



# Contents

<b>List of Exhibits</b>	vii
<b>Foreword</b>	ix
<b>Preface</b>	xi
<b>About the Author</b>	xv
<b>Diagram of the Proposal Development Process</b>	xvii
<b>Principles of Successful Grant Seeking</b>	xix
 <b>Part 1: Know Your Organization and Field</b>	 <b>1</b>
<i>Chapter 1: Ensuring Organizational Readiness</i>	3
<i>Chapter 2: Defining the Need</i>	13
<i>Chapter 3: Designing Your Project</i>	27
 <b>Part 2: Know the Funders</b>	 <b>47</b>
<i>Chapter 4: Identifying Potential Funders</i>	49
<i>Chapter 5: Deciding How to Fund Your Project</i>	79
<i>Chapter 6: Finding a Suitable Funding Match</i>	91
<i>Chapter 7: Making a Good First Impression</i>	105
 <b>Part 3: Write and Submit a Competitive Proposal</b>	 <b>113</b>
<i>Chapter 8: Preparing to Write</i>	115
Artificial Intelligence Considerations	133
<i>Chapter 9: Composing the Need Statement</i>	147
<i>Chapter 10: Writing the Project Description</i>	159

<i>Chapter 11: Designing an Evaluation Plan</i>	191
<i>Chapter 12: Developing the Project Budget</i>	209
<i>Chapter 13: Establishing Your Qualifications</i>	251
<i>Chapter 14: Preparing Supplemental Documents</i>	261
<i>Chapter 15: Crafting Letters of Inquiry</i>	273
<i>Chapter 16: Reviewing and Submitting Your Proposal</i>	285
<i>Chapter 17: Investing in Ongoing Relationships</i>	295
<b>Appendix A: Proposal Developmental Checklist and Pre-submission Checklist</b>	315
<b>Appendix B: Working with a Freelance Grant Writer</b>	323
<b>Appendix C: Resources for Instructors</b>	329
<b>Glossary</b>	343
<b>References</b>	357
<b>Resources</b>	359
<b>Acknowledgments</b>	373
<b>Index</b>	375



# List of Exhibits

<b>1.1</b>	<b>Checklist for Assessing Organizational Readiness</b>	<b>11</b>
<b>2.1</b>	<b>Checklist for Completing a Needs Assessment</b>	<b>20</b>
<b>3.1</b>	<b>Sample Theory of Change</b>	<b>33</b>
<b>3.2</b>	<b>Sample Theory of Change</b>	<b>34</b>
<b>3.3</b>	<b>Worksheet for Selecting a Project Approach</b>	<b>36</b>
<b>3.4</b>	<b>Elements of a Five-Column Logic Model</b>	<b>41</b>
<b>3.5</b>	<b>Elements of an Eight-Column Logic Model</b>	<b>44</b>
<b>4.1</b>	<b>Comparison of Public and Private Funding Sources</b>	<b>50</b>
<b>4.2</b>	<b>Checklist for Preparing to Compete for Public Dollars</b>	<b>51</b>
<b>4.3</b>	<b>Checklist for Gathering Information about Potential Government Funders</b>	<b>52</b>
<b>4.4</b>	<b>Comparison of Types of Foundations</b>	<b>57</b>
<b>4.5</b>	<b>Foundation Funding by Support Strategy, 2019</b>	<b>60</b>
<b>4.6</b>	<b>Foundation Funding by Subject, 2024</b>	<b>61</b>
<b>4.7</b>	<b>Checklist for Gathering Information about Potential Private Funders</b>	<b>63</b>
<b>4.8</b>	<b>Characteristics of a Corporate-Nonprofit Partnership</b>	<b>67</b>
<b>4.9</b>	<b>Checklist for Gathering Information about Potential Corporate Funders</b>	<b>70</b>
<b>5.1</b>	<b>Checklist for Preparing to Compete for a RFP</b>	<b>84</b>
<b>7.1</b>	<b>Guidelines for the Funder Relationship Journey</b>	<b>108</b>
<b>8.1</b>	<b>Checklist for Preparing to Write a Proposal</b>	<b>116</b>
<b>8.2</b>	<b>Major Activities Involved in Developing a Funding Proposal</b>	<b>119</b>
<b>8.3</b>	<b>Major Questions to Answer in a Grant Proposal</b>	<b>122</b>
<b>8.4</b>	<b>Major Components of Proposals to Government Funders</b>	<b>123</b>

<b>8.5</b>	<b>Major Components of Proposals to Foundations and Corporations</b>	<b>124</b>
<b>8.6</b>	<b>Checklist for Completing a Proposal</b>	<b>125</b>
<b>8.7</b>	<b>Elements of Proposals to Government Funders</b>	<b>127</b>
<b>8.8</b>	<b>Elements of Proposals to Foundations and Corporations</b>	<b>129</b>
<b>9.1</b>	<b>Worksheet for Addressing Important Questions in the Statement of Need</b>	<b>156</b>
<b>10.1</b>	<b>Sample Chart Used to Present Information Concisely</b>	<b>161</b>
<b>10.2</b>	<b>Sample Program Objectives, Activities</b>	<b>166</b>
<b>10.3</b>	<b>Sample Work Plan with Specific Milestones</b>	<b>169</b>
<b>10.4</b>	<b>Sample Project Timeline</b>	<b>172</b>
<b>10.5</b>	<b>Sample Complex Project Timeline</b>	<b>173</b>
<b>11.1</b>	<b>Types of Evaluation Design</b>	<b>198</b>
<b>11.2</b>	<b>Sample Plan for Data Collection, Analysis, and Reporting</b>	<b>200</b>
<b>11.3</b>	<b>Sample Division of Roles and Responsibilities for an Evaluation</b>	<b>202</b>
<b>12.1</b>	<b>Worksheet for Creating a Project Budget</b>	<b>211</b>
<b>12.2</b>	<b>Disaggregation of Salaries by Employee and Project</b>	<b>221</b>
<b>12.3</b>	<b>Allocation of Travel Costs</b>	<b>223</b>
<b>12.4</b>	<b>Sample Budget Assigning Direct Costs</b>	<b>230</b>
<b>12.5</b>	<b>Sample Budget Allocation Based on FTEs</b>	<b>231</b>
<b>12.6</b>	<b>Budget Indirect Allocation and Summary</b>	<b>232</b>
<b>12.7</b>	<b>Allocation for Multiple Funding Sources</b>	<b>237</b>
<b>12.8</b>	<b>Example of a Multiyear Budget</b>	<b>240</b>
<b>12.9</b>	<b>Sample Indirect Cost Proposal Format for Nonprofit Organizations</b>	<b>241</b>
<b>12.10</b>	<b>Checklist for Anticipating a Funder's Review of the Operating Budget</b>	<b>243</b>
<b>14.1</b>	<b>Sample Cover Sheet for a Standard Proposal</b>	<b>262</b>
<b>15.1</b>	<b>Sample Letter of Inquiry to a Foundation</b>	<b>276</b>
<b>15.2</b>	<b>Sample Letter of Inquiry to a Corporate Giving Program</b>	<b>279</b>
<b>15.3</b>	<b>Sample Letter of Inquiry to a Corporate Giving Program</b>	<b>281</b>
<b>16.1</b>	<b>The Seven Deadly Sins of Proposal Writing</b>	<b>287</b>