		x	15,000.00		
Foundation	5/5 or 8/4	Letter 1 pg		Good	Organization	x					x			8,000.00	Emphasis on Hunderdon Mercer Burlington Middlesex Monmouth Ocean Somerset counties	
Foundation	7/1-8/1	Online app	website URL	Good	Program B						x			10,000.00	Emphasis on children under age 12	
Foundation	9/15	Letter		Good	Program C	x				x			x	20,000.00	Emphasis on Hunterdon County NJ	
Foundation	10/15	Proposal		Good	Capital		x	x						15,000.00		
Foundation	1/1/2010	Letter		Good	Organization	x							x	20,000.00	Non-personnel costs only	
Foundation	Open	Chicago Form		Good	Program A								x	15,000.00		
Foundation	Open	Letter		Good	Program C			x		x				10,000.00	Attach Determination Letter, Audited F/S, Organization Budget	
Foundation	Open	Letter		Good	Organization	x							x	5,000.00	Direct Costs only	
Foundation	Open	Letter		Weak	Program A	x						x	x	40,000.00	Not in our geographic area	
Foundation	Open	Letter		Good	Program A	x					x			15,000.00	Direct Costs only	
Foundation	Open	NY C G Form		Good	Program B	x					x		x	25,000.00		
Foundation	Open	Letter		Strong	Program B	x				x	x	x	x	30,000.00	Our State	
Foundation	Open	Letter		Fair	Program A	x					x			7,500.00		
Foundation	Open	Letter		Fair	Program B	x						x	x	6,000.00	Determination Letter, Organization Budget	
Foundation	Open	Letter		Fair	Organization	x					x		x	10,000.00		
Foundation	Open	Summary 1 pg		Good	Program B	x		x			x			5,000.00	Attach Org brochure, Determination Letter	
Foundation	Open	Letter		Fair	Program C	x				x				8,000.00		
Foundation	Open	Letter		Fair	Organization	x	x				x			9,000.00		
Foundation	Open	Letter		Fair	Program A	x							x	4,000.00	Not eligible if accept United Way	
Foundation	Open	Letter rq app		Good	Program A	x					x			5,000.00		
Foundation	Open	Letter		Weak	Program A	x								16,000.00		
Foundation	Open	Proposal		Fair	Capital	x	x					x		12,000.00		
Corporation	Open	Letter		Fair	Program A	x					x			4,000.00	Personnel Costs only	
Foundation	Open	Custom App Form		Fair	Program A	x					x			15,000.00		
Foundation	Open	Letter 1 pg		Fair	Organization	x	x			x	x			12,000.00	Send 2 year audited F/S with app form	
Foundation	Open	Letter rq app		Good	Program B	x	x				x		x	10,000.00		
Foundation	Open	Letter		Fair	Program C	x				x				10,000.00		
Foundation	Open	Letter		Weak	Program A	x							x	15,000.00		
Foundation	Open	Letter 1-2 pg		Fair	Program B	x					x	x		30,000.00		
Foundation	Open	Letter		Fair	Capital	x	x			x	x	x		15,000.00		
Foundation	Open	Letter		Fair	Program C	x		x						5,000.00		
Foundation	Open	NY C G Form		Fair	Program A	x					x		x	5,000.00		

Create a Rating Scale to determine the strength of your organization and program(s) to the Foundation/Corporation's funding initiatives.

Strong, Good, Fair, Weak

5, 4, 3, 2, 1

Consider: Geographic Match, Target Population, Field of Interest

If you have a current **Capital Campaign**, reserve those Grantmakers for an appeal for the Capital Campaign, rather than general operating support or program support.

Reserve Grantmakers offering **General Operating Support** for Organization requests if you need grants for your Administrative and Fundraising expenses

With the balance of the Grantmakers, match them with your Programs

Indicate the Appeal Schedule – **First Round**, **Second Round**, **Final Round**

We often use color coding for this purpose

Appeals to Grantmakers

First Round – About 12-15 months prior to beginning of the Fiscal Year

The First Funder is often the most difficult to achieve each year, so determine the Foundation or Corporation that is the Best Prospect and submit this letter, proposal, or application first

Organization – Best prospect Foundation / Corporation

Program A – Best prospect Foundation / Corporation

Program B – Best prospect Foundation / Corporation

Program C – Best prospect Foundation / Corporation

Second Round – From 9 -12 months prior to beginning of the Fiscal Year

Most programs need grants from 3-5 grantmakers

Many foundations only fund 10-20% of the unsolicited proposals received

Set a schedule of time to send out enough letters, proposals, and applications so that if 25% were funded, then your program(s) and organization would be fully funded.

Send to the strong and good matches.

Keep the spreadsheet updated with

Submittals

Rejections or No response

Requests for additional documentation or site visit

Grant award commitment

Based on the response, continue to submit additional letters, proposals, and applications, now going to the fair and weak matches

Send thank you notes

201x							
Foundation or Corporation Name	Date Submitted	Approach	Type of Support Requested	For Program Name	Amount Requested	Decision Date	Response
Foundation							
Foundation							
Foundation							
Foundation							
Foundation							
Foundation							
Foundation							

- Final Round** – About 3 months prior to the beginning of the Fiscal Year
Continue to keep the Spreadsheet updated
If additional grant funds are still needed for one or more programs, then Management approve an Alternative Funding Plan
- A. The nonprofit will operate the program(s) as originally designed by providing the shortfall from its internal resources
 - B. The nonprofit will alter Program A, B, and/or C by reducing its geographic service area, or reducing the number of people served, or some other reduction to reduce cost
- If scenario B is approved, then your final appeal letters, proposals, and applications should identify what will happen if Program A (or B or C) is not fully funded by year end.

When a Program / Organization has been Fully Funded

Celebrate !!!

If you have outstanding letters, proposals, applications then send a notice to the Grantmaker to thank them for their considerations, but you are **withdrawing** your proposal (or letter or application) because you are fully funded for 201x.

If you receive a Commitment Letter from another grantmaker before they receive your notice (above) then send them a letter with Plan B to spend their grant award such as in a subsequent year.

Questions